



International Journal of Business Insights and Transformation

Volume 14

Issue 1

(October 2020-March2021)

Intervening Role of Customer Loyalty Among Selected Antecedents and Consequences

Hamza V.K. and Mohd. Amir

Pandemonium of Pandemic Becomes the Rectitude of Probity for Indian Products Marketing

Suvrashis Sarkar

Impact of Covid-19 on Mental Health, Financial Strain and Job Insecurity of Employees

Ravindra Dey, Neha D'Souza, and Glovin Kumar

Efficiency Analysis in the Production of Indian Iron and Steel Industry

Nandini Jagannarayan and TA Jayachitra

A Study on Values and Attitudes of Indian Millennials

Arpita Kaul, Dhruv Maheshwari, Paridhi Jain, Geetesh Kumar, Khushi Bansal, Narayan Sharma, Sandra Francis, Shaurya Jain, and Swasti Mishra

Leading through the Crisis of 2020

Rahul Mirchandani

Editorial Board

Prof. V. V. Sople, Ph.D.
Chief Editor,
ITM Business School,
Navi Mumbai, India

Prof. Jacques Boulay, Ph.D.
ESSCA Group, Angers France

Prof. Jyldyz Aknazarova, Ph.D.
University of St. Petersburg,
Moscow, Russia

Prof. Annabel Beerel, Ph.D.
Southern New Hampshire
University, MA, USA

Prof. Harald Kupfer, Ph.D.
Harald Kupfer Consulting & HR
Roethenbach,
Germany

Prof. Zhao Hong, Ph.D.
Tianjin Polytechnic University
Tianjin, China

Prof. Koloman Ivanicka, Ph.D.
Slovak University of Technology
and Comenius University
Bratislava, Slovakia

Prof. H.G. Parsa, Ph.D.
Rosen College of Hospitality
Management, University of
Central Florida, USA

Prof. Martin Rahe, Ph.D.
EADA Business School
Barcelona, Spain

Eric Braude, Ph.D.
Boston University,
Massachusetts, USA

Lawrence L. Garber Jr., Ph.D.
Martha and Spencer Love School
of Business, Elan University,
NC, USA

Prof. Niranjan Pati, Ph.D.
William G. Rohrer College of
Business, Rowan University
NJ, USA

Prof. Ravi Seethamraju, Ph.D.
School of Business,
University of Sydney,
Australia

Prof. Mukul G Asher, Ph.D.
Lee Kuan Yew School of Public
Policy, National University of
Singapore

Prof. Venky Shankaraman, Ph.D.
Singapore Management University,
Singapore

Prof. Rajesh Srivastava, Ph.D.
Lutgert College of Business
Florida Gulf Coast University
FL, USA

Prof. Vinayshil Gautam, Ph.D.
Indian Institute of Technology,
New Delhi, India

Prof. Vesa Routamaa, Ph.D.
University of Vaasa/Vaasa, Finland

Prof. Mitalin De, Ph.D.
Laurier School of Business &
Economics, Wilfred Laurier University,
Canada

Alan R Nankervis, Ph.D.
MMIT University,
Melbourne, Australia

Prof. Takao Fujiwara, Ph.D.
Humanities and Social Engineering
Toyohashi University of Technology,
Aichi, Japan

Ravi Shankar, Ph.D.
Indian Institute of Technology,
New Delhi, India

Prof. C. Jayachandran, Ph.D.
School of Business, Montclair State
University Montclair,
NJ USA.

Prof. Olivier Germain, Ph.D.
Normandy Business School
Le Havre Cedex, France

Prof. Larisa A. Malysheva, Ph.D.
Business School of Ural State
Technical University,
Ekaterinburg, Russia

Prof. Yung Joon Lee, Ph.D.
Pusan National University,
Korea

Clifford Fisher, Ph.D.
Assistant Dean and Academic Director
for Undergraduate Programs Clinical
Associate Professor,
Krannert School of Management,
Purdue University, USA

David L. Luechauer, Ph.D.
Krannert School of Management,
Purdue University, USA

International Journal of Business Insights and Transformation

Purpose and Scope

IJBIT recognizes that the world of management is full of excellent ideas possessed by both academician and practitioner. IJBIT gives you an opportunity for refereed recognition by way of dissemination of your written work to both academicians and industry practitioners in the field of management. We welcome and honour your sincere interest in researching across a wide cross sectional areas of management literature.

IJBIT is devoted to an understanding of issues in the management of global enterprises, global management theory & practice and providing theoretical and management implications useful for the further development of research. IJBIT provides a lively and friendly forum for academicians, practitioners and policy makers, at all levels and stages of their careers, from different parts of the world, to present and discuss their latest findings in management sciences of particular interest but are not limited to: business strategy, economics, finance, and risk management, organizational behavior, human resource management, marketing, operations and supply chain management, quantitative techniques in business, corporate governance, business laws, intellectual property rights, management information system and information technology.

IJBIT is designed to serve an audience of academics researchers and educators as well as business professionals, by publishing both theoretical and empirical research relating to management, strategy and business transformation issues.

Advisory Board

Prof. P. V. Ramana, Ph.D. - Chairman, ITM Trust

Prof. R. P. Mohanty, Ph.D. - Ex-Vice Chancellor, SOA University

Prof. Lakshmi Mohan, Ph.D. - Deputy Director, ITM - Business School

Prof. Sarit Prava Das, Ph.D. - Dean, ITM - Business School

Prof. A. K. Dasbiswas, Ph.D. - Professor Emeritus, ITM - Business School

Editorial Team

V. V. Sople, Ph.D., (Professor) - Chief Editor, editor@ijbit.org

Rajesh Srivastava, Ph.D., (Professor) - Regional Editor (North America), reditor.na@ijbit.org

Mukul Asher, Ph.D., (Professor) - Regional Editor (Asia-Pacific), reditor.ap@ijbit.org

Zsuzsa Deli-Gray, Ph.D., (Professor) - Regional Editor (Central Europe), reditor.eu@ijbit.org

Sangeeta Trott, Ph.D., (Associate Professor) - Associate Editor - ITM - SIA Business School

Vijayanta Pawase, (Assistant Professor) - Assistant Editor - ITM - Business School

Sanjay Sinha, (Professor) - ITM - Business School

Full Text of IJBIT past issues is available EBSCO and ProQuest Databases

Contact Address

The Chief Editor,
International Journal of Business
Insights and Transformation,
ITM-Business School, 25-26,
Institutional Area, Sector 4,
Kharghar, Navi Mumbai -410 210,
INDIA
Email: editor@ijbit.org
Website: www.ijbit.org

CONTENTS

International Journal of Business Insights and Transformation (IJBIT)
Volume 14 Issue 1 (October 2020-March2021)

From Editor's Desk Research Papers

Intervening Role of Customer Loyalty Among Selected Antecedents and Consequences

Hamza V.K. and Mohd. Amir

Pandemonium of Pandemic Becomes the Rectitude of Probity for Indian Products Marketing

Suvrashis Sarkar

Impact of Covid-19 on Mental Health, Financial Strain and Job Insecurity of Employees

Ravindra Dey, Neha D'Souza, and Glovin Kumar

Efficiency Analysis in the Production of Indian Iron and Steel Industry

Nandini Jagannarayan and TA Jayachitra

A Study on Values and Attitudes of Indian Millennials

Arpita Kaul, Dhruv Maheshwari, Paridhi Jain, Geetesh Kumar, Khushi Bansal, Narayan Sharma, Sandra Francis, Shaurya Jain, and Swasti Mishra

Leading through the Crisis of 2020

Rahul Mirchandani

From Editor's Desk

The experts have been predicting the changes that will arise due to advent of widespread artificial intelligence. We have made smart and often significant use of AI technology in many applications which will change our day-to-day lives. One place where artificial intelligence is poised to make big changes is in education. However, it is yet a distant dream to see robots taking role of teachers. There are many projects already in the works that use computer intelligence to help students and teachers get more out of the educational experience. In college, grading homework and tests for large lecture courses can be tedious work. Even in lower standards, in the schools, the teachers often find that grading takes up a significant amount of time, that could be used to interact with students, prepare for class and work on development. AI grading software with the improvement in the coming years, allow teachers to focus more on in-class activities and student interaction than grading.

From kindergarten to graduate school, custom-tailored education could be a machine-assisted solution to helping students at different levels work together in one classroom, with teachers facilitating the learning and offering help and support when needed. Artificial intelligence offers a way to solve host of problems faced in teaching-learning process.

