A STUDY OF FACTORS INFLUENCING MOTIVATION OF GENERATION Y WITH REFERENCE TO 'TWO FACTOR THEORY' IN SERVICE SECTOR

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BY

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Undertaking

I Jyoti Shantaram Chaudhari is a Ph.D Scholar of the Tilak Maharashtra Vidyapeeth in Management subject. Thesis entitled "**A STUDY OF FACTORS INFLUENCING MOTIVATION OF GENERATION Y WITH REFERENCE TO 'TWO FACTOR THEORY' IN SERVICE SECTOR".** Under the supervision of **Dr. C. Sunanda Yadav**, Solemnly affirm that the thesis submitted by me is my own work. I have not copied it from any source. I have gone through extensive review of literature of the related published / unpublished research works and the use of such references made has been acknowledged in my thesis. The title and the content of research is original. I understand that, in case of any complaint especially plagiarism, regarding my Ph.D. research from any party, I have to go through the enquiry procedure as decided by the Vidyapeeth at any point of time. I understand that, if my Ph.D. thesis (or part of it) is found duplicate at any point of time, my research degree will be withdrawn and in such circumstances, I will be solely responsible and liable for any consequences arises thereby. I will not hold the TMV, Pune responsible and liable in any case.

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Dr. C. Sunanda Yadav

Research Guide

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ABSTRACT

Introduction

It has been wisely stated that, generations are made by cultures and cultures nurtured by generations. The world presently led by Generation-Y with 64 per cent of the workforce belonging to this generation called as youngest generation in present scenario. It is obvious that the motivation of this generation is instrumental in deciding future of industries. Thus, keeping this in mind, an investigation into factors influencing motivation of generation-Y employees has been undertaken. Initially Service sector of Pune has been considered for this investigation and represented by the fast food industries and travel and tourism industries. The Pune city is defined as a geographical boundary of Pune Municipal Corporation and Pimpri Chinchwad Municipal Corporation. The phenomena of motivation is assessed with the help of Herzberg's Two Factor theory of motivation. There are basically two categories of motivation factors such as intrinsic factors and extrinsic factors in five scholarly articles; these two categories are referred as hygiene factors and motivating factors. Intrinsic factors considered for present research are (a) motivated because of achieving more targets, (b) recognition of work, (c) personal and future growth opportunities, (d) scope for career advancement, (e) work for responsibility, and (f) motivated because of interesting work. The extrinsic factors considered for present research are, (i) The job security; (ii) healthy work environment; (iii) getting required help and guidance from superiors; (iv) freedom to express feelings and reactions with colleagues / superiors / subordinates; (v) good working conditions; (vi) appropriate salary; (vii) adequate financial remuneration; (viii) social status provided by job title; (ix) Work-life balance; (x) healthy policy; (xi) appropriate supervision.

Significance of the study

Service sector is led by its human resources, as continuous interaction with their customers is an essential part of day to day operations. The qualities of this interaction with customers by the employees have a direct proportional relationship with the success of that particular organization. It is well understood that highly motivated employees essentially reflect better interactive efforts with the customers who implies a high level of customer retention. In this view of matter, it is to be mentioned here that, the motivated employees may provide better hospitality and service to the

customers. This aspect results into the higher level of customer satisfaction. Thus it is important to understand the factors that motivate employees in service sector.

Keeping all this in mind, it is to be noted that tremendous research has been carried out for finding factors that motivates employees. It is the acceptable truth that large proportion of the young generation has been employed by the service sector, belonging to Generation-Y (born between 1981 and 2000) and thus, scientific inquiry with separate attention on factors influencing motivation of Generation-Y employees particularly in the service sector has attracted tremendous demand.

Though, this large portion of the employees belongs to the Generation-Y and expected to demonstrate the unique common pattern of behavior. All these assumptions tested with quantified details will help in predicting the stimulus among these employees for motivation. The mathematical model for establishing statistical relationships between various influential variables responsible for motivating Generation-Y employees are found significant for the policy makers of service sector enterprises. Considering all this discussion mentioned above hardly needs any emphasis on providing any kind of significance and rationale for the present study.

Aims and objective of the study

Investigating factors influencing motivation of Generation-Y with reference to 'two factors theory' in the service sector by using factorial analysis and regression models to provide probable solutions in the light of scientific research settings is the primary aim of this study. Though, taking into account the discussion made in the earlier section, objectives of the present study have been worked out and presented below.

Objective of the study:

- To study factors that demonstrate qualities of Generation-Y among Service sector employees in Pune
- To analyze extrinsic factors and intrinsic factors affecting motivation of the Generation-Y employees belongs to Service sector in Pune
- To develop and suggest model of effective motivation to the extent of Generation-Y employees working in Service sector

These objectives and aims of the study have been converted into hypotheses for the present research.

Hypothesis of the study

Considering the discussions made in sections on statement of research problems, aims and objectives of the present study, hypotheses have been worked out and presented below.

- H1 - Significant proportion of Generation-Y employees in service sector demonstrates behavioral qualities of Generation-Y
- H2 – Intrinsic factors plays vital role in motivating Generation-Y employees in service sector
- H3 – All extrinsic factors are key factors in motivating Generation-Y employees of service sector

The detailed analysis and interpretation of the hypotheses testing has been provided in the chapter of analysis.

Scope and limitations of the study

The geographical scope of this study is limited to the administrative boundaries of the Pune Municipal Corporation and Pimpri Chinchwad Municipal Corporation.

Present study investigates the motivational factors of influencing Generation-Y employees, though, this investigation has been based on the premise of Herzberg's two factor theory of motivation. Entire factors considered under this theory have been classified into two categories, namely, intrinsic factors and extrinsic factors.

As the present study focuses on service sector employees, this sector has been represented by two industries namely, Fast Food Industry or sometimes referred as Quick Service restaurant and Travels & Tourism industry. The international brands operative in these two industries having presence in Pune are selected further investigation.

Also as mentioned itself in the title of this study that, investigation of the motivation has been only made for Generation-Y employees born between the Year 1981 and Year 2000.

The behavioral aspect of this generation is also limited to the general behavior and workplace related behavior. Though intentionally, primary focus has been given on the workplace related behavior.

Research methodology

Present research has been carried out with the empirical method of investigation such as structured and pilot tested questionnaire that has been used to collect primary data. With the help of this questionnaire, primary attempt has been made to capture and quantify the data signifying general behavior of generation Y, workplace related behavior of generation Y and assessment of intrinsic behavioral qualities along with extrinsic behavioral qualities influencing the motivation of generation-Y employees. Six business units have been considered for representing both the business activities. In this view of matter, Fast Food Industries is represented by six Quick Service Restaurants such as, 1) Pizza Hut, 2) McDonald, 3) KFC, 4) Dominos, 5) Burger King and 6) Subway. Similarly, Travel and Tourism industry also has been represented by six industries such as 1) Kesari Tours and Travels, 2) Veena World, 3) Make My Trip, 4) Thomas Cook, 5) Satguru, and 6) TBI.

Data analysis and hypothesis testing

The entire analysis of this research has been carried out with responses collected through primary data. Total 538 respondents have been considered for this tabulation and analysis representing service sector employees belonging to generation-y. Two industries considered to represent the service sector in Pune such as, Fast Food Industry and travel and tourism industry. Separate analysis has been carried out for both the industries accommodating two separate sections in the chapter of data analysis. The sample of 371 Generation-Y employees has been considered to represent the Fast Food Industry and 167 Generation-y employees have been considered for analyzing the travel and tourism industry.

The key observations have been discussed in this abstract.

Descriptive Analysis

The stores of fast food chains and offices of the tours and travel companies have been identified and ensured with area wise appropriate representation. The same has been presented with the help of below ***Table-I.***

Table-I: Area wise representation of the sample

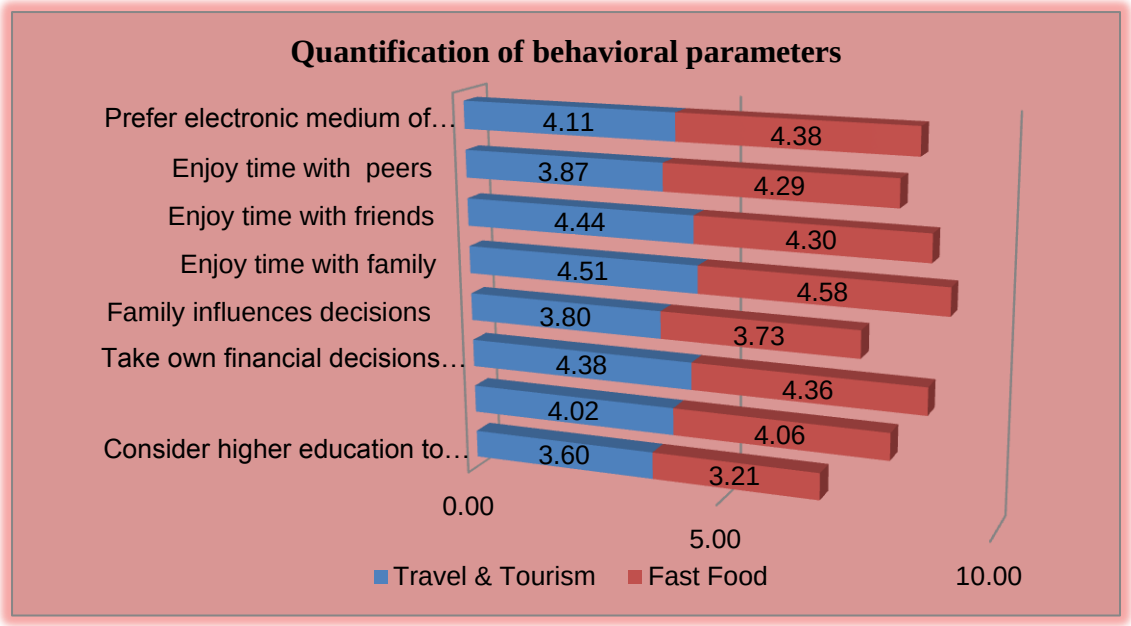
Sr. No.	Area Covered	Tours and Travel	Fast Food	Actual Sample Size
1	Central Pune	26	69	96
2	East	67	144	211
3	North	6	22	28
4	South	20	11	31
5	West	48	125	173
	TOTAL	167	371	538

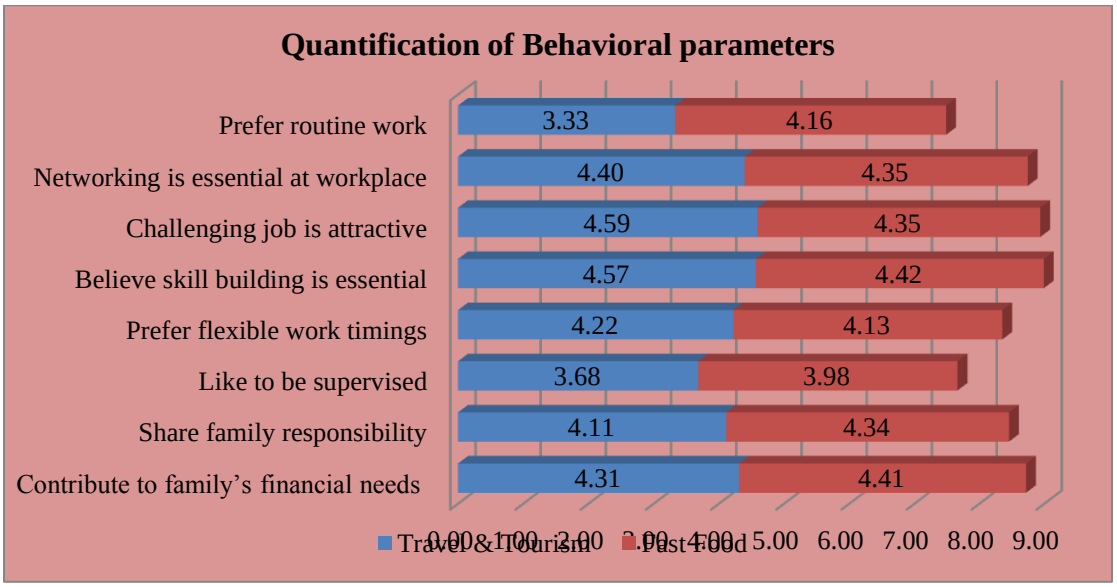
All the respondents considered for the further tabulation and analysis are ensured to be belonging to the Generation-Y. Below ***Table-II***, provides the details on this aspect and ensured the birth dates of the respondents between 1980 and 2000.

Table-II: Respondents belongs to Generation-Y

	Fast Food			Travel & Tourism		
Birth Year	Female	Male	Total	Female	Male	Total
I	II	III	IV	V	VI	VII
Between 1980 and 1985	41	29	70 (18.87%)	9	19	28 (16.77%)
Between 1986 and 1990	34	40	74 (19.95%)	14	31	45 (26.95%)
Between 1991 and 1995	62	63	125 (33.69%)	26	25	51 (30.54%)
Between 1996 and 2000	43	59	102 (27.49%)	21	22	43 (25.75%)
Grand Total	180 (48.52%)	191 (51.48%)	371	70 (41.92%)	97 (58.08%)	167

All the respondents considered under this study have been observed to be expressing behavioral qualities of the Generation-Y. The same has been provided with the help of below charts. It would be seen from the charts below that all the qualities of generation-Y have been rated above 3.0 on the Likert scale showing positive observations.





Results of Hypotheses Testing

H1- Generation-Y employees in service sector demonstrates behavioral qualities of Generation-Y

Result: Significance value obtained shows a tendency to be smaller than 0.05. Thus hypothesis null may be rejected and result can be interpreted as Generation- Y employees in service sector demonstrates behavioral qualities of Generation- Y

H2- Intrinsic factors play vital role in motivating Generation-Y employees in service sector

Probability of the getting 't' value is less than the alpha (that is 0.05) and also the entire confidence level is also found non negative. In this case of hypothesis-H2, one can conclude by rejecting the null hypothesis that Generation 'y' employed in the service sector is motivated by intrinsic factors as compared to extrinsic factors.

H3- All the extrinsic factors are key factors in motivating Generation-Y employees of service sector in Pune.

Result: Based on the factorial analysis and significant Eigenvalues, Job Security and Work Environment have been identified as the key factors influencing motivation of the generation-Y employees. The goodness of fit test also has been applied to test the validity of this two factor model and it was observed to be significant to accept the model. Thus ultimately it may be stated that, all extrinsic factors are not equally important for motivating generation-Y employees.

Regression Model

Multiple regression analysis has been used to propose the linear model explaining variability in the factors that influence motivation. With the second attempt of regression analysis four factors have been identified to be used in the proposed model. With this reference below ***Table-III*** provides required calculations.

Table-III: Four Factor Regression Analysis

Four Factor Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591[a]	.349	.344	.41541
a. Predictors: (Constant), Supervision, HelpGuide, Salary, WorkEnvi				

The Model:

Level of motivation = 2.801 + (Supervision*0.162) + (Help & Guide*0.148) + (Salary * -0.054) + (Work Envi*0.148)

For estimating the level of motivation with reference to the two factor theory, the above regression model may be used.

Key Factors Identified

The key factors influencing Motivation of Generation-Y employees According to Factorial Analysis are (a) Job Security and (b) Work Environment. While, key factors according to Regression Analysis are (i) Supervision, (ii) Help & Guide, (iii) Salary, and (iv) Work Environment. Though a common factor identified through both the analysis is ***'Work Environment'***.

Conclusion

Keeping in mind the entire work of scientific investigation carried out and completed in this research study; concrete conclusion offered in this section. The conclusions offered in this section are basically in line with the research objectives decided for this study and presented in chapter 3 of this research work. The conclusions made in this study are output of deductive reasoning methodology. Further, it is to be noted that this entire work of research is based on the objective approach of relative realism under ontology of research.

In the present research, Generation-Y has been considered to study workplace behavior to the extent of motivation in two different settings called the Fast Food Industry and Travel & Tourism industry. The behavior of motivation has been explained with the help of Hertzberg's Two Factor theory of motivation.

Now in consideration of the ***first objective*** of the present research an effort has been made to study whether the Generation-Y employees of the service sector are demonstrating the behavioral qualities of members of Generation-Y. Based on the analysis it may be concluded that the Generation-Y employees in the service sector represented by the Fast Food Industry and Travel & Tourism industry are demonstrating all general and workplace behavior of normal Generation-Y members. This aspect was also tested with the help of One Sample 't' Test under hypothesis-H1. It has to be inferred that because of significance values of all the factors observed to be less than alpha (0.05); Generation-Y employees of the service sector demonstrate all the behavioral qualities of Generation-Y. The behavioral parameters are quantified by using Likert scale and acceptances of demonstrated qualities are decided as

average of 3. The average observed >3 is the accepted quality of behavior and mentioned as ‘demonstrated’.

Based on the above conclusions, it may be noted that Generation-Y employees in the service sector are demonstrating significant behavioral qualities such as enjoying time with family and a challenging job is attractive.

According to a ***second objective*** of the present study an effort has been made to analyze extrinsic factors and intrinsic factors affecting motivation of the Generation-Y employees belonging to the service sector in Pune city. This specific objective covers two significant aspects of research questions addressed in the present study. Understanding the existing level of extrinsic and intrinsic factors is a first research question whereas finding the most influential factor for motivation is the second research question.

With reference to above discussion, it has to be concluded that Two Factor Theory is quite efficient in explaining and estimating the motivational behavior of the Generation-Y employees working in the service sector. Moreover, it needs to be concluded that the Generation-Y employees working in the service sector are more influenced by intrinsic factors. This conclusion has been supported by the test conducted under hypothesis-H2. A ‘t’ test for comparing arithmetic mean of two factors namely; intrinsic and extrinsic, has been carried out. Since the alpha value has been found less than 0.05, it may be concluded that intrinsic factors play a vital role in explaining the motivation of Generation-Y employees.

The level of intrinsic and extrinsic factors to the extent of present study has been provided in the table below.

Table No. 5.3

Level of intrinsic and extrinsic factors of motivation

Sr. No.	Motivating Factors	Fast Food	Travel & Tourism
1	Intrinsic factors	4.55	4.53
2	Extrinsic factors	4.19	3.90

Based on the table above, it may be concluded that employees of the Fast Food Industry have been significantly influenced by intrinsic motivational factors while this industry has observed a considerable influence of extrinsic factors as well. While in the case of the Travel & Tourism industry extrinsic factors have not seen significant influence as compared to intrinsic factors.

Apart from all the above discussion an effort has been made to find out the most significant factors influencing motivation of Generation-Y employees. Rigorous analysis has been made by applying factorial analysis for finding the most significant factors. Based on the result of factorial analysis presented in the analysis chapter it is to be concluded that, in case of service sector employees (Generation-Y) all the intrinsic factors are found significant. Though, the factorial analysis has been proved that Job security and working environment among extrinsic factors are found most significant factors influencing motivation of Generation-Y employees.

Suggestions

The below suggestions have been offered in the present study considering the macro perspective of the policy decisions.

- The policy makers of Fast Food and Travel & Tourism industry are suggested to focus on intrinsic motivating factors such as interest work, work for responsibility, career advancement, work for personal & future growth, recognition and achieve own targets to motivate Generation-Y employees.
- Further, it also has been suggested to provide work life balance, flexible work time and challenging work assignments to the Generation-Y employees for keeping their level of motivation at a higher level. Further to the extensions of this suggestion policy makers may plan for career advancement and future growth for the Generation-Y employees. It is also suggested to involve the family of the employees may be at the time of cultural gathering, may be specifically organized for this generation.
- Apart from the focus on intrinsic factors, the study also suggests maintaining the extrinsic factors up to the acceptable level and should try to match and expectations of this Generation-Y.

- Generation-Y is found more sensible for the remuneration such as discount, offers, etc. Keeping this in mind, the study further suggests offering family discounts to this generation with the aim to attain work life balance.

Specific suggestions also have been offered to the policy makers of both the industries to focus on job security and a healthy working environment.

Scope of further study

Service sector is the vast economic activity including various industries and services. It is to be mentioned here that the comparative study on Generation-Y has to be carried out on other industries under the service sector for enhancing better understanding of behavioral qualities of this generation. The motivation is also a joint function of various factors and thus only one theory cannot explain it completely for exact measures to be taken for motivating the Generation-Y. Thus, the dimensions of motivations in regard to the Generation-Y need to be investigated by comparing at least two to three motivational theories.

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CHAPTER- 1

INTRODUCTION

Generations at workplace expresses specific set of behavioral qualities as indicators of their morale and motivation. Each generation impacted with unique atmosphere influenced by social, political, economic, global and parental factors resulting in distinct nature of behavior of each generation. Thus, in the world of workplace, it is important to understand stimulus that motivate generations turned into workforce[1].

In this view, analytical assessment of factors influencing motivation of Generation-Y has been carried out in the present research. The study focused on service sector employees belonging to Generation-Y, with the aim to offer a statistical model for predicting impact of each factor on level of motivation.

Thus, the specific title of the research reads as; "A STUDY OF FACTORS INFLUENCING MOTIVATION OF GENERATION – Y WITH REFERENCE TO 'TWO FACTORS THEORY' IN SERVICE SECTOR". Finally, it needs to be expressed that the study of motivating factors under this research has been based on the theoretical settings belongs 'Two Factor Theory' of Herzberg.

