Generation Y and Work Attitudes: HRM Practices at Workplace

Dilini Rajapaksha
Faculty of Management and Finance, University of Colombo, Sri Lanka
Corresponding Author: Dilini Rajapaksha

Abstract

Purpose - *Generation Yers are very vital to the contemporary organizations because they are the newest and largest generation entering the workforce.World demographics show the entry of a large Generation Y cohort into the labor force.However, little is known about Generation Yers. Specifically, more Generation Yworkers are in ICT industry and ICT creates more job opportunities for them.Therefore, the purpose of this study is to examine work attitudes of Generation Yers in ICT industry and how these work attitudes impact on HR practices at workplace.*

Design/Methodology/Approach - *This study conducted as a qualitative study and data were collected through interviews from seventeen respondents particularly three HR managers and fourteen Generation Y knowledge workers in software companies.*

Findings - *The major findings of this study are Generation Y placed extrinsic work attitudes as a most important work attitude.Intrinsic work attitudes, Leisure work attitudes and Social/affiliation work attitudes are the next important work attitudes to them. Recruitment and selection practices are influenced by the leisure work attitudes and social/affiliation work attitudes. Intrinsic work attitudes impact on training and development practices at workplace and Performance management and rewards practices are shaped by intrinsic work attitudes.*

Key words - *Generation Y; Knowledge workers; Work attitudes; HR practices; ICT industry*

Date of Submission: 01-11-2018   Date of acceptance: 15-11-2018

I. Introduction

The 21st century job market presents a challenge for organizations of all sizes to manage a multigenerational workforce that is more demographically varied today even than before, due to today's workplace is experiencing ongoing retirement of Baby Boomers and the advancement of Generation Xers to fill their positions and younger generation of workers are entering to the world of work and this younger generation is commonly referred to as Generation Y(JPMorgan Chase Bank, 2014).

Luscombe, Lewis and Biggs (2013)as cited "Generation Y also referred to as Millennials, internet or dot.com generation, generation next, echo boomers, generation net, and nexters" (p. 272).

There is a much agreement that Generation Y is differs from previous generations in terms of their work-related characteristics (Cennamo&Gardner, 2008). Attitudes and behaviors of the Generation Y employees shaping the any of the business as those of any other employees of the organization (Solnet, Kralj, &Kandampully, 2012).

Accordingly, organizations have to match their HR practices such as recruitment and retention practices, learning and development practices (Lyons, Schweitzer, Ng, &Kuron, 2012; Solnet, Kralj, &Kandampully, 2012) with the characteristics of the generations in order to improve the organizational performances (Solnet, Kralj, &Kandampully, 2012).

Younger generations change jobs and employers at a greater rate than previous generations and that they are more willing to accept non-upward career moves as well as place great emphasis on work-life balance and friendshipsandmore valuing workplace fun than other generation cohorts(Choi, Kwon & Kim, 2013; Lyons, Schweitzer, Ng, &Kuron, 2012).

The best way for Generation Y to work is in teams such as virtual teams and self-directed teams where ideas can be expressed, feedback is quick and members can work on different parts of the whole because Generation Y's are characterizes by networking (Barnes, 2009).

Generation Y employees place high value on learning and development more than previous generations. Because of that they are more concern on tuition reimbursement, sabbaticals and training opportunities which use most sophisticated technology (Lyons, Schweitzer, Ng &Kuron, 2012).

Human resource managers often appreciate the best practices in their management policies, but these practices may not work for people in different generations. Therefore, organizations have to change their HR practices according to the different generations.

<div align="center">

II. Review of literature
</div>

The overview of generations

The changing demographic trends specially workplace diversity relates to the generational differences at the workplace. Generational differences mean that, for the firsttime there is a possibility that three major generations of people could be working alongside each other in today's workplace (Haynes, 2011).

According to Kupperschmidt, 2000 (as cited in Cennamo& Gardner, 2008) "A generation can be defined as an "identifiable group that shares birth years, age location, and significant life events at critical developmental stages" (p. 892).

The four major generations of the 20th century that have been studied are; The Greatest Generation, born between 1922 and 1945; Boomers, born between 1946 and 1964; Xers, born between 1965 and 1983; and Generation Y, born between 1984 and 2002 (Sullivan, Forret, Carraher&Mainiero, 2009).

Among those four generational cohorts, three major generation cohorts are prevalent today workplace. There are Baby boomers, Generation X and Generation Y (Sullivan, Forret, Carraher&Mainiero, 2009).

Baby Boomers are with the belief that hard work and effort would lead to success. Thus, Boomers value extrinsic measures of career success and are willing to work long hours to obtain rewards (Sullivan, Forret, Carraher, &Mainiero, 2009).

Unlike the Boomers who seem to live to work, it is said that Xers work to live(Sullivan, Forret, Carraher, &Mainiero, 2009; Lyons, Schweitzer, Ng, &Kuron, 2012). Furthermore,Gen Xers are highly mobile; they aremore loyal to work groups and bosses than firms. They dislike hierarchy, believe rewardsshould be based on merit as opposed to seniority, prefer to work alone, and prefer informalwork arrangements (Sullivan, Forret, Carraher, &Mainiero, 2009; Lyons, Schweitzer, Ng, &Kuron, 2012).

The most recent generation beginning to feature in the workplace is Generation Y. They are considered to be the most technologically adept members of the workforce. They reliance on fast-paced technology and Gen Yers could not remember a time when they were not connected 24/7 (Cennamo& Gardner, 2008); however, often makes them seem impatient (Smola& Sutton, 2002; Krahna&Galambos, 2014).

Similarly, Generation Yers are independent, entrepreneurial thinkers who relish responsibility, demand immediate feedback (Barnes, 2009). They succeed on challenging work and creative expression, love freedom and flexibility (Martin, 2005).