AI can not only help teachers and students to craft courses that are customized to their needs, but it can also provide feedback to both about the success of the course. AI systems could be programmed to provide expertise, serving as a place for students to ask questions and find information or could even potentially take the place of teachers for very basic course materials. In most cases, however, AI will shift the role of the teacher to that of facilitator.

Artificial intelligence could offer students a way to experiment and learn in a relatively judgment-free environment, especially when AI tutors can offer solutions for improvement. The smart data gathering, powered by intelligent computer systems, is already making changes to how educational institutes interact with prospective and current students. Data mining systems are already playing an integral role in today's higher-education landscape, but artificial intelligence could further alter higher education.

While major changes may still be a few decades in the future, the reality is that artificial intelligence has the potential to radically change just about everything we take for granted about education. Finally, one may ask, can AI help in management research studies and report writing in higher education space?

Dr Vinod Sople,
Chief Editor,
Dean (Research), ITM Group

A Study on Values and Attitudes of Indian Millennials

Arpita Kaul*, Dhruv Maheshwari**, Paridhi Jain**, Geetesh Kumar**, Khushi Bansal**, Narayan Sharma**, Sandra Francis**, Shaurya Jain**, and Swasti Mishra**

* Ph.D., Assistant Professor, Sri Venkateswara College, University of Delhi, New Delhi, India.

** Student, Sri Venkateswara College, University of Delhi, New Delhi, India.

Abstract:

Purpose: The aim of this research work is to study the factors that attract, motivate and retain Indian Millennials, i.e. employees belonging to Generation Y.

Methodology: It is a primary research and data was collected using questionnaire method. For the purpose of this study, a questionnaire was designed as per the *Rokeach Value System* which consisted two sets of values, i.e. Terminal Values and Instrumental Values with each set containing 18 work values. The responses received are used for drafting a *Likert Scale* questionnaire divided into three parts, namely attraction, motivation and retention, consisting of work values that received maximum responses (highly prioritized) wherein respondents are asked to specify their level of agreement or disagreement on a scale of 1 to 5.

Design: Non-Probability Sampling has been used. Snowball sampling has also been used which involves a primary data source nominating other potential data sources.

Results: This study does bring forth the fact that Indian Millennials rank Health, Family Security and Self Respect as the top terminal values. This means that organizations can attract, motivate and retain employees by giving them health plans, medical plans, insurance for employees and their family. This is the reason why we see organizations have gyms in offices. Self-Respect means individuals respect themselves and thus are very touchy if ill-treated by the supervisors or management. As far as instrumental values are concerned, it was found that Ambitious, honesty and broad minded are the top 3 instrumental values. This means that employees should be provided with growth opportunity.

Conclusion: This study highlights that Millennials in India want growth, career development schemes, recognition of efforts and work life balance. Organizations should attract, motivate and retain this generation by focusing on the above mentioned factor.

Keywords: Millennials, Recruitment, Values, Attract, Motivate, Retain, Online.

1. INTRODUCTION

1.1 Are the employers ready enough to attract and motivate the first-ever tech-savvy generation?

Do employers have to provide increased compensation levels or more autonomy to attract employees of the Y generation to work? Are our businesses giving millennial the desired experiences and benefits? What changes are necessary for managers to improve their ability to attract, motivate and retain their workers? Are our organization policies ready for them?

These were the questions that inspired us to do a study on attracting, motivating and retaining the Indian Millennial.

1.2 What Is A Millennial?

With baby boomers retiring in the millions each year, millennials are the largest part of the Indian workforce. Millennials, also known as Generation Y, are the demographic cohort following Generation X and preceding Generation Z.

While the idea of the "millennial generation" is commonly accepted, there is no consensus on the exact age range to define a millennial generation; however, it is broadly accepted as those born after 1981. For the purpose of this study; we refer to the Millennial as those born from 1981- 1996.

These are a few characteristics of the Indian Millennials:

1. Tech-savvy

Millennials are considered as the 'Digital Natives' of the world. It is history's first 'always connected generation'. Technology is constantly evolving, and millennials have learned how to evolve in accordance with changing technology. They are always connected on smart phones via whatsapp, facebook, twitter, instagram etc.

2. More Health conscious

Since millennials have grown up in the age of globalization, they are more conscious of health trends going around the world. Research shows that 36 percent of Indian millennials have a fitness app installed on their phones. About 45 percent think leading a healthy life is a priority. (Economic times, 2017) This also explains the introduction of gadgets like smart watches etc.

3. More optimistic

Studies (Multiconnexion, 2018) show around 84 percent of Indian millennials expect to be happier than their parents. As per (Deloitte, 2019) survey of millennials of 40 countries, the outlook of Indian millennials is more optimistic than its global counterpart.

4. Work ethics

Millennials have a self-centered work ethic. They are less concerned with the approach to the work than they are with the outcome. They ask for what is their job and then go about figuring the best, fastest way to complete that task. They look for work autonomy. Millennials prioritize flexibility in workplace positions.

5. The Job hoppers

The high degree of networking, peer-to-peer comparison, and online search possibilities provides millennial opportunities to switch their roles more readily. Millennials saw job-hopping as an opportunity to learn new skills, and changing jobs could help them to boost their resume or identify greater jobs. Job-hopping is becoming common amongst Millennials in India as 60 percent have voluntarily left their employment in the last 3-10 years, according to (The Economics Times, 2019) survey.

High millennial turnover is a problem for established organizations. (Deloitte, 2016) survey the average time Millennial staying at one organization being less than two years.

The purpose of our study is to understand which values are prioritized by millennials which can help organizations to attract, motivate and retain them for long. The findings from this study will help organizations to develop some Human Resource practices for their millennial employees.

2. LITERATURE REVIEW

The generational theory was established by German sociologist Karl Mannheim in his 1923 essays, which were published in 1952. The theory states that a social generation or cohort consists of a group of people who are similar in age and have experienced the same historical events in the same time period. According to this description of Karl Mannheim, people from different generations share common experiences that influence their thoughts and behavior. Therefore, a discussion of generational differences often considers the characteristics and values of each generation.

Kupperschmidt (2000) defined a generation as a group or cohort who are born in the same year and share experiences because they grow together during the same time period. People born in the same generation can relate and connect more easily to world events that affect them (Ryder, 1965; Strauss & Howe, 1991)

According to Kowske et al., (2010), "Shared experiences at key developmental points contribute to unique characteristics (e.g., values, attitudes, personality) which define and differentiate one generation from another"

Generation Y or millennial is the youngest generation in the current workforce. Howe and Strauss (2009) describe this generation as affluent, educated, and ethnically diverse. They are the first generation to become a worldwide group due to the availability of technology and the opportunity to move across borders and travel all over the world

In particular, seven characteristics describe this generation: team-orientated, special, achieving, pressured to do well, confident, conventional, and sheltered (Howe & Strauss, 2009).

Generation Y is the first generation born into a technologically based world (Smola & Sutton, 2002). These so called "digital natives" have never experienced a world without technology (Patterson, 2007). The life experiences that shaped Millennials formed a generation that believes in collective action, optimism about their future, and trust in centralized authority (Jeffries & Hunte, 2004; but Patterson in his research conducted in 2007 states that experiences like 9/11 have lowered their optimism and taught them to be more restrained regarding their expectations for the future.

Millennials observed their parents being adversely affected by the dot-com bubble bursting and high rates of divorce and layoffs. These experiences have made millennials more skeptical of long-term commitments and given them a desire for more flexibility in their careers (Kaifi, Nafei, Khanfar & Kaifi, 2012).

Millennials seek flexibility at work; they are very independent, and they are not impressed with titles or positions in the workplace (Caraher, 2015; Winograd & Hais, 2011).

Millennials want to play an important role in the success of the organizations where they work. Millennials want to have a friendly relationship with their supervisors which, to older generations, may seem a little abrupt and disrespectful (Bannon et al., 2011; Sujansky & Ferri-Reed, 2009).

Millennials desire to have a balance between their work lives and family lives (Ferri-Reed, 2014; Sujansky & Ferri-Reed, 2009).

In previous generations, the number of hours a person spent at work may have been a barometer of how valuable they were to their organization or directly related to promotions and assignments to supervisory positions. The millennial generation wants to perform quality work in the least amount of work hours versus spending copious hours at work and not accomplishing quality work (Espinoza et

al., 2010; Sujansky & Ferri-Reed, 2009). Millennials want to work smarter, not harder and shorter, not longer.