Keeping in mind the entire discussion made above, four key words have been identified from the title of this study, namely; (1) Factors influencing motivation (2) Generation- Y, (3) Two Factor Theory, and (4) Service sector. A detailed discussion on the above keywords has been addressed in this chapter. It is to be noted that, the first three keywords pertaining to the factors influencing motivation, Generation-Y and Two Factors Theory have been discussed in sufficient detail with the help of chapter-2, literature review. While, remaining keyword of the service sector has been discussed with sufficient details in the present chapter and discussed with the help of four parts such as, service sector in Pune and profile of Pune City.

Thus ultimately, required essential discussion has been presented this study with the help of four parts. ***PART-I*** of this chapter discusses details on introductory observations of entire work carried out in the present study. ***PART-II*** presents a brief profile of the service sector delimited to Fast Food Industry or Quick service restaurant (QSR) and Travel & Tourism industry. ***PART-III*** provides an insight into

Pune city to which this study is geographically delimited. Finally, chapter wise scheme of the present research study has been given in ***PART-IV***.

PART-I

Introductory Remarks

The initial purpose of this part is to provide overview of the key aspects of the present research. Thus basically, a brief introduction to the concept of generations and the concept of motivation has been offered with the help of two sections as discussed below.

Section-(a)

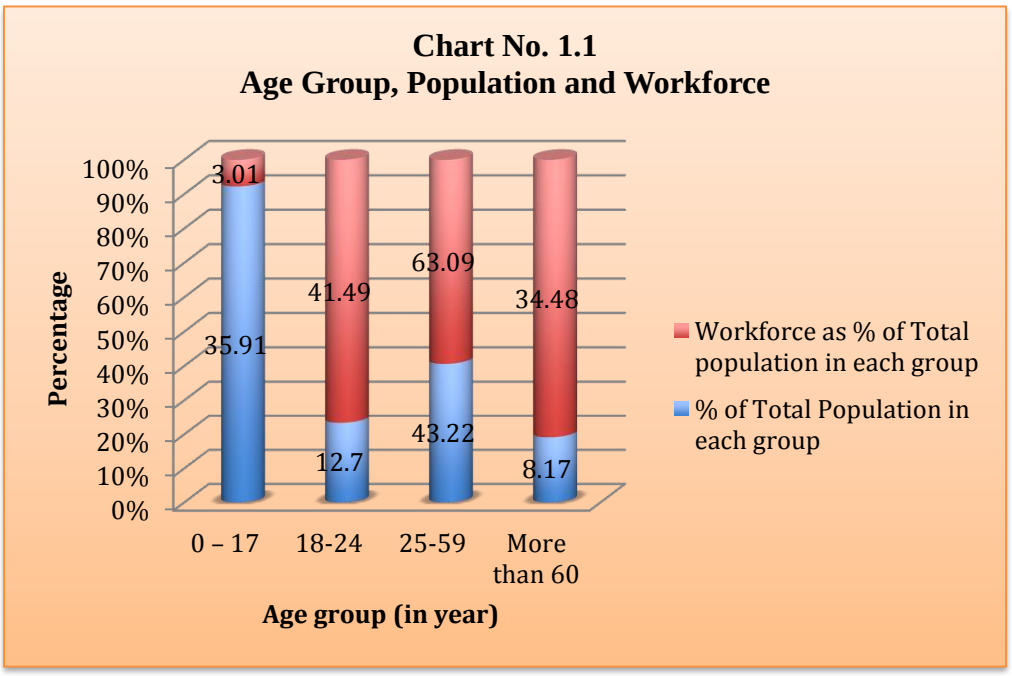
Generations and workplace

A development of human beings is observed to be influential by the critical stages of developmental events. It also needs to be anticipated that every individual is unique, in terms of behavior and skills. Though, considering the macro level perspectives, certain common trends in behavior of the human being can be identifiable with reference to the generational influence. Thus, it seeks immense importance to understand generational commonalities among human beings and the developmental events impacting on shaping such behavior. Further the life events can be grouped into the categories such as, commonalities in birth year, age, and location. All this discussion directs this study towards enhancing the understanding regarding generations to the extent of an identifiable group that shared commonality in birth year and life events[2].

Many authors and scholars have put their efforts in classifying the entire population of the world on the basis of this concept of generations. In this view of matter, many authors have taken help of significant events that impacted the entire world, such as, World War-I and World War-II. Also many of them considered economic shifts that hampered the world such as the Great Recession. Clubbing together the discussion made above, it is to be noted that, the impact of critical events that shaped the behavior patterns of the human being in the world which seems to be easy to predict have formed a group of people that can be separable from birth year. Later, these broader groups have been identified with the specific names based on their commonly shared behavioral aspects and certain features[3].

Broadly speaking, the entire world population has been classified into five generations, namely; (a) Traditionalists (born before 1943) considered the reference of world War-I and World War-II; (b) Baby Boomers (born between 1944 and 1964) considered World War-II; (c) Generation-X (born between 1964 and 1980); (d) Generation-Y (born between 1980 and 2000); and (e) Generation-Z (born after 2000).

With reference made to the 68th Round of National Sample Survey, it has been observed that total 64 per cent of the working population belongs to the age group of 25 to 59 which share its legacy to the Generation-Y ***(Chart No. 1.1)***. This significant participation of the Generation-Y in the workforce underlines the importance and contribution of the Generation-Y in economic activity[4].



Source: 68th Round, National Sample survey@ Observer Research Foundation's India Data Labs

Thus, based on the behavioral aspects of this Generation-Y present research has put its efforts in analyzing the behavioral qualities of this generation to the extent of motivation.

Section-(b)

Motivation

This concept is very well known in the industries and specifically related to the Human Resource Management Function. It is to be highly appreciated that human resources are the only resources that can be trained and developed to get efficient outcomes. Though the term human resources cannot be measured or quantified easily but can be compared to the outcome extracted from human inputs such as skills, knowledge etc. Now, it is very much interesting to note that all the skills and knowledge needs to be applied in a proper manner to get the expected outcome. This application cannot be forced by the external environment but there are internal forces that insist a person to put his efforts on completing certain activities or tasks beneficial for organizational objectives and aims. This willingness to work and application of skill sets is the subject matter of study under a separate and distinctive branch of scientific enquiry, called as motivation[5].

Now, the study of motivation is based on the behavioral study, psychological understanding of the persons and sociological bearing of the humanities. Several studies have been conducted to understand the motive behind any specific activity. The action of human beings is triggered because of the influence of the stimulus. Identifying stimulus and defining its relationships with other variables and factors is called the theory. Thus, several theories have been proposed by eminent research scholars for explaining the motives or stimulus behind each of the workplace activities. Though, most important four explanations (referred as theories) of the workplace motivation have been largely applied in the industries namely, Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Vroom's Expectancy Theory and Adam's Equity Theory. Several theories of motivation have been classified into two broad categories such as, Content Theories and Process Theories. The content theory focuses on understanding the inherent qualities of the behavior of the employees in proposing the statistical model of the motivation. On the other hand process theories put their efforts in considering the process that ensures motivation of the employees[6].

Now keeping in mind the entire discussion made above, application of any theory is basically depending on the certain assumptions. One of the most prominent assumptions is once the policy makers understand the exact behavioral pattern of the

employee then choosing the right theory will be easy. Considering the present research, generations are expected to behave in a certain pattern in specific situations and thus, prediction of their behavior is comparatively easier.

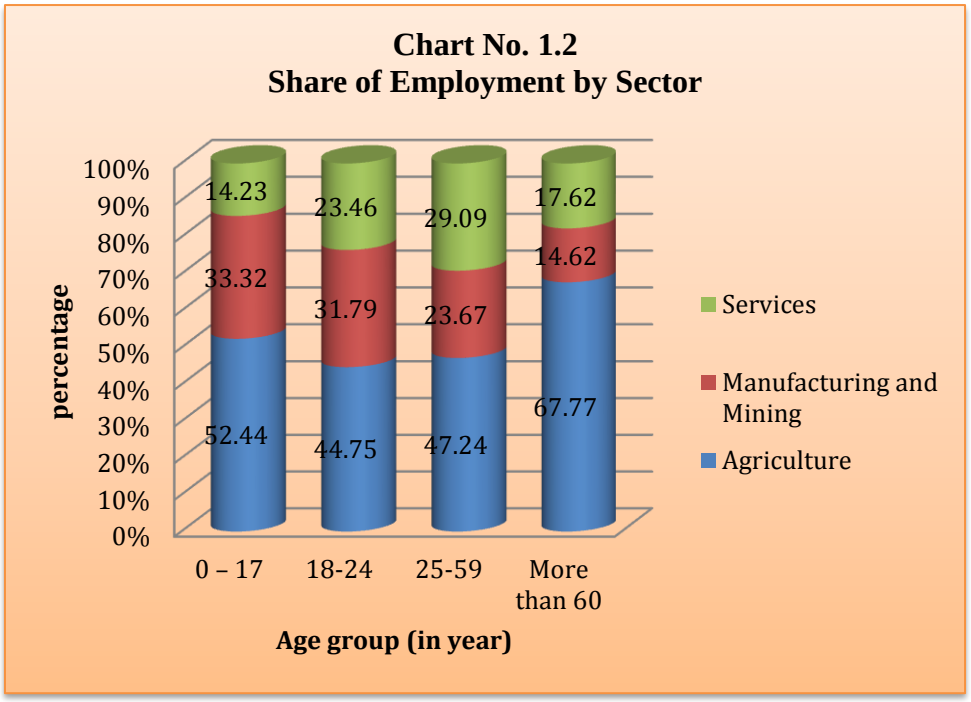
In case of present research, Generation-Y employees have been considered to be investigated for workplace motivation. Now, as per the several behavioral qualities of this generation, Two Factors Theory considered being more appropriate in explaining the stimulus of the work motivation. Generation-Y is the major workforce active at the workplace and inclusion of this entire workplace may not serve the purpose. In this situation, Generation-Y working in the service sector of Pune has been considered as the primary focus of the present study.

PART-II

Service Sector:

Profile of Fast Food Industry and Travel & Tourism Industry

Service sector plays a significant role in the development of an economy. From the perspective of providing employment, the service sector is the most important sector providing employment to the large segment of population. Maybe this aspect has been considered at the time of understanding economic growth of any economy. This simply means that, larger the contribution of the service sector to the GDP; higher the economic growth. Now, with reference to the 68th Round of National Sample Survey, it would be seen that 26.96 per cent of the workforce is engaged in the employment provided by the service sector. The scope of providing employment by the service sector is observed to be the largest employment after agricultural activity. The ***Chart No. 1.2*** further provides the details on share of employees along with sectorial variations.



(Source: 68th Round, National Sample survey@ Observer Research Foundation's India Data Labs)

Further, it also has to be noticed that among this employment in the service sector, almost 23.46 per cent of the employees belongs to the age group of 18-24 during Financial Year 2011-12 reflecting the representation of the Generation-Y workforce. Thus, ultimately, the entire service sector of Pune City has been represented with the help of two service activities or otherwise sometimes addressed as the industries, namely, Fast-food Industry some time referred as Quick Service Restaurants and Travel and Tourism Industry.

The importance of the service sector also may underline with the help of FDI inflows in Maharashtra. Based on the data from October 2019 to December 2019, it has been recorded that almost 40 percent of the FDI has been directed towards service sector operatives in Maharashtra State[7]. Further details are provided[8] in ***Table No. 1.1*** below.

Table No. 1.1

Share of Top five sectors in FDI equity inflows reported at Maharashtra

Rank	Sector	Amount of FDI equity inflows		% age of FDI equity inflows from all sectors
		Rs. in crores	***US$ in million***	
1	Services Sector*	8,977.70	1,261.54	40.25
2	Computer Software & Hardware	4065.15	571.57	18.23
3	Trading	951.72	133.59	4.27
4	Construction (Infrastructure) Activities	948.69	133.31	4.25
5	Consultancy Services	851.75	119.63	3.82
	Total of Above	**15,795.01**	**2,219.64**	**70.82**

(Source: https://dipp.gov.in/publications/fdi-statistics | From October, 2019 to December, 2019:)

Now, the detailed discussion on the sectorial profiles of these two industries have been separately discussed and presented with the help of section-(i) and section-(ii). Each section provides detailed discussion on the specific activity covered under this study.

Section- (i)

Fast Food Industry or Quick service restaurant[9]

Pune is said to be the cultural hub of India and also renowned as oxford of east for presence of more than 800 colleges. Now, because of these two aspects, every year new additions to the existing population have happened for basically two reasons, such as, for education and for employment. Irrespective of the reason for migration Pune has been always seen to be ready to absorb new cultures. This has reflected the changed eating habits of the peoples of Pune.

Now very much significant to note that due to several reasons Pune has now become a hub for foodies and fast food is on the highest preference. This has been supported by the presence of top industry players of Fast Food Industries in Pune. Though, present study considered six top international players of Quick Service Restaurants or Fast Food Industries for the purpose of further investigation of the present study.

Now on the aspect of history of the Fast Food Industries, it has to be noted that this industry has witnessed its presence early in the 19th century[10].

There are several reasons attached for evolving this industry in the early 19th Century. During the industrial revolution, machines have been introduced in the industrial activities, mostly on the manufacturing. Also due to lack of workers welfare industrial workers have to work for more than 14-16 hours in a day. The lack of humanitarian approach at the workplace resulted in complete negligence to the workers' health and hygiene. Even though, it was difficult to get proper meals during the work hours. Therefore first snack bars and kiosks were established in front of factories. Though today snack bars and kiosks have become an unavoidable part of living standard and now it is the way of living.

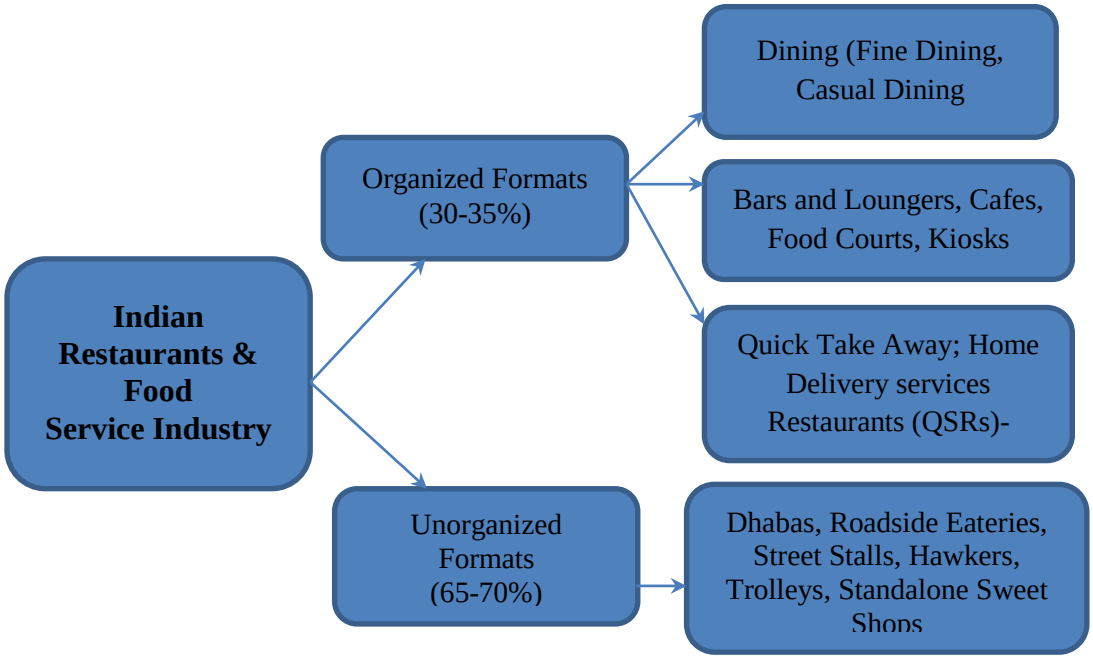
The development and increasing demand for fast food as compared to fine dine is significant in recent decades. This is due to changes in eating habits of the recent generations. The workaholic nature of the employees give preference to the meal on the go as against the fine dines. There are few dimensions attached to this growth such as, quick service restaurants or Fast Food Industries are quick in service and reduce the time. It is popular because it is relatively inexpensive and made to serve the taste references of the latest generations.

On the broader perspective Indian restaurant and food service industry may be classified into two broad categories, namely organized format and unorganized format. Relatively unorganized formats are larger (covers 65 to 70 per cent of market share) than the organized formats (30 to 35 per cent of market share). The organized formats of the Indian restaurants and food service industry may be classified into three subcategories namely, (1) Dining (including fine and casual), (2) Bars and Loungers, Cafes, Food Courts, Kiosks and (3) Quick Service Restaurants covering Take Away and home delivery[11].

Further details on the classification have been presented graphically with the help of ***Figure No. 1.1***[12] below-

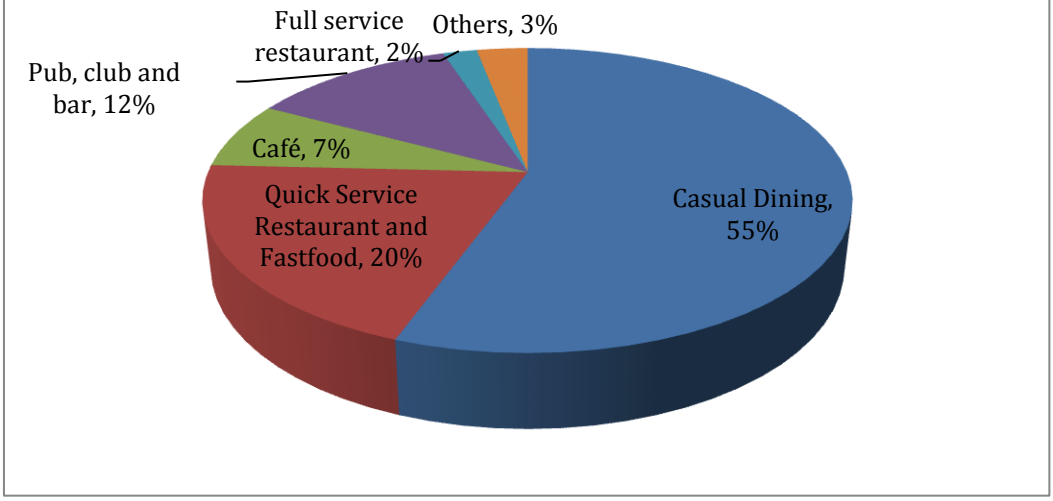
Figure No. 1.1

Classification of Indian Restaurants and Food Service Industry



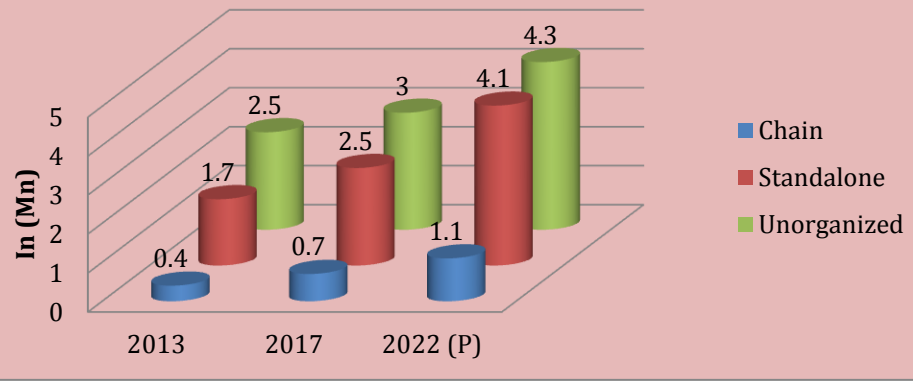
Further it is to be noted that, among the organized food market of India, casual dining covers 55 per cent of the market share followed by Quick Service Restaurants (20 per cent). These Quick Service Restaurants are the subject matter of present study for investigating motivation of the generation-Y employees. The detailed market segmentation for the organized hotel industry has been provided with the help of ***Figure No. 1.2*** below.

Figure No. 1.2
Indian Organised Food market segmentation- FY 19 (%)



The market share of the food industry in Indian economy also witnessed an equal distribution of economic development through providing and generating employment. This employment generation due to the Food Industry may be classified into two categories such as direct employment opportunities and indirect employment opportunities. Now based on the details provided in ***Chart No. 1.3***, Food Service Industry provided direct employment to almost 6.2 million employees in the year of 2017 and estimated to increase up to 9.5 million in 2022[13].

Chart No. 1.3
Contribution of Food services industry to employment generation
(Employment Share and Direct employment (in Mn))



Source: NRAI Technopak India Food services report 2016, Technopak analysis

On the aspect of indirect employment, it has been registered as 8 to 8.9 million employment opportunities have been created by the food industry. This employment

generation has been estimated to reach 10.1 to 10.6 million in the year 2022[14]. Further details have been provided in the ***Table No. 1.2***.

Table No. 1.2

Indirect Employment through food services sector

Employment in Million	2013	2017	2022 (P)
At farm level	6- 6.5	7- 7.5	8.0- 8.5
Food processing	1- 1.5	0.2- .25	0.5- 0.6
Supply chain		0.1- 0.15	0.2- 0.3
Last mile logistics		0.02	0.04
Others		0.5- 0.75	1.1- 1.6
Total	7-8	8- 8.9	10.1- 10.6

Source: NRAI Technopak India Food services report 2016, Technopak analysis

In the case of Indian food preferences, most people assumed to prefer eating at home and to avoid eating outside. But due to several reasons eating habits of the Indians are now changing at least for the new generation. This change has been observed from independence and spread rapidly in the last two decades. Now eating outside is not opposed in the family. There are several reasons attached for the growth of eating outside home and emerging Fast Food Industry in India. To mention few reasons among them are as; (a) emerging trend of nuclear families has vanished the cultural family dinner witnessed in joint families (b) economic growth is an another reason for these changing habit; (c) along with economic growth increase in disposable income and per capita income is also found to be one significant aspect for changing these habits; and finally (d) cultural exchange due to globalization has also changed eating habits by preferring fast food. This aspect can be underlined from the statistical details such as, an 8% rise in high income households and 6% in both GDP and disposable income per capita supports the reasons mentioned above. Moreover, household income of Rs. 3-15 Lakh bracket was registered for 53 per cent of the households. This income level now covered 61 per cent of the households. A solid rise of 8 per cent households in the upper income category provided more disposable income[15].

