

## **Work Life Balance and Organizational Culture: From the Perspective of Millennial Males**

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### **INTRODUCTION**

In India, by taking Hofstede's model of cultural dimension (1984) in reference, the country is viewed as a masculine nation with a score of 56 on this measurement. India is extremely masculine as far as visual showcases of progress and power, notwithstanding the reality it scores scarcely over the midrange. In many nations like India, the emphasis is on progress and accomplishments, is approved by material achievement, work is the focal point of one's life and achievement in the working environment is critical. The Indian culture values confidence, intensity and desire. Though the organizational culture is the centre point of all the achievements of any professional, people may unconsciously do not accept the organization imperatives totally even though they are framed from time to time. Therefore, there is a continuous requirement to revolutionize the organization culture with the future demand.

The definition of culture as per Hagberg and Heifetz (1998) is "it is an operating system of the organization. It guides how employees think, act and feel". Edgar H. Schien (1984) also defined the organization culture as "a set of basic assumptions that a given group invented, discovered or developed in learning to cope with its problems of external adaptations and internal integrations that have worked well enough to be considered valid, and therefore, to be taught to new members as a correct way to perceive, think and feel in relation to these problems". According to Daniel R Denison (1990) the definition is "Organization culture refers to the underlying values, beliefs and principles that serve as a foundation of organization's management systems, as well as the set of management practical and behaviors that both exemplify and reinforce those basic principles."

The work culture in India, is an amalgamation of various societal forces. Consistency in matching the expectation of the societal demands and organizational objectives is a on the basis of the boundaries, technology, managerial practices, human and physical resources. All the resources can be the driving force and also the constraints. With the inclusion of synchronizing the demand of organization and individual it's a continuous effort. With the entry of Millennial in workforce there is a lot of debate and research initiated on the behavior, skills, communication and the most important the compatibility with the other members of the organization (especially generation X).

The focus has shifted from the ability of the millennial to create functional relation with the older generation (McGuire et al. 2007), the hurdle which they encounter when they enter into the socialization with the other employees (Chao et al 1994 and van and Schien 1990). There is common belief observed in research wherein the millennial are found to be impatient, self-obsessed, aloof and the most uncommitted employees (Hill 2008) and at the same time there are researches who have observed them to be more appreciative than compared to the previous generation, more compatible with the technology and communication, ability to forecast and predict the opportunities, have more solution oriented approach in all discussions (Howe and Strauss 2000).

As per the contribution of Ishwar Dayal in the understanding of *Indian thought of management*, employees exercise authority on the basis of affiliation rather than organizational position. The survival of any employee is on the basis of relationship with the employee on a senior position of the organization and in case of any complaint the relative of the employee is approached who will discipline the employee. Any fresh employee learning the culture of the organization starts with the socializing process (Black and Ashford 1995, Miller et al 1999) and also how to be an active member of the group with the

acceptance of other group members (Myers and Oetzel 2003). The millennial the evaluation of the new job is not only on the basis of roles and responsibility assigned but also on the relation and the compatibility with their coworkers in the organization (Robinson and Morrison 2000). The acceptance of any new comer is judged in the basis of the valuable contribution the employee makes in the group which is in return reciprocated by a relationship of commitment (Moreland and Levine, 2001).

It has been observed that in India there is less empirical studies on the career and work-related expectations of Millenials. There are studied by researchers like Dries et al. in Belgium (2008), in New Zealand by Cennamo and Gardner (2008) and by Terjesen et al in UK (2007).

In the available review of literature, it has been mentioned that there is less realistic approach in the millennial professional goals and the expectations. if we observe from a layman perspective, we can witness many crucial changes like technological advancements, rising female employment, increasing number of part timers, requirement of flexi timings, increased virtual offices etc. the further analysis of this changes can lead to the conclusion of the younger generation i.e., millennia's changing lifestyle and expectation. An understanding of some of the major expectations will help the employer in aligning its strategies for a better retention of this young work force. The five major ones are listed as ahead:

### **IMPORTANCE OF WORK/LIFE BALANCE**

Millenials-the kids of Boomers, witnessed their parents, put long hours in work. However, the end result of these long hours was very disappointing. According to a study conducted by Loughlin and Barling (2001) divorce rates increased hence the kids saw their parents getting separated. Periodic layoffs were witnessed with the firms getting into the consolidation mode. This caused distrust in the minds of these kids; they became skeptical of end result of putting in those stretched hours at the workplace. A study by Zhang et al (2007) stated that, this was the reason that Gen Yers decided to give preference to their personal life above the work life. The report by Corporate Leadership Council (2005) mentioned the effect of events like the 9/11 terrorist attack, which instilled insecurity in the youngsters. They decided give priority to the personal life over professional life and hence being firm in choosing the work which lets them fulfill their personal goals. They learnt that they will have to negotiate with the employer for the same. They become vigilant of the duration of hours to be put into work, and the working conditions. They want to balance work and life. The study by McDonald and Hite (2008) stated that the higher education level of the Millenials was also responsible for their increased expectations.

