

# DEVELOPMENT OF A CAUSAL FRAMEWORK LINKING WORK VALUES, PERCEIVED ORGANISATIONAL SUPPORT, AND JOB ATTITUDES

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**Abstract** *The present study is focused at Indian Generation Y employees who comprise almost half of the Indian working population and are growing at a rapid pace. Preliminary studies and efforts related to deciphering these young employees have classified them as the most demanding population with high expectations from the work environment in terms of better on-site support facilities and norms for work-life balance. The research proposes a conceptual model that seeks to link outlook and approaches of this generation based on their work values (extrinsic, intrinsic, status-related, freedom-related, and social related) to their expectations from organisations (perceived organisational support or POS) in terms of organisational support and its causal relationship with job attitudes like affective commitment, felt obligation, job satisfaction, and turnover intention through outlining relative propositions and giving an understanding about the rationale and significance of the proposed conceptual model.*

**Keywords:** *Generation, India, Job Satisfaction, Perceived Organisational Support, Work Values*

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## INTRODUCTION

The workforce of the 21<sup>st</sup> century termed as the 'multi-generational' workforce is characterised with a mix of all generations from Baby Boomers, to Generation X, with recent and ongoing inclusion of Generation Y since the last few years. The expectations and expressions of this diverse workforce differ significantly resulting at times in organisational conflicts, challenging both management styles and practices related to managing generational differences across organisations (McGuire, Todnem & Hutchings, 2007).

McGuire et al. (2007) point out that these differences in learning process of generational cohorts are widely exhibited through their outlook and approach. While ageing employees have high experience levels, maturity, work-orientation, and stability, the younger workforce is highly mobile, impatient, and exhibit less organisational commitment but are entrepreneurial, better educated, and technologically more competent than previous generations. They further argue that these differences in generational cohorts give way to intergenerational conflicts impacting organisational performance. Failure to understand and manage intergenerational conflicts in severe economic situations leads to further complications in terms of lower employee morale, productivity and innovation, in turn,

impacting corporate citizenship resulting in higher employee attrition and turnover.

While studies have worked on the multigenerational context, analysing outlook, approaches (Jorgensen, 2005), intergenerational conflicts and even intergenerational differences in values (Cennamo & Gardner, 2008), there is a dearth of research on understanding values and characteristics of Gen Y employees and implications of their outlook and approaches (albeit their learning process and values) on organisational processes and practices.

Research work in classification of the Indian generational cohort has generally been limited with initial focus being on generational research in the context of cohorts defined by the western world (Bijarpurkar, 2007; Erickson, 2009; Ghosh & Chaudhari, 2009; Roongnerngsuke, 2010). However in recent years some researchers have attempted to outline generational cohorts in the Indian context with specific reference to social, economic, and political changes that have happened in India and their impact of the related generational cohorts. Srinivasan (2012) in her research done with 1600 Indian employees classifies Indian employees as per their professional work experiences into pre-liberalisation (experience > 21 years), pre-liberalisation (experience between 10 and 21 years), rapid growth (experience between 5 and 10 years), and plateaued

growth (experience between 0 and 5 years) (SHRM Report, 2012). The research focused on understanding ranking of instrumental and terminal values by multi-generational Indian employees. Rajesh and Ekambaram (2014) in their study on 250 corporate representative samples in India have classified Indian generational cohorts based on birth years as veterans (1920-45), free-gens (1946-1960), Gen X (1961-1970), E-Gen (1971-1980), and Gen Y (1981-1990).

Preliminary studies linking Gen Y and HRM practices have generally been conducted in the western countries focusing on the aspects of attracting, engaging and retaining this talented but impatient workforce. However, there seems to be limited research in relation to growing economies, like India wherein work values are strongly influenced by national cultural values which may have an impact on employee perceptions and expectations from the workplace. Recent study by Rani and Samuel (2016) observed that there exist significant differences in the work values of Generation Y employees in comparison to older employees (baby boomers and Generation X) in India.