Apart from these macro aspects there are other reasons also similarly contributed to these changing habits of the Indian People. Such as, fast food is cheaper than traditional meals and easy to buy and less time consuming.

Now, it has been stated earlier that the top six multinational brands in the Fast Food Industry have been considered for the purpose of further analysis. These six multinational brands are; (1) Burger King, (2) Pizza Hut, (3) Domino's Pizza, (4) McDonald's, (5) Subway, and (6) KFC outlets.

The summary of these six international brands has been provided with the help of ***Table No. 1.3*** below. KFC is observed to be the biggest brand among these all having presence in 144 countries spreading through 24,104 outlets worldwide. Subway is having more outlets as compared to other brands. It has almost 40000 outlets penetrating 100 countries. Though in the case of India, Dominos have significantly higher outlets ranging up to 1227 outlets. Dominos has the highest presence in Pune also by operating through 56 outlets followed by Subway with 50 outlets.

Table No. 1.3

Distribution of QSR (Year 2019)

Sr. No.	**QSR**	**Countries**	**Number of Units (Franchise + company owned**	**Total No. of outlets in India**	**Outlets in Pune**
1	McDonald	119	38695 (36059+2636)	426	38
2	Pizza Hut	113	18,703 (18603+100)	460	15
3	Dominos	55	8500	1227	56
4	Subway	100	40000	700	50
5	Burger King	100	18000	202	8
6	KFC	144	24,104 (23759+345)	449	18

The brief details on each of the brands has been discussed with below sections-

1. MCDONALD

The former name of this brand was "The Airdrome restaurant" which was in very close proximity to the airport. The first outlet was situated in California and opened in 1937 by Patrick McDonald. This brand has reached 119 countries in 2019 and become the leader in Quick Service Restaurants Industry worldwide. This retail chain opened its outlet in India in 1996.

The outreach of McDonald is operated through 2636 self-owned restaurants and 36059 franchised outlets. The significant aspect of this brand can be attributed to the unique test, cleanliness and extreme hygiene irrespective of the country, location etc. The ultimate credit for this superior management may be given to the uniqueness of supply chain and efficient control over these entire networks.

In the year 2019, McDonald has estimated a total workforce of 205000 worldwide. This figure includes the employees of self-owned outlets and franchises employees as well. The presence of McDonald is significant with 426 outlets in Pan India. Though, it is important to note the presence of this outlet chain in Pune. Thus, there are a total 38 McDonald's outlets of McDonald in Pune only. In India, McDonald has provided employment to more than 16000 peoples and recorded sales turnover of Rs. 1,633 crores in 2016-17[16].

2. PIZZA HUT

Pizza Hut is a brand started in 1958 in Wichita, Kansas, USA. This is the joint effort of two brothers Dan Carney and Frank Carney. The history tells that the company has started with the help of 600 USD borrowed by the owner. Though, in 2019, the brand has reached almost 113 countries with 18603 franchises, out of which 100 are owned by the company itself.

The reach of Pizza Hut in India is observed in the year 1996. Now it has reached up to 460 outlets. In 2019 the company has witnessed the employment of more than 34,000 employees. This brand believes in providing good working conditions to its employees in terms of facilities and compensation. It is the argument of the company

that whatever they provide to their employees are competitive and more than the benchmark in industry set by their competitors.

It is surprising to note that the YUM is the umbrella company holding ownership of KFC, Pizza Hut, Taco Bell, The Habit Burger Grill, and Wing Street worldwide. This means that all these brands seem to be competitors to each other but operate under the similar ownership[17].

3. DOMINO'S PIZZA

Tom Monaghan and his brother started this brand of restaurant in 1960 from borrowed share capital. This brand is based on the principle of humbleness. After experiencing the importance of franchising the company has started providing franchises all over the world. In current scenario Dominos is the largest spread over brand in India with 1227 outlets. Dominos is reached in more than 55 countries with 8500 outlets. As per other main brands of quick service restaurants Dominos has entered in India during 1996

Jubilant Food Works Limited (JFL) is India's leading food service Company. JFL holds the master franchise for Domino's Pizza and Dunkin' Donuts brands in India. It has the exclusive rights to develop and operate Domino's Pizza brand in India, Sri Lanka, Bangladesh and Nepal[18].

4. SUBWAY

Registered in 1974, Subway is currently the largest fast food chain in the world. It has spread over in 100 countries with 44,000 restaurants. Subway operates on its three principles called as their USPs namely, freshness, convenience and health. This brand also did not make any adjustment on its ownership as the other brands did. This is their uniqueness to compete in the global market. The freedom to the customers to pick whatever they want in their meal is the unique practice of Subway. Another significant aspect of this brand is committed healthy food from the last two decades without any compromise. Comparatively Subway entered late in India, in 2001. Though, it has quickly spread over in India capturing 70 cities with 500 restaurants.

Though considering the scope in Indian market, Subway has targeted to reach to the 700 restaurants in coming near future[19].

5. BURGER KING

Burger King is the fastest growing quick service restaurant chain in India. It specializes in burgers as mentioned in its name. The alternate identity of this brand is noted as the "HOME OF THE WHOPPER". This brand was registered in 1954 in the USA. The brand is owned by Burger King Corporation.

It has spread over 100 countries with 18000 outlets. This brand entered India in 2014. Considering the fastest growth of this brand in Indian, it has reached up to the total 202 restaurants across India. The Burger King brand is now having presence in 47 cities of India[20].

6. KENTUCKY FRIED CHICKEN (KFC)

The ex-army man Colonel Harland Sanders started this brand in 1952. The brand is named after the village Louisville Kentucky, USA. The purpose of this restaurant was to do charity and for this purpose the owner has started to sell fried chicken to the nearest petrol pump during the great depression. The taste of the food has been accepted by most of the customers and resulted in rapid growth of the KFC. Due to its success in 1936 Kentucky Governor Ruby Laffoon, granted Sanders the title of honorary Kentucky Colonel. This award also has been offered due to enhancing employment opportunities in Kentucky.

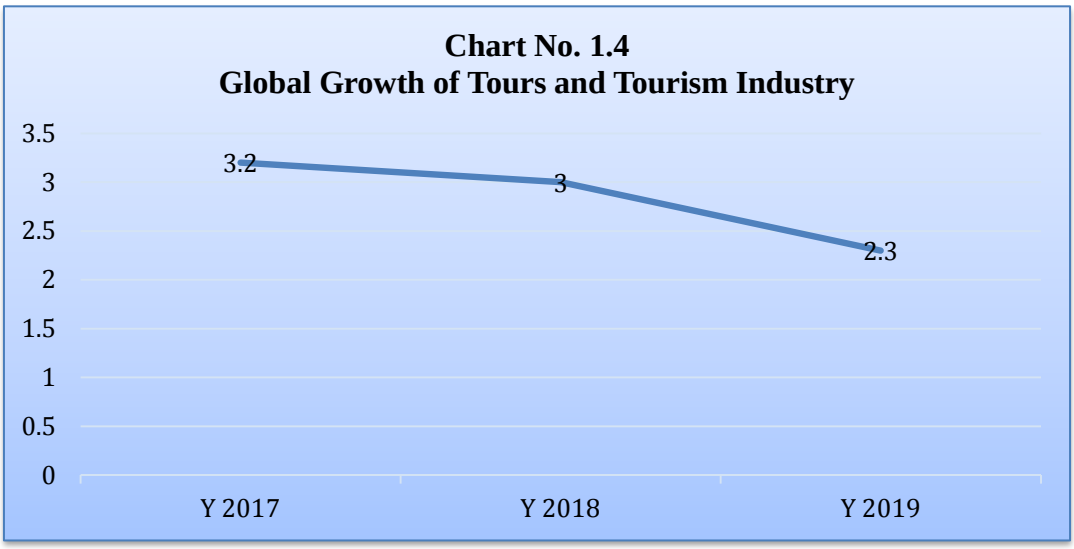
Now it has become the world's largest fried chicken fast food restaurant chain. Its sales chain contains almost 24102 outlets covering 130 countries and territories. KFC has been operating in India since 1995. Now it has 449 outlets in India[21].

Section- (ii)

Travel & Tourism

Tourism has been considered as the movement of the peoples from one place to another place. It is irrespective of the purpose of the traveling. The purposes of the travel may be for business or for personal pleasure. The persons travelling referred to

as the tourists. The global economic growth has visualized the downward growth of the tourism industry since the last three years. This aspect has been supported from the ***Chart No. 1.4*** below.



Based on the estimation made by the International Monetary Fund (IMF) global economy may shrink by an additional 3 per cent[22]. But due to COVID-19 pandemic situation, the entire tours and travel industry has been impacted severely with irreparable loss across the globe. The estimation has been offered to not shortfall $9 trillion due to COVID-19 pandemic. In the case of Indian scenario, scholars have estimated a downfall in the tourism industry even before COVID-19. This may be because of the reduced growth rate of Indian Economy. The reduced growth of GDP was 4.2 per cent which is lowest in the last 11 years. This has severely impacted the Travel & Tourism industry of India.

In 2017 India has hosted 10.04 million tourists with annual growth registered as14 per cent. The number of international tourists arriving in India was 15.54 million with a growth rate of 6.7 per cent. This significant aspect of growth in tourist's visitors has resulted in earning of foreign exchange. The data shows 15.54 per cent of the growth in earning foreign exchange worth Rs. 1, 77,874 crores. It also has to be noted that India has been ranked 26th position worldwide for international tourist arrivals. All the aspects discussed in this section are based on the data in ***Table No. 1.4.***

Table No. 1.4

Important statistics on Tourism during 2017

Sr. No.	**(I) India**	
1	Number of foreign Tourist Arrivals in India (million) Annual Growth Rate	10.04 14.0%
2	Number of Non-Residents Indians Arrivals (million) Annual Growth Rate	5.51 4.5%
3	Number of International Tourist Arrivals in India (million) Annual Growth Rate	15.54 6.7%
4	Foreign Exchange Earning from Tourism (PR) i) In INR terms (1 crore= 10 million) Annual Growth Rate ii) In US$ terms billion Annual Growth Rate	Rs. 1,77,874 Crore 15.4% US$ 27.31 19.1%
5	No. of Indian Nationals Departures from India (million) Annual Growth Rate	23.94 9.5%
6	Number of Domestic Tourist visits (million) (P) Annual Growth Rate	1652.49 2.3%
	(II) World	
1	Number of International Tourist arrivals (million) Annual Growth Rate	1323.0 (P) 6.8%
	(III) India's position in World	
1	Share of India in International Tourist arrivals	1.2%
2	India's rank in International Tourist arrivals	26th

Apart from the Indian perspective, the State of Maharashtra is also seen to be the favorite destination for tourists, nationally and as well as internationally. Data produced in ***Table No. 1.5*** provides that the state of Maharashtra has witnessed a constant increase in foreign as well domestic tourists from the years 2013 to 2016[23]. Also an estimate has been provided for an increase of 9.95 per cent growth in foreign tourists.

Table No. 1.5

Tourist arrivals in Maharashtra (million)[24]

Year	Domestic Tourists	Foreign Tourists
2013	82.7	4.12
2014	92.6	4.39
2015	103.4	4.41
2016	115.4	4.62
2017 (p)	119.2	5.08

Keeping in mind the research methodology considered for the present research, it has to be noted here that the Travel & Tourism Industry has been represented with the help of six industry players. These six industries are selected on the basis of two criteria, 1) international presence of tourist packages, 2) Office in Pune. Thus, these six industries are, namely; Kesari, Make My Trip, Satguru Travels, TBI, Thomas Cook and Veena World. These companies have a representation across pan India but for this study the employees of Pune city only have been included in the sample. The basic details of these companies have been provided in ***Table No. 1.6***.

Table No. 1.6

Details of Travel & Tourism Companies

Sr. No.	Name of the Org.	Year of establishment, Location	Name of Founder	Branches in Pune city
1	Kesari	1984	Mr. Kesari Patil	11
2	Make My Trip	2000	Mr. Deep Kalra	10
3	Satguru travels	1989 (Rwanda, East Africa)	Mr. Anil Chandirani	2
4	TBI	2007	Jehangir Katgara	1
5	Thomas Cook	1881, Mumbai, India	Mr. Madhavan Menon	9

Sr. No.	Name of the Org.	Year of establishment, Location	Name of Founder	Branches in Pune city
6	Veena World	2013, Mumbai, India	Veena Patil	15

The brief profile of each of the tourist companies has been provided in below sections.

1. Kesari

Kesari is the brand known in the Travel & Tourism Industry for its innovation and excellence in service. It is the division of Kesari Tours Pvt. Ltd started in 1984. This is entirely the Indian Brand catering services in the Travel & Tourism Industry. The basic principle of this organization is the respect and honor for the promises made to the customers. Transparency is another aspect of the Kesari Tours as its services are based on this principle. These principles are actually practiced by the organizations with the policies of no hidden costs.

The core focus of Kesari is organizing family tours. In fact the organization has started with offering family tours at Indian destinations. Then it has started to expand the service across international destinations. Kesari has a total 325 options for tours including destinations of Europe, Southeast Asia, and India as well. In the present research this organization has been studied for investigating the factors impacting on motivation of Generation-Y employees[25].

2. Make my trip

This is also the Indian Brand well known in the tourism industry established in 2000. The company is basically operating from an online platform and intended to provide services of instant booking and comprehensive choices. The company website was firstly used by the travel companies on a wider range though slowly it became popular in the individual travelers as well. This organization is now the largest international brand in the online travelers market. It has started its operation at the same time in the USA and India as well. Makemytrip.com has three verticals such as; make my trip,

goibibo and red bus. Three verticals provide different services but all are connected to traveling and tourism. This portal provides online booking of train, hotel, bus and air tickets as well. Make my trip has tie ups with more than 77000 properties across India and 7, 00,000 properties across globe[26].

3. Satguru travels

Satguru Travels is basically registered in Rwanda, East Africa and involved in providing tour packages in Africa. This company is the biggest player in international tourism and travel. Though, in Pune it has presence since 2011. This has a unique customer base from corporate travelers. As compared to the other travelling companies Satguru is found to be different on the aspect of customer base. Most of the travel companies are involved into the business of providing family tour services but Satguru is associated with corporate travelers by the name of Time Legend Tours and Travels[27].

4. TBI (Trail Blazer Tours India Private Limited)

This company is comparatively younger, established in 2007. Jehangir Katgara is the managing director of KATGARA Group. This group has been identified as the pioneer in the tours and travel industry. It has a legacy of business experience in tourism since 1925. This is the first company owned by Indians. The company integrated with Travel India Corporation in 1961 and became India's largest travel company later popularly known as TBI. It has a unique operating style in the segments of Destination Management, Group and Individual Tours, Corporate Travel and International Vacations such as building a network of professional representatives at destinations. With this methodology TBI has more than 275 professional representatives across 42 locations in India. The same aspect has been implemented in multiple locations abroad[28].

5. Thomas Cook (India) Limited

This company 1881 in India in the sector of travel providing multi-specialty services such as, Foreign Exchange, Corporate Travel, MICE, Leisure Travel, Insurance, Visa and Passport services and E-Business. Since the extensive business experience in the

travel and tourism industry Thomas Cook has been found offering B2C and B2B travel solutions. Thus, significantly it is to be noted that the company is basically involved in financial credit services. This group has spread over 29 countries and provides employment to almost 9700 employees. Financially, Tomas Cook has been seen stronger with annual revenue of more than Rs. 6718 Cr during 2018-19.

In Maharashtra, Thomas Cook has 42 consumer accesses with 8388 employees and 38 sterling resorts[29].

6. Veena world

Veena Patil Hospitality Pvt. Ltd is the travel company owned by Veena Patil, working as Managing Director. This is the Mumbai based organization having registered office at Mahim. Sudhir Patil and Sunila Patil are directors. Its first branch office was opened on 18 June 2013 in Kandivali Mumbai. The head office is located in Mahim, Mumbai and the booking offices are also open in Mahim Kandivali Ghatkopar, Thane, Vashi, Dombivali, and Pune. Veena World has among its specialties innovative group tours of every kind. This travel agency is having history for its inception. Veena Patil was with Kesari Tours and traveled and looked after the responsibility of Managing Director. Though, due to some reasons she has to resign the position of managing director in Kesari. As a result she has started her own travel and tour organization after her own name.[30]

PART-III
Profile of Pune District and Pune City

The present part of this chapter has been intended to provide brief details of the Pune City, concise under the light of aims and objectives of the present research. The city has its global identity as a thriving city with a vibrant metropolis. Secondly, the city is a well-known hub for academics and business. Demographically speaking, it is the 9th most populous city in the country and having 2nd rank in terms of population in Maharashtra. Considering the Asia Pacific region, Pune has been regarded as the fastest growing city[31].

To date, Pune has been mentioned as the fastest growing IT hub involving presence of more than 400 startups. This growth of IT hub has been witnessed with software export of Rs. 29,589 crores registered in the year 2012-13.

The present study centered on the Generation-Y employees working in the service sector; thus the employment pattern of Pune City is also needed to be discussed in this part of Pune Profile. Keeping this in mind it is to be noted that Citizens of Pune have been observed to be employed in the secondary sector and service sector. To be specific, 32 per cent of the employment is provided by the secondary sector and around 64 per cent employment has been observed in the Service Sector.

Apart from this, Pune City has been preferred for calm and safe living. A culturally groomed city has been ranked at 145 among 440 cities around the world for living style. This ranking is basically provided to highlight the standard of living published by 'Mercer 2017 Quality Living Rankings'. Hyderabad has been ranked at 144 before Pune City for the standard of living.

The administrative set up of Pune, as metropolitan city has been divided into two corporations, namely, Pune Municipal Corporation and Pimpri Chinchwad Municipal Corporation. It is to be mentioned that, in 2015 Pune City has stood second in smart cities challenge. This competition was launched by the Ministry of Urban Development, Government of India.

In 2017, the city has been ranked 13th among major 134 cities. It is surprising that Momentum index has ranked Pune City at 7th in Asia Pacific and 3rd in India.

City Overview

In a summary, it may be stated that Pune city is now preparing to become a smart city. It is basically intended to enhance efficiency of the resources used in Pune City. The efficiency in terms of electricity utilization, in terms of road utilization, raising awareness for using public transport and implementing green initiatives are some of the strategic goals that have been considered.

Pune is having a growing population basically because of the migration from other states and cities for the purpose of employment. The growth also has been witnessed

in the registration of businesses, exports and also in the auto sector. In a broader perspective Pune City is having 18.51 per cent of the young population between the age group of 15-25 years, which belongs to Generation-Y. The city also observed considerably literate having 89.56 per cent of the literacy rate. Out of total population, 67.24 per cent of the population has been found in working age. On the aspect of digital literacy, 22 per cent of the household in the city has been digitally literate in terms of having access to the computer and laptop. Further, broadening the scope of digital literacy, 64 per cent of the households are found to be able to access with mobile phones. The total population of the Pune City for 2021 has been estimated at 68,07,984[32]. Pune is one of the densely populated cities having 5600 peoples per square kilometer. In Pune, 62% of the population is under 30 with a larger-than-average share of people in the 25-34 age groups. The literacy rate in Pune is 86%, with a higher literacy rate of 90% for men and 81% for women. Further details on the Population of the Pune have been given in ***Table No. 1.7*** below[33].

Table No. 1.7

Pune Population 2021

Year	Population	Growth Rate (%)	Growth
2025	7,525,717	2.45%	179,869
2021	6,807,984	2.69%	178,637
2020	6,629,347	2.75%	177,729
2019	6,451,618	2.80%	175,870
2018	6,275,748	2.99%	181,948
2015	5,745,577	2.99%	166,576
2010	4,959,608	2.99%	143,790
2005	4,281,157	2.98%	123,951
2000	3,666,655	4.22%	148,487
1995	2,982,646	4.21%	120,624
1990	2,429,830	3.99%	93,281
1985	1,997,890	3.99%	76,595
1980	1,641,983	4.08%	64,336

(https://worldpopulationreview.com/world-cities/pune-population)

Geographically, Pune is the second-largest city in Maharashtra occupying 336 square kilometer area. It is a city located on the Mutha River and has a history of the Maratha Empire. The city stands at 9th Rank in the country for its geographical size.

Pune is having heavy industrialization. This is the hub of automobile manufacturing industry with presence of global companies such as, Volkswagen, Mercedes Benz etc. The city also looks at the prospectus of IT industry at major two IT parks, namely, Magarpatta and Hinjewadi.

Finally, it is to be mentioned that, the meaning of Pune City for the purpose of the present chapter has been defined as the geographical area of Pune Municipal Corporation and Pimpri- Chinchwad Municipal Corporation.

PART-IV

Chapter wise Scheme

It has to be anticipated that the chapter wise scheme followed in this thesis has a logical sequence and interconnectivity. The entire thesis has been divided into five chapters as mentioned below-

Chapter-1: Introduction

In this chapter an effort has been made to discuss key words that appeared in the title of the present research. The chapter also introduces to the entire research carried out along with various aspects of the research. To be specific, in this chapter introduction to the service sector in Pune has been elaborated and followed by a brief profile of Pune City. The brief profiles of selected service sector companies also have been narrated in this chapter.