### **SIGNIFICANCE OF MONETARY AND NON -MONETARY PAY**

In a study by the Corporate Leadership Council 2004, it was indicated that Millenials considered monetary pay as the key stimulus for work. It stated that Gen Yers lay emphasis on feedback on their work, and that too, the more instantaneous, more is the satisfaction. However, the interesting fact here as stated by McClelland (1965) is that the people who have a high need for success and accomplishments have their interest rooted in monetary rewards or income since they feel entitled to good pay since they are doing well as per the study of Hill (2002). Another study by Greenberger et al (2008), conducted on university students stated that the Millenials felt that they are entitled to good ranking, without it being actually backed by their academic capability.

### **ANTICIPATION OF SPEEDY PROGRESS**

Millennials also hold high expectations with regards to pay hikes and promotion. A study in 2009 by Erickson stated that they expect pay hikes and promotions, every six months. They can't relate to the wait and patience, which the earlier generations showed when it came to waiting for promotions as per Pooley in its study in 2005,2006. They would rather want to learn as much as possible and then switch to a better opportunity rather than waiting for long with the same firm. This approach of Gen Y is alarming both for the other generations and the work organization. The Corporate Leadership Councils report (2005) mentioned

that firms have a real challenge to retain the Gen Yers since on hand they want promotions on the other they are not willing to put in the requisite hard work for the same. They have grown up with a lot of pampering by their parents and in an environment where they got what they wanted with utmost ease and this has led to an increased and to a large extent as false sense of over their desires (Twenge 2006).

### **MEANINGFUL WORK EXPERIENCES**

Gen Yers are in quest of something more out of their work, than only their salary. According to a study by Lancaster and Stillman (2002) and Yang and Guy (2006) they are seeking work that is significant and satisfying. They are more interested in knowing about the values and objectives: what a firm stands for, and have shown interest in working for those organizations that look ahead of only money-making business. Report by the Corporate Leadership Council (2005) stated that the interview process is no longer one sided, with the HR manager asking the candidates about how that would be able to lead the organization towards progress, now it also more and more GenYers asking the work organization how it can lead them towards a more momentous and significant life.

It also stated that Millenials are equally anxious of their professional growth. They are not keen in taking up profiles which are not challenging and where the opportunity to make impact is less. In fact their performance level is seen to go down while working for an assignment that lacks excitement and motivation.

Another study by PricewaterhouseCoopers (2008) revealed that more and more (as high as 88percent) Millenials are looking at matching their value system with that of the work organization and are looking at assignments that can help them expand their outlook by providing opportunities for a lot of travelling and providing global exposure. They are showing preference to work for employers who are focused on their drive for Corporate Social Responsibility as per the study conducted by Greening and Turban (2000) and Turban and Greening (1996)

### **WORK SETTINGS WITH FOSTERING OUTLOOK**

A study by Lowe et al. (2008) stated that group activities, projects and presentations, are something that Gen Y is accustomed to from their early school days. Lyons (2003) stated that they lay emphasis on socialization even at the work place, and wish to have friendly people to work with. Corporate Leadership Council's Report (2005) stated that the Millenials not only seek friendly relationships with their colleague's and seniors at the work place, but also learn from and respect them. In a survey conducted, to find out the top motivational factor for Gen Yers at the work place, the first factor was pay and the second was the nature of reporting manager. This was an obvious choice since the young generation wants a friendly atmosphere where they are able to work freely and coordinate with the seniors and colleagues, thus leading to better employee engagement. Another important factor was the need to seek constant feedback on their work.

### **CONCLUSION**

Hence to sum up, the literature review has proved that this new generation has great expectations from their employer and the work place. A study by Twenge (2006) stated that Gen Yers want high pay scales, are impatient, and want to grow and succeed at a speedy rate however they don't pay equal heed towards their own performance; this proves that they have high admiration for their own self. They want to contribute meaningfully to the globe. Hence if the work organization is committed towards CSR activities, it motivates them. There are few of them who have shown ardor in spending their whole career with one employer and some who would hop jobs for their advantage. End of the day, they want to work for something significant and hence select an employer whose work value matches with their own.

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