Work attitudes

The work attitudes differences are an important to today's organizational environment. The changing work attitudes of their employees may ultimately affect organizational values. With the transition of one generation to the next into top leadership positions, organizations will be influenced by the next generation's values. Smola and Sutton (2002) suggest that work attitudes are more influenced by generational experienced than age and maturation.

Similarly,most of the previous studies have found that the career expectation of each generation is different to each generation (Ng, Schweitze, & Lyons, 2010).Among these three major generations, Generation Y is vital to the today world of work because Generation Y is radically different from other generations and there are the newest and largest generation entering to the work places (Deal, Altma, &Rogelbe, 2010; Solnet, Kralj, &Kandampully, 2012).

A better understanding of the Generation Y employees' work attitudes and priorities helps organization to create jobs and work environments that are more likely to engage and retain Generation Y workers (Ng, Schweitze, & Lyons, 2010).

Work centrality and leisure

Most of the studies found especially Gen Yers express a weaker work ethic, believe that work is less central to their lives, value leisure, and seek more freedom and work-life balance than their Boomers (Smola& Sutton, 2002).

But most of the younger employees are now working longer hours than Boomers did a few decades ago and therefore they are seeking leisure more than previous generations (Lamm& Meeks, 2009).

Currently Gen Yers are having a trouble of finding work at all due to global economic recession and as a result of that, younger employees give low priority to the work than older employees (Deal, Altma, &Rogelbe, 2010).

Cennamo and Gardner, (2008) fond that New Zealand younger generations placed more importance on status and valued freedom-related items. Because of that, younger employees may prefer a psychological contract with the organization, which emphasizes freedom, status and social involvement.

The Generation Y in China is referred as Me generation, Affluent generation, Individualistic generation, Spoiled generation or One Child generation (Yi, Ribbens, & Morgan 2010) and need more freedom, career choice based on interests and personality rather than money(Yi, Ribbens, & Morgan 2010).

Gen Yers are likely to regard fun in the workplace not as a benefit, but as a requirement (Lamm& Meeks, 2009). It implies that Gen Yers are evaluating fun work environments more positively than traditional serious work environment (Choi, Kwon & Kim, 2013).

Intrinsic and extrinsic work attitudes
Intrinsic work attitudes include finding meaning and interest in work and extrinsic attitudes include status, respect, and a high salary (Twenge, 2010).

Gen Yers are favors intrinsic attitudes slightly less than Boomers did at the same age (Deal, Altma, &Rogelbe, 2010). Most of the studies suggested that the increase in extrinsic values across the generations than intrinsic values. Gen Xers could certainly have directed to lower work commitment andmore value placed on extrinsic rather than intrinsic work rewards (Krahn& Galambos, 2014). In addition, Gen Xers and Gen Yers valued status more, but most extrinsic values did not vary across age or generations (Ng, Schweitze& Lyons, 2010).

The American Generation Yers are having more complex work values and attitudes, and considered to be more aggressive, dynamic, more demanding than the older generations and have a high expectation about the working environment (Yi, Ribbens, Fu, & Cheng, 2015). In addition, they are bringing a new perspective on life at work and eventually reshape the image of desirable workplace (Choi, Kwon & Kim, 2013).

Ng, Schweitze, and Lyons, (2010) found that Generation Y in Canada placed the greatest importance on individualistic aspects of a job and they had realistic expectations of their first job and salary. They are seeking a rapid advancement of their job whileensuring a meaningful and satisfying life outside of work (Ng, Schweitze, and Lyons, 2010).

Affiliation or social work attitudes
Some workers are motivated by the social and affiliation aspects of work, such as making friends and having pleasant interactions with others (Twenge, 2010). Younger employees are more interested in affiliating with people at work and more likely to be single and have more of a social life outside of home (Ng, Schweitze& Lyons, 2010).

According to these previous studies, Generation Yers are generally valued freedom aspect of the job despite their culture. Meriac, Woehr and Banister (2010) stated that the Gen Yers are less centrality of work, self-reliance, hard work, morality/ethic and they have higher expectation of leisure.
Altruistic values mean the social aspect of the job. That means how workers are concern about helping and volunteering to the society. Gen Yers are not higher in altruistic work values than their previous generations. They are not much concern about the altruistic work values when considering the job offer (Twenge, 2010).

Generation Y ers in Canada placed greater importance to the individual aspect of the job and they're not concern on the society (Ng, Schweitze, & Lyons, 2010). Generation Y employees in UAE also raked altruistic work values as a less priority work value to them (Lim, 2012).
Even though the traditional Chinese culture valuesthe power, social status and positions, now Gen Yersin China showed a more aggressive as Western-like style and tending to highly value materialism and self-realization (Yi, Ribbens, & Morgan 2010).

Generation Yer's work attitudes are substantively different from Boomers and Gen X ers when they reach their 30s, 40s, and 50s, therefore organizations have to change the way that they do business according to their work attitudes (Deal, Altma, &Rogelbe, 2010). According to the various generations are joining with work place, employers have to change their HR practices to accommodate the changes in the work force.

Human resource management practices and generational differences
Organizations are worldwide diverse in term of age, gender, race, ethnicity and etc. Therefore organizations can effectively manage workforce diversity through effective integration of diversity management practices in the key human resources functions of recruitment and selection, training and development, performance appraisal and remuneration (Netto&Sohal, 1999).

According to Edgar and Geare (2005) Harvard concept of HRM has being developed Strategic concept of HRM and it included four generic Human Resource activities of all organizations namely selection/promotion/placement process, reward process, development process and appraisal process.

Edgar and Geare (2005) stated that these processes should be strategically aligned with the overall strategic objectives of the organizations.

Human resource practices in recruitment and selection
Contemporary organizations can benefit from the workforce diversity by recruiting the best people for the job, regardless of age, gender, ethnicity or other individual characteristics (Netto&Sohal, 1999) because people from different backgrounds, cultures and experiences can bring new ideas to the workplace.