Chapter-2: Literature Review

The basic intention of this chapter is to provide conceptual understanding and theoretical framework for the present research. Thus, the entire chapter of literature review has been prepared to provide conceptual background to the study and discuss theoretical aspects of the key terms referred for the study. In this view of matter, this

chapter has been presented with the parts to cover details about motivational theories and various generations.

Chapter-3: Research Methodology

In this chapter detailed discussions on research design, aim, objectives and hypothesis has been made. The chapter also discusses sources of data base with explanations on sampling and techniques applied while data analysis. This chapter also provides limitations, scope and time frame considered while conducting this study on motivation of Generation- Y.

Chapter-4: Processing, Tabulation, Analysis and Hypotheses Testing

In this chapter, tabulation, processing and analysis of the data sourced from field investigation has been made. This chapter has been classified into four parts accommodating analysis of the Fast Food Industry, Travels & Tourism Industry, hypotheses testing and statistical model.

Chapter-5: Summary of Findings, Conclusions and Suggestions

An effort has been made to list significant findings based on the observations occurred through data processing and analysis. Based on these findings logical conclusions also have been made and presented in this chapter. The chapter also provides probable solutions for policy makers of the industries and these solutions may be used as the input while designing and dealing with motivational strategies to be implemented for Generation-Y employees. Only while application of these suggestions three specificities have to be considered.

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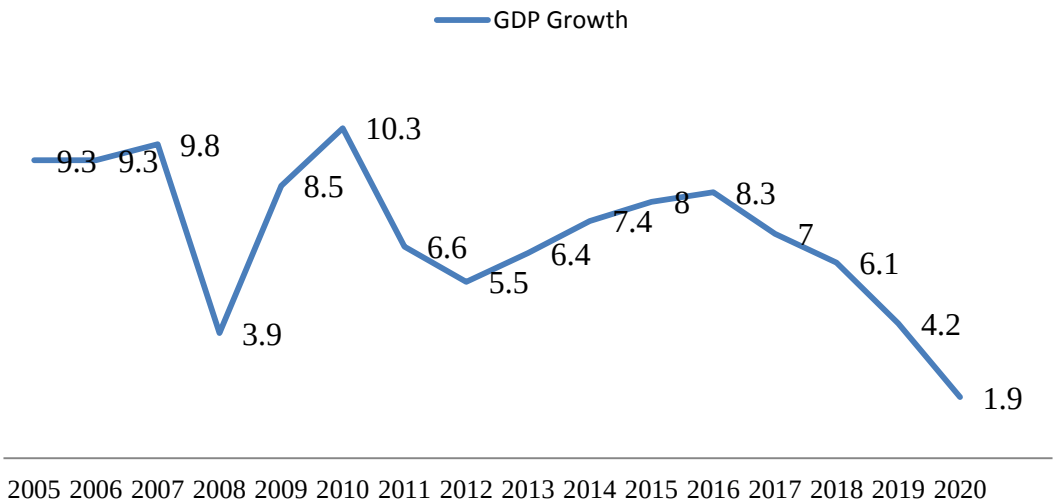
CHAPTER- 2

LITERATURE REVIEW

Introduction

Indian economy is referred to as a growing economy and its growth can be understood by Annual conversion of economic resources into products and services by value addition activity, technically represented as Gross Domestic Product (GDP)[1]. In this view of matter, an effort has been made to quantify growth of Indian economy by referring the data published on RBI portal[2]. The growth statistics of Indian GDP has been collected from FY 2005 to 2020 and a comparative aspect of the growth has been provided with the help of ***Chart No. 2.1***. It would be seen from the chart that, the GDP growth from FY 2005 to 2007 has been observed to be stabilized between 9.3 per cent and 9.8 per cent; reflecting growth of Indian economy. However, FY 2008 has been observed that GDP growth reduced to 3.9 per cent because of international economic crises. Though, Indian economy accommodated this global financial crisis and reworked their economic policies to counter recession. This has reflected the registered growth of increased GDP up to 8.5 per cent, progressed to 10.3 per cent in FY 2010.

Chart No. 2.1
Growth of Indian GDP (2005-2020)



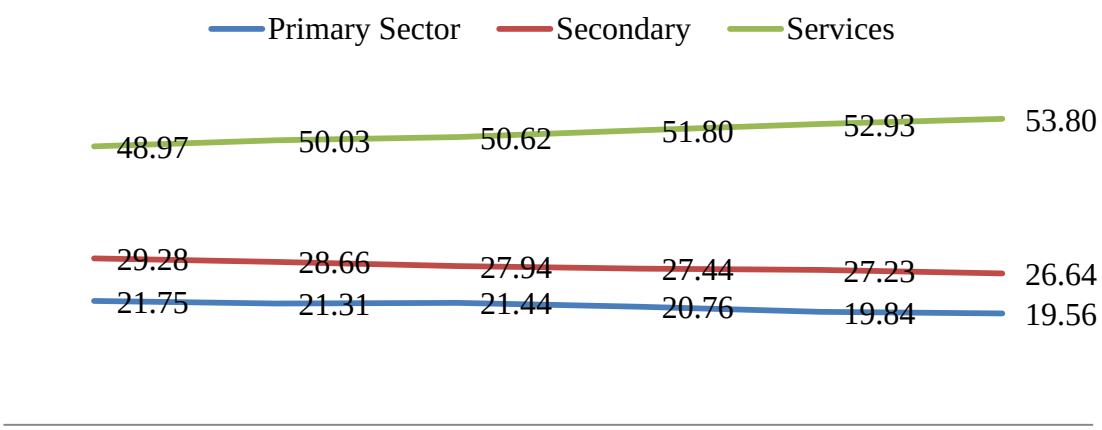
The tragic trend of diminishing Indian economic growth up to 1.9 per cent with few fluctuations has been witnessed from 2011 to 2020. Even though, on an average from

2005 to 2020; Indian economy has been stood as progressively growing economy with 7.1 per cent[3] average annual growth.

All this discussion is necessary to point out employment generation in India. Sectorial contribution is also to be considered as the service sector is one of the focus areas under scope and limitation in this study.

The growth of the economy of any country has been decided based on the proportional share of three fundamental sectors. In current scenario Indian economy witness the proportional share of three sectors as, 53 per cent of tertiary sector often represented by service sector activity, 27 per cent of secondary sector represented by manufacturing activity, 20 per cent of share is contributed by primary sector represented by agriculture, mining and allied activity[4]. Statistical details of Indian economy have been provided with the help of ***chart No. 2.2***.

Chart No. 2.2
Sectoral Contribution in Indian GDP

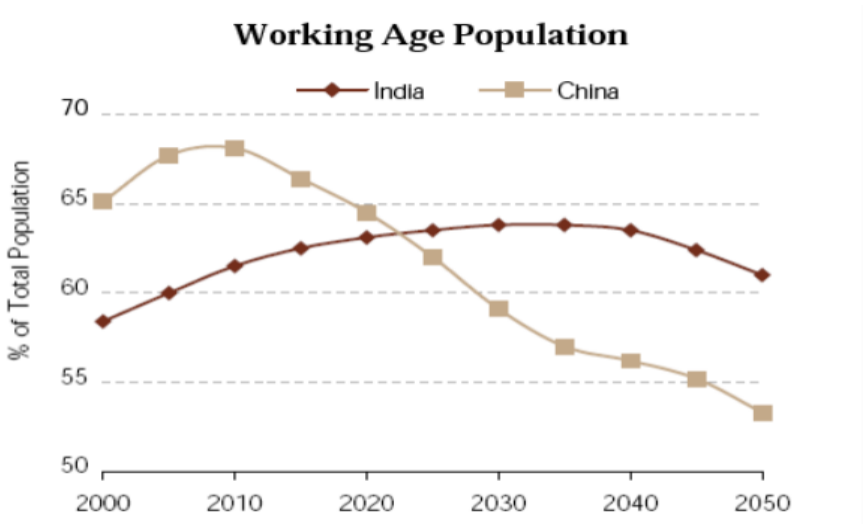


In this chart, from FY 2011 to 2017 it has been observed that the contribution of the primary sector in GDP has been significantly reduced between 21.75 per cent and 19.56 per cent. Secondary sector also decreased between the period of FY 2011 and 2017. Moreover, it would be seen that the contribution of the secondary sector in GDP has been reduced between 29.28 per cent and 26.64 per cent. However, FY 2011 has been observed that contribution of service sector is 48.97 per cent and in FY 2017 has

been 53.80 per cent; though service sector contribution increased constantly; reflecting increased contribution of service sector in Indian economy.

The discussion made above reflects the fact that the contribution of the service sector is highly essential for the growth of any economy. There are two reasons for weighting high for the service sector, the first is, the service sector is spending almost 40 per cent on human resources that automatically provide increasing purchasing power of human resources, secondly, growth of the service sector depends on the efficiency of primary and secondary sectors. In case of Indian Economy, human resource is the major national resource and can be developed and nurtured. India is not only having second largest population in the world but it has 63 per cent of working population[5].

Considering the world population India is the country having the second largest population after China. Though, the largest population is equal to largest consumptions resulting in negligible savings. Thus, the population generating income is the significant factor for considering population as a country's resource. Broadly speaking the working population is to be necessarily considered as an asset of any country. Considering the aim and objectives of the present research and keeping in mind the generational assessment of working population; comparative aspect of working population of India and China has been presented with the help of ***Chart No. 2.3***.

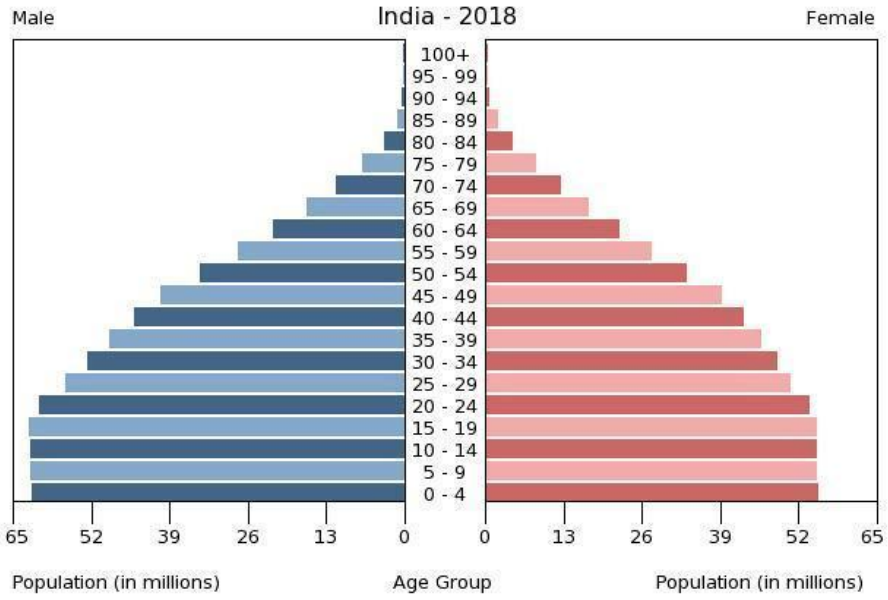


Source: UN Population Division: Medium variant

The chart basically considered the data from Year 2000 to 2020 sourced in from the UN population. Based on this historical data a comparative estimate for the working population of India and China has been made up to year 2050. The population estimates have been provided on Y axis and the proportionate of working population to the total population has been plotted on Y axis. The time series has been plotted on the X axis. It would be seen that, Year 2000 the working population showed approximately 58 per cent and constantly increased in case of India. Though, in the case of China, the diminishing trend of the working population has been witnessed from Year 2010 to Year 2020. The estimated proportion of the working population is also diminishing up to Year 2050 in case of China. This may be because of the population control policies of China. In the present situation in Year 2020 the working population of India and China has been observed between 63 per cent and 65 per cent. The situation provides alarming indication to Indian policy makers to put extreme efforts in developing human resources to become human capital in future. Also, the working population is to be motivated enough to contribute efficiently in economic activity. Present research focuses its attention on the theories that help in motivating this working population by segregating them into various generations. Though, in the present moment Generation-Y has been focused.

Considering age wise population of India it would be seen that 41 per cent of the total population falls under the age group of 25 to 54 years as on year 2018[6]. This simply reflects dominants of India in the world's labor economy by providing 7 per cent of world's total population (53.48 Crores). Further details have been provided in below ***Diagram No. 2.1***. The population born in 1980 is of exactly 40 years of age and the population born in 2000 is of 20 years of age. In simplistic fashion this age group has been considered as Generation-Y. These groups of peoples are different in terms of behavioral patterns and carry dynamic attitudes. Carefully considering the diagram below clarifies that India is the host of the largest working population belonging to Generation-Y.

Diagram No. 2.1 Population of India



A significant challenge to the Indian policy makers is to think strategically for efficient and productive utilization of this working population, especially the population belonging to Generation-Y. As has been mentioned earlier and defined by Kupper Schmidt, Generation-Y is the population born between year 1980 and year 2000. These 20 years can be easily classified into two groups, such as before globalization (year 1980 to 1990) and post globalization (year 1991 to 2000) in case of Indian economy. It has to be significantly noted that broad variations may be observed in behavior and psychological patterns in case of the generation falling under these two groups. The formally classified generation born before 1991 is showing close similarity to the generation 'X' people[7]. The latter group of people born after 1991 is showing similarities with generation 'Z' in terms of behavior and attitude. All this discussion made here in this section may be treated as input for motivating Generation-Y people at the workplace.

Keeping in mind the above discussion, it has to be noted that the motivating Generation-Y workforce is quite challenging[8]. Also, motivation of the working population is essential for organizational growth and it's indirectly impacting the contribution made to economic growth. Theoretically there are broad two categories of motivational theories, such as content theories and process theories. These two classifications are based on certain assumptions, such as in content theories, focus is

given on factors that play a significant role in deciding desires and satisfying the needs while, in process theories focus has been given on understanding the workforce to the extent of how they change and develop. Basically four theories have been considered as content theories, namely; (a) Maslow's Need Hierarchy theory; (b) Herzberg's Two Factor theory; (c) McClelland's Needs Theory; and (d) Alderfer's ERG Theory. Similarly again four theories have been considered and classified as process theories such as; (i) Vroom's Expectancy Theory; (ii) Adam's Equity Theory; (iii) Goal Setting Theory; and (iv) Reinforcement Theory. The detailed discussion on all these theories have been provided in sections that follows.

With the workforce becoming more youthful, there is a need to work with and engage oversee Generation-Y representatives uniquely in contrast to what is needed to manage the employees belonging to previous generations[9]. Most working environments have multi- generational of workforce. Every generational band is attributed with unique characteristics, competencies and skills, and utilizing them is a key to the organization's growth and prosperity.

To accommodate all the introductory discussion offered in these sections the present chapter on literature review has been divided into three parts. In ***PART-I*** a detailed discussion has been offered on classification of the generations present in the workforce and relevant studies conducted on them. Furthermore, the theories of motivation have been elaborated upon in ***PART-II*** of this chapter. A special focus on the 'Two factor theory of Motivation' and its relevance to Generation-Y and the studies conducted on them have been discussed in ***PART - III*** of this chapter.

PART- I

Generations at workforce

Working population of every country is also a member of a certain generation and assumed to be the most important productive resource in economic point of view. A human being at the workplace belonging to any generation is not a machine and thus possesses different dimensions of human behavior. More accurately speaking, human nature is playing a very vital role in productivity of human resources. Though, workers or employees are equipped with skills, knowledge and attitudes which are playing the role of input in any economic activity but with logical sense, efficiency of

the human resource is greatly hampered by psychological and behavioral aspects of human being. Handling this challenge of human resource management; has been emerging as a new era of branch of knowledge. Along with this, considering all this discussion, what are the factors that play a vital role in defining perceived and potential human behavior that would be essential as in input in any kind of economy? Naturally, the answer is, there are infinite factors controlling the behavior, attitude and personality of human beings. Ultimately, it has to be noted that a particular human being is the product of a particular situation. The situation may be either classified as economic, political, social and cultural. With the help of cognitive theory of psychology it can be concluded that human beings are responding to the situation and that can be predicted. The development of any human being as an economic resource is a long journey. It may be rightly said that almost twenty years are required to get entered into the workforce of any country. These significant twenty years are referred to as a generation. In a broader sense the term "generation" has been defined as an identifiable group. Moreover, these identifiable groups share significant aspects on multiple common platforms such as birth year, age, location and significant life events at critical developmental stages. This definition has been offered by Tolbize in 2008 emphasizing common sharing of historical events[10]. This emphasis of sharing has been understood as a significant factor on the shaping of individual's thought values, behavior and reactions of the members of each individual generation.

Fundamental examination of the work by Mannheim (1928, 1952) sketched out the idea of 'generations' similar to a sociological issue than an organic issue. He contended that the idea of generations was basically connected to two segments – a verifiable timeframe and an unmistakable cognizance because of comparative occasions in history during a specific timespan. He recommended that ages are a consequence of a sociological change process wherein people of a specific area are a piece of an authentic social change process, consequently being natural to comparable social encounters that sway their perspectives/musings towards the general public on the loose. His examination recognized ages or people of specific ages as being social change operators. His hypothesis contends that every age through their interest in aggregate occasions during their young adulthood builds up an aggregate cognizance that isolates their age all in all from the more seasoned or more youthful age that may tail them later on.

Considering the chronological sequence of events as understood historically, a broad categorization of this 21st century generation has been done. Finally, it may be stated that, entire century can be classified into five broad generations, namely:

i) Traditionalist
ii) Baby Boomers
iii) Generation x,
iv) Generation-Y
v) Generation z.

Needless to state an endeavor has been made in this study to examine the accessible writing on generational cohorts, for better comprehension of organizational effectiveness strategies, procedures and processes in dealing with these different diverse cohorts. Studies and information relating to Indian generational classification or cohorts[11] is limited (Mellahi and Guermat, 2004), Therefore, the researcher had to use the U.S. Generational cohort time span, applying it with regards to Indian workforce drawing inferences dependent on results of this examination which are identified with a specific generational cohort. The detailed discussion on each of these generations with reference to the aims and objectives of the present study has been made with the help of the five sections below.

This part has been presented with the help of five sections to accommodate the detailed discussion on every generation in the workplace. Thus, traditionalist generation has been discussed with the help of ***Section-(i)*** while baby boomers generation has been detailed out in ***Section-(ii)*** of this part. Generation-X is the subject matter of discussion in ***Section-(iii)***. The entire research has been aimed to investigate the Generation-Y and its motivating factors and this Generation-Y has been discussed in detail with the help of ***Section-(iv)*** of this part. Finally, the fifth generation entering the world of work is Generation-Z. This generation has been detailed out in ***Section-(v)***.

Section-(i)

Traditionalist

Traditionalist is the generation born between 1925 and 1943[12]. This is a very simple definition offered by Howe and Strauss (2000). Before going into the further details

on understanding the traditionalist, few major observations regarding generation at the workplace have to be called upon.

In this view of matter, it has to be pointed out that the major difficulty regarding developing an understanding of these generations is to be noted as an effort made in defining the generation. Major authors in their studies have referred birth years as a major factor for classification of the generations. This could be one of the limitations at the initial stage of defining the generations, reflecting significant limitations by neglecting historical events that have significant impacts on the development of the people at critical stages. As has been stated earlier, traditionalists are defined as the members born between 1925 and 1943 according to Howe and Strauss (2000), while Lancaster and Stillman defined traditionalists as members born between 1900 and 1945, also Martin and Tulgan referred to birth years for traditionalists as 1925 to 1942. All these definitions provide variations in time period considered for understanding characteristics of the people in particular generations. Every author has stressed up on to accommodate historical events in their specific scope of geographical limitations of their study such as, world war-I, world War-II and great recessions.

Apart from defining phenomena of generation, a major difficulty also may be observed in classifying the broad categories of all generations. Every individual demonstrates unique patterns of behavior and personality though; broad classification of commonalities can be predicted with the estimated impact of generational factors. Though, every author paid attention not to overlap the categorization of this generation. To the extent of present research on investigating motivating factors of workforce this section in regards with generation of traditionalists has been addressed with a broad discussion on five characteristics.

Loyalty[13] is the significant characteristic of the traditionalist generation. All the generations may be surprised by observing long term association of this traditionalist generation with their employer. Most traditionalists have gone through the job role of soldiers and greatly suffered from great depression. This generation was not economically stronger to migrate to any other place which provided better livelihood. The reasons may be poor transportation facilities and lack of employment opportunities. Thus, it has been seen that this generation diverted the situation to stick

up the existing livelihood arrangement to secure jobs that resulted in enhanced loyalty toward their employers.

This generation also has been observed to be most ***respectful of authority***[14]. The research showed that the traditionalist generation is having the gut feeling that whatever authority they have earned is due to their hard efforts and naturally this generation accepts the recognition for their achievement. Ultimately, these generations feel proud to be addressed as 'Sir' or 'Ma'am'. Respect for the position and the roles are a significant quality of traditionalist behavior which has come from the traditional way of respecting hierarchy and feelings regardless of the individual. This perfect blend of personality is supported by formal language, gestures, handshakes and punctuality with salutation. Though, this generation is now at the age of more than seventy years and is no longer considered in the workforce. But a few personalities stood as role models for further generations.