Millennials want to earn the respect of those they work with, and they want to be paid appropriately for the skill-sets they bring to the workplace (Caraher, 2015; Taylor, 45 2014).

The millennial generation wants constant feedback at work to ensure they are on track to accomplish the work their supervisors expect (Lancaster & Stillman, 2010; Taylor, 2014; Zemke et al., 2013). Millennials want to perform high-quality work and want to be recognized for their contributions by receiving pay raises, promotions or time off (Caraher, 2015).

Flexible work hours and the ability to collaborate are of utmost importance to the millennial generation as well, since having balanced lives of work and personal time is one of their goals (Lancaster & Stillman, 2010; Taylor, 2014).

Millennials believe they are one of their company's greatest assets, and they want to be treated like they are valuable human capital for their organization (O'Keefe, 2016). It is necessary for both millennials and those they work for and with to be able to grow and develop harmoniously, so they all contribute to their organization's value and success.

Millennials value a work/life balance and also favor a flexible work schedule that is both positive and motivating (Lancaster & Stillman, 2010; Ng et al., 2010). They are inspired by leaders who build teams and want to be invested in by receiving the training and development they need to perform meaningful work for their organizations (Lancaster & Stillman, 2010).

When mentoring millennials, leaders must try to incorporate technology into the approach. In the workplace, millennials expect technology to be leveraged as much as possible and at all times. One way to start communicating with millennials is through reverse mentoring (Murphy, 2012). Reverse mentoring might include asking them how to best solve problems and implement some of their suggestions, if feasible. Reverse mentoring is also a good method to use to break down any communication or generational walls which might exist (Murphy, 2012). This method also enfranchised millennials, making them feel as if they are a part of the team and have buy-in to the overall strategy of the company or organization (Zemke et al., 2013).

According to Howe and Strauss (2003), millennials believe it is important to balance one's work and personal life. Their personal time is paramount to them, and they value their millennial coworker friendships highly. They are very cooperative, civic minded, and well educated.

Many millennials possess strong parental connections. This drives them to need constant recognition, praise, and the freedom to express themselves in nontraditional ways (Zemke et al., 2013).

Millennials want a leader who allows for work flexibility, as well as a balanced work and personal life (Lancaster & Stillman, 2010). Millennials want a leader who allows them the option to work in the office or at their homes and the ability to leverage all available technology (Ozcelik, 2015). Millennials desire a friendly employee to leader/manager relationship with a collegiate approach (Caraher, 2015).

To a large extent, the things that Millennials value in life mirror the things older generations value. Family matters most, and fame and fortune are much less important. When asked to rate how important a series of life goals are to them personally, being a good parent ranked at the top for all four generations. Overall, 50% of the public says this is one of the most important things in their lives. An additional 44% say this is very important but not the most important thing for them personally. Only 5% say this is only somewhat important or not important at all. Although only about a third of Millennials (34%) have children, they are just as likely as their older counterparts to place high value on good parenting. About half (52%) say being a good parent is one of the most important things to them. This compares with 50% of those ages 30 and older. Millennial women are even more likely than Millennial men to say being a good parent is one of the most important things to them (56% vs. 48%). No similar gender gap exists among older generations.

3. PURPOSE OF THE STUDY

This study is focused on Indian Millennials wherein their values and attitudes have been examined. The aim of this research is to study the response of Indian Millennials towards varied factors that stimulate their working atmosphere.

The main objectives of this research work can be summed up as:

1. *To check what instrumental and terminal values Indian Millennial have*
2. *To trace various factors that attract, motivate and retain Indian Millennial in an organization*
3. *To study the extent to which each factor vitalize and incentivize Indian Millennial (to work)*

This research work deals with scrutinization of various characteristics of Indian Millennials which will be helpful to Human Resource Practitioners in devising strategies for employees belonging to Generation Y which amount to around 2 million out of the total population.

4. RESEARCH METHODOLOGY

The aim of this research work is to study the factors that attract, motivate and retain Indian Millennial, i.e. employees belonging to Generation Y. This study is based on analyzing the extent of attraction, motivation and retention of Indian Millennial in an organization stimulated by various factors.

4.1 Type and Source of Data

Primary data and secondary data have been used for the study. The primary data are collected using questionnaire method. For the purpose of this study, a questionnaire was designed as per the *Rokeach Value System* which consisted two sets of values, i.e. Terminal Values and Instrumental Values with each set containing 18 work values. The responses received are used for drafting a *Likert Scale* questionnaire divided into three parts, namely attraction, motivation and retention, consisting of work values that received maximum responses (highly prioritized) wherein respondents are asked to specify their level of agreement or disagreement on a scale of 1 to 5. The first questionnaire was taken from an already existing study of Rokeach Value survey and is hence secondary in nature.

4.2 Tools and Techniques

In this study, various tools and techniques have been used ranging from varied accounting techniques to statistical tools for analyzing and interpreting the responses of the respondents. Measures of central tendency were used to analyze the data from the questionnaire by using the frequency of each value wherein weights were assigned as per the responses using ordinal approach. The study also incorporated tools like percentage for analyzing and representing the data.

In order to present the data in simple, clear and effective, yet attractive manner, charts and graphs have been used for the purpose of representation of quantitative facts. Microsoft Excel was used for all these calculations.

4.3 Population

The population targeted for this study was Generation Y. People born in the years from 1981 to 1996 (aged 24 to 39) were considered as Generation Y.

For the purpose of this report, unless indicated otherwise, the focus is on millennial who are at least 24 years old, working or not working. This study examines their work preferences, lifestyles and life priorities. Most of the information in this report is based on the findings derived from the survey.

4.4 Sample

For the purpose of this study, Non-Probability Sampling has been used. Convenience Sampling is a non probability sampling technique, wherein both the questionnaires were circulated among colleagues, family and friends. The rationale behind choosing this method was its speed, cost-effectiveness and ease of availability of the sample. Also because the population has similar traits.

Furthermore, snowball sampling has also been used which involves a primary data source nominating other potential data sources that will be able to participate in the research studies. This method also enabled to include hidden populous. Moreover, it was also helpful in collecting data in a cost-effective manner consuming less amount of time.

5. RESULTS/ FINDINGS

5.1 Analysis Part 1: Rokeach Survey to know the Work Values of Millennials.

Instrumental Values: On the basis of 82 responses by Working Millennials, the top 3 Instrumental Values were:

1. Ambitious (hard-working and aspiring)
2. Honest (sincere and truthful)
3. Broad-Minded (open-minded)

While the bottom 3 Instrumental Values were:

1. Obedient (dutiful and respectful)
2. Self- Controlled (restrained and self-disciplined)
3. Polite (courteous and well-mannered)

Therefore, an average Millennial holds Ambition (with a total rank score of 1142) in the highest regard while Obedience (with a rank score of 373) at the lowest rank among all the 18 Instrumental Values related to his/her work behavior.

- Ambition with respect to career advancement and development to fulfill one's dreams was ranked by the majority of millennials. A zeal to reach a certain milestone or prove oneself is the most important factor when it comes to what makes a millennial actually work. A certain force of hard-work and aspiration can be seen in today's millennial which the Employers can address by giving a suitably challenging and satisfactory job to a particular individual. Therefore, this also means that the opportunity for growth shall attract, motivate and retain millennials in an organization.
- For millennials honesty is one virtue that they expect in return for having it in themselves towards the work they do and the people they work with. Honesty can prove to be a make-or-break factor so Employers should be brutally honest with their millennial employees if they expect them to work sincerely.
- Irrespective of having or not having conservative parents at home, today's millennials respect and regard a prejudice-free society. They realize the importance to be open-minded and accept new ideas, new changes in the world. Contrary to older generations, they want to develop with the progressive nature of work culture and not just stick to obsolete mechanisms or functioning.

Terminal Values: On the basis of 82 responses by working Millennials, aspiring for a work-life balance, the top 3 Terminal Values were:

1. Health (physical and mental well-being).
2. Family Security (taking care of loved ones).
3. Self -Respect (self-esteem)

While the bottom 3 Terminal Values were:

1. A World of Beauty (of nature and arts)
2. Salvation (saved/eternal life).

3. A World of Peace (free of war and conflict)

Therefore, an average Millennial holds Health (with a total rank score of 1237) in the highest regard while A World of Beauty (with a total rank score of 371) at the lowest rank among all the 18 Terminal Values related to his/her life goals.