Gen Yers are increasingly using mobile technology for their job search and get more of their information through channels such as Social Media, YouTube (videos) and friends' recommendations. It is critical that the contemporary organizations to use these channels and processes for recruitment which is generationally accessible to the younger employees.Therefore, contemporary organizations are now using this technology for sourcing candidates for their vacancies because this technology has become the norm of younger employees' daily life (Rawal, Hanna, Kallas, Lotz& Wilson, 2011).

In today's job market, the entire selection process needs to be customized to the audience. Selection decisions cannot be based solely on resumes, past experience, and conventional interviews. Multiple assessment processes and modes of delivery should be leveraged for the best results. Therefore, in addition to screening for qualifications normally found on resumes, structured behavioral interviews and business simulation assessments are valuable methods when evaluating candidates from this younger generation.

Members of the Gen Yers are more accustomed to immediate gratification and feedback. Therefore if a young, promising prospect candidate has been identified, organizations must act quickly, before the candidate's interest in the position begins to diminish. HR should implement the recruitment and selection process which is not lengthy and added task to consolidate processes and get it done quickly (Rawal et al., 2011).

Human resources practices in training and development

Effective human resources practices involve not just recruiting diverse employees but also retaining the best employees in the workplace (Netto&Sohal, 1999). One way of increasing retention rates of employees is by providing adequate training and development opportunities to employees (Netto&Sohal, 1999). Therefore training and development can be defined as prepares employees with the knowledge and competencies to meet current and future job requirements by providing various training and development programmes (JPMorgan Chase Bank, 2014). Regardless of the generational differences, most of the employees concerned training and development programmes as vital part of their career development (Edgar &Geare, 2005).

Generation Yers are more concern about the well-targeted training and development opportunities which develop theirleadership skills, interpersonal skills and soft skills etc. (Luscombe, Lewis & Biggs, 2013, Netto&Sohal, 1999, Sullivan, Forret, Carraher, &Mainiero, 2009, JPMorgan Chase Bank, 2014).

Human resources practices in performance and rewards management

Effective performance and rewards management practices are the major contribution towards the achievement of business objectives while maximizing the contribution of employees. Performance and rewards management practices can be different according to the generational differences of the work force. Generation Y employees are more preferred to having individual performance based appraisal system (Edgar &Geare, 2005).

Pay for talent is a new HR practice that is used to recognize employee performance and compensation which can be used for reward younger employees(JPMorgan Chase Bank, 2014).

Human resource professionals must develop plans for the best management of this diverse laborforce in order to recruit and retain the highest quality workers in their workplaces. Better understanding of the differences and similarities among the various generational groups in today's workforce can help organizational leaders and professionals to make important decisions about human resource policies and practices (Sullivan, Forret, Carraher, &Mainiero, 2009).

Accordingly, some studies found that many of the career goals and expectations among Gen Yers are not connected with the HR practicesof the organizations (Ng, Schweitze, & Lyons, 2010). Understanding the factors that affect to the values of Generation Y helps organizations to retaining their qualified GenYers in thework places(Ng, Schweitze, & Lyons, 2010).

Each generation is shaped by its experiences, which brings a variety of strengths to the workforce. Among those generations, Generation Yers are very important to the contemporary world of work since their perception on work is radically different from other generations. As an example, Generation Y employees in European Countries placed more priority to extrinsic work values, reflecting aggressive behavior andmore preferred to the individualistic aspect of the job. Even though Gen Yers in Asian Countries specially in China exhibited the collectivism at their workplace, they are also valuing extrinsic work values. Organizations have changed their HR practices to accommodate the changes of work attitudes. But most of the researches on generational differences and their expectation on work have been conducted in USA, Canada and New Zealand and there has been little empirical research has been conducted in Asian Context. Specially there is no such research on Generation Y and work attitudes in Sri Lankan Context. Therefore the main aim of this research is to examine the work attitudes of Generation Y employees and their impact on HR practices at workplace.

III. Methodology

Sample and sampling techniques

The unit of analysis in this study is the Generation Y individual knowledge workers and HR managers in ICT industry. The population of the study comprises the Generation Y knowledge workers and HR managers that belongs to the ICT industry more specifically software companies in Sri Lanka.

The sample size is determined as three software companies and it is expected that the sample of the individual Generation Y knowledge workers to be fourteen and three HR managers from these selected companies. Among those fourteen knowledge workers, sample of the study is comprised from eight Generation Y male knowledge workers and six Generation Y female knowledge workers. Therefore, this study is expected to collect data fromseventeen respondents who are belongs to software companies.

Data collection methods

The main data collection method is the interviews for this study. Those interviews included open ended questions to get in-depth and detailed understanding of the study.

This study is intended to accumulate the information on three HR practices namely recruitment and selection, performance management and rewards and training and development.

Data analysis

The data collected through interviews is analyzed by using Thematic approach. All interviews were tape recorded and transcribed for analysis. The transcripts were coded into broad themes based on the research objectives and interview questions to answer the research questions.

The researcher has found four main themes under Generation Y work attitudes. Those four themes were extrinsic work attitudes, intrinsic work attitudes, leisure work attitudes and social/affiliation work attitudes.

Those four core themes are categorized into other sub themes. Extrinsic work attitudes divided into two sub themes namely good salary level and opportunity to career advancement. Intrinsic work attitudes distinct into three sub themes called opportunity to learn new skills, challenging work and good variety of work. Work life balance and opportunity to travel are the two sub themes under leisure work attitudes and opportunity to connect with others is the sub theme under social/affiliation work attitudes.

Finally, the researcher has analyzed the relationship between these four work attitudes and HR practices particularly recruitment and selection practices, training and development practices and performance management and rewards practices.