The generation of traditionalist has been found to be hard working and ***expect delayed rewards***[15]. The high level of patience for getting rewarded in terms of promotion is the significant quality of traditionalism. This generation believed that, before promoting good quality of experience while sitting on a particular position is necessary and to build this confidence this generation has shown a great level of patience. In a simple way in the view of traditionalists "you wait for your turn" and "you are rewarded".

It has to be pointed out that; traditionalist generation is tends to be ***uncomfortable with conflict***[16]. Though, it may not be underline that traditionalists are afraid of conflict but in reality traditionalists prefer to keep anonymity regarding the conflict. They prefer closed door discussion with respect to the conflict resolution. It may not be surprising to see traditionalists nodding their heads about the open sharing of information in social media by the latter generations.

Ultimate quality of traditionalist can be underline as ***thoroughness and hard work***[17]. In comparison to other generations traditionalists found the distinctive in terms of integrity and responsibility. The common comments made by the traditionalist are "make it do or do without". The significant aspect of behavioral quality of traditionalists can be noted as punctuality and penmanship. They are hardworking and

habitual to put their soul into the task they provided. This generation always found pushing the right things at the right places at the right time.

Section-(ii)

Baby Boomers

The generation born between 1944 and 1964 has been referred to as Baby Boomers by some of the authors. The reason for calling this generation as baby boomers has logical standings of the event of a large number of births, boom of babies. Though, debate can be attracted for defining the period of Baby Boomers generation. In the global scenario majority of the authors considered, Post World-War-IInd era as the starting point of the birth of the Baby Boomers generation. Now based on the global scenario drastic changes have been happened due to 2nd World War[18] and it has provided fundamental changes in behavioral patterns and attitudes of the generation (Baby Boomer) that survive in this particular period. In global scenario this is the generation born in between the wealthy times and reared by the mothers at home. At that time parenting was a hobby and was not a burden in any types such as social or economic. In the case of India this generation was born with a constitutional freedom (post-independence era) and this has provided significant employment opportunities to them when they entered into the workforce. As a result this generation is represented by teachers, professors, government officers and now living in retirement age. As per the estimates, it is the largest generation and more secured workaholic single largest economic group.

The critical development age of this generation has experienced a steady environmental support that reflected concrete behavioral patterns presented in common personality traits. The detailed discussion on characteristics of Baby Boomer generation has been offered in the below section. The broad classification of the characteristics may be offered in personality in general way and behavior at the workplace.

General Characteristics of Baby Boomers

With the former classification, personality of the baby boomers can be noted as, optimistic, central focus of family, spiritualization, individualistic, value instant personal gratification, prefer face to face interactions, passionate, personal fulfillment,

goal oriented, value health and wellness, do not like problems, technically weak, independent, competitive, healthy, self-absorbed, feeling stressed.

This generation was born into the era of post-world war II highlighted by peace and prosperity with a thin line of insecurity. The generation rises with hearing gossip about the possibility of third world war. This has perfectly reflected the sense of ***optimistic***[19] behavior in the generation Baby Boomer.

This generation has been born in such a situation in which families were having good financial support and women preferred to stay at home with a sense of responsibility to rare children. It has reflected in good care of children resulted nurtured personalities of the babies being staying at ***centrally focused***[20].

This generation is observed to tend to prioritizing ***spiritualization*** in their life. This reflects in complete faith on the concept of god. The generation has been seen as believers in themselves but not necessarily observed to believe in the next generation called as 'X'. Being spiritualized does also mean strong religious bonding, though, at the workplace they observed hard working and cooperative.

Central focus in family has one of the negative impacts on baby boomers generation such as the members of this generation have been observed to be ***individualistic***[21]. This generation didn't find them more social and outgoing. Individualism made them more dedicated towards work and significantly they are successful in keeping focus in their career.

Highly career orientation has developed the personality of the baby boomer generation with significant conditioning to ***value instant personal gratification***. This is also the result of top priority to individualization. Ultimately speaking, baby boomers are individual centric and can be motivated by giving them respect.

This generation has experienced most important inventions in primary stage such as television, satellite launching etc. Though, they are very worse at the stage of digitalization of the world. As compare to the next generations such as generation X and Generation-Y, baby boomers care seen to be very ***weak to the extent of technological***[22] up gradation.

Baby boomer is the generation that ***prefers face to face interactions***[23]. These generations have been raised by moms at home and were fortunate to have interaction with society and family. This has reflected in the methodology of the working of the baby boomers. The result of this personality trait is found in developed ability to work in a team by baby boomers.

Baby boomers have been observed to be the ***passionate***[24] about some specific phenomena. This quality has been tapped by many corporates to convert it into motivation. In technical sense, passion about work can be classified under the hygiene factors of motivation with reference to two factors theory. With the behavioral quality we can see members of this baby boomers generation on the top most positions.

Another aspect of the baby boomer generation may be noted as they are very specific and passionate about ***personal fulfillment***. The generation has an impact of cultural factors along with major happening in world political scenario and that has made them to be on high priority for personal fulfillment. Though, due to priority to personal fulfillment this generation has been found ***goal oriented***[25] to some extent. All the qualities discussed here in this section are interrelated and interconnected and difficult to find specific factors responsible for shaping this particular personality characteristic.

Due to passion for work, responsible in organization this generation found very specific health and wellness. Rather it can be said that, management of health and wellness is the extreme skill of the baby boomer generation. The ultimate result of personality traits is the longevity of baby boomers. Wellness in terms of supporting retirement age for finance and fitness this generation has been found more stable and fit, and obviously became a role model for the X'rs.

The drawback of the all is well attitude of this generation has resulted in the negativity that this generation was not habitual to handle critical situation and was ***lacking in the skill of problem solving***[26]. Though, as compared to all other characteristics this drawback was very insignificant. Some of the members of this generation showed the tendency to be stressed due to unexpected problems encountered in life and may be in career.

Even as mentioned earlier that this generation was very good in team work but mostly they preferred to be ***independent*** and didn't want to depend on others for any kind of support. There are chances for developing ***competitiveness***[27] in the mindset of baby boomer generations and that has resulted in independent thinking of this generation.

Workplace Characteristics of Baby Boomer

The generation of baby boomers has certainly expressed common behavioral qualities to the extent of the workplace. Moreover, keeping in mind the objectives of the present study, an effort has been made to discuss literature review focusing on the relationship between behavioral qualities of baby boomers and its impact on workplace motivation.

To start with, it has to be pointed out here that, baby boomer generation is exactly showing characteristics of ***workaholic***[28] and that is what any employer may expect from the employees. This simply reflects the fact that this generation may not need any further external motivating factors to accomplish the task that they have assigned.

Another aspect of baby boomer generation as similar to the workaholic was that they were able to ***work for long hours*** in a day. This simply means because that generation has witnessed drastic historical events in their life. This probably turned their nature to respect their duty. In this era Personnel Management was practiced instead of Human Resource Management approach. Maybe because the generation was motivated enough to undertake tasks assigned to them.

Further, it also to be noted here that, as another characteristic of the baby boomer generation is they invest their all-time whether in learning or in performing. They found working for long hours with ***minimum leisure time***. This is the highly motivated generation putting their every single minute with full dedication at the workplace.

The generation is also well known for the behavioral quality of ***paying respect to the authority***[29]. At the workplace, this seems to be a good sign of corporate etiquettes and manners. This quality has been helpful this generation in achieving good career progress by building healthy relations at the workplace. Paying respect to authority is

also helpful in creating an impressive image in the mind of X'ers and possibly a sign of self-motivation.

Value education is something that describes and builds the personality in society. This generation has been found more respectful to the value of education. Apart from these general characteristics of baby boomers, it also has to be noted that, this generation is known as ***motivated for professional identity***[30]. The professional identity is earned by this generation by devotion and hard work. Though, the workaholic nature of baby boomers is blessed with all the favorite characteristics of the workforce desired by employers. The ***title*** of the workplace position and ***competitive salary*** were the two biggest drivers for motivating baby boomers. Considering the entire characteristics of this generation, it may be noted here that baby boomers are career focused. This quality of career focus led them to become ***highly competitive***[31]. But at the same time respecting authority, loyalty to employees has supported them to become ethical at the workplace.

The generation is found feeling ***as part of a team***. The ***teamwork ability***[32] and socialistic behavior along with ***less absenteeism*** made them loyal to the company. All these inherent qualities possessed by the baby boomers made them successful in their career. Now to the point of motivation and considering all the workplace related qualities it can be noted that, this generation found to be highly motivated and preferred to be less monitored.

The baby boomers are observed to be planning for long term with strategies. This has been underlined with the significant characteristic such as high preference to ***lifetime employment***[33]. This generation has been also preferred to hope frequently for the job and preferred to stay retained and expected to settle down.

The preference given to ***group discussion*** by the baby boomer is also a major highlight at the workplace in regards to the baby boomer generation. The participatory management approach and democratic decision making is reflected as one of the qualities of baby boomer generation. This has provided them with an identity of a good leader. Moreover baby boomers seem to be all time ready to sacrifice to achieve success.

The ***confidence*** in decision making and ***passion to lead*** was another aspect of behavior of baby boomer generation. This has resulted as an assured task completer. Though the dark side of the baby boomer was they didn't want to be tortured for providing ***constant feedback,*** as they believed in process orientation and were less concerned for output. Secondly, baby boomers were not so skillful at handling conflicts; in fact they can be mentioned as ***afraid of conflicts*** at the workplace.

Ultimately, this generation is now not at the workplace but handed over a few qualities to X's and this generation is motivated by money, corner office and self-realization.

Section-(iii)

Generation X

In the world of work, naturally the generation of baby boomers has been replaced with that of Generation-X. Various differences have been observed in defining this generation-X. As has been practiced by most of the scholars, birth years have been preferred in defining the generations. Though variations have been observed in birth years while providing definitions of generations, though the tenure of twenty years has been kept intact in case of other generations and definition of Gen-X is found to be an exception. These initial twenty years are most significant in shaping the characteristic of the personalities and behaviors of the generations. Though, more significantly Generation-X found to be confusing in expressing behavioral characteristics as same as their definitions.

Defining Generation-X

According to (Alch, 2000[34]) generation-X has been defined as the members born between 1978 and 1997. Basically, the author has referred to 1978 as the start of Gen-X because 1978 is the year treated as the ending point of baby boomers birth. In Indian scenario, Gen-X has been defined as the members born between 1961 and 1970. The period of birth years has been kept smaller by the authors to cope with changing technologies and its dynamic impacts on the generations. According to Tulgan, in his study published in the year 2001a, beginning of generation-X has been stressed as early as 1978-1983 but excludes the period called cusp years when Gen-X and Generation-Y met and exchanged world events (1963-1964). Author Holtz has

defined Gen-X in 1995 as the members born after 1960. This was the year in which oral contraceptive was released and it suddenly stopped the large birth of babies called the boom of babies.

Though in this present study, generation-X has been referred to as the members born between 1964 and 1980. The logical continuation has been kept intact in this definition with the previous generation of baby boomers (1945 to 1964) and later generation of 'Y' (born between 1980 and 2000). This has highlighted and accommodated the Indian scenario of the generational characteristics.

The detailed study on generational diversity in Indian workforce has been carried out by Dr. Saudarya Rahesh with Karthik Ekambaram[35] and published in 2014. Apart from the defining generation-X, with the reference to this study, it has to be pointed out that, Gen-X has become part of the workforce during 1980's or the early 90's and possessed almost quarter of the workforce signifying the spread and impact of the generations.

Characteristics of Generation-X

It has been said by Steigman in 1999[36] Gen-Xers are merely a product of their environment, signifying diverse qualities of the Generation-X in terms of characteristics. According to Holtz, 1995, this generation has been born to the confused boomer parents struggled through divorce, unemployment, and difficult economic times and completely buy parents[37]. This has made Gen-Xers self-reliant and self-sufficient. Thus, understanding the characteristics of the generation-X in regards to the behavioral aspects, it has to be noted that it will be a great deal of controversy. The major factors that attract controversy are intellect, ethics and other attributes of Gen-X. The detailed discussion has been offered on the aspect of behavioral characterlessness in this section.

In available literature Generation-X has been found with so many characteristics which are positive/negative and general as well as workplace related characteristics plainly identified in ***Table No. 2.1***.

Table No. 2.1 Characteristics of Generation- X		
General Characteristics		**Workplace Characteristics**
Positive Attributes	**GENERATION X**	Take on new challenges
Tech savvy		Clear area of responsibility
Multi-tasker		Direct involvement in decision making
Successful young professional		Flexibility in performing work
Balancing work and personal time		Taking direct part in the decision making
Family first		Compensation
Negative Attributes		Not motivated based on the monetary compensations
Irrational and self-absorbed brats		Showcase their skills
Self-reliant		Personal credit
Entrepreneurs in their young age		Creative response
Weak in academic		Search of the empowerment
Highest rate of crimes		Empowerment for decision making
Highest rate of suicide		
Unwillingness to pay their dues		
Visual aesthetics such as grungy clothes and body piercing		

General Characteristics of Generation- X

Based on the abundant literature available and reviewed for the purpose of this study, it has been observed that Generation-X has been found to be both positive and negative qualities in behavior. Though, with the help of the below section, detailed discussion has been made on general characteristics.

Some author's quote Gen-Xers are ***Irrational and self-absorbed brats***. This negative aspect of the Gen-X has been analyzed and observed in some samples studied by Brown[38] (1997). The logical reason may be assigned to the endured childhood independence and intense technological advancement. Working parents of the Gen-X was the biggest factor that played a significant role in developing behavior of them. It

was the complete isolation of the children in the early stage that has developed independence among them resulted in close connection with technologies such as television and cell phones. In the European scenario technological advancement has made significant changes in daily life and that have contributed to the development of this Gen-X.

Self-reliant behavior has another aspect such as working independently and as a major drawback is this generation is not willing to work under any pressure and desires for freedom even at the workplace. As a major impact of this situation, the majority of Gen-X members are found to be ***entrepreneurs in their young age***. This can be said as a positive effect of the negative behavioral quality of the Gen-X.

The exposure to the technological gadgets in early age has enabled the Gen-X to learn the things quickly. The enhanced learning ability is reflected in a few of the positive attributes in the Generation-X members. As a result some of the authors have marked this generation as ***well-educated***[39]. Another reason for well education may be pointed out here as financial stability of the parents in some cases that enabled financial support and to complete education. Moreover developed economic activities and favorable government policies also provided equal opportunities to the members of this generation to get proper education.

On the aspect of education, it is true that Gen-X have been found well-educated but another side of this coin is that Gen-Xers have not performed well academically. This simply means that generation-X has not put significant efforts in learning and earning degrees though they have mechanically completed the degrees to mention them as well educated. Another way of putting this, ***weak in academics*** as jack of all master of none.

This entrepreneurial quality and high education have not been observed in all the members of this generation. As a result, comparison among the entire generation by themselves is the common factor that may be observed. The definition of being successful then takes shapes accordingly. The materialism has been insisted as an identity of success. As the ultimate reflection of this situation, it has resulted into short cut methods of getting success and that enhanced as ***highest rate of crimes***[40]. Another aspect of this situation has been observed in some cases of generation-x, as

highest rate of suicide implied unsuccessfulness in career or in life. Financial unpredictability has attracted them towards raising ***unwillingness to pay their dues***. This generation has been seen as very casual in personality or may be strongly depicted as ***visual aesthetics such as grungy clothes and body piercing*** as a fashion.

There are various aspects of the generation-X both positive and negative. Thus it has been wisely said that this generation is not the product of its situation but it is the result of dynamic changes in technology and the social impact due to technological advancement. In the above paragraph negative aspects of the generation-x have been depicted though, positive characteristics of this generation have been discussed in the below section.

On the positivity among the generation-X, it may be mentioned as technologically updated and ***tech savvy***. This is because of the adaptability of this generation and accommodating with the dynamically changing technology. With the help of this update with technology, this generation has found to be talented and ***multi-tasker***. Working on various technology driven platforms unique skills has been developed by this generation to focus on various tasks at the same time. That has boosted the efficiency of this generation in various manners.

All these favorable annotations attributed with the behavioral aspects of this generation have contributed to make Generation-X a ***successful young professional*** doing important work at important places. Though, the definition of success for this generation is quite different. The generation doesn't believe in living to work but observed to be putting sincere efforts on ***balancing work and personal time***[41]. Personal time drawn and managed in a productive way for constructive learning has been seen as favorable in skill building and played the role of stairs to success. This generation has been found with the philosophy of ***family first***. They prefer personal time to be spent with family and also would like to be professional in delivering the outcomes at the workplace.

Keeping in mind the aims and objectives of the present research, investigation of the generations are considered for the behavior to the extent of the workplace and specifically highlighting the understanding of the motivation.

Workplace related Characteristics of Generation- X

This generation-X has been seen to be ready to ***take on new challenges*** at the workplace. The confidence lies in this generation due to adaptability has essentially developed few behavioral qualities that may be favorable at the workplace. Rapid development due to enhanced utilization of technology has left a footprint on every aspect of the life of generation-X. Naturally, any development is said to be a positive change for betterment of the whole society. Also specifically speaking about changes in technology obviously brings the rapid changes at workplaces and even in lives. This has become habitual to the generation-x people. Thus, as a behavioral of generations, they are found to love challenging work at the workplace.

Apart from this challenging work, generation-x has been found to have a ***clear area of responsibility*** and also expects ***direct involvement in decision making***. This has provided solid base and understanding about generation-X regarding their stimulus of motivation. It also may be pointed out here that based on these discussions that Generation-X is the people required to maintain hygiene factors for motivation. Secondly, this generation is born to the baby boomers. The quality of baby boomers in earning was sustainable thus with Indian scenario Generation-X has been found less worried for food, clothes and shelters. Thus, application of Maslow's theory of motivation this generation-x may be suited to the uppermost section of the pyramid.

Apart from all these qualities, this generation-X has been found with preference to the ***flexibility in performing work***[42]. This could have chances to go into the negativity such as, flexibility in timing may not be provided at every stage of working hours also not possible to certain job roles. Though, this generation will be best motivated into the creativity related job profiles that required quality and not concern about quantity. The flexibility of work will automatically work as a stimulus to motivation in case of generation-x. The flexibility is also expected in terms of work schedules and locations to perform work. In a nutshell, it may be noted that generation-x may be narrated as free souls with no extra burden. No doubt the generation is having talent at the workplace, but has to be managed in their moods.

Apart from the flexibility related to a workplace, this generation-x has been found aggressive for ***taking direct part in the decision making***[43]. This is basically the sign

of ownership that has been shown by the generation-x at the workplace. The attitude of taking responsibility may be understood as the biggest motivational asset of the generation-x. This ability has been percolated into the measurement of performance at the workplace. It is not surprising to underline that the ***compensation***[44] expected by this generation has been based on the performance. Though majority members of this generation are ***not motivated based on monetary compensations*** but are highly energetic with appreciation and other hygiene factors. The generations believe that better performance may be achieved through the better decision making. The overall performance of any organization is the perfect reflection of the decisions made by the top management and implemented by the lower executives. Also vice versa, the performance of the individual employee is also the shadow of decisions made by top management. Only decisions made by the top management have been called as policies and the decision made by the lower executives has been referred to as the implementation aspects turned into standard operations. Now with reference made to the generation-x, it may be noted that. Because of participation in the decision making process at each and every level, performance of this generation is also very effective as compared to other previous generations participating at the workplace. Thus ultimately, it has to be noted here that, generation-x expects performance based compensation and to enhance compensation they put their hundred percent at the workplace by participation in decision making, ultimately reflecting in earning good compensation.

The performance based compensation and participation in decision has naturally pushed to develop certain behavioral qualities in the generation-xers. Initially, generation-x workers have been observed to be interested to come into the limelight. This may enable them to showcase ***their skills*** for spotting out in the eyes of top management. The skills of this generation are no doubt excellent though the generation is found to be interested in getting ***personal credit*** even for the team led success at the workplace.

Chance for ***creative responses*** is another behavioral aspect of this generation. The generation has always sought opportunity to express themselves with creativity and keep patience for getting a right chance for the same. These dimensions sometimes may have chances to create a negative impression at the workplace in terms of

delayed response at critical times. Though, keeping a positive attitude the generation-x is always in ***search of the empowerment to*** be creative. This generation is not only seeking empowerment to be creative but looking for the breakthrough ***empowerment for decision making***[45]. The hunger for empowerment by this generation is basically highlighting the learning aptitude of this generation.

Section-(iv)

Generation-Y

The present study has focused on Generation 'Y". This is the generation who was born between the year 1980 and 2000. They are currently in the age band of 20 to 30 years and will remain in the workforce for the next 30-40 years. One of the most significant reasons why present study needs clarity in understanding the attributes of "Generation-Y" in India is the thought of the 'demographic dividend'. Generation-Y is estimated to compose nearly 75% of the workforce globally by approximately 2025 (Catalyst, 2015)[46]. As per the Economic Survey (2013- 14), India will turn into the most youthful nation by 2021, with 64% of its populace in the working age band of 20-35.

The starting point for Generation-Y sometime referred between 1978 and 2002, depending upon the publication and source of reference. Individuals from Generation-Y may be the members in the range of 1980 and 1999; 1978 and 1995[47].

The name of this generation is not yet accepted by all the scholars. There are several names that have been used for this generation. Millennial is the word used for this generation to mention that this generation is born at the end of the millennial. Similarly Nesters is also the word used for this generation. The spread and use of internet or World Wide Web happened during the presence of this generation and resulted to refer to this generation with the name of www or Digital age, Generation E, Echo Boomers. Ultimately, it is to be noted that the names given to this generation are basically highlighting their behavioral or general qualities[48].