This study was thus formulated with an objective to understand the most happening generation of the millennial, aptly termed Generation Y or Millennial, specifically with relation to the Indian subcontinent and on the linkage of psychological constructs like work values, perceived organisational support, and employee attitudes, as such an attempt with specific reference to understand this cohort has not been attempted in previous research work. This study is an attempt towards providing an insight to industry practitioners/ human resource managers and trainers about what the Indian Generation Y thinks in terms of organisational outlook, how their work values impact their understanding of organisational support, and how this further has an effect on their job attitudes like felt obligation and

affective commitment with an impact on their levels of job satisfaction and intention to stay on or leave their respective organisations.

Gen Y population (20-29 years) in India is estimated to be almost 19.2% of the total population with a median age of 25.6 years for male and 26.9 years for female (CIA World Fact Book, 2011). As of 2010, around 362 million people in India were under the age of 25 years (CRISIL Skilling India Report, 2010) which is estimated to be over 50% of the total population by 2018-19 (CRISIL Insight Report, 2014). With the aspect of 'multi-generational' workforce existing and work alongside in the industry, it is getting increasingly difficult for industry practitioners/ human resource managers and trainers to understand how to manage the aspirations and psychological expectations of the varied workforce that seem to have a strong impact on their outlook towards their respective organisations and their productivity at the workplace. Numerous research initiatives in the direction of generational research have tried to understand varying characteristics of different generations, their context of working together, and also how the differences in their cohorts impact their organisational outlooks. Randstad Workmonitor - Wave I Report (2011) and Wave 3 Report (2015) state that mobility intent index is highest amongst the 18-24 year age category of Indian employees who are quite open for change and evaluate organisations on the availability of learning and growth opportunities including better engagement processes.

## REVIEW OF LITERATURE

Outline of major research papers reviewed on psychological constructs of work values, perceived organisational support (POS), and job attitudes.

**Table 1: Outline of Major Research Papers**

Theory	Author(s)	Research outcome
Social exchange theory	Blau (1964)	Expectations of the workforce related to organisational support and their perceptions of HR practices and work outcomes are correlated.
Organisational support theory	Eisenberger, Huntington, Hutchinson, and Sowa (1986); Kurtessis et al. (2015)	Evolved the concept of perceived organisational support (POS) based on the effect-outcome expectancy and the aspect of affective attachment to one's organisation based on exchange ideology. Employees are likely to develop higher levels of POS when the organisation cares about their well-being and values their contributions.
Effect of POS on work outcomes	Eisenberger, Fasolo, and Davis-LaMastro, (1990); Eisenberger, Cummings, Armeli, and Lynch (1997); Settoon, Bennett, and Liden (1996); Wayne, Shore, and Liden (1997); Stinglhamber, Caesens, Clark and Eisenberger (2016)	Based on the norm of reciprocity in social exchange, employees with higher levels of POS are more likely to repay the organisation with positive attitudes and favourable work behaviours. This attitude of the employees related to being obliged to give back to the organisation in exchange of the concern and support shown by the organisation, has been theorised as 'Felt Obligation'. Felt obligation is viewed as an outcome of POS and depends on the employee's acceptance of the reciprocity norm as applied to work.