IV. Data presentation & Analysis

HR managers' perception on Generation Y

Contemporary organizations have to change their HR practices according to the work attitudes of the Generation Y employees (Sullivan, Forret, Carraher, &Mainiero, 2009). Most of the organizations have recognized that the changes of work attitudes across the generations and changed their HR practices to accommodate these changes. Most of the HR professionals have identified that Generation Y employees are completely different from other generations and they are very important to the business operations. According to the HR managers in ICT industry, specially software companies are driven by the Generation Y employees.

All interviewed HR managers have mentioned that the Generation Y employees are very vital.

"Generation Yers means the new blood in the current workforce. Definitely they are valuable and their characteristics are different from other generations. They are loyal to their career not for the organization that they work. Also, I have only three employees who are representing baby boomer cohort. So I work with younger employees and I feel that I'm also younger" (HRM1, male).

In summary Gen Yers are holding different characteristics at workplace than other generation cohorts specially Baby boomers and Generation Xers. According to the interviews, Generation Y employees could be recognized as technological adapters, freedom lovers, demanders and innovators.

As pointed out by HR managers, Generation Yers are having special interest on technology.

"According to my experience they are faster adapters to the technology than older generation...., They are 24 hours connected to the technology" (HRM2, male).

All HR mangers mentioned that Generation Yers have high expectation of technology and updated with the up-to-date technology. Therefore, organizations have to adapt faster growing technology to retain the Generation Yers in the organizations.

Freedom lover is another characteristic of Generation Y employees. One HR manager is supported that idea by saying that,

"Older employees are believed that working hard makes better future for them, which is no more valid with younger employees" (HRM3, male).

According to the views on HR managers, Gen Yers are valuing freedom aspect of the job. Therefore, HR needs to concern on the flexibility at workplace and need to add the flexibility option when designing their job roles.

Demander is third characteristic of Generation Y employees according to the interviews with HR managers. HR managers are mentioned that the high demanding aspect of the Generation Y employees. One HR manager has stated that Generation Y employees are demanding salary and better working conditions than others.

"Younger employees are seeking on a working environment which is friendly and supportive to them" (HRM3, male).

Generation Yers are innovators or entrepreneurial thinkers in the work force and one HR manager believed that,

"They are very creative, curious as well as innovative thinkers. We can consider them as a hub of the creativity" (HRM1, male).

In summary, Generation Yersare holding different characteristics than other generations. They are update with new technology, love freedom, demanding more from the company and try to be innovative. Their characteristics are shaped by the technology and culture. The present study revealed that most of the HR managers have recognized these unique characteristics of Generation Y employees and trying to create a workplace which satisfies these requirements of the young employees.

HR managers' perception on Generation Y& HR practices

HR managers recognized that HR practices have changed by the organization time to time due to the technology advancement, cultural changes, generational changes or workforce changes. One HR manager had the following view on HR practices and generational differences;

"Obviously companies have to changetheir HR practices to accommodate the changes in the labourforce.....Changes of the work patterns across the generation are one of the concern when formulating the HR practices" (HRM2, male).

According to the interviews, changes of the work attitudes areone factor which is considering when formulate the HR practices at workplace. But previous literature mentioned that the organizations' existing HR practices are not aligned with the work attitudes and values of the employees (Solnet, Kralj, &Kandampully, 2012). Interviewed HR mangers have stated that how HR practices specially, recruitment and selection, training and development and performance management and rewards practices have changed accordingly.

HR managers had following perception onthe changes of recruitment and selection practices of their organizations. One HR manager has referred to his company recruitment and selection practices as follows;

"Nowadays, we used LinkedIn as an alternative recruiting source to attract young talent easily but earlier we didn't do that" (HRM1, male).

Due to the increasement of the younger employees' participation rate of the labourforcein ICT industry, recruitment and selection methods have undergone some changes.HR managers mentioned that e-recruitment method as their major and updated recruitment method.

Training and development practices of the organization are another HR practice which is changed according to the greater expectations of Generation Y. They believed that their own career development is based on their own development efforts and their companies have a responsibility to develop them as skilled employees.

Simultaneously, HR managers believed that training and development practices create talented and skilled labour pool within the organization.Training and development initiatives of a company should focus on every employee.

Performance management and rewards practices should be incorporate the attitudes, preferences and motivational factors of employees and reward system should be fairly and equitable to every employee.

According to that, HR managers believed that organizations have to prepare a clear career pathto retain the young talent within the organizations.

"Younger employees need promotions quickly. We have to think about it when we make HR year plan. ....After appraise the performance of employees, employees are reward by financially and non-financially." (HRM2, male).

Gen Yers would prefer to reward them by financially andhave a performance-based promotion scheme such as pay for performance system as HR managers emphasized. But according to the Gen Y employees, companies do not concern about their career advancement aspect.

According to the HR managers' views, some HR practices have changed by the organization to grab and retain the Generation Y employees. Nevertheless, some HR practices have not changed according to the work attitudes of the Generation Y employees.

Therefore, the researcher had found four work attitudes among Generation Y employees. Those work attitudes are extrinsic work attitudes, intrinsic work attitudes, leisure work attitudes, social/ affiliation work attitudes.

Extrinsic work attitudes

Extrinsic work attitudes meanpersons who are placed self-enhancement dimension as most important in life priority, they would value extrinsic work attitudes such as income, promotion, opportunities and status to attain their life goals (Lim, 2012).

According to the interviews, this research also proofed that Generation Y knowledge workers were placed more importance to the extrinsic work attitudes since they were more focus on self and the stability of life. Five out of fourteen employees give more priority to extrinsic work attitudes. Those all five employees were emphasize that good salary level and opportunity to career advancement dimensions as more important work attitudes.

"I would like to be a successful software engineer and one day I want to have my own business. Therefore, I am expecting a good salary." (Em1, male).

Findings of this study noted that the pay and opportunity to career advancement playa major role under extrinsic work attitudes among Generation Y employees. Similarly, extrinsic work attitudes are the most preferred work attitudes among Generation Y employees in USA, Canada and UAE (Ng, Schweitze& Lyons, 2010, Yi, ribbens, Fu, & Cheng, 2015, Lim, 2012) and Sri Lanka also.