Researchers characterize this age as having a childhood in a world set apart by neo-liberal methodology towards legislative issues and financial aspects set apart by enhanced usage of communication, media and digital tools. This age is likewise now

and again alluded to as the "Wired Generation". They have a strong need to be seamlessly connected at all times and derive maximum comfort in digital environments.

Generation-Y has begun entering the workforce, invading the conventional work environment with their tools of advanced digital technology, web based life systems and better standards towards an adaptable workplace. They are increasingly demanding, constantly virtually connected and for all intents and purposes, they have scant regard for set traditional organizational practices and established social norms. This is an age that realizes and is in sync with what it needs, regarding their space, comfort levels or communication channels. They are open, bold and straightforward about their desires and articulations. They are constantly looking to collaborate and quickly trade information/data, organizing for acknowledgment or gratification. Hence they are questioning ways traditional organizations functioned[49].

They are progressively requesting, wired and for all intents and purposes linked, addressing customary practices cum authority, showing and straightforwardly voicing their differences and suppositions without paying regard to set social standards and authoritative practices. This is an age that realizes what it needs, regarding their space, comfort levels or correspondence channels. They are open and reckless about their desires and expressions, looking to team up and quickly trade information/data, organizing for acknowledgment, hence testing ways conventional associations worked.

General Characteristics of Generation-Y[50]

According to studies conducted, the major influences of Generation-Y are the sheltering they received in their homes and in society at large. This generation has been protected from all hardships by their parents who have provided them with all possible material comforts. This generation is also a product of the economic prosperity that took place in the decades of globalization. They have been exposed to the constant technological advancements and are therefore always digitally connected.

The core values associated with Generation-Y as found by multiple studies is that they are high achievers. Their work aspirations are high and they strive to achieve goals and targets. This is also a consumerist generation. Being part of an environment

that has abundant resources, they have a high propensity to consume unlike the previous generation which was more frugal in consuming the resources.

However, Generation-Y is high in confidence, extremely fun loving but is competitive by nature; they have high moral standards, are tolerant of difference and believe in diversity. This generation is truly a global generation and is respectful of all differences and cultures. This is also due to the higher educational levels and the exposure that the World Wide Web has provided. This exposure and having information at their finger- tips has made them street smart, self-confident and techno savvy.

Attributes associated with Generation-Y have been found by many scholars to be that they are team players, though they are fiercely independent. They are eager to spend money especially on gadgets and technology. They hold a diverse perspective and are multicultural in their outlook on life. One of their core attributes is their acceptance of change and their ability to adapt to the change in technology quickly. This has also ensured that they have a wider outlook and have a global perspective. Generation-Y is also attributed with traits that lean towards family and focus on children, to the point of being "helicopter" parents.

The Generation-Y is also attributed with the ability to think "out of the box". This is probably the reason for the rapid technological advancement and innovative methodology brought about by this generation. The Generation-Y is also very sociable and is high on "networking" skills. However, they have respect for competency and not titles.

Some of the **negative attributes**[51] are that they are self- centered, net centric and self -absorbed. This at times makes them highly individualistic and manipulative. They have a strong sense of entitlement and have an opinion on most issues.

Another important attribute that impacts the quality of life of Generation-Y is that they earn to spend. Therefore, they are characterized as a consumerist generation. They also consider education a huge expense but are willing to incur this expense. They are "coddled" kids and have doting parents fulfilling as their desires[52].

Generation-Y has been attributed with an incredible work ethic. They are ambitious, multi – taskers and have great tenacity. They are entrepreneurial by nature and apply their knowledge and skills to enhance their earning capacity.

Generation-Y is attributed with a need to maintain work life balance[53]. Unlike the other generations they give equal importance to family and personal life and prioritize their goals accordingly. This generation is found working in Flexi time. This generation is also known for the behavior of job sharing. They also lay great emphasis on community and self-development. A desire to constantly re skill and up skill themselves is observed in this generation

Now, it is to be noted that organizational leaders are facing difficulties in successfully dealing with this youthful workforce composed of Generation-Y and in the event that they lose interest or are not growing in their careers, they will change organizations. In this way, recruitment and retention of Generation-Y workforce will be indispensable criteria of the staffing arrangements methodologies in the forthcoming. The workplace attributes of Generation-Y can be broadly classified into the assets and liabilities that they bring with them[54].

Understanding the needs of Generation-Y makes it easier for organizations to develop and adapt policies to suit the needs of the Millennials. This in turn, will bring about an all-inclusive working environment that facilitates a harmonious work environment. Further, this will result in improving both profitability and productivity of the Generation-Y who will soon climb the organizational ladder and occupy managerial positions

Workplace related Characteristics of Generation-Y

General characteristics of Generation-'Y' are important in understanding the basic behavioral qualities. Though, the core intention of this research is to analyze factors that motivate Generation-Y employees, based on the two factors theory. In this view of matter an effort has been made to detail out workplace related characteristics of the Generation-Y. Individual characteristics of Generation-Y have been discussed in this section.[55]

Work Assets

The positive attributes impacting the work environment may be described as the work assets which the Generation-Y brings to the job. This aspect belongs to the cultural understanding of the Generation-Y. It reflects further that the Generation-Y has been treated as an asset to the organization to the extent of cultural simulations[56].

Collaborative

The primary work assets identified are that they are collaborative and therefore are good team players. Generation-Y employees are highly goal oriented and focused in achieving targets. Their skill sets are unique due to their high level of education. This generation is also more accepting of social and cultural differences and therefore it enables them to collaborate and work in highly productive teams across continents with the help of technology. It is this collaborative spirit that has enabled a boom in research and development and is the cause of many innovative business practices. This trait is particularly beneficial in a country as diverse as India where class and caste divide has hampered the speed of economic development for many generations[57].

Technology Driven

Generation-Y has grown up in the most complex and fastest era of technology, reflecting lots of terms used to describe them such as techno savvy, techno-wizards, internet-generation, and media savvy. Generation-Y has different experiences in the world compared to other generations because they are habitual with cell phones and the internet in their early age; they have intrinsic understanding of technology. Generation-Y has available all technical knowledge at an early stage in their life and they are involved with gadgets and also social media.

One of the main skills they possess is that they are technically savvy and adapt quickly to any change in technology. The example of this is the business success stories of the internet and social media are all led by the Generation ‘Y” or millennial. Facebook founder Mark Zuckerberg has created the social media platform and today many people cannot imagine life without Facebook. They use it to keep in touch with friends across states and it has indeed made the world a smaller place. Mark

Zuckerberg in turn has become an influencer not only of people in his country but from an entire generation across the globe. Facebook in turn created other platforms and businesses like Instagram, snap chat etc. These communication tools used by over 70% of the world population have universal popularity and to an extent are responsible for the fading of traditional forms of communication like letters or greeting cards. Another famous millennial is Brian Chesky. He is a founder of Airbnb. This platform is a travel aggregator and helps people for travel and accommodation needs worldwide.

India too has its share of Generation-Y entrepreneurs who have successfully launched many new businesses and generated employment for many. Ritesh Agarwal is one such successful entrepreneur. He started a budget hotel chain that provided and then elevated to OYO rooms. Now OYO rooms have been spread across India. Flipkart is the first e-commerce website in India which is developed by Sachin Bansal, who is the mastermind behind the idea of the internet shopping revolution in India. Another one of the famous millennials is Nandan Reddy from the food service industry. He developed food delivery app 'Swiggy' rolled out into reality and became a leader in the Indian food delivery sector and provide service continuously and improving customer's satisfaction. All of these Generation-Y or millennial entrepreneurs are successful because of the common traits their generation has which they bring to the workplace[58].

Optimistic

Optimism is a key attribute which is observed for Generation-Y. They are always optimistic about their career and future plans. Due to this they have inculcated good planning habits. This aspect has been supported by the survey, conducted in 2007 by Kohut (2007). In their study the most important aspect highlighted about the behavioral aspect of the Generation-Y is high potential to get a better job due to better education they possessed as compared to young adults 20 years ago. The better parenting of baby boomer generation provided to Generation-Y has created stability in their life. The surrounding Generation-Y received is essentially more supportive to get the better education reflecting to develop their optimistic behavior.

With reference made to the study conducted by Kiener (2000), it has been observed that Generation-Y is always found struggling for happiness and prosperity in their life. These two are the contradictory expectations expressed by the Generation-Y making them ambitious and motive driven. The confident behavior of the Generation-Y and dedication towards motive with optimistic behavior makes them successful achiever[59].

Self-Confidence

The positivity, outward thinking is some of the key behavioral highlights of Generation-Y. Generation-Y has very self-confidence because of their parents' support in developmental years and they always behave like they are doing something special compared to other generations. This gut feeling of uniqueness has provided confidence to the Generation-Y members. The freedom to choose whatever they want to learn and apply made them some time overconfident. The worst part of this thought process has made them to remain with a positive attitude even in the worst situation. This overconfidence situation may create irreparable loss to the members of Generation-Y[60].

Ethical behavior

Ethical behavior of the Generation-Y is also needed to be noted in this present study. Disciplined nature and mature responsible behavior of the Generation-Y members made them more rule abiding and clearly communicated adults. These are qualities required to succeed in a career. High morale also may become more tedious that creates situations of making them more expected individuals wanting clear and direct communication. The straight forward nature with high morals will not allow them to see unethical behavior of others either at work or at schools.

Academic Achievers

Being children of the generation of baby boomers, they (Generation-Y) are observed to be academic achievers. The good academic record of this generation has reflected smartness into their behavior and in fact it has been mentioned as the ‘cool’ for them. The performance and sincerity of this Generation-Y has been assessed from their academic achievements and grades. This has made them more focused on the studies and kept them engaged in the academic curriculum activities. All these situations

have created certain trends such as bachelor degree has been considered to be minimum qualification, bachelor's degree leads to financial stability and also as stated earlier, apart from education and a successful career, being happy and satisfied has become the new trend. Seriousness in education has made these generations successful[61].

Ability to multi - task

This generation is intelligent with excellent skill able to multitask. This has been made possible due to advancement in the technology. This generation has been blessed with access to various gadgets and it has made them possible to do multiple tasks at same time. This ability of multitasking also made them less focused on one job at a time. Due to the habit of multi-tasking they seem to be less focused on the one task and always look for parallel tasks to be carried out. This may enhance their productivity but for the time being they lose concentration on the task and may not complete tasks as stipulated. According to the survey conducted by Mr. Youth and Rep. Nation Media in 2008 it has been highlighted that Generation-Y can manage 222 hours of weekly tasks in only 122 hours in a week[62].

Financial- attitude

Generation-Y is a consumerist generation in that they earn to spend. However, they are more practical as compared to the Generation- X. This does not mean that they are more prudent and they are equally prone to a lot of financial traps. According to the report published by Deloitte's, named Generation-Y 'Trendsetting millennial: Redefining the consumer story'. Generation-Y is more spending on travel, gadgets or apparel frequently. They mostly spend money on essentials, followed by education and utilities, almost one third spending on eating out, almost one fifth spent on attire and supportive accessories and More than 10% has been spent on electronics. Generation-Y has fewer responsibilities and consequently has larger disposable incomes so they end up spending more. Therefore they are rightly called the consumerist generation. The fact is enough to understand the shifting pattern from savings economy to consumption economy.

A major lifestyle change between the generations is the penchant for travel among Generation-Y. This preoccupation with travel takes up a large chunk of their income

and constitutes high on the short term goals of every Millennial. Generation X considered such expenses on travel and tourism a frivolous expense and stayed focused on the long term goals of consolidating wealth in property, or has savings. Generation-Y and Generation X are in stark contrast to each other in the propensity to save, invest and spend[63].

However, Generation-Y is able to convince their parents for insisting them to save in equity, and choosing term plans for planning for future. This stems from their focus on maintaining work-life balance.

Generation-Y is focused on fulfilling own needs and desires. Generation-Y puts these for later or will not do anything. Their immediate wish fulfillment may be focused on luxury lifestyles such as cars and vacations. This influences the spending of the family as the Generation-Y are vital to the family purchase decisions and are regularly consulted by their Generation X parents from a very young age. They keep track of the latest trends and advances in technology and therefore influence the purchase decisions of their parents. This has definitely helped in developing their financial skills and made them a "street smart" generation. It has made them savvy in financial decisions especially those made in the virtual world where their parents face technological challenges. (Vogel, 2001) (Armour, 2005)[64]

Goal orientation[65] and work-life balance[66]

Generation-Y is goal oriented; they focus on their objectives and find an easy way to accomplish it. Generation-Y is not focused on "achieving work targets at any cost" and "climbing the corporate ladder". Generation-Y has been a witness that their parents work hard throughout their life and have decided that they don't want the same life. Therefore, Generation-Y is keen on their work-life balance. Generation-Y is not obsessed with their monetary remuneration alone, but instead they possess a sociability, civil duty and morality. Generation-Y refuses to be dominated by their work; however they need adequate money to live their life comfortably.

Generation-Y expects a flexible work environment to achieve work-life balance. As compared to other generations generation-y never expect long hours at the workplace. This generation is not ready to sacrifice their personal life in terms of family and

friends. This is in sharp contrast to the Baby Boomers who placed a premium on their careers.

Generation X who reached the managerial position has dedicated long hours of work and considers it as a work ethic. They expect the employee to go the extra mile. Generation-Y takes it very seriously; "all work and no play make Jack a dull boy". Most of them witnessed their parents' work-life balance collapse. After 9/11, this trending thought has been that life may be short and might end abruptly. Therefore, they expect flexible work and jobs, especially to take care of the children and to enjoy time spent with their children.

Career Aspirations[67]

There is a change observed regarding the concept of a "career". Generation-Y needs to be engaged in meaningful activity. Generation-Y does not see the benefit of specialization but instead prefer to have a wider basket of skills. Generation-y seems to be flexible and eclectic. This led them to become more employable. The employability of this generation is not hampered by the uncertainty of the business world. In short they feel the need to have plan 'B' and sometimes Plan 'C" as backup plan for their career in place. Generation-Y is constantly looking for relativity. The generation-y can be retained if provided with challenging work and it needs to be meaningful enough. They desire a way to make a difference in their lives. If the work is meaningful, challenging enough, they are not averse to become long-term employees.

Generation-Y is more concerned about jobs than the career. They are also worried about their career. This has been reflected from the enhanced employability of the generation-Y. Parallel career within a particular industry rather than a specific organization is common for them. They may possibly hold as many as nine jobs in their working life as compared to the previous Generation who joined a particular organization at the start of their career and retired from it. Due to their skill set they have the ability to jump from one company to the other as long as their demands are met and they feel valued in the workplace.

Unlike the previous generation the generations-Y are unwilling to give up their lifestyle for their career. In this they are supported by their parents who encourage them to follow and pursue their own dreams and ambitions. Thus, generation-Y is

seen to be more interested in living their life as they want. Thus, synthesis between their career and education may not be seen. They always found switching between career and education.

Expectation of job

Generation-Y wants to be recognized[68] as having an opinion and they want that opinion to be heard and valued. They therefore respond best to flat organizational structures which are less hierarchical. The need to feel consulted and involved and this is quite evident in the "town hall meetings" held in most IT companies. They expect ethical mentoring and require to be given options in each situation. Generation-Y has distaste for Blue collared work. They consider themselves brain workers or smart workers and have distaste towards menial work.

Unrealistic Expectations[69]

Due to the unique circumstances of their formative years and their sheltered upbringing, Generation-Y appears to have some unrealistic expectations about work. Their world revolves around themselves and so they expect to have a say in all decisions. Generation-Y prefer a collaborative workplace with a challenging environment full of creativity and fun. Apart from this this generation also expects financially rewarding jobs. They expect a "cool" work environment which is stocked with all comforts to facilitate their productivity. This often translates into campuses with sports facilities like basketball courts and pool tables. Work zones often have refrigerators stocked with beverages for employees. They also expect organizations to support them in their educational aspirations by paying tuition fees or providing educational sponsorships. This however should not be confused with the concept that Generation-Y does not prefer hard work.

Lack of Discipline[70]

This generation in particular lacks discipline and is impatient to achieve results. This impatience is often reflected in their poor interpersonal skills and their inability to deal with difficult people. Their youth also makes them inexperienced and they require supervision in the workplace.

Do not respect authority and structure

They do not respect authority and many a times have no regard for the chain of command. They are unlikely to differ in rank or age if their opinion is different to the team leader. This could often lead to conflict in the workplace. This generation has been seen as the independent[71] in terms of thought process and following the leader. They may be seen against their elder's opinions and guidelines. They can do it without any friction as this generation is skill full in negotiating with any other.

Casual workplace Environment

Generation-Y is observed to be cooperative and expect similar kinds of behavior at their workplace. They expect team spirit in a friendly environment. They can easily get connected with likeminded people. Positive peoples are the exact proposition for this generation to get connected easily. The respect to one's ability and skills is highly desirable by this generation to get maximum output at the workplace. The likeness of the Generation-Y is very sensitive as they prefer to follow ethical work practices and want to respect values at the workplace. The feeling for cultivating friendship at the workplace is as similar as they did during their schooling. This has highlighted the casual workplace environment[72] and its preference by the Generation-Y

Entitlement[73]

This generation is often labeled the entitled generation. This generation has received their parents' continued financial and emotional support. They are in fact the most sheltered generation. This subsequently has resulted in a kind of entitlement at home and out of home environment. Changes in rearing styles in the long term have resulted in friendly and intact relationships between Generation-Y and their family members such as parents. This generation has found with positive optimism as a dimension of work life balance resulted from constant praise and extraordinary support they have got from their parents. However, many view this as Generation-Y having a sense of entitlement and over –confidence.

The generation is seen to be the dreamy generation. They dream of career prospects at a larger scale as compared to other generations. The career progression as this generation expects is highly impossible in the views of other generations. This has resulted in a high level of attrition because if they do not achieve the career they

dreamed, then they prefer the easiest way to leave the job and join another job with other preferences and dreams.

Though, many researchers have found that the observation of Generation-Y regarding feeling more entitled is not real and seems to be only myth. As if this generation found feeling more entitled than they are ready to put hard work to achieve this dream or in other words they are ready to pay off in return for achieving their dream. They prefer to educate themselves for getting higher reward in their career and life. Some scholars noted that this generation expects that their employer should value their work efforts and output of their own. On the other hand, employers also expressed that they are aware that this generation is an asset to their organization and can be en-cashed anytime.

Section-(v)

Generation Z

In the 21st century employers have difficulties to find out how to identify and observe the needs of the Generation- X and Generation-Y. Now Generation-Z to work on with and this generation is a completely new generation. Though, organizations need groups of different generations for effective works (Knoll, 2014) for the reason of workplace needs of the rising Generation-Z. Each generation has divergent characteristics towards the workplace and this is established by researchers. However, some sort of understanding about Generation-Z, their attributes, needs, characteristics and style of working. Therefore, employers need to plan and anticipate their workplace requirements. They also need to change their policies related to recruitment, motivation and retention of the youngest generation who will enter the workforce soon. Organization finds it difficult to understand the newest generation characteristics and adapt to them to enhance the sustainability of organization.

Characteristics of Generation Z

Generation Z is a technological advance and assorted generation (Institute for emerging issue, 2012). Generation Z are the 'Do it yourself' generation. This generation prefer Straight way of communication in an informal way, and also feels that social media is an essential part of their lives. Generation-Z is not too motivated

by money but they are highly expected for their work and positive attitude towards life and future.

According to generation while paper (2011) generation Z are more impatient, lacking the ambitions compared to previous generations. They are a more grasping, selfish, more demanding generation. Generation Z is more careful towards environmental issues. Tech savvy[74] is the main characteristic and technology is the identity of this generation. Irrespective of their previous generation, Lack of problem solving and not ability to handle the difficult situation in a proper manner are the negative aspects of Generation Z.

Preferences of Generation Z at the Workplace

It is obvious that every generation has their different preferences for workplace and off course work related criteria. Though understanding generation-z is more critical because it requires a proper channel of communication to understand their work related behavioral parameters. The behavioral pattern of every generation is important to understand as it helps in determining the motives of the workforce.

Thus preferences of generation Z based on the available literatures has been provided with the help of the below section.

(a) Bascha has mentioned that generation-z prefer transparency at the workplace. Self-reliance is the major quality for this generation to an extent of the workplace. This generation is expected to be transparent on the business deals and also in their personal life. Flexibility at the workplace and personal freedom are also found at higher end for this generation. They cannot bear ignorance at the workplace and thus they found nonnegotiable on certain aspects such ethics and self-respect. The contradiction to this may result in frustration. Once frustrated this generation may observe low productivity, low morale and lack of engagement at the workplace.

(b) Generation-z has observed more sensitivity on the aspect of independence. This freedom they want to prove themselves to get recognition. The generation is habitual to electronic gadgets and do not want to lose it. Thus, policy makers must find a way to engage this generation by using smartphones or any gadgets. This has provided more efficiency in the generation-Z.