Understanding values and work values	Rokeach (1973); Dose (1997)	Deep beliefs held by human beings towards specific modes of conduct which are socially and morally preferable. Values vary in terms of importance as guiding principles for an individual's life, about what is good, right and appropriate in terms of leading one's life. Work values are the evaluative standards relating to work or the work environment by which individuals discern what is "right" or assess the importance of preferences.
Work values and organisational constructs like job satisfaction and organisational commitment	Elizur (1996); Kildron (1978); Putti, Aryee, and Liang (1989)	Moderate relationship existed between work values and the aspect of organisational commitment. Intrinsic work values relate more closely to organisational commitment than extrinsic values. Intrinsic values are more related to self-actualisation like interesting work, autonomy, growth and creativity; extrinsic values tend to focus on basic human needs of job security, pay enhancement or work environment cohesion.
Generational differences and effect on work values	Parker and Cusmir (1990); Judge and Bertz, (1992); Jurkiewicz and Brown (1998); Jurkiewicz (2000); Dose (1997)	Their generational study on belief systems and value scores, found boomers to be more humanistic/ moralistic while pre-boomers were more traditional and pragmatic. Further research related to impact on organisational culture, HRM practices and ethical aspects outlines that generational differences in work values do tend to have an impact on organisational processes and its related environmental factors.
Affective commitment	Meyer and Allen (1991); Mowday, Steers, and Porter (1979); Porter, Steers, Mowday, and Boulin (1974)	Classified organisational commitment into three categories: affective commitment, continuance commitment and normative commitment. Employees with strong affective commitment remain with the organisation because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to. Affective commitment can be understood as a strong belief in and acceptance of the goals and values of the organisation and readiness to exert considerable effort on behalf of the organisation, as well as strong desire to remain as a member of the organisation.
Job satisfaction	Cohen and Bailey (1997); Harley (1999); Maertz and Griffeth (2004); Taplin and Winterton (2007); Chen (2007)	Researchers have found significant correlations of job satisfaction with pay, work organisation and work conditions. Research regarding relationship between job satisfaction and organisational commitment indicates a positive correlation between organisational commitment and job satisfaction. It is understood that employees with higher levels of job satisfaction display higher levels of organisational commitment.

## RESEARCH QUESTIONS

The conceptual model seeks to explore and understand the following fundamental research questions related to the relationships that exist between the psychological constructs of work values, perceived organisational support, job attitudes of affective commitment, job satisfaction, felt obligation, and turnover intention. An attempt has been made to understand the antecedents and consequences of perceived organisational support with relation to the same being impacted by work values and its (POS) causal relationship with job attitudes through the conceptual framework.

1. How does generational difference affect work values of Indian employees, specifically in the context of Generation Y employees?
2. Can work values impact the perception of organisational support amongst Indian Generation Y employees?
3. Can work values moderated by perceived organisation support have an impact on job attitudes and employee's behavioural outcomes?

## GENERATIONAL WORK VALUES, PERCEIVED ORGANISATIONAL SUPPORT, FELT OBLIGATION AND AFFECTIVE COMMITMENT

Research on work values outline 'values' as certain standard criteria which help guiding an individual's life or in the process of choosing his/ her goals for life, remaining relatively stable and enduring over time (Kilmann, 1971; Kluckhohn, 1951; Rokeach, 1968; Dose, 1997). It gives an understanding of what is 'right' and 'wrong' outlining acceptable modes of conduct which are preferable and acceptable over socially unacceptable modes of conduct. Studies related to understanding this facet evolved as 'work values' which attempted to link individual preferences for work or work environment as critical factors for his/ her continuity in the job (Super, 1973). Early researchers like Herzberg, Mausner, and Snyderman (1956) linked work values to motivational aspects, i.e. hygiene factors and motivators; later studies linked the aspect of personal convictions and impact of societal learning process to the work context relating it to certain outcomes of the work itself (Elizur, 1984). Researchers working on the aspect

of work values believe values can be theorised as being conceptually parallel to higher-order needs of human beings, while intrinsic values are more related to self-actualisation like interesting work, autonomy, growth, and creativity; extrinsic values tend to focus on basic human needs of job security, pay enhancement or work environment cohesion.

Substantial amount of research over the years have been increasingly focusing on the aspect of changing work values and its impact on the organisational environment. These studies have been necessitated from the fact that with changing employee values and related preferences their affect is bound to be felt in the organisational environment wherein employees are associated at both physiological and psychological levels. Rhodes (1983) in his study tried to understand the impact of career stages on work attitude, values, and satisfaction wherein it was found that this aspect of career change at varying age levels does have an impact on the above factors inclusive of work values. A major study in this direction was conducted by Smola and Sutton (2002) on a valid sample size of 335 American national who were understood to be full time employees at organisations. They found that significant difference existed in two major values constructs, 'desirability of work outcomes' and 'moral importance of work'. While older employees had less desire for promotion or growth, the younger generation had strong desire to move ahead in life. The study strongly indicates that generational differences have more influence on work values than age and maturation aspect (Smola & Sutton, 2002; p. 379); a factor that organisations necessarily need to take into consideration as Gen Y employees steadily join the workforce.