Therefore, HR managers reveled that performance management and rewards practices have been based on the employees' extrinsic work attitudes. As well as this study found that Generation Y employees are more likely to reward extrinsically than intrinsically according to their work attitudes.

"Our company has a system to identify the best performers called as 'pay for performance system'. Pay is the most preferred rewards method specially among the young employees" (HRM1, male).

According to the interviews with Generation Y employees, good salary level and career advancement is the most preferred extrinsic work attitudes of them. Previous literature mentioned that Generation Y employees in European countries were focus on status(Ng, Schweitze& Lyons, 2010). But Sri Lankan Generatlion Y employees in ICT industry didn't mentioned about the status under extrinsic work attitudes. This can be considered as a result ofyoung employees were perceived a high demand and high value for their jobs from the society. One male employee has supported to that opinion.

"ICT industry is driven by the educated people. It normally knows by the society also. Itgives better standard for our career" (EM5, male).

Remuneration is the key motivational factor that drives any workforce and ICT workforce in Sri Lanka is not an exception. Therefore, findings would provide greater insights into extrinsic work attitudes particularly salary level and career advancement as main motivators of their work. ICT industry has also been a youthful industry in Sri Lanka and many younger employees can reach senior positions at a relatively young age. Therefore, performance management and rewards practices should be aligned with the employee expectations.

This studysuggests that extrinsic work attitudes are shaped the performance management and rewards practices of an organization. That could help companies to attract, engage and retain young generation at workplace and that is vital to the future of the Sri Lankan ICT industry.

Intrinsic work attitudes

Intrinsic work attitudes are intangible work attitudes that reflect an inherent interest in the work leading to being motivated to work for its own sake (Lim, 2012). These young employees believed that the work is for learn new skills and inherently motivated to do work. Challenging work and a good variety of work inspired them. Generation Y employees in Canada also placed greater important to development of new skills and meaningful work (Ng, Schweitze& Lyons, 2010). As per interviews, Generation Y in Sri Lanka also provided same level of importance to intrinsic work attitudes.

One female employee stated that her willingness to learn new skills,

"I would like to develop my skills especially technical skills and soft skills by doing   variety of work and challenging work. Currently I am engaging with two different projects and I have learned lot from that" (EM10, female).

In a summary, intrinsic work attitudes are the next important work attitudes of Generation Y employees. Opportunity to learn new skills, challenging work and good variety of work are the most preferred work attributes under intrinsic work attitudes.

ICT organizations have developed their training and development initiatives according to the work attitudes of Generation Y employees particularly intrinsic work attitudes. ICT companies are demanding not only for numbers but also for the quality. Quality of the ICT workforce has to be measured in terms of skills possessed by employees. Therefore, training and development practices play major role when developing skills of employees.

According to the Generation y employees, companies are not considering about their training and development initiatives according to the employee preferences.

"ICT sector is an evolving sector with the new technology. Therefore, companies need to use modern technology such as webinar and e-learning to develop their employees.But most of the companies are not using these new technologies" (EM3, male).

Generation Y employees are clearly mentioned that training and development practices are not aligned with their preferences.

HR managers have revealed that training and development practices would make skill labor force. But this study found that training and development practices have not designed according to the work attitudes of the Generation Y employees. But now as an initiative, most of the companies are willing to enhance their employees' skills and abilities by updating their training and development practices with new technology to retain their Generation Y employees in the organizations.

Leisure work attitudes

Leisure work attitudes are rewards that enable a work-life balance such as flexible work hours, freedom from supervision (Lim, 2012). Cennamo and Gardner (2008) found that Generation Y in New Zealand valuing freedom related items at work.Mainly Generation Y employees are concerning on work life balance and opportunity to travel under leisure work attitudes.

One female employee mentioned that work life balance is a major concern under freedom aspect of the job.

"… One day if I have to do a selection among job and family definitely I will select my family. We do everything; we work because we want to see the wellbeing of our families" (EM11, female).

Most of employeesheld similar views on leisure work attitudes as an important aspect of their lives. They are giving less priority to work in their lives.

"Works… work… We have to work but for just earn money to live. We want to feel our life not to suffer. (EM8, male).

Generation Y cohorts are believing live to work concept (Smola& Sutton, 2002). Similarly, Generation Y in Sri Lanka holds that leisure work attitudes as next important work attitudes for them. The research finding articulate that the freedom aspect of the work as a major concern of Generation Y employees.

Freedom and flexibility aspect of the job has concerned by the Generation Y employees when considering to apply a job vacancy. HR managers aware of the leisure work attitudes of the Generation Y employees and they promised to offer flexibility option to the job during the recruitment process. One HR manager shared his experience on how Generation Y employees want to know about the flexibility option of the job.

"….one younger employee asked about telecommunication facilities of the job while he is in selection process. Nowadays employees are too much worrying about the flexibility" (HRM1, male).

In summary, HR managers are concerned on leisure work attitudes of the Generation Y employees when deciding the recruitment and selection practices to attract young employees.But some companies are still not willing to add flexibility option for their employees due to fear of loose the control over their employees.

Social/affiliation work attitudes

Social/affiliation work attitudes are emotional rewards that satisfy the need to be connected to others such as interpersonal relationships in work teams (Lim, 2012). They recognized that having a job where they can meet a lot of people as a significant characteristic of a job. Generation Y placed next important to social/affiliation work attitude. One female employee mentioned that making friends and having pleasant interaction with others is an important aspect of her job.

"I want to work where gives me a chance to connect with others. It is very interesting" (EM13, female).

Generation Y employees are recognized as a more connected and socially integrated generation.According to the social/affiliation work attitudes of Generation Y, recommendations from the employees are another recruitment method that is used by the company to attract young talent. All three HR managers stated that method as bellows;

"We are using their network to attract the talent. That means they work as a brand ambassador of the company. If a company has a vacancy, they will attract new talent to the company and they will give their friends' CVs to the company. Without much effort we attract the talent to the company...." (HRM2, male).