(c) Even the generation is found more connected on social media[75], though they are found to prefer face to face discussions for communication. In this way, they feel that

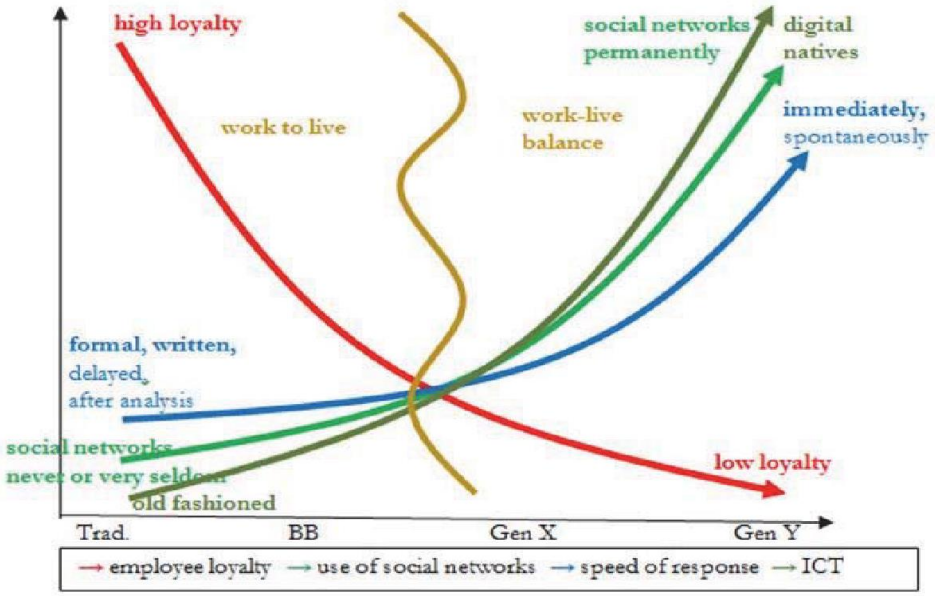
the communication is on serious note. The desire of this generation is very simple. They want their managers to listen to them carefully and patiently. The ideas and opinions of this generation must be listener carefully by their superiors, as they expect. This has reflected that this generation is more believing in ideas[76] and concepts rather than age and experiences.

(d) Some scholars have observed that this generation-z prefers a cultured environment at the workplace which enables learning and opportunities for development on professional as well as on personal ground. They believe that education[77] that they possess is not properly enough to provide them, the skills they need for professional and personal life. This generation basically wanted encouragement for their various skills such as, entrepreneurial skills and attributes. This generation also found techno-savvy and expects that the workplace also provides them an opportunity to work beyond the geographical boundaries.

(e) The generation-Z has been observed to be adjustable with changing work culture. This is simply an indicator of their respect and honesty towards their employer. Simply, this generation prefers a simple and easy workplace than the more complex nature of organizational hierarchy.

(f) Another element of the generation-z behavior is that they prefer to demonstrate their connectivity with the community and to fulfill their responsibility towards society.

The generation is found to be unique in their motivational factors. They enter the organization with their certain motive. The dealing with this generation needs to be differently managed. The organizations should be ready for the necessary changes required in the work environment to accommodate the generation-z. Below chart provides detailed discussion on this aspect.



Source: Own elaboration on Bakowska (2013), Hammill (2005), Parry and Urwin (2011), Twenge (2010), Tolbize (2008).

In a summary of the discussion on various generations in the workplace, it is to be noted here that, every generation has its own significant factor made out of the impact of various factors. This significant factor is must to be treated while deciding appropriate strategy for motivating a particular generation. Though, some imminent scholars have already put their efforts in explaining various stimuli motivating employees. In this view of matter, detailed discussion has been offered on the aspect of various motivational theories applicable in industries.

PART- II

Motivation theories

Introduction

The last few decades have clearly established that the factor that distinguishes a successful organization in the era of globalization and liberalization is clearly the skill and competencies of its human capital. Mediocre employees will allow a business to survive but for a business to thrive and flourish it requires to have employees who will give it the competitive edge or advantage. Similarly, incompetent employees may be a reason to spread negativity to dis integrate and collapse the business. In a

competitive labor market, retaining productive employees and enhancing loyalty in employees becomes imperative and a continuous task. Matching the correct employee who has the correct skill set is the task which all Human resource managers face. Employers are faced with the challenge of laying out a strategy to reduce attrition of efficient employees and workers who are critical to their core business. This is the fact that efficient employees are the asset of any organization thus obviously employers are always ready to provide a platform to these employees and put much effort into keeping them content and motivated. Therefore, effective and appropriate policies designed for managing human resources will have a positive effect on employee retention and loyalty.

Motivation is a consideration of reasons why people perform certain actions. All behavior is understood to stem from a purpose, often several resolutions. People make choices and perform certain actions based on those choices. Motivation[78] basically starts from psychological needs and also with physiological needs. It is the process that triggers the behavior for fulfilling these deficiency needs.

Definitions of Motivation

Fred Luthans (1986) stated that motivation is a combination of needs, drives and incentives. Motivation is understood to be a process that starts with the physiological and psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive[79].

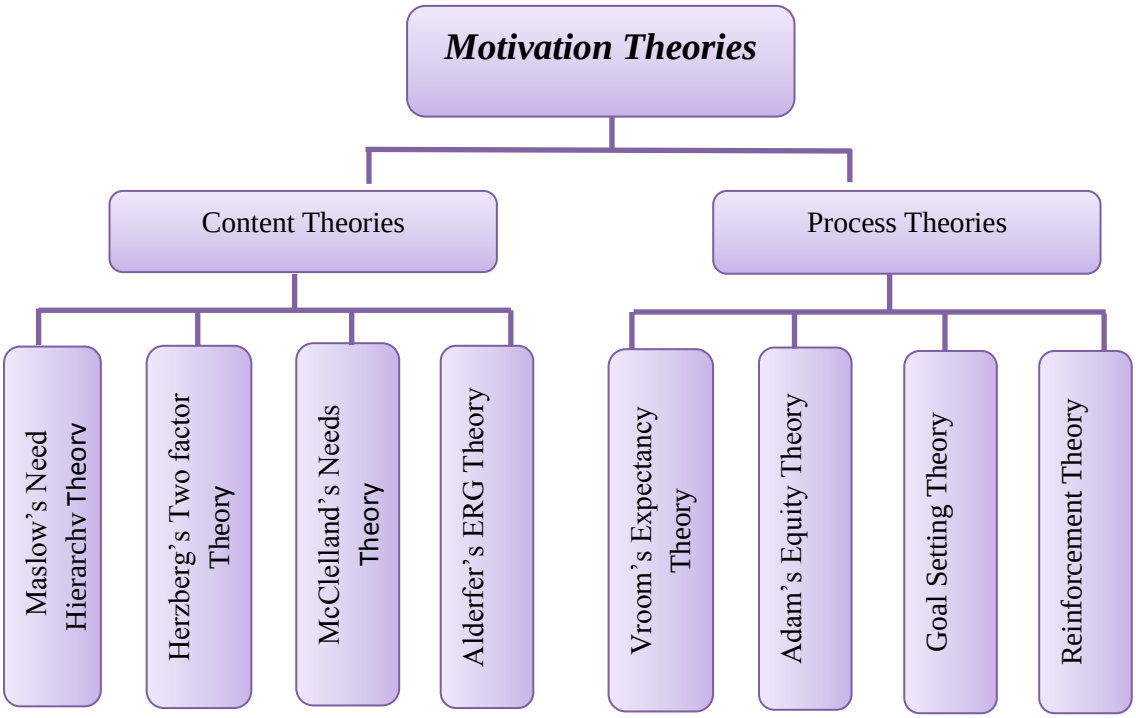
The definition of motivation as stated by Fred Luthans[80] comments that, the process of motivation starts with the deficit or need. He says that the person's conduct will get stimulated only when there is a need or a deficiency of something. Mankind will attempt to get that need satisfied or get the deficit fulfilled.

Huczynski and Buchanan (1993) defined motivation from three viewpoints: in terms of the goals towards which human behavior is focused; as the course through which those goals are followed and accomplished; and the societal factors involved. Huczynski and Buchanan considered motivation on three features that the motivation depends upon the objective of a human being, the path he uses to accomplish the goal and the limiting, governing and encouraging factors from the outward environment. Hence the stimuli for every individual change as per his goal, methods he adopts for its attainment and the societal and environmental factors.

Mullins perceives motivation as a dynamic force aimed at the objective. He further categorizes motivation into extrinsic and intrinsic types. Extrinsic rewards are those, which can be quantified or measured e.g. remuneration or financial incentives including perks and benefits etc. Intrinsic rewards are abstract or intangible. E.g. sense of accomplishment or achievement, and feeling appreciated for efforts etc.

Basically four theories have been considered as content theories, namely; (a) Maslow's Need Hierarchy theory; (b) Herzberg's Two Factor Theory; (c) McClelland's Needs Theory; and (d) Alderfer's ERG Theory. Similarly again four theories have been considered and classified as process theories such as; (i) Vroom's Expectancy Theory; (ii) Adam's Equity Theory; (iii) Goal Setting Theory; and (iv) Reinforcement Theory.

Figure-2.1: Classification of Motivation Theories



To the extent of the objectives of the present research, investigation of the motivation theories is essential part of the present study. Now, with reference made to the above Figure-2.1, total eight theories have been considered for the detailed discussion as a part of this present part. Further all these eight theories have been classified into two

broad categories, namely, ***Section-(i)*** Content theories and ***Section-(ii)*** Process Theories.

Section-(i)

Content theories

As has been discussed in the earlier section, that total four theories have been widely applied in the industry under the broad category of content theory. All these four theories have been discussed and presented in this section with the help of four subsections. Thus, ***Subsection-(a)*** detailed out Maslow's Need Hierarchy Theory. With reference to the aims and objectives of the present study motivation of Generation-Y workers in the service sector has been investigated through Two Factors Theory and understanding on this theory has been discussed in ***Subsection-(b)*** of this part. McClelland's Needs Theory is considered to be the extension of Maslow's Need Hierarchy Theory and the same has been detailed out in ***Subsection-(c)***. Finally, this part has been concluded by summarizing ERG Theory in ***Subsection-(d)***.

Subsection-(a): Maslow's Need Hierarchy theory

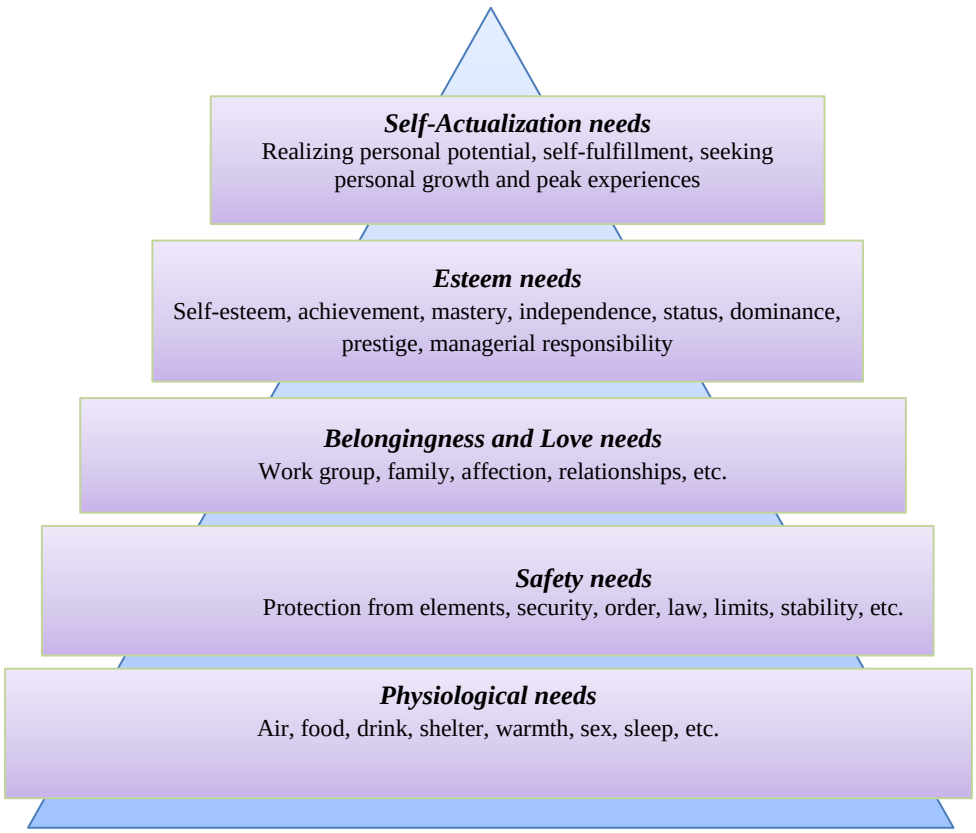
Abraham Maslow has proposed a theory on hierarchy[81] of the needs. In this theory Maslow has proposed that any individual is having a natural chronology of the needs. He mentioned that needs are occurring in a certain hierarchy. It starts from basic and fundamental needs and reaches up to the self-actualization needs. There are a total five categories he has mentioned and used for further analysis in his theory, such as, physiological needs, security needs, belongingness needs, esteem needs, and self-actualization needs.

The primary needs are those which are required for survival of any human being. These needs include water, food, shelter, health and education. On the other hand, security needs are those needs which are needed for physical, social and emotional security. This also included the financial security of the family. The needs with respect to the belonging needs are basically intended to highlight the relationship of the workers with their friends and peers. This further includes the love and acceptance in the society as per the individual's perception. Esteem needs are different from these two needs narrated above. Esteem needs are those needs which reflect the higher level

of comfort and consumption of the individual. These needs are closely related to the respect for others and from others. Ultimately, self-actualization needs are those needs that are pictured on the top of the pyramid as proposed by the Maslow. These needs arise after satisfying all the basic needs as has been mentioned in the paragraph above. Maslow has proposed that needs are satisfied one by one. Though in case of application of this theory of motivation in a workplace related environment then primary needs such as job, working environment are looked up on by the workers. Later he may be interested in getting social security, pension etc. Later the worker, when achieved these needs may move forward for getting appreciation of the superior.

In this case, it is to be noted that Maslow's theory has not been accepted by the industries. This theory proposes only the sequence of needs. Though it has support from economic assumptions that needs are unlimited. The thematic presentation of the Maslow's Need Hierarchy Theory is given below-

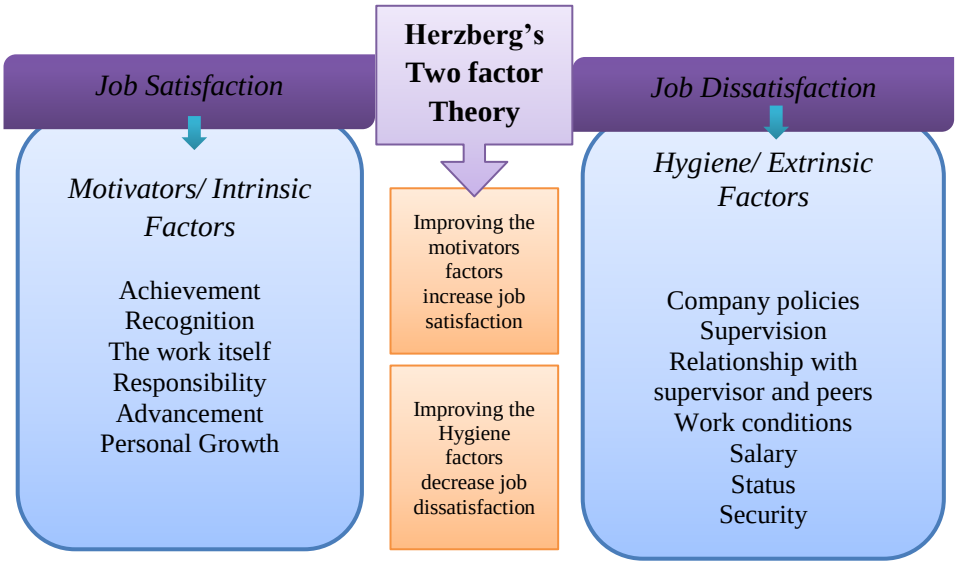
Figure No. 2.2: Maslow's Need Hierarchy Theory



Subsection-(b): Herzberg's Two Factor theory

This theory, called a two factor theory, was put forward by Herzberg, Mausner, and Snyderman in 1959. This theory stated that there are two distinct factors in the workplace environment that cause job satisfaction and another distinct and separate set of factors that cause dissatisfaction.

Figure No. 2.3: Herzberg's Two Factor Theory



The features that cause job satisfaction are termed 'motivators' while the factors that lead to dis-satisfaction; are referred to as 'hygiene factors.' The motivators factors or intrinsic factors are job framework include growth, responsibility achievement, recognition, advancement. The work is challenging because of the nature of work itself. This kind of work, appeals to a person's drive for development and growth.

The hygiene or extrinsic job context include management strategy, security to the staff, fringe benefit, working conditions, administration, interpersonal relations among others make the job agreeable and the employee content in his job. The authors emphasized that the motivators and hygiene factors are not opposites. They stated that job satisfaction is not necessarily induced by hygiene factors even if provided. On the other hand, Motivators are essential to ensure job satisfaction. Therefore to maintain production, Hygiene factors are essential, however to boost or increase production motivators are required. The underlying implication of this theory is that for employees to be performing to the minimum standards and to be truly satisfied motivators have to be built into the job (Hosoi, 2005). There are some subtle

differences between Maslow's and Herzberg's theories, however, both tend to emphasize that an individual's performance on the job is clearly influenced by basic needs necessary to maintain performance. The higher order needs are required to improve and increase performance. Terry (2005) perceived that Herzberg's theory has resulted in much of the modern interest in the strategy of job design. This has further led to what is called job enrichment where performance of every task is enriched with motivators such as enhanced challenges, responsibility and recognition.

Motivating factors

The problem of motivating employees towards greater productivity has no single solution. Organizations, therefore, employ a wide range of strategies for promoting loyalty and commitment to jobs within organizations. In conformity with Herzberg's theory of motivators and hygiene factors, Stueart and Moran (1993) and Bakewell (1997) identified two groups of motivational factors as external or extrinsic and internal or intrinsic factors.

Extrinsic factors

Extrinsic factors of motivation refer to the circumstances under which a job is performed. These include: organizational strategies and policies; Administration, salary, job security, working conditions, personal life, interpersonal relations with supervisors, peers, and subordinates, supervision, and status (Ugah, 2008). Though these factors may not be classified as motivators but are essential to prevent dissatisfaction in work environments. It may be inferred that if staff are dissatisfied with their salary or working conditions, they are most likely to be discontented with their jobs. Machara and Jain (2016) detected that, working environment, interpersonal relations, job security, at work, policies and procedures, benefits and supervision were the fundamental causes for public librarians to be de-motivated and dissatisfied with their jobs.

Motivation cannot be achieved by simply providing these factors although it should be stated that financial remuneration (salary), though an extrinsic factor, will always remain one of the most critical motivating features for most people in organizations (Hong *et al*., 1995; Rowley, 1996). Kulchmanov and Kaliannan (2014) stated that money is still the essential and strongest factor for employees. Money can fulfill the basic or essential needs. When isolated from other non-financial motivational factors, money was unable to encourage employees to go beyond their duties and enhance

their efficiency or productivity. The authors perceived that job security, internal relationships and transparency were the most vital non-financial motivating factors. Tella, Ayeni, and Popoola (2007) on the other hand, perceived that financial remuneration or money possesses motivating power as it inspires employees to higher performance and commitment.

Intrinsic motivators

Increase in Job satisfaction, efficiency and productivity are related to the intrinsic motivators which are fundamental to the job content. They include growth and achievement, recognition and work itself, advancement and responsibility. According to Satyawadi and Ghosh published work in 2012, employees may be motivated to superior standards by self-control and achievement. Folistse (2014) stated that acknowledgment and work conditions are the most important motivating factors for library staff in the Council for Scientific and Industrial Research in Ghana. Manzoor (2013) observed that the more the enablement and appreciation of employees in an organization is increased, the more will their motivation to work be enhanced Reward and recognition improves the level of efficiency and performance at the job for first time or a recurrent action at the job and eventually pushes the conduct of an employee.

Subsection-(c): McClelland's Needs Theory

McClelland's Needs Theory states that motivation is affected by three vital needs or desires. These three needs are power, achievement and affiliation. Every individual possesses these three vital needs. The proportion of mix of these needs may be varied by individual to individual. But there may not be the individual who doesn't possess these needs. This theory has been seen to be overlapping theory for merely all the existing theories of motivation. This theory is sometimes referred to as the reflection of both the theories, such as Maslow's self-actualization theory and Herzberg's Theory.

The Three Needs Theory has been used to conceptualize other opinions apart from basic performance of the employee at the workplace. This may include the way each motivation affects the individual health: that some motives are the issues like stress, high blood pressure, and abnormal testosterone levels. Though these assumptions may

be doubtful, McClelland's study related to human motivation may help to lay an important foundation for forthcoming researchers to build upon.

This theory has enabled the process of testing personality and also helped in evaluating ability and the potential in the individual at the workplace.

Figure No. 2.4: McClelland's Needs Theory



This theory has helped in understanding the group's psychology related to motivation. This will definitely help in understanding the individual needs based on the cumulative assessment of the group of peoples. Few examples can be provided here in such a case. The person motivated by power must be looking for further progression.

The Power Motive

The power motive basically understands the personality of the individual who meant to control the behaviors of the others. As per the author, power motive is not necessarily meant that the power motivators are in search of complete control of the other behaviors. In fact any coach whether life coach or sports coach is the perfect example for this. This has provided that coaches are not having complete control but they are able to guide and direct the behavior of the others. Though at the time of

acting up on the command of the coach, there is no direct control of the coach on behavior. Thus such as an example, a coach is the person will likely seek prestige, recognition, attention, and wealth. The person with these qualities if at higher leadership level will become an asset but at same time, if the person is a follower with these qualities will be exposed to the frustration and negativity in certain situations.

The Achievement Motive

Being motivated by achievement is the quality of a particular person who desires to aspire something better or for something better. These are the individuals who clearly expect immediate feedback. The feedback expected by these individuals is needed to be clear and unambiguous. This feeling of being motivated by achievement should be reflected as a result of intrinsic behavior. So that to become good employees for an organization.