- When it comes to a millennial's personal life, he/she understands the need of having a healthy, long life with a complete physical and mental well-being. Despite having professional ambitions and dreams to fulfill and celebrate, they do not undermine their own health and take various measures from exercising to nutritious diet plans to ensure they remain hale and hearty.
- After taking care of themselves, millennials fiercely look after their own kin. Health, prosperity and security of their own loved ones is the chief concern and motive of the hard-working millennials. They toil day and night at work to be capable enough of taking care and protecting their family members and providing for all their needs and requirements.
- While money can be a major incentive to work hard in life for a millennial, employers must also know that it is not the only stimulus as millennials hold their self-esteem, self-respect in high regards. A millennial will not participate in or encourage any work or gesture toward him/her or someone else that could possibly tarnish one's self-respect. So employers must make sure that paying the millennial employee well is not enough, respect and honor should also be provided to that employee.

Table 1. Frequency of Instrumental Values

Instrumental Values	Ranks																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. Ambitious (hard-working and aspiring)	23	12	8	3	8	6	4	2	2	1	1	4	2	0	1	0	5	0
2. Broad-Minded (open-minded)	1	13	12	7	4	8	5	3	5	4	2	5	0	7	1	2	0	3
3. Capable (competent and effective)	3	10	7	12	4	4	6	9	2	2	4	4	7	1	2	4	0	1
4. Clean (neat and tidy)	2	0	4	8	7	0	7	6	4	5	2	6	2	4	4	9	4	8
5. Courageous (standing up for your beliefs)	4	6	4	5	9	10	6	6	10	2	3	3	1	6	3	1	1	2
6. Forgiving (willing to pardon others)	2	4	4	4	6	12	2	5	6	6	1	7	4	3	5	4	5	2
7. Helpful (working for welfare of others)	4	3	5	7	10	4	12	4	5	3	7	4	4	2	3	3	2	0
8. vHonest (sincere and truthful)	19	6	9	3	1	5	4	10	6	1	5	0	2	3	3	2	2	1
9. Imaginative (daring and creative)	1	3	2	4	5	3	6	3	9	7	5	2	1	6	7	8	4	6
10. Independent (self-reliant; self-sufficient)	6	4	4	5	7	6	6	2	5	9	8	7	4	5	2	0	1	1

11. Intellectual (intelligent and reflective)	2	1	3	1	4	4	8	1	8	8	9	8	8	4	7	4	1	1
12. Logical (consistent; rational)	2	0	6	6	1	2	2	10	2	6	5	8	12	6	6	1	3	4
13. Loving (affectionate; tender)	2	4	0	7	3	3	0	10	3	6	6	9	8	6	6	3	2	4
14. Loyal (faithful to friends or to the group)	3	7	3	4	6	2	3	3	7	4	2	2	5	8	8	7	5	3
15. Obedient (dutiful; respectful)	1	0	1	1	2	1	0	0	2	4	4	1	4	8	14	7	15	17
16. Polite (courteous and well-mannered)	1	1	1	1	0	4	5	3	2	5	7	4	11	7	5	8	10	7
17. Responsible (dependable and reliable)	2	6	5	2	5	4	4	5	4	6	7	5	3	2	1	11	8	2
18. Self-Controlled (restrained; self-disciplined)	4	2	4	2	0	4	2	0	0	3	4	3	4	4	4	8	14	20

Table 2. Rank of Instrumental Value

Instrumental Values	Total	Rank
1. Ambitious (hard-working and aspiring)	1142	1
2. Broad- Minded (open-minded)	974	3
3. Capable (competent and effective)	961	4
4. Clean (neat and tidy)	702	14
5. Courageous (standing up for your beliefs)	925	5
6. Forgiving (willing to pardon others)	801	8
7. Helpful (working for welfare of others)	908	6
8. Honest (sincere and truthful)	1029	2
9. Imaginative (daring and creative)	684	15
10. Independent (self-reliant; self-sufficient)	889	7
11. Intellectual (intelligent and reflective)	722	11
12. Logical (consistent; rational)	705	13
13. Loving (affectionate; tender)	714	12
14. Loyal (faithful to friends or to the group)	732	10
15. Obedient (dutiful; respectful)	373	18
16. Polite (courteous and well-mannered)	532	16
17. Responsible (dependable and reliable)	741	9
18. Self- Controlled (restrained; self-disciplined)	488	17

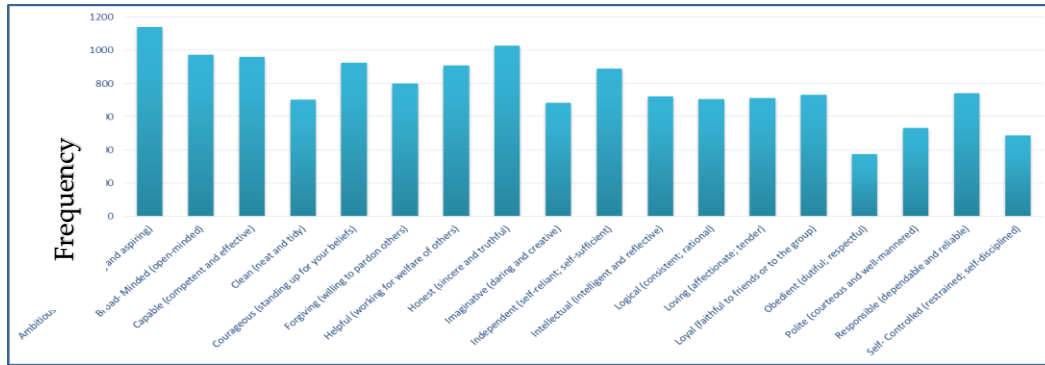
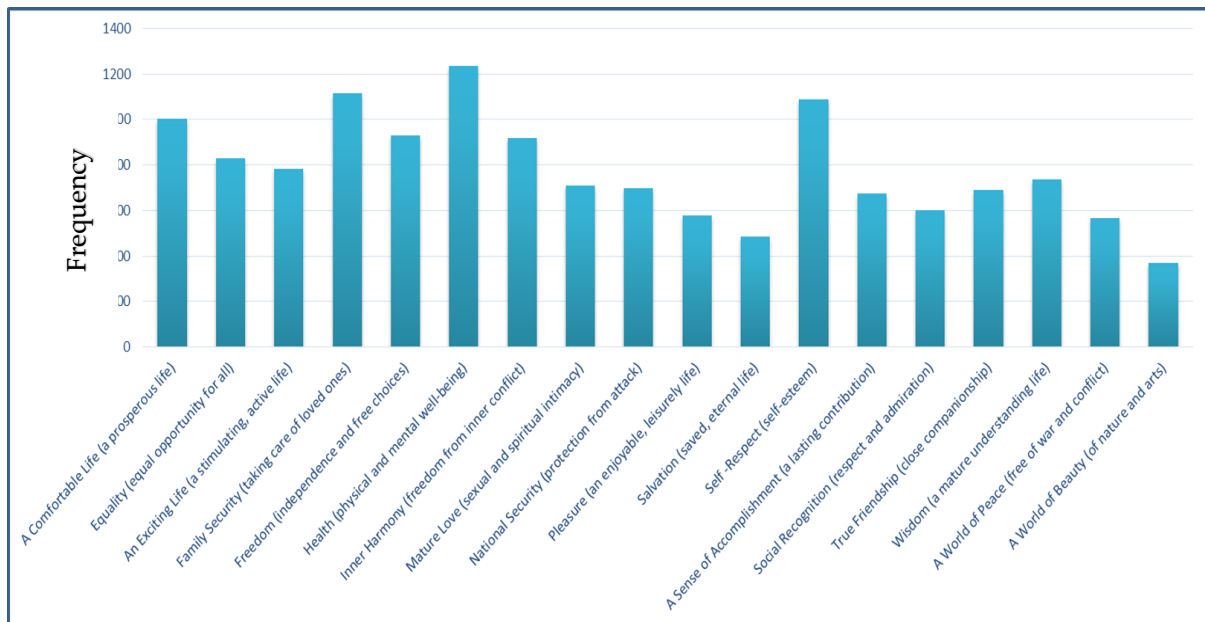