POS is a key concept of organisational support theory (Eisenberger et al., 1986; Eisenberger et al., 1997; Rhoades & Eisenberger, 2002; Kurtessis et al., 2015), which posits that employees evidently believe that the organisation has a general positive or negative orientation toward them that encompasses both recognition of their contributions and concern for their welfare. Organisational support theory (Eisenberger et al., 1986; Shore & Shore, 1995; Rhoades & Eisenberger, 2002; Kurtessis et al., 2015) holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organisation values their contributions and cares about their well-being. In such a context, work values which mediate employee's perspective of work and organisational support in terms of designing work, rewarding performance and managing supervisory support hold strong relationship with employee perception of organisational support for their growth and well-being; as outlined by the concept of POS. Given the changing preference of work values in generational cohorts (Smola & Sutton, 2002; McGuire et al., 2007), with specific reference to changing work values of Generation Y employees (Winter

& Jackson, 2016) and their expected impact on perceived organisational support, this research aimed to understand the relationship with a set of proposed hypothesis. Thus, it is posited:

**Proposition 1:** Gen Y's work values will have a significant and positive relationship to perceived organisational support.

Eisenberger et al. (1986) evolved the concept of perceived organisational support (POS) based on the effect-outcome expectancy and the aspect of affective attachment to one's organisation based on exchange ideology, an area that was explored by previous researchers (Levinson, 1965; Mowday et al., 1979). This exchange ideology between the employee and his employer (the organisation) seems to have strong impact on job attitudes like organisational commitment, turnover, absenteeism, and work-performance for those employees who have strong exchange ideology than on those with weak exchange ideology. This implies that employee's perception of how the organisation supports him/ her through its agents (supervisors) and takes care (recognition, rewards, fairness in processes etc.) directly impacts the relationship with the organisation as per the norms of social reciprocity; demonstrating strong or weak impact on job attitudes (which varies according to the exchange ideology of individual employee) (Stinglhamber et al., 2016). POS can have a positive impact on employees' attitudes and behaviours mainly because it creates a sense of obligation within the individuals to repay the organisation (Eisenberger et al., 1986, 1990). This attitude of the employees related to being obliged to give back to the organisation in exchange of the concern and support shown by the organisation, has been theorised as 'felt obligation' as highlighted through evidence based researches by organisation support theorists (Eisenberger et al., 1986; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Shore & Shore, 1995; Rhoades & Eisenberger, 2002; Kurtessis et al., 2015). Felt obligation is viewed as an outcome of POS and depends on the employee's acceptance of the reciprocity norm as applied to work (Wayne et al., 1997). Thus, it is posited:

**Proposition 2:** Gen Y's work values mediated by perceived organisational support will have a positive relationship to felt obligation.

Researchers in their understanding of relationships relating to work values and organisational constructs have linked it to work attitudes, job satisfaction and most importantly to the aspect of organisational commitment. Elizur (1996), Kildron (1978), and Putti et al. (1989) through their research found that a moderate relationship existed between work values and the aspect of organisational commitment with Putti et al. (1989) propounding that intrinsic work values relate more closely to organisational commitment than extrinsic values. Researchers working on the aspect of work values believe that values can be theorised as being conceptually parallel to

higher-order needs of human beings, while intrinsic values are more related to self-actualisation like interesting work, autonomy, growth and creativity; extrinsic values tend to focus on basic human needs of job security, pay enhancement or work environment cohesion. This view thus gives more depth to early researchers like Herzberg et al. (1956) who linked work values to motivators and hygiene factors for individuals.

Cohen (1996) found that among these three types of commitment, affective commitment seemed to highly correlate with factors like work involvement, job involvement and career commitment than the others. The aspect of affective commitment being more positively related to job performance has been confirmed by different empirical studies (Meyer, Allen & Smith, 1993; Sommers, 1995). Affective commitment can be understood as a strong belief in and acceptance of the goals and values of the organisation and readiness to exert considerable effort on behalf of the organisation, as well as strong desire to remain as a member of the organisation (Mowday et al., 1979; Porter et al., 1974). Thus, it is posited:

**Proposition 3:** Gen Y's work values will have a significant and positive relationship with affective organisational commitment.