Young employees are connected with each other's by using social media like Facebook, Twitter. Therefore, Generation Y employees are placed more priority to social/affiliation work attitudes and companies are used these work attitude to attract candidates for their talent pool without much effort.

Altruistic work attitude mean that persons are focusing non-self as life priority and they would try to attain that life goal with altruistic work attitudes (Lim, 2012). Generation Y employees are not recognizing altruistic work attitudes as a major feature of their career

"If organization doing social services I would like to contribute. I feel it's good and any company need to support the society. But I am not concern to much about it when I am applying a job" (Em1, male).

Generation Y employees ranked altruistic work attitudes as a least important work attitudes due to focus on non-self is not a life priority of Generation Y employees.

According to the work attitudes, organizations have change their HR practices to manage their young employees effectively and efficiently. New generation bring new technology, new culture, and new work patterns to the organizations.Organizations need to adapt these changes to their HR practices to be a leader in their field.

As to the narratives explained by the sample, the present study found that different HR practices are shaped by different work attitudes. First, respondents' life stories highlighted how recruitment and selection practices impact by the leisure work attitudes and social/affiliation work attitudes. Consequently, HR practitioners offer flexibility option when designing the jobs to attract Generation Yers to the organizations. In a similar way, organizations use social media, Facebook, Twitter and LinkedIn, as methods of recruiting younger employees. Second, training and development practices are based on intrinsic work attitudes, specially work attribute of opportunity to learn new skills. It is clear that Generation Yers appreciate constant learning and development at work particularly interesting, challenging, varied tasks and opportunity to learn new skills. Third, this research acknowledged that extrinsic work attitudes are impact on performance and rewards practices. Generation Yers are appreciating personal development plans that effectively tailor their career path and they are highly motivated from extrinsic work attitudes. Hence reward structures are highly determined by the monetary rewards. Finally, this study clearly indicated that the Generation Y employees' work attitudes are impact on the changes of existing HR practices at workplace.

V. Discussion & Conclusion

Discussion

Increasing generational diversity in the workplace creates both issues and benefits for the contemporary organizational leaders about how to strategically manage these valuable resources. There were little empirical researches have conducted the generational differences in workplace attitudes, behaviors and values(Sullivan, Forret, Carraher, &Mainiero, 2009). Previous literature suggested that the work attitudes of Generation Yers differ from other generational cohorts (Cennamo& Gardner, 2008, Ng, Schweitze, & Lyons, 2010). Thereforeundertake a study on this new generation is worth to the contemporary organizations. Most of the pervious researches were conducted in hospitality industry and retail industry and those researchers were not examined about ICT industry. Since there are limited researches on Generation Y employees and work attitudes in Asian context, Sri Lankan ICT industry becomes a resourceful industry to undertake this study.

The main objectives of the present study are to examine the work attitudes of Generation Y employees and their impact on the changes of the HR practices. Therefore the key findings of this study are younger generations placed more importance on extrinsic work attitudes and the younger groups feel that intrinsic and leisure work attitudes as the next important work attitudes and social/affiliation work attitudes ranked as the least important work attitude. Similarly, leisure work attitudes and social/affiliation work attitudes are impact on recruitment and selection practices of the organizations. Intrinsic work attitudes influence on training and development practices and extrinsic work attitudes are the determinants of the performance and rewards management practices.

First, findings of the study provide the valuable information on the characteristics of the Generation Y employees. The researcher discovered that the Generation Y employees who are in Sri Lankan ICT sector are more rely on the technology, appreciating freedom of work requesting more from the company and networking with each other's.

These findings are similar to the Generation Y employees in other context specially USA, Canada and China. (Yi, Ribbens, & Morgan 2010; Yi, Ribbens, Fu, & Cheng, 2015). The researcher revealed that HR managers identified those unique characteristics of Generation Y employees and they are trying to change their work setting accordingly. As Twenge (2010) found out, this study also highlighted that younger employees are switching to another company if their expectations are not meet. Therefore, the research findings discovered that HR practices have to change according to Gen Yers to retain them at the workplace.

Second, the researcher found that companies change their HR practices time to time and HR functions should consider Generation Y as a special group in relation to human resource development activities. Previous literature (Solnet, Kralj&Kandampullu, 2012;Kultalahti&Viitala, 2015) suggested HRM will need support in accurately identifying the expectations of the Generation Y among their employees. As to the literature, this research also revealed that companies have changed their HR practices accordingly. All interviewed HR managers were mentioned that they have changed their recruitment and selection method into e-recruitment methods and identified that training and development functions as a crucial function for employee development and performance and reward practices are used to identify best performers. Even though companies change their

existing HR practices, HR managers haven't clear idea about how to link work attitudes of Generation Y and HR practices.

Therefore, the researcher has found four themes to analyze the work attitudes among the Generation Y employees. They are extrinsic work attitudes, intrinsic work attitudes, leisure work attitudes, social/affiliation work attitudes. The researcher first examined the extrinsic work attitudes of Generation Y employees. Most of the employees are discovered that they are valuing extrinsic work attitudes. Specifically, they mentioned about the good salary level and the career advancement. The researcher has found that the younger employees who are just enter to the corporate world placed more important to extrinsic attitudes than experienced employees.

Moreover, male employees are extrinsically rewarded than female employees because male employees have high expectations on their lives than female employees. Most of the previous researchers also supported that idea by recognizing Generation Yers are more valuing extrinsic work attitudes than intrinsic work attitudes (Ng, Schweitze& Lyons, 2010).

In contrast to the previous studies mentioned that Generation Y employees are more like to have better status (Ng, Schweitze& Lyons, 2010). Present study emphasized those Generation Y knowledge workers in ICT industry in Sri Lanka didn't emphasize the status of the current job position because they believed that they are getting better recognition when working in the sector.