Table 3. Frequency of Terminal Values

Terminal Values	Ranks																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. A Comfortable Life (a prosperous life)	8	13	8	6	5	5	5	4	3	6	3	3	3	2	4	3	0	1
2. Equality (equal opportunity for all)	1	7	8	2	8	6	6	1	5	6	10	0	4	3	3	5	3	4
3. An Exciting Life (a stimulating, active life)	3	3	1	4	5	6	11	10	4	4	3	5	3	3	7	2	4	4
4. Family Security (taking care of loved ones)	14	17	9	5	4	5	8	4	0	4	1	1	3	2	3	1	1	0
5. Freedom (independence and free choices)	3	5	4	11	3	12	4	5	12	6	4	3	0	2	3	3	1	1
6. Health (physical and mental well-being)	15	17	16	8	8	4	5	3	1	2	1	0	1	0	0	1	0	0
7. Inner Harmony (freedom from inner conflict)	6	8	7	3	5	7	8	7	7	0	4	2	5	3	1	1	7	1
8. Mature Love (sexual and spiritual intimacy)	0	1	1	2	5	7	5	11	6	7	6	5	4	5	7	5	3	2
9. National Security (protection from attack)	4	2	2	6	3	4	4	4	6	5	4	4	4	5	8	7	7	3
10. Pleasure (an enjoyable, leisurely life)	0	0	1	2	4	3	1	2	6	13	7	9	5	6	2	4	10	7
11. Salvation (saved, eternal life)	1	0	0	2	3	0	1	3	3	6	8	10	5	6	6	6	8	14
12. Self-Respect (self-esteem)	16	3	7	13	9	4	6	2	6	2	4	4	4	2	0	0	0	0
13. A Sense of Accomplishment (a lasting contribution)	0	0	4	3	5	4	2	10	2	3	10	5	12	2	9	7	4	0
14. Social Recognition (respect and admiration)	0	2	2	1	4	3	2	3	6	5	2	13	3	18	6	5	2	5
15. True Friendship (close companionship)	3	0	2	2	4	4	4	5	7	6	9	7	8	2	9	7	2	1
16. Wisdom (a mature understanding life)	5	1	7	8	1	4	4	5	4	3	2	7	2	4	5	8	8	4
17. A World of Peace (free of war and conflict)	2	2	2	2	5	0	5	3	4	4	0	2	10	8	4	10	16	3
18. A World of Beauty (of nature and arts)	1	1	1	2	1	4	1	0	0	0	4	2	6	9	5	7	6	32

Table 4. Ranks of Terminal Values

Terminal Values	Total	Rank
1. A Comfortable Life (a prosperous life)	1005	4
2. Equality (equal opportunity for all)	828	7
3. An Exciting Life (a stimulating, active life)	785	8
4. Family Security (taking care of loved ones)	1117	2
5. Freedom (independence and free choices)	930	5
6. Health (physical and mental well-being)	1237	1
7. Inner Harmony (freedom from inner conflict)	918	6
8. Mature Love (sexual and spiritual intimacy)	711	10
9. National Security (protection from attack)	698	11
10. Pleasure (an enjoyable, leisurely life)	578	15
11. Salvation (saved, eternal life)	485	17
12. Self -Respect (self-esteem)	1090	3
13. A Sense of Accomplishment (a lasting contribution)	674	13
14. Social Recognition (respect and admiration)	601	14
15. True Friendship (close companionship)	692	12
16. Wisdom (a mature understanding life)	736	9
17. A World of Peace (free of war and conflict)	566	16
18. A World of Beauty (of nature and arts)	371	18



The average of each value is calculated by summing of all the values of rank received by the respective value and then dividing the sum obtained by the total number of responses. The top values would be the one that are having the lowest average as the ranks they have received must be more inclined toward ranks like 1,2,3 and so on thus, correspondingly when calculated the average, the value of average must be lower than the bottom values. Thus, we obtained the top and bottom values in each of the two sets of ranks.

The table shows the number of times each value was given a particular rank. The more a particular value is given an upper rank, the better it is and vice versa. Through this frequency distribution we obtained the top and bottom values in each of the two sets of ranks.

Table 5. Frequency of Ranks of Terminal Values

Terminal Values	Ranks																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A Comfortable Life (a prosperous life)	8	13	8	6	5	5	5	4	3	6	3	3	3	2	4	3	0	1
Equality (equal opportunity for all)	1	7	8	2	8	6	6	1	5	6	10	0	4	3	3	5	3	4
An Exciting Life (a stimulating, active life)	3	3	1	4	5	6	11	10	4	4	3	5	3	3	7	2	4	4
Family Security (taking care of loved ones)	14	17	9	5	4	5	8	4	0	4	1	1	3	2	3	1	1	0
Freedom (independence and free choices)	3	5	4	11	3	12	4	5	12	6	4	3	0	2	3	3	1	1
Health (physical and mental well-being)	15	17	16	8	8	4	5	3	1	2	1	0	1	0	0	1	0	0
Inner Harmony (freedom from inner conflict)	6	8	7	3	5	7	8	7	7	0	4	2	5	3	1	1	7	1
Mature Love (sexual and spiritual intimacy)	0	1	1	2	5	7	5	11	6	7	6	5	4	5	7	5	3	2
National Security (protection from attack)	4	2	2	6	3	4	4	4	6	5	4	4	4	5	8	7	7	3
Pleasure (an enjoyable, leisurely life)	0	0	1	2	4	3	1	2	6	13	7	9	5	6	2	4	10	7
Salvation (saved, eternal life)	1	0	0	2	3	0	1	3	3	6	8	10	5	6	6	6	8	14
Self -Respect (self-esteem)	16	3	7	13	9	4	6	2	6	2	4	4	4	2	0	0	0	0
A Sense of Accomplishment (a lasting contribution)	0	0	4	3	5	4	2	10	2	3	10	5	12	2	9	7	4	0
Social Recognition (respect and admiration)	0	2	2	1	4	3	2	3	6	5	2	13	3	18	6	5	2	5
True Friendship (close companionship)	3	0	2	2	4	4	4	5	7	6	9	7	8	2	9	7	2	1
Wisdom (a mature understanding life)	5	1	7	8	1	4	4	5	4	3	2	7	2	4	5	8	8	4
A World of Peace (free of war and conflict)	2	2	2	2	5	0	5	3	4	4	0	2	10	8	4	10	16	3

A World of Beauty (of nature and arts)	1	1	1	2	1	4	1	0	0	0	4	2	6	9	5	7	6	32
---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	----

Table 6. Frequency of Ranks of Instrumental Values

Instrumental Values	Ranks																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious (hard-working and aspiring)	23	12	8	3	8	6	4	2	2	1	1	4	2	0	1	0	5	0
Broad- Minded (open-minded)	1	13	12	7	4	8	5	3	5	4	2	5	0	7	1	2	0	3
Capable (competent and effective)	3	10	7	12	4	4	6	9	2	2	4	4	7	1	2	4	0	1
Clean (neat and tidy)	2	0	4	8	7	0	7	6	4	5	2	6	2	4	4	9	4	8
Courageous (standing up for your beliefs)	4	6	4	5	9	10	6	6	10	2	3	3	1	6	3	1	1	2
Forgiving (willing to pardon others)	2	4	4	4	6	12	2	5	6	6	1	7	4	3	5	4	5	2
Helpful (working for welfare of others)	4	3	5	7	10	4	12	4	5	3	7	4	4	2	3	3	2	0
Honest (sincere and truthful)	19	6	9	3	1	5	4	10	6	1	5	0	2	3	3	2	2	1
Imaginative (daring and creative)	1	3	2	4	5	3	6	3	9	7	5	2	1	6	7	8	4	6
Independent (self-reliant; self-sufficient)	6	4	4	5	7	6	6	2	5	9	8	7	4	5	2	0	1	1
Intellectual (intelligent and reflective)	2	1	3	1	4	4	8	1	8	8	9	8	8	4	7	4	1	1
Logical (consistent; rational)	2	0	6	6	1	2	2	10	2	6	5	8	12	6	6	1	3	4
Loving (affectionate; tender)	2	4	0	7	3	3	0	10	3	6	6	9	8	6	6	3	2	4
Loyal (faithful to friends or to the group)	3	7	3	4	6	2	3	3	7	4	2	2	5	8	8	7	5	3
Obedient (dutiful; respectful)	1	0	1	1	2	1	0	0	2	4	4	1	4	8	14	7	15	17
Polite (courteous and well-mannered)	1	1	1	1	0	4	5	3	2	5	7	4	11	7	5	8	10	7