**Proposition 4:** Gen Y's work values mediated by perceived organisational support will have a positive relationship with affective organisational commitment.

### PERCEIVED ORGANISATIONAL SUPPORT AND AFFECTIVE COMMITMENT MEDIATED BY FELT OBLIGATION

Research studies on the relationship of perceived organisational support (POS) and affective commitment (AC) have suggested and strived to explain that while POS and AC are strongly associated in shaping employee perception of support and reciprocating that support through increased organisational commitment, both these facets of employee psychology are empirically different. Further research on POS and AC have outlined that both have similar antecedents and consequences; the two constructs have been measured simultaneously so that the direction of causality is uncertain (Rhoades, Eisenberger, & Armeli, 2001).

Eisenberger et al. (1986) evolved the concept of perceived organisational support (POS) based on the effect-outcome expectancy and the aspect of affective attachment to one's organisation based on exchange ideology, an area that was explored by previous researchers (Levinson, 1965; Mowday et al., 1979). This exchange ideology between the employee and his employer (the organisation) seems to have strong impact on job attitudes like organisational commitment.

Organisational commitment (affective commitment) is understood to increase positively with increase of caring by the organisation wherein caring is reciprocated with more felt obligation and affective attachment through demonstration of higher levels of commitment by the employees. POS can have a positive impact on employees' attitudes and behaviours mainly because it creates a sense of obligation within the individuals to repay the organisation (Eisenberger et al., 1986, 1990). Perceived organisational support (POS) would increase employees' felt obligation to help the organisation reach its objectives, their affective commitment to the organisation, and their expectation that improved performance would be rewarded. Behavioural outcomes of POS would include increases in job performance and job satisfaction and decreases in turnover. Thus, it is posited:

**Proposition 5:** Perceived organisational support will have a significant and positive relationship with affective organisational commitment and felt obligation.

Felt obligation has been understood to be an important mediator in the POS-outcome relationship wherein in terms of role reciprocation, felt obligation refers to the employee's belief regarding whether he or she should actually care and help the organisation in achieving its goals based on what level of perceived support he or she has received from the organisation (Eisenberger et al., 2001). The research highlights that in terms of an interpersonal relationship, partners' readiness to return favourable response is influenced by their acceptance of the reciprocity norms; identified herein as employee exchange ideology that concerns employees' application of the reciprocity norm to their relationship with their work organisation. Employees with strong exchange ideology will show more positive response towards their organisation in return for favourable treatment, thus increasing their affective commitment and felt obligation towards the organisation. Felt obligation is viewed as an outcome of POS and depends on the employee's acceptance of the reciprocity norm as applied to work (Wayne et al., 1997). POS fosters affective commitment by meeting the employees' socio-economical needs and by creating felt obligation to the organisation (Armeli, Eisenberger, Fasolo, & Lynch, 1998; Eisenberger et al., 1986). This increased obligation towards the organisation results in increased productivity and higher work performance beyond standard limits as prescribed by the organisation; termed proactive behaviour (Caesens, Marique, Hanin, & Stinglhamber, 2016). Felt obligation is also understood to reduce employee withdrawal behaviours like absenteeism and tardiness. Thus, it is posited:

**Proposition 6:** Perceived organisational support mediated by felt obligation will have a positive relationship with affective organisational commitment.

## AFFECTIVE COMMITMENT AND EMPLOYEE OUTCOMES OF JOB SATISFACTION AND TURNOVER INTENTION

Research regarding relationship between job satisfaction and organisational commitment indicates a positive correlation between organisational commitment and job satisfaction (Becker, 1992; Williams & Hazer, 1986). It is understood that employees with higher levels of job satisfaction display higher levels of organisational commitment (Chen, 2007). Organisational commitment has a deep relationship with organisational goals, and represents both an individual's relationship with those goals and how much an individual values, and works towards those goals. This motivation to work towards the goals in line with organisational needs, while fulfilling individual needs increases satisfaction towards the job which if supported by the organisational efforts increases the aspect of organisational commitment, hence a positive correlation is understood to exist between job satisfaction and organisational commitment (Mowday et al., 1979).