The researcher found that most of the HR managers understood about the extrinsic work attitudes of younger employees andrewarded them financially. Furthermore, this study discovered that performance and reward practices are mainly determined by the extrinsic work attitudes.

The employees who are having more experiences stated that they need opportunities to learn new skills, challenging work and good variety of work. Those experienced employees are expressed that software companies are paying well to them. Therefore, they are seeking meaningful work and having a high expectation on developing new skills. HR Managersresponded to this aspect with the design and implementation of well-targeted training programmes. However, Generation Y employees have mentioned that companies are not using new technology for their training programmes like e-learning andwebinar. It is clear that companies' training and development initiatives are not updated as younger employees' interest.Therefore,the researcher found that intrinsic work attitudes impact on training and development practices.

Leisure work attitude was the next important work attitude to Generation Y employees. Under leisure work attitudes, work life balance and opportunity to travel are major attributes. More female employees were preferred work life balance and male employees are like to travel. HR managers also revealed that the work centrality is decreasing among younger employees.

As Cennamo and Gardner, (2008) and Smola and Sutton, (2002) found and present study also evidently proofed that Generation Yers valued freedom-related items more than other work attitudes and placed high importance on work-life balance. Findings of the research identified that theGeneration Y employees may tend to seek work opportunities that give more freedom and may be prepared to leave the organization if these needs are not met. Therefore, companies have designed their recruitment and selection procedures by including the leisure work attitudes such as flexible working arrangements and telecommunication. This study acknowledges that the leisure work attitudes effect to the recruitment and selection practices.

Social/affiliation work attitude is mentioned as the next important work attitude to the Generation Y employees because they are more like to have networks.Recruitment and selection practices are using employee recommendation as a recruitment method by benefiting this work attitude and used social integration methods specially Facebook and LinkedIn as main source to attract young talent to the company. Therefore, the researcher proofed that the social/affiliation work attitudes impact on the recruitment and selection practices.Gen Yers placed low importance on altruistic work attitudes, because helping the society is not the priority in their lives.

Finally, the researcher found that the organization have fairly changed their HR practices to accommodate the changes of work attitudes of younger generation. Organizations have adapted to e-recruitment practices, offer competitive salaries and benefits, offer training programs to learn new skills and investing on employees' career development which enhances their employability. Furthermore, present study suggests that organizations need further development of their HR practices which relate to the work attitudes of the Generation Y employees. This will lead not just retain Generation Y employees in the workplace but also improve their job satisfaction, and ultimately the organization performance.

Limitations of the study and directions for future research

This study also contains some limitations that should be considered in the future researches.Future researches need to undertake to explore Generation Y work attitudes of other industrieslike banking and finance, hospitality industry except ICT industry to examine the different work attitudes of them.

The researcher has applied qualitative approachfor this study and sample is relatively smallthus it would not be appropriate to make further generalizations among all Generation Y employees in ICT industry.

Therefore the researcher suggested conducting the future studies regarding work attitudes and HR practices using quantitative method.

Additionally, the sample is not equally distributed when it comes to gender, working experience and education background. Thus future studies need to use equally distributed sample to analyze the work attitudes of Generation Y employees.