Responsible (dependable and reliable)	2	6	5	2	5	4	4	5	4	6	7	5	3	2	1	11	8	2
Self- Controlled (restrained; self-disciplined)	4	2	4	2	0	4	2	0	0	3	4	3	4	4	4	8	14	20

Table 7. Average of Instrumental and Terminal Values

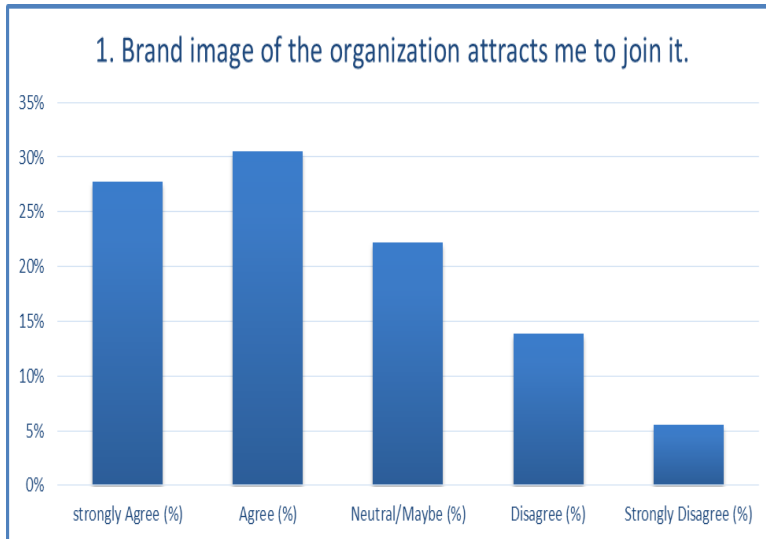
Instrumental Values	Average	Terminal Values	Average
Ambitious (hard-working and aspiring)	5.1	A Comfortable Life (a prosperous life)	5.0
Honest (sincere and truthful)	6.5	Equality (equal opportunity for all)	6.3
Broad- Minded (open-minded)	7.1	Family Security (taking care of loved ones)	7.4
Capable (competent and effective)	7.3	An Exciting Life (a stimulating, active life)	7.1
Courageous (standing up for your beliefs)	7.7	Freedom (independence and free choices)	7.5
Helpful (working for welfare of others)	7.9	Health (physical and mental well-being)	8.1
Independent (self-reliant; self-sufficient)	8.2	Inner Harmony (freedom from inner conflict)	8.2
Forgiving (willing to pardon others)	9.2	Mature Love (sexual and spiritual intimacy)	9.7
Responsible (dependable and reliable)	10.0	Pleasure (an enjoyable, leisurely life)	10.1
Loyal (faithful to friends or to the group)	10.1	Self -Respect (self-esteem)	9.9
Intellectual (intelligent and reflective)	10.2	National Security (protection from attack)	10.3
Loving (affectionate; tender)	10.2	Social Recognition (respect and admiration)	10.0
Logical (consistent; rational)	10.4	Salvation (saved, eternal life)	10.4
Clean (neat and tidy)	10.4	A Sense of Accomplishment (a lasting contribution)	10.2
Imaginative (daring and creative)	10.7	True Friendship (close companionship)	10.7
Polite (courteous and well-mannered)	12.5	Wisdom (a mature understanding life)	12.4
Self- Controlled (restrained; self-disciplined)	13.0	A World of Peace (free of war and conflict)	13.0
Obedient (dutiful; respectful)	14.2	A World of Beauty (of nature and arts)	14.2

5.2 Analysis Part 2: Survey to know the Attributes of Attraction, Motivation and Retention of Millennials.

Table 8. Analysis of responses of Questionnaire 2

Questions	Total	strongly Agree (%)	Agree (%)	Neutral/Maybe (%)	Disagree (%)	Strongly Disagree (%)	Total
1. Brand image of the organization attracts me to join it.	108	28%	31%	22%	14%	6%	100%
2. Working culture of an organization retains my interest in working for it.	108	39%	29%	6%	9%	17%	100%
3. Growth opportunities provided by an organization attract me to join it.	108	47%	20%	10%	11%	11%	100%
4. High compensation plans provided by an organization motivates me to join/stay in it.	108	32%	23%	17%	12%	16%	100%
5. Good HR policies provided by an organization attract me to join it.	108	26%	25%	26%	8%	15%	100%
6. Level of autonomy provided by an organization attracts me to join it.	108	26%	26%	29%	13%	6%	100%
7. Recognition of my efforts motivates me to work for the organization.	108	44%	23%	13%	7%	13%	100%

8. Regular performance appraisal motivates me to work harder in the organization.	108	45%	19%	14%	10%	12%	100%
9. Technology incorporated while mentoring/training motivates me to work for the organization.	108	34%	22%	19%	13%	12%	100%
10. Team cooperation makes me stick to the organization.	108	32%	27%	15%	13%	13%	100%
11. Ease of communication makes me stick to the organization.	108	27%	32%	15%	15%	11%	100%
12. Work-life balance makes me stick to the organization.	108	38%	26%	13%	7%	16%	100%
13. Proper supervision of work makes me stick to the organization.	108	29%	20%	25%	20%	6%	100%
14. Job Security makes me stick to the organization.	108	44%	19%	11%	11%	16%	100%
15. Career development schemes make me stick to the organization.	108	44%	21%	11%	11%	12%	100%



Majority*(59%) of the people agreed that the Brand Image of the organization attracts them to join it.



Majority*(67%) said that the growth opportunities provided by an organization motivates them to join/continue in it.



68%* people felt that the working culture of an organization retains their interest in working for it.



Majority*(55%) strongly agreed that the high compensation plans provided by an organization motivates them to join/continue in it.



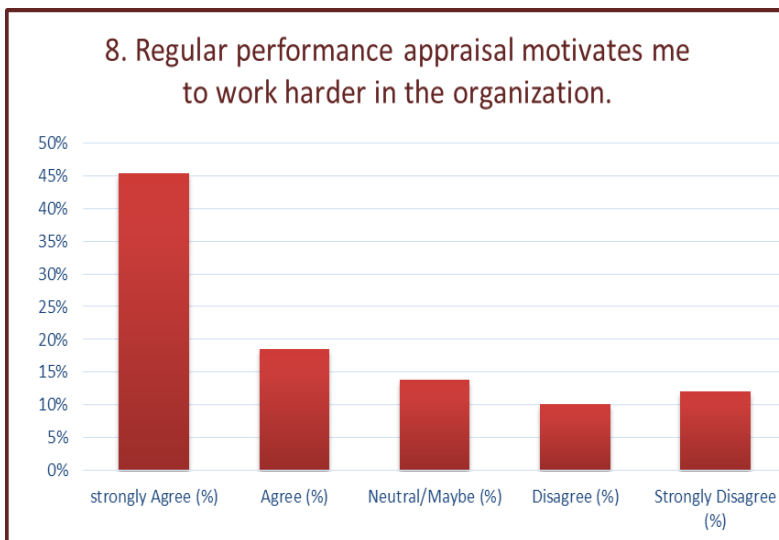
Majorly*(51%), people were attracted to join an organization if there existed good HR Policies.



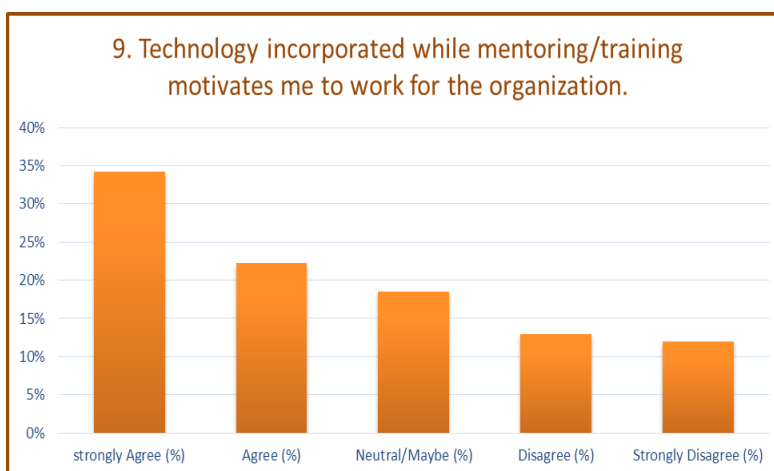
Majority*(52%) of people found Level of Autonomy as a factor that attracted them to an organization.