Research regarding organisational commitment and its relationship to withdrawal behaviours like tardiness, absenteeism, turnover, and turnover intention suggests that there exists a negative correlation between these factors with organisational commitment. That is, if an individual or employee is committed to his or her organisation and identifies with the values or goals of the organisation, then there are lesser chances for the individual or employee to display withdrawal behaviours. Consistent reviews found a negative relationship to exist between organisational commitment and turnover or turnover intention (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Tett & Meyer, 1993). Thus, it is posited:

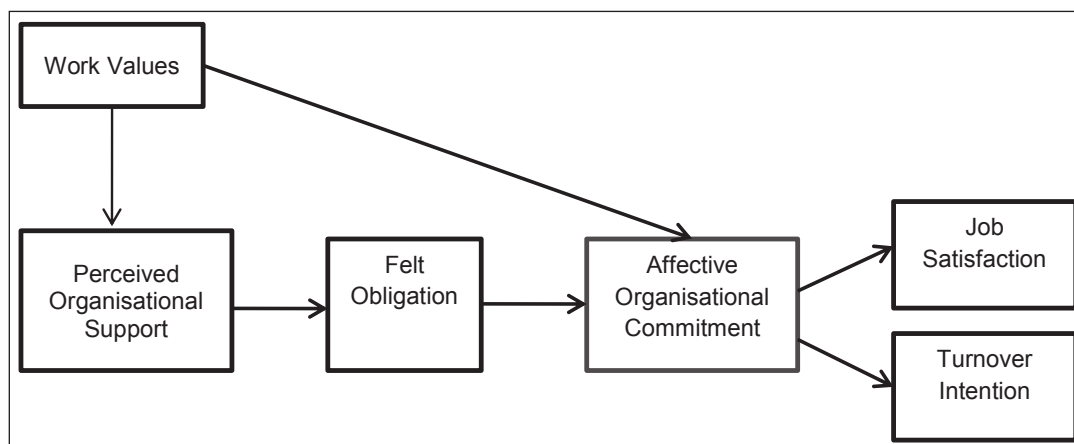
**Proposition 7:** Gen Y's work values mediated by perceived organisational support and affective commitment will have

a significant positive relationship with job satisfaction and a negative relationship with turnover intention.

## FELT OBLIGATION AND EMPLOYEE OUTCOMES OF JOB SATISFACTION AND TURNOVER INTENTION MEDIATED AC

Felt obligation is a consequence of the norms of reciprocity as outline by POS researchers. Research indicates that employees with strong exchange ideology seek to give back to the organisation for support rendered (supervisory, pay & rewards, work-life balance etc.) through increased affective commitment that gets further enhanced with the concept of 'felt obligation' as employees feel more obliged to pay back to their organisation under the exchange ideology. Eisenberger et al. (2001) highlight that affective commitment only increases with felt obligation as employees perception of their psychological contract is based on looking out for the welfare of each other, that is, if the organisation has cared for their needs and well-being, then they must also be obliged to care for the organisation. Meyer and Allen (1991) also highlighted that repeated favourable treatment availed from employer increases the employees' obligation towards the employer further increasing their desire to stay longer with the organisation; in turn ensuring a positive relationship with Job satisfaction. The reverse of this has also been found to be true, wherein positive relationship between felt obligation and affective commitment have caused negative relationship with employee outcome of turnover intention. The desire to stay on with a particular organisation as an employee feels obliged to the organisation means reduced turnover intention for the employee (Fazio, Gong, Sims, & Yurova, 2017). Thus, it is posited:

**Proposition 8:** Felt obligation mediated by affective organisational commitment will have a significant positive relationship with job satisfaction and a negative relationship with turnover intention.