References

[1]. Barnes, G. (2009). Guess who's coming to work: generation Y. are you ready for them?.Public Library Quarterly, 28(1), 58-63. doi:10.1080/01616840802675457
[2]. Benschop, Y. (2010). Pride, prejudice and performance: relations between hrm, diversity and performance.The International Journal of Human Resource Management, 12(7), 1166-1181. doi:10.1080/09585190110068377
[3]. Braun,V., & Clarke, V. (2006) Using thematic analysis in psychology. Qualitative Research in Psychology, 3 (2), 77-101. doi:10.1191/1478088706qp063oa
[4]. Broadbridge, A.M., Maxwell, G.A., & Ogden S.M. (2007). Experiences, perceptions and expectations of retail employment for generation y.Career Development International, 12(6), 523 – 544. doi:10.1108/13620430710822001
[5]. Cassell, C., Buehring, A., Symon, G., & Johnson, P. (2006).Qualitative methods in management research: an introduction to the themed issue.Management Decision, 44(2), 161 – 166. doi:10.1108/00251740610650166
[6]. Cennamo, L. & Gardner, D. (2008). Generational differences in work values, outcomes and person organization values fit. Journal of Managerial Psychology, 23(8), 891-906. doi: 10.1108/02683940810904385
[7]. Choi, Y.G., Kwon, J., & Kim, W. (2013). Effects of attitudes vs experience of workplace fun on employee behaviors. International Journal of Contemporary Hospitality Management, 25(3), 410 – 427. doi: 10.1108/09596111311311044
[8]. (8) Deal, J. J., Altman, D. G., &Rogelberg, S. G. (2010). Millenniais at work: what we know and what we need to do (If anything). Journal of   Business and Psychology, 25(2), 191-199. doi:10.1007/s 10869-0 10-9 177-2
[9]. Edgar, F., Geare, A. (2005). HRM practice and employee attitudes: different measures-different results. Personnel review, 34(5), 534-549.
[10]. Haynes, B.P. (2011). The impact of generational differences on the workplace.Journal of Corporate Real Estate, 13(2), 98 – 108. doi:10.1108/14630011111136812
[11]. Information and Communication Technology Agency of Sri Lanka (2013). National ICT Workforce Survey. Retrieved September 25, 2015, from www.icta.lk/attachments/article/1247/Final%20Report-WFS.pdf
[12]. JPMorgan Chase Bank (2014). Managing talent in a multi-generational workforce. Retrieved March 10, 2015, from https://www.chase.com/content/dam/.../approvedTalMngmt_wp.pdf
[13]. Kapoor, C., & Solomon, N. (2011). Understanding and managing generational differences in the workplace. Worldwide Hospitality and Tourism Themes. 3(4),308 – 318. doi:10.1108/17554211111162435
[14]. Kim, B.Y. (2006). Managing workforce diversity: developing a learning organization. Journal of Human Resources in Hospitality & Tourism, 5(2), 69-90.doi:10.1300/mJ171v05n02_05
[15]. Kong, H., Wang S., & Fu X. (2015). Meeting career expectation: can it enhance job satisfaction of generation y?.International Journal of Contemporary Hospitality Management, 27(1), 147 – 168. doi: 10.1108/IJCHM-08-2013-0353
[16]. Kowske, B.J., Rasch R., & Wiley J. (2010). Millenniais' (lack of) attitude problem: an empirical examination of generational effects on work attitudes. Journal of Business and Psychology, 25(2), 265-279. doi:10.1007/sl0869-010-9171
[17]. Krahn, H.J., & Galambos, N.L. (2014). Work values and beliefs of 'generation x' and 'generation y'. Journal of Youth Studies, 17(1), 92-112. doi:10.1080/13676261.2013.815701
[18]. Kultalahti, S., &Viitala, R. (2015). Generation y – challenging clients for hrm?.Journal of Managerial Psychology, 30(1), 101 – 114. doi:10.1108/JMP-08-2014-0230
[19]. Lamm, E. & Meeks, M.D. (2009). Workplace fun: the moderating effects of generational differences. Employee Relations, 31(6), 613 – 631. doi:10.1108/01425450910991767
[20]. Lim, H.L. (2012). Generation Y workforce expectations: implications for the UAE. Education, Business and Society: Contemporary Middle Eastern Issues, 5(4), 281 – 293. doi:10.1108/17537981211284452
[21]. Luscombe, J., Lewis, I., & Biggs, H.C. (2013). Essential elements for recruitment and retention: Generation Y. Education + Training, 55(3), 272-290. doi 10.1108 /004009 113113 09323
[22]. Lyons, S.T., Schweitzer, L., Ng, E.S.W., &Kuron, L.K.J. (2012). Comparing apples to apples: A qualitative investigation of career mobility patterns across four generations. Career Development International, 17(4), 333-357. doi:10.1108/13620431211255824
[23]. Martin, C.A. (2005). From high maintenance to high productivity: what managers need to know about generation y. Industrial and Commercial Training, 37(1), 39 – 44. doi:10.1108/00197850510699965
[24]. Mavin, S., & Girling, G. (2010). What is managing diversity and why does it matter?.Human Resource Development International, 3(4), 419-433. doi:10.1080/713767867
[25]. Meriac, J.P., Woehr D.J., & Banister, C. (2010). Generational differences in work ethic: an examination of measurement equivalence across three cohorts. Journal of Business and Psychology, 25(2),315-324.doi: 10.1007/sl0869-010-91
[26]. Netto, B.D., &Sohal, A. S. (1999). Human resource practices and workforce diversity: an empirical assessment. International Journal of Manpower, 20(8), 530 – 547. doi:10.1108/01437729910302723
[27]. Ng, S.W., Schweitzer, L., & Lyons, S. T. (2010). New generation, great Expectations: a field study of the millennial generation. Journal ofBusiness and Psychology, 25(2), 281-292.doi:10.1007/sl0869-010-9159
[28]. Rawal, S., Hanna Z., Kallas, G., Lotz M., & Wilson R. (2011). The multi-generational workforce series: recommendations for recruiting a multi-generational workforce. Retrieved May 18, 2015, from www.camdendelta.com/wp.../CamdenDeltaMGW_Issue2_FINAL.pdf
[29]. Qu, S.Q., & Dumay, J. (2011). The qualitative research interview.Qualitative Research in Accounting & Management, 8(3), 238 – 264. doi:10.1108/11766091111162070
[30]. Ribbens, B., Yi, X., Fu, L., & Cheng, W. (2015). Variation in career and workplace attitudes by generation, gender, and culture differences in career perceptions in the United States and China. Employee Relations, 37(1), 66-82. doi:0.1108/ER-01-2014-0005
[31]. (21) Saunders, M., Lewis, M. & Thornhill, A. (2003). Research methods for business students (3rd ed.). New Delhi, India: Pearson.
[32]. (32) Schweitzer, L., Lyons, S.T., & Ng, E.S.W. (2015). How have careers changed? An investigation of changing career patterns across four generations. Journal of Managerial Psychology, 30 (1), 8-21. doi: 10.1108/JMP-07-2014-0210
[33]. (33) Smola, K.W., & Sutton, C.D. (2002). Generational differences: revisiting generational work values for the new millennium. Journal of Organizational Behavior,23(4), 363-382. doi: 0.1002/job.147

[34]. (34) Solnet, D., Kralj, A., &Kandampully, J. (2012). Generation Y employees: an examination of work attitude differences. Journal of management and Entrepreneurship, 17(3), 36-54.

[35]. (35) Sri Lanka Association of Software and Service Companies, (2014). Sri Lankan IT/BPM Industry 2014 Review. Retrieved August 05, 2015 from www.slasscom.lk/.../Sri%20Lankan%20IT-BPM%20Industry%20Review...

[36]. (36) Sullivan, S. E., Forret, M. L., Carraher, S. M., &Mainiero, L. A. (2009). Using the kaleidoscope career model to examine generational differences in work attitudes. Career Development International, 14(3), 284-302.

[37]. (37) Twenge, J.M. (2010). A review of the empirical evidence ongenerational differences in work attitudes. Journal of Business and Psychology, 25(2), 201-210. doi:10.1007/sl0869-010-9165-6

[38]. (38) Yi, X., Ribbens, B., & Morgan, C.N. (2010). Generational differences in China: career implications. Career Development International, 15(6), 601-620. doi:10.1108 /136204310 11084439

[39]. (39) Wentling, R.M. (2010). Evaluation of diversity initiatives in multinational corporations. Human Resource Development International, 3(4), 435-450. doi: 10.1080/713767865