For the majority*(67%), recognition of their efforts motivated them to work for the organization.



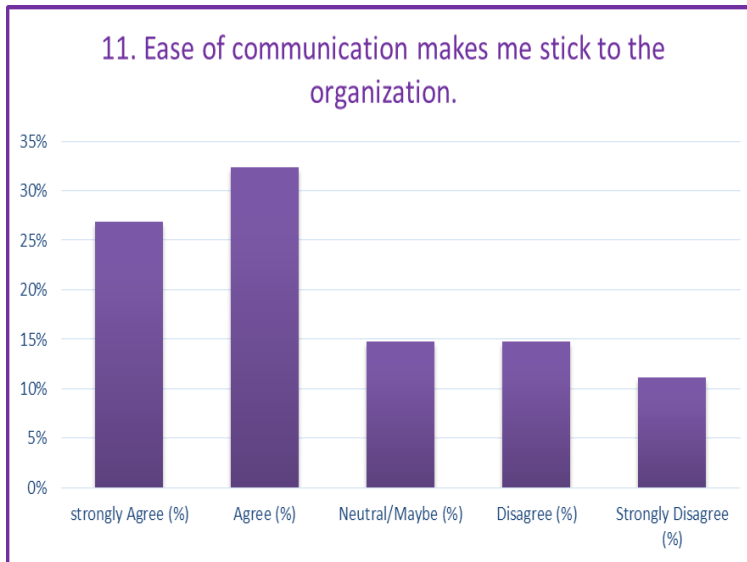
Also, regular performance appraisal motivated most*(64%) of them to work harder in the organization.



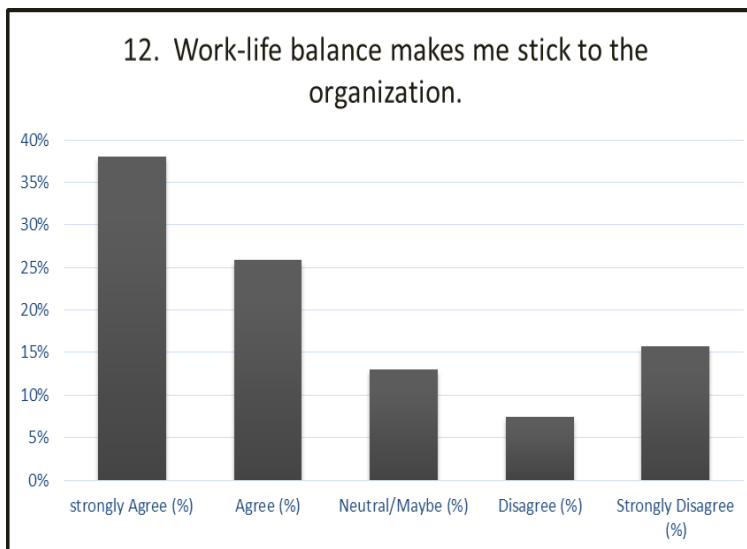
Many people (56%)* said they felt motivated to work for the organization if technology would be incorporated while mentoring/training.



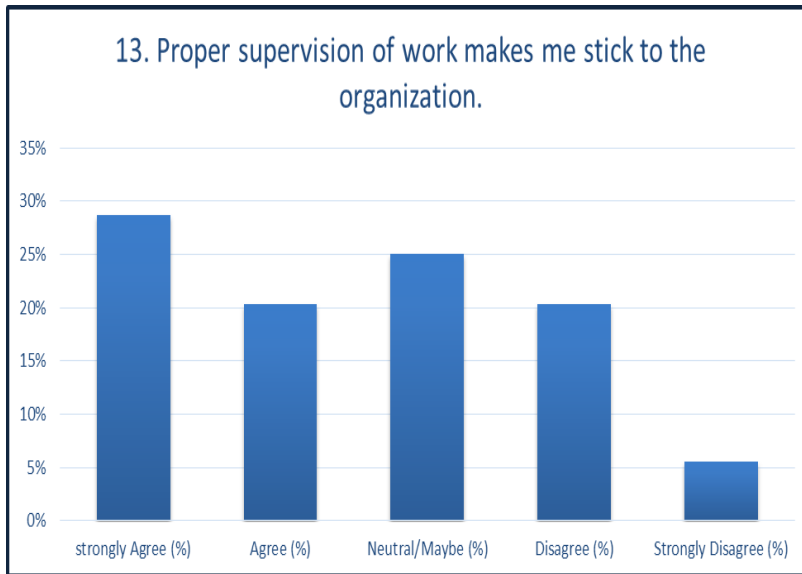
Many people found Team cooperation (59%)* makes them stick to the organization.



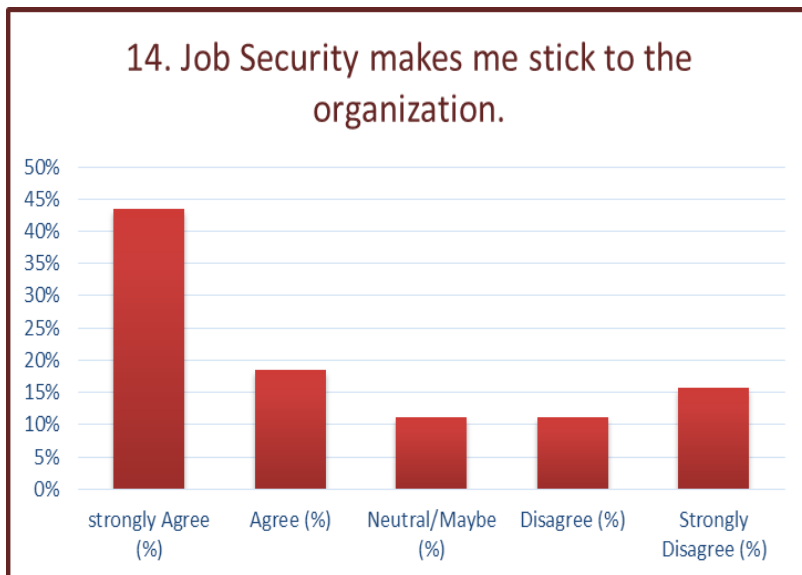
Majority*(59%) said Ease of communication makes them stick to the organization.



Many people found work-life balance (64%)* reason to stick to the organization.



49%* of them felt proper supervision of work made them stick to the organization whereas 25% was neutral to this Statement



Many people found job security (63%) * reason to stick to the organization.



Many people found career development (65%)* reason to stick to the organization.

*Majority= Strongly Agree + Agree

**= Strongly Agree + Agree

6. LIMITATIONS

This research has two major limitations of time and number of responses, it can still be considered as a pilot study in the area of Indian Millennials. This study was conducted for a period of almost 2 months and 2 months is a very small period to gather data from a vast population of the Indian Millennials. There are around 426 million millennials in India and to interpret their values and attitudes through this small study is very difficult. But this study does pave a path to conduct a large-scale research in the field of Human Research Management relating to the Indian Millennials.

7. CONCLUSION

This study does bring forth the fact that Indian Millennials rank Health, Family Security and Self Respect as the top terminal values. This means that organizations can attract, motivate and retain employees by giving them health plans, medical plans, insurance for employees and their family. This is the reason why we see organizations have gyms in offices. Self-Respect means individuals respect themselves and thus are very touchy if illtreated by the supervisors or management. Therefore, management should be very tactful in dealing with them. From other method the top 3 terminal values are a comfortable life, equality and family security. A comfortable life means the organizations attract, motivate and retain employees by providing work from home, flexi hours, cab facility, hotel membership, credit cards, company cars etc.

According to the study the bottom 3 terminal values are, a World of Beauty (of nature and arts), salvation (saved/eternal life) and a World of Peace (free of war and conflict). This primarily means that these things are not important for Indian Millennials. The other method points out World of Beauty (of nature and arts), World of Peace (free of war and conflict and wisdom as bottom 3 terminal values.