**Fig. 1: Proposed Conceptual Model**

## DISCUSSION AND IMPLICATIONS

Industry today is facing major challenges with managing aspirations and expectations of a diverse workforce, specifically with the inclusion of this happening, demanding and wired generational cohort (Gen Y). This generation is also at times referred to as the 'wired generation' that needs to be connected at all times and feels most comfortable in digital environments. Born and brought up mostly in urban nuclear families, and having early access to communication medium; this generation believes in three major factors, expectations, expressions, and acceptance. They are increasingly demanding, wired and virtually connected, questioning traditional practices cum authority, displaying and openly voicing their disagreements and opinions without paying heed to set cultural norms and organisational practices. This is a generation that knows what it wants, in terms of their space, comfort levels or communication channels. They are open and brash about their expectations and expressions, seeking to collaborate and rapidly exchange knowledge/ information, networking for acceptance, thus challenging ways traditional organisations functioned.

Global survey by IABC and Deloitte Consulting towards understanding Gen Y imperatives, discusses how important it is for Gen Y employees to feel connected, updated and involved in an organisation. Gen Y is dynamic and eager to collaborate, they respect leaders who are honest, forthright and open, hence their relationship to an organisation is not just based on their perception of the organisation but also of the leader they are associated with. This emotionally charged enthusiastic young workforce seeks to contribute to their organisations through a plethora of ideas, suggestions and informed opinions; which at times challenge the traditional mindset of organisational management. Their ideas are creative, innovative and at times exceptional; being based on the knowledge acquired by being part of a socially networked cum connected domain. However, this generation also believes in the concept of instant acceptance and open feedback, these being critical factors for their enthusiasm and satisfaction towards organisational processes (Rai, 2011).

Similar survey on global workforce innovation was conducted by Johnson Control in association with Haworth, iDea and Oxygenz.com (Generation Y and Workplace Annual Report, 2010). The survey also puts up interesting facts related to why Gen Y opts to work for specific organisations, prominent factors being learning & development opportunities, quality of life, and work colleagues (includes peers & superiors). The survey highlights Indian Gen Y workforce as the most demanding population with high expectations from the work environment in terms of better on-site support facilities and norms for work-life balance. They believe in not only socially collaborating but also engaging socially as an extension of their workplace to enhance learning opportunities and

maintain a balance between their personal and professional lives. This generation of Indian youngsters is tech-savvy, entrepreneurial, ambitious, optimistic and ready to walk the extra mile for achieving their dreams and goals. They are strongly influenced by social opinions and base their judgments on peer factors much like their counterparts across the globe. They are a generation tuned to opportunities and consumerism, which make them more open for change, demanding with higher levels of expectations, affecting their perception towards organisations and their engagement processes (Rai, 2011).

CRISIL Report on Skilling India, 2010 and CRISIL Insights, 2014 highlight the tremendous opportunity and challenges for Indian business organisations. The country with a population of 1.3 billion (UN, 2016) has 17.6% share in the world population pie making it the second largest country after China in terms of demography. This is slated to change by 2030, with India reaching a population of 1.5 billion crossing China and becoming the largest populated country in the world. While this may seem challenging, there is also an opportunity; India's working population (15-59 years) will swell from 749 million to 924 million by year 2030, making it the most desired location of talent acquisition (employee availability) heightening business growth and progress in the country. Interestingly as on 2016, half of India's working population is below the age of 25 and this number shall only increase with the population figures making it one of the youngest countries of the world; average age is expected to be 29 years by year 2020.

This spells tremendous opportunity for the country wherein immense talent can be developed by equipping the current Generation Y cohort and upcoming Generation Z cohort with skills that may be future relevant and much in demand for career growth. This country is already witnessing an explosion in the entrepreneurship arena with advent of e-commerce platforms and technology enables startups. The average age of CEOs in the young startups is around 25 years, making them part of the Generation Y cohort. Thus, it is important for policy making bodies, both governmental (NSDC) and industrial/ business oriented (ASSOCHAM/ FICCI), to develop and nurture an ecosystem that breeds and supports these young entrepreneurs in the country by not only availing them financial investment/ support, but also helping them nurture talent through effective and optimum utilisation of Gen Y employees' skills in the country, leading to brighter future prospects for both Gen Y employees and India as favoured destination for talent acquisition.