As far as instrumental values are concerned, it was found that Ambitious, honesty and broad minded are the top 3 instrumental values. This means that employees should be provided with growth opportunity as can also be noticed in the second questionnaire that 65% agreed that career development schemes make them stick to organizations, not only this 67% said that the growth opportunities provided by an organization motivates them to join/continue in it. The other method also brought forward the same values as the top 3 instrumental values. As far as bottom 3 values are concerned it was noticed that Obedient, self-controlled and polite were the least preferred values. This means that millennials have their own mind and do not just follow any one therefor, to convince them and to give them the opportunity to participate in decision making can attract them, motivate them and retain them in organizations and satiate their self-respect also. For instance, in the second questionnaire 59% of respondents said that ease of communication makes them stick to the organization. Also, 52% of people found Level of Autonomy as a factor that attracted them to an organization. Even the other method brings this information to the forefront.

The second part of the questionnaire was very carefully designed and only those factors were used in the questionnaire which people have considered to be important for attraction, motivation and retention that is why it can also be noticed that majority people agree with the statements. It clearly shows that growth opportunity (67%) and career development (65%) are very important factors to attract, motivate and retain Indian Millennials. 68% people felt that the working culture of an organization retains their interest in working for it although this point needs a bit of probing since this does not explain which kind of culture is preferred by the Indian Millennials. Work-Life balance (64%) and Job security (63%) are also very important factors in attracting, motivating and retaining employees. It was noticed that both these aspects related to family security and important value for Indian Millennials. Recognition of efforts (67%) and regular performance appraisal (64%) also motivated the Indian Millennials. Though this can be further studied whether that only motivates them or attracts them and retains them also in the organizations. Proper supervision is the only factor for which minority (49%) felt that it made them stick to an organization. The other factors had a small majority like Good HR Policy (51%), Level of autonomy (52%). So the study highlights which factors

should be considered by Human Resource Departments of Organizations to develop policies to attract, motivate and retain the Indian Millennials.

The study leaves enough room for further research in the field of Indian Millennials values and attitudes with respect to attraction, motivation and retention in organizations. Therefore, it can be considered as a pilot study and basis for future research.

REFERENCES

1. Berthon, P., Ewing, M., & Hah, L. (2005). *Captivating company: dimensions of attractiveness in employer branding*.
2. Caraher, L. (2015). *Millennials & Management : The essential guide to making it Work at Work*. New York: Routledge.
3. Deloitte. (2018, 02). Retrieved from *Trendsetting-Millennials_RAI-Deloitte*.: https://rls.net.in/wp-content/uploads/2018/02/Trendsetting-Millennials_RAI-Deloitte.pdf
4. Deloitte. (2019). *The Deloitte Global Millennial Survey 2019* 22.
5. Economic times. (2017, november 2). *Economics time*. Retrieved from *WHAT THE INDIAN MILLENNIALS WANTS NOT CAR HOUSES JUST FUN*: <https://economictimes.indiatimes.com/markets/stocks/news/what-the-millennial-indian-wants-not-cars-houses-just-fun-convenience/articleshow/61452052.cms>
6. multiconnexion. (2018, june 27). Retrieved from <https://www.multiconnexion.com.au/2018/06/27/getting-know-series-indian-millennial/>
7. The Economics Time. (2019, january 24). *The Economics Time*. Retrieved from 60% millennials job hopped in last 3-10 years: Report: <https://economictimes.indiatimes.com/jobs/60-millennials-job-hopped-in-last-3-10-years-report/articleshow/67674562.cms>
8. Ferri-Reed, J. (2014). *The Journal for Quality and Participation*.
9. Gowan, M., & Zhang, L. (2008). *Corporate Social Responsibility*.
10. Gursoy, D., Maier, T. A., & Chi, C. G. (2008). *Generational Differences: An examination of work values and generational gaps in the hospitality workforce*.
11. Horner, M., Kim, T., & Marans, R. (2005). *Life Cycle and Environmental Factors in*.
12. Howe, N., & Strauss, W. (2009). *The Fourth Turning- An American Prophecy*. New York: Broadway Books.
13. Jeffries, F. L., & Hunte, T. L. (2004). *Generations and Motivation: A Connection Worth Making*.
14. Lancaster, L. c., & Stillman, D. (2010). *The M-factor*.
15. Meyer, J. P., & Allen, N. J. (1991). *A three-component conceptualization of organisational commitment*.
16. Murphy, K. P. (2012). *Machine Learning: A probabilistic perspective*. MIT Press.
17. O'Keefe, D. J. (2016). *Persuasion: Theory and Research*.
18. Ozcelik, G. (2015). *Engagement and Retention of the Millennial Generation in the Workplace through Internal Branding*.
19. Peter, *The (Millennial) Workplace of the Future Is Almost Here -- These 3 Things Are About to Change Big Time*, 2019
20. Prince, B. L. (2005). *Career-focused employee transfer process*.
21. Randstad, L. P. (2008). *World of Work*. New York.
22. Smola, K. W., & Sutton, C. D. (2002). *Generational Differences- Revisiting Generational Work Values for the new millennials*. John Wiley & Sons, Ltd.
23. Snell, S. A., & Dean, J. W. (1992). *Integrated Manufacturing and Human Resource Management: A Human Capital Perspective*.
24. Solomon, R. C. (1992). *Ethics and Excellence: Cooperation and Integrity in Business*. Oxford University Press.

25. Sujansky, J., & Ferri-Reed, J. (2009). *Keeping the Millennials*. John Wiley and Sons.
26. Wiesenberger, J., & Kirschenbaum, A. (1993). *Gender and turnover: A re-examination of impact of sex tons intent and actual job changes*.
27. William, M., & Dreher, G. (1992). *Compensation systems attributes and applicant pool characteristics*.
28. Winograd, M., & Hais, M. D. (2011). *Millennial Momentum: How a new generation is remaking America*. Rutgers University Press.

Annexures

Annexure 1

Questionnaire:

- 1.Brand image of the organization attracts me to join the organization.
2. Working culture of an organization attracts me to join the organization.
3. Growth opportunities provided by an organization attract me to join the organization.
4. (High) compensation plans provided by an organization attract me to join the organization.
5. (Good) HR policies provided by an organization attract me to join the organization.
6. Level of autonomy provided by an organization attracts me to join the organization.

7. Recognition of my efforts motivates me to work for the organization.
8. Regular performance appraisal motivates me to work harder in the organization.
9. Technology incorporated while mentoring/training motivates me to work for the organization.
10. Team cooperation makes me stick to the organization.
11. Ease of communication makes me stick to the organization.
12. Work-life balance makes me stick to the organization.
13. Proper supervision of work makes me stick to the organization.
14. Job Security makes me stick to the organization.

15. Career development/progression schemes make me stick to the organization.

Annexure 2**Questionnaire:**

Q1. Please rearrange the following Terminal Values (1-18) in order of interest :

- A Comfortable Life (a prosperous life)
- An Exciting Life (a stimulating, active life)
- Family Security (taking care of loved ones)
- Freedom (independence and free choices)
- Health (physical and mental well-being)
- Inner Harmony (freedom from inner conflict)
- Equality (equal opportunity for all)
- Mature Love (sexual and spiritual intimacy)
- National Security (protection from attack)
- Pleasure (an enjoyable, leisurely life)
- Salvation (saved, eternal life)
- Self -Respect (self-esteem)
- True Friendship (close companionship)
- A Sense of Accomplishment (a lasting contribution)
- Social Recognition (respect and admiration)
- Wisdom (a mature understanding life)
- A World of Peace (free of war and conflict)
- A World of Beauty (of nature and arts)

Q2. Please rearrange the following Instrumental Values (1-18) in order of interest:

- Ambitious (hard-working and aspiring)
- Broad- Minded (open-minded)
- Capable (competent and effective)
- Clean (neat and tidy)

Courageous (standing up for your beliefs)
Forgiving (willing to pardon others)
Imaginative (daring and creative)
Helpful (working for welfare of others)
Honest (sincere and truthful)
Independent (self-reliant; self-sufficient)
Intellectual (intelligent and reflective)
Logical (consistent; rational)
Loving (affectionate; tender)
Loyal (faithful to friends or to the group)
Obedient (dutiful; respectful)
Responsible (dependable and reliable)
Polite (courteous and well-mannered)
Self- Controlled (restrained; self-disciplined)



International Journal of Business Insights and Transformation

ITM Business School
25 & 26, Institutional Area, Sector 4,
Kharhgar, Navi Mumbai - 410 210 INDIA

Website: www.ijbit.org Email: editor@ijbit.org

The full text of IJBIT is available on EBSCO publishing's databases