In light of the above, this conceptual paper intends to arouse the interest to conduct a study through identification of this particular research gap, wherein there has been a lack of focus on generational studies in India relating to work values, attitudes and work preferences of a particular generation and its linkage to organisational practices. The researcher

intends to conduct future research study specifically on Gen Y employees in the age group 19-29 years comprising the burgeoning young working population of India.

For example, Proposition 1 of the research model attempts to understand if the work values of Gen Y employees, i.e. intrinsic, extrinsic, status, freedom and social values (Cennamo & Gardner, 2007), have any effect on their related expectations (perceived organisational support) from workplace in terms of intrinsic factors (challenging work, intellectual growth) and extrinsic factors (pay & rewards, career growth opportunities, and supervisory support). This is important to understand as previous literature on Gen Y across the globe and also in the Indian context outlines this generation as being demanding and giving higher importance to extrinsic reward parameters specifically economic returns. This is amply evident from the age group this cohort belong to and stage of life that this generation is in the current context. So the resulting implication from the study can be to understand how much extrinsic factors truly matters for Gen Y employees in India; indicating that to engage this generational cohort and to keep them motivated at the primary level, it is important to make them aware of the extrinsic rewards (pay, perks and benefits) available within the organisation. Additionally since Gen Y places higher prominence on transparency and openness in communication, organisations need to keep them updated on fair performance evaluation systems and its linkage to pay & reward practices. This aspect is very critical as the perceptual process of organisational support is strongly linked to job attitudes (commitment, satisfaction, and turnover intention), evidenced from previous literature.

Propositions 2, 3 and 4 intend to look at the both the direct relationships between Gen Y's work values and affective commitment/ felt obligation while also looking at the mediating role that POS (perception of organisational support) may play in the model of psychological constructs. Propositions 5 and 6 propose to analyse the relationship of perceived organisational support to the constructs of affective commitment and felt obligation and that of POS to affective commitment through an understanding of the mediating role of felt obligation (FO) in the relationship. Propositions 7 and 8 are based on a conceptual understanding of how job attitudes like job satisfaction and turnover intention can be affected by the constructs of work values and felt obligation if mediated by the constructs of perceived organisational support and affective commitment. The implications of the findings related to effect of Gen Y's work values on POS and job attitudes can be highly beneficial to managers/supervisors in understanding how Indian Gen Y perceive the factors of organisational support and how they reciprocate this in terms of their commitment, output and productivity towards their organisations. Given the consideration of the 'ME' aspect in this generational cohort, as summarised through previous

literatures; it would be interesting to understand how this translates into their perceptual understanding of the give and take of individual contribution vis-à-vis benefits accrued by the organisation. Also the aspect of job attitudes being impacted by the perception of organisational support in the context of this generational cohort can give an insight to managers/ supervisors about what aspects of organisational support this cohort perceives as crucial for their satisfaction both in terms of their job role and their intention to continue their employment with their respective organisations. Linked to the concept of social exchange (Blau, 1964), the objective would be to understand whether this generational cohort feels pride in continuing with their organisations and whether that translates into a feeling of obligation based on organisational support that spurs them towards higher level of commitment and productivity in their organisations.

## CONCLUSION

Thus, this paper through its conceptual model seeks to explore major psychological constructs and their relationships based on an understanding of how an evolving new generation is affected by them and how that translates to their relationships with their respective organisations. This paper intends to be a preliminary document in the context of Indian Gen Y employees wherein future researchers can avail insights in developing culture specific or generational cohort specific validated psychological constructs that seeks to relate the aspect of generation based work values to the perception of organisational and job attitudes. Understanding the thought process and aspiration of the new evolving Generation Y is imperative for Indian organisations as this generation seeks to be filling up fast in the work domains. Research has outlined that Indian Generation Y employees share characteristics of their global cohort counterparts but they still differ in terms of their work values which may be an aspect linked to the national cultural values. Given this context, it is imperative for stakeholders in leadership domain to understand this cohort and outline organisational strategies and policies in line with better management of these happening generational employees.

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