Though, once they achieve whatever they want then it will be difficult to keep them motivated. This situation generally happens during the promotion of this kind of person. Once they get to the higher level then they may become stagnant and then motivating them could be a challenging task. These people are self-centered and are not found to be a good team-player. The way of treating these people may generate dissatisfaction among their subordinates. Because these people are not found delegating responsibility and they prefer to do micro management.

The Affiliation Motive

Being motivated due to the affiliation with the peers of subordinates is classified in this category. Individuals falling under this category are mostly observed to be engaged in social media sites or engaged in networking. These people are ready to put their high premium on developing these connections and also prefer to become a member of certain groups. These individuals seemed to be good team players. They are ready to devote themselves to keeping their connections live and vibrant. Though as compared to the individuals who motivates due to power and achievement, these individuals are not found to be effective performers. Because they are always found to be following their dreams to achieve and thus observed to be always motivated.

Subsection-(d): Alderfer's ERG Theory

This theory is the improved version of Maslow's need hierarchy theory. The alteration in this theory is very simple. Clayton P. Alderfer has reduced the five needs to the

three needs as given in Maslow's theory. The three categories are existence, relatedness and growth.

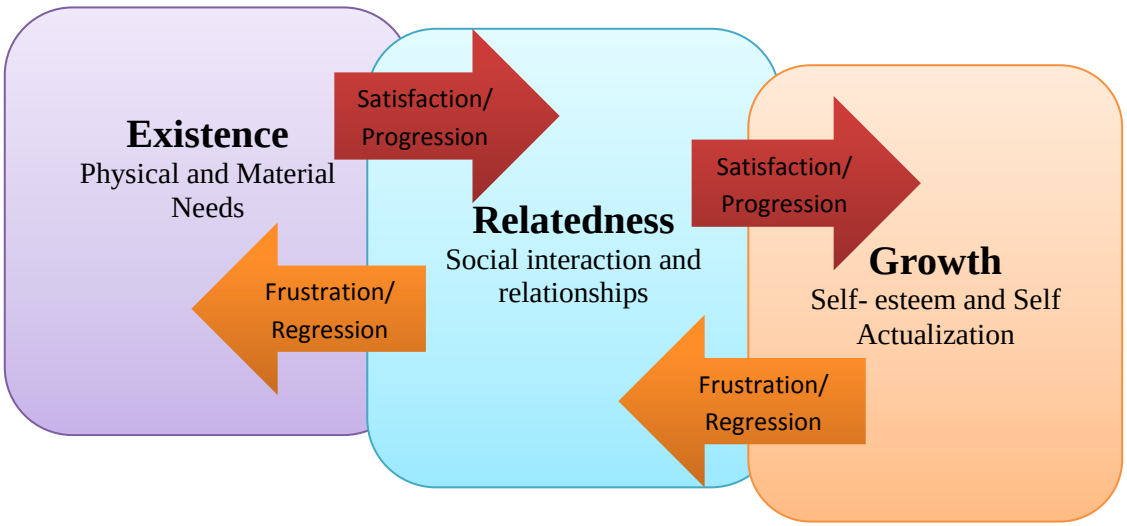
All the material and physiological needs and desires are classified into existence needs. These may include food, water, air, clothing, safety, physical love and affection.

The relationships with families and friends, coworkers and employers have been classified under the relatedness needs. This has highlighted that the individuals need to feel secured and protected.

Growth needs covered self-actualizations. This has made the individual creative and community and environment oriented.

The model suggests that managers must identify and distinguish among their employees' multiple and concurrent needs. Focusing completely on one need at a time will not motivate the workforce. The frustration regression principle influences workplace motivation. The model has been elaborated with the help of the below diagram.

Figure No. 2.5: Alderfer's ERG Theory



Section-(ii)

Process theories

In this section efforts have been made to detail out the second category of motivation theories, such as, process theories. In this view of matter total four theories have been reviewed with the help of four subsections, such as, Vroom's Expectancy Theory has

been reviewed and presented with the help of ***Subsection-(a)***. In ***Subsection-(b)*** detailed discussion has been made on Equity Theory while goal setting theory has been discussed in ***Subsection-(c)***. Finally, this section has been concluded with ***Subsection-(d)*** while discussing fourth theory under the category of process theory namely, reinforcement theory.

Subsection-(a): Vroom's Expectancy Theory

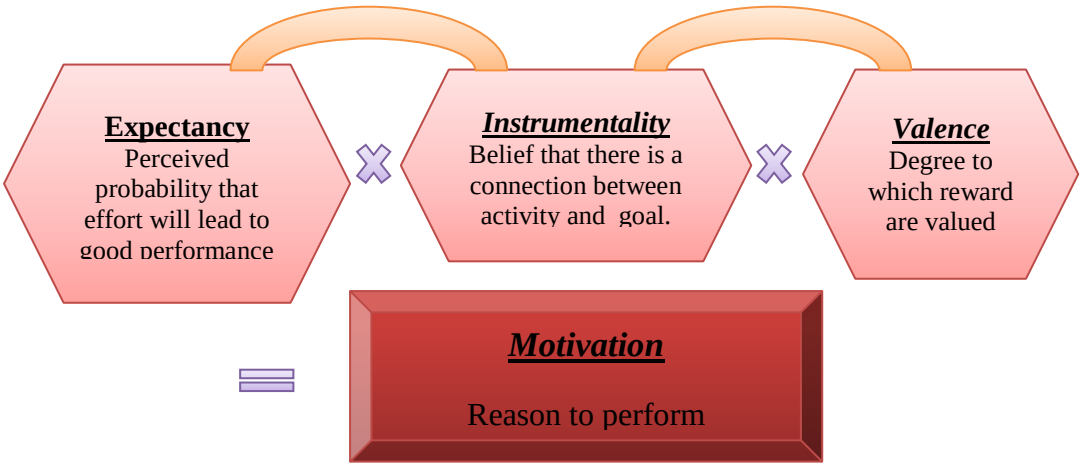
According to this perspective on motivation Vroom states the expectancy theory. Simply put, it draws the relationship between the efforts put in by a particular individual into a particular task and the nature of the expected rewards they perceive that they will derive from the accomplishment of that job.

Vroom proposed his expectancy theory as a substitute to content models, which he thought inadequately explained the multifaceted process of motivation and its relationship to work. At least in scholarly groups, his theory gained popularity and became a basis for further research.

This theory is evidently focused on the individual performing the task. This theory relates to the way the individual views his job, the work environment and his perception of the fulfillment of his expectations, aspiration, ambitions etc. This is further influenced by other factors: the actual skill, competencies, and aptitudes of the worker concerned on the one side and the work environment on the other. The opinion and expectations that the supervisor of the work has on the person who is actually carrying it out also inhibit the work. Vroom's theory is has its foundation based on the ideas of Valence,

Instrumentality and Expectancy hence commonly called as the *VIE theory* also.

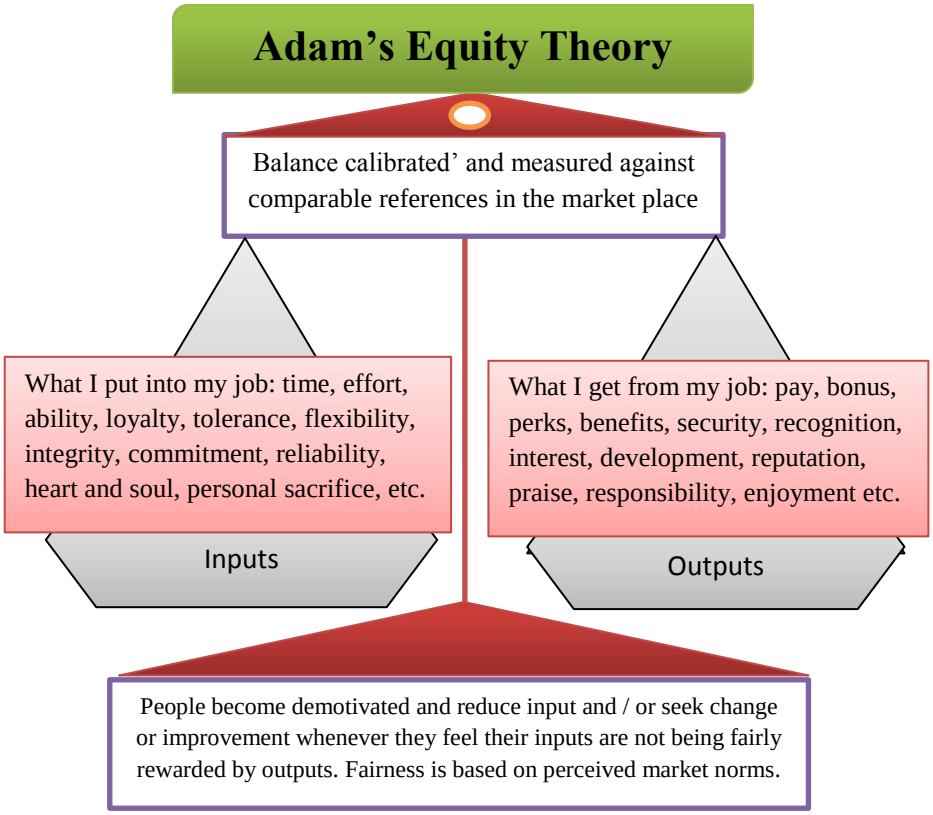
Figure No. 2.6: Vroom's Expectancy Theory



Subsection-(b): Adam's Equity Theory

The equity theory is based on the understanding that workers engage in comparing the rewards and efforts of their own with other individuals engaged in similar work or effort. This comparison enables them to perceive the fairness of the compensation or rewards in relation to those that are received by others for similar work. Equity has been understood as the perception of the employees regarding rewards. When they feel that the reward is equal to their efforts then they mentioned the situation as equity. But in a case when there is a variation in rewards and compensation then, it is linked to inequality.

Figure No. 2.7: Adam's Equity Theory

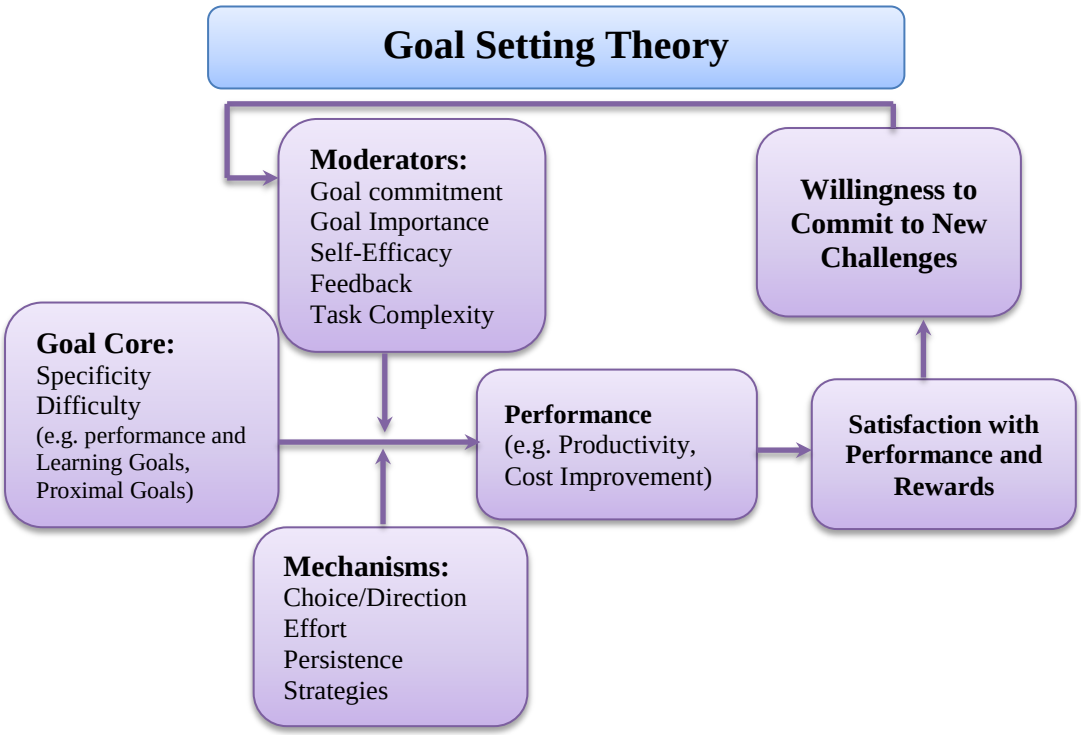


The equity theory also faces issues while handling the variations. This issue has been referred as the contrast arises at the time of personnel handling the variations in equity.

Subsection-(c): Goal Setting Theory

The goal setting was coined by Edwin Locke in the 1960s. The theory is simple to understand; it basically anticipates the efforts of employees while setting goals. These goals are generally linked to and are based on the ensured performance of the employees. In simplistic fashion it may be noticed that every employee is setting the goal based on his capacity or the past experiences of achieving targets. Thus, if an employee sets the highest level of goals then it may be inferred that he is highly motivated. The managers can break the long term goal into short and achievable goals and those small and specific goals can be achieved step by step. This will definitely help the employees to perform with clearly defined goals. Though the drawback of this method is that the workers don't know about whether they have achieved their goals or not. This is necessary to keep them motivated. Under this study it has been observed that well set goals and measured outcomes help the workers to keep motivated.

Figure No. 2.8: Goal Setting Theory

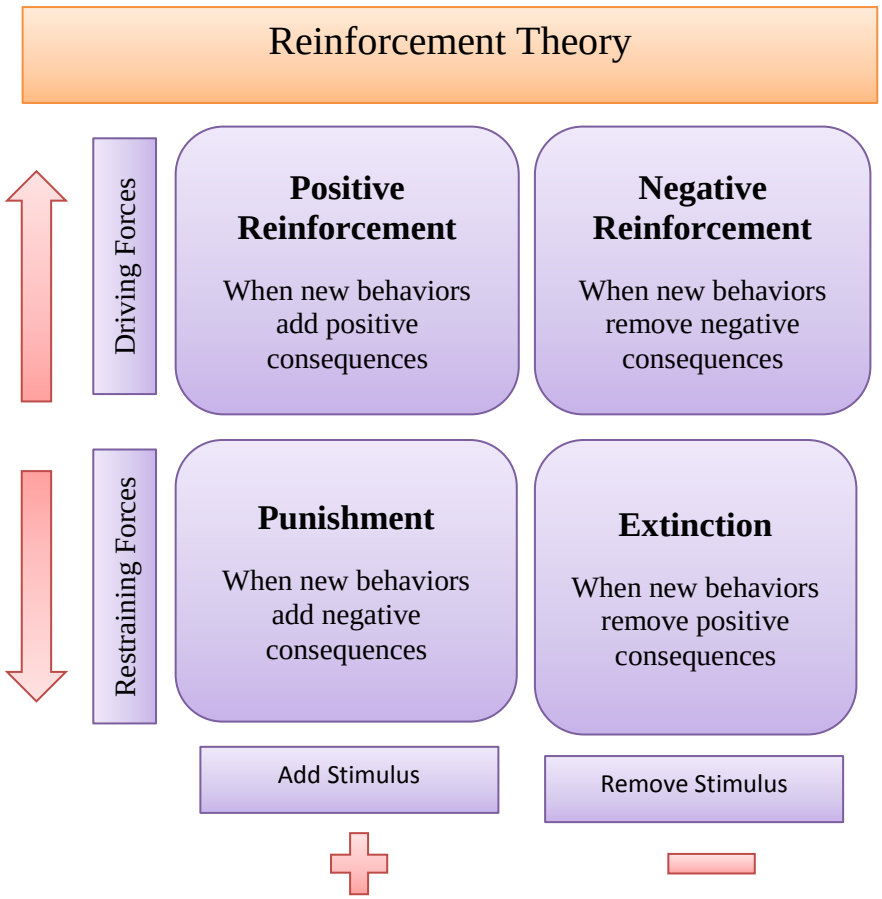


Subsection-(d): Reinforcement Theory

Based on the criticism offered for traditional theories that the settings offered by traditional theories are not that much capable of explaining entire behavioral

phenomena. The nature of human behavior is so complex that requires structured explanation. Thus as per the B.F. Skinner, motivation can be explained with the help of explanation for action and its causes. He believes in the saying that behavior can be repeated if one can repeat the situation. This assumption has become the law of effect as Skinner Reinforcement. In short, this theory primarily states that performance which is reinforced tends to be recurrent (strengthened) while performance which is not reinforced tends to die out-or be extinguished (weakened).

Figure No. 2.9: Reinforcement Theory



In summary of this section, it has to be noted that every theory on motivation has some positive aspects but could not explain the entire motivation of the workers based on the various generations. This need has been reflected from the fact of development of various theories. In this view of matter, based on the primary aim of this research, an effort has been made to discuss the comparative scenario of Generation-Y and applicability of the Two Factor Theory of motivation. This discussion has been made below Part-III.

PART- III

Generation-Y and Two Factor Theory

With reference made to the aims and objectives of the present study, in this part of the chapter, efforts have been made to review fifteen research papers intended to study Generation-Y and applicability of Two Factor Theory. The critical reviews of these papers provide a research gap on the motivation of Generation-Y addressed in this study.

The entire discussion on the aspect of generation-Y and motivating factors explained with two factors theory has been explained with the help of fifteen research papers. The detailed discussion has been offered below.

Inequality in Generations

According to the study conducted by Essi Vuokko[82] titled "Understanding Motivational Factors in Business Environment: Difference between Baby Boomers, Generation X, and Y". Here it was discovered that there existed considerable differences between the working environments and the preferred rewarding process among the generations. This is due to the situational factors existing at the time of initial development of the generations. The way generations have grownup has been observed as the decisive factor in preferences for working environments. The rewarding process is also found varying in nature due to the different expectations of the different generations. Another contributing factor for understanding the stimulus of the generations is found to be the characteristics of each generation. It is into the fundamental understanding of the generations for work. There are variations in preferred job characteristics and different values in type of work. It is also to be anticipated that, no two individuals are the same and this imperatively applied for the generations as well. Though as a legacy and age band of the generations some sort of commonalities are observed among the generations.

Now on the aspect of generation-y, it may be stated that this generation is generally understood to be a team player and require meaningful work. This has reflected into the result of hypothesis wherein it was stated that the members of Generation-Y value intrinsic rewards over extrinsic rewards. Thus, ultimately it may be stated that factors of motivation may be explained efficiently by applying Two Factor Theory.

Expectations and Motivation

According to the study conducted by Shauna Larkin[83] in August 2017 titled as "What motivates millennial and Gen Z" the important question has been asked such as to examine the relationship between the expected compensation and motivation. It has been observed for both Generation-Y and Generation-Z that they value financial rewards. Though, intrinsic motivation has been achieved from the work itself. This has reflected that along with monetary terms, Generation-Y has been motivated by characteristics of work itself. In case of Generation-Y it has been observed that they are ready to align their career goals with the goals of organization. The expectation of final rewards has been ranked on the top of the all factors for motivating generation-Y. Ultimately, in this case of expectation and motivation it has been observed that Generation-Y has expecting intrinsic factors to motivate them and thus two factor theory remains instrumental in the aspect of motivating Generation-Y.

Generation-Y and Older Generations

In accordance with the study conducted for comparing Generation-Y with the older generation, it has been observed that both extrinsic regulation–material and recognized regulation are at a premium by millennial compared to older generations, while extrinsic regulation–social and introjected regulation are considered less valuable less by millennial compared to previous generations. The study has been conducted by Ali B Mahmoud, William D Reisel, Nicholas Grigoriou, Leonora Fuxman in 2020[84]. The core intention of the study to focus on rating highlighted different factors at the workplace by different generations. Further applying structural equation modeling above inferences has been drawn. Further it also has been observed during this study as compared to other generations that Generation-Y provides higher recommendations to the factors such as salary hikes and non-financial perks in the service sector.

Organizational Operations

The study conducted by TAN Shen Kian[85] and Wan Fauziah Wan Yusoff in 2012, on the title generation X and Y and their work motivation has revealed a comparative prospectus of work motivation between Generation-X and Generation-Y. As compared to generation-X, it has been observed that the generation-Y is less

motivated by intrinsic and extrinsic factors. This has reflected into the conclusion that every generation has their different group of expectations and also varying levels of satisfaction. Ultimately, it has been expressed in this research as a conclusion that organizational operations have not satisfactorily for the generation-Y but it could satisfy the Generation-X.

Organizational operations have found significance in deciding employee's satisfaction. Workplace culture, working environment are some of the factors that stood significant in deciding the satisfaction of employees.

Retention of Generation-Y

The research work carried out by Jason Earl Wiggins[86] has highlighted the correlation between workplace motivation and retention of the Generation-Y. The study has been conducted in 2016 and specifically belongs to service sector industries. It has been observed from the study that leaders from other generations have different aspects as compared to Generation-Y in terms of retention. The reason for this deviation can be attributed to the era in which these two generations have been raised. Significantly need to note here that, the Generation-Y has been observed to be more motivated due to opportunity for future growth and career progression as well as satisfaction with their work. Generation further observed to be focused on career growth and future opportunities. This has led to more hopping from one job to another by Generation-Y members.

It has to be noted as a final conclusion of this paper that retention of Generation-Y members at the workplace is challenged unless and until there is a clearer vision for career opportunities for the members of generation-Y workforce.

Motivators

According to the study conducted by Hanna Forsberg, Rebecka Junghagen in 2018[87], it has been concluded that satisfaction related to the job is not correlated with the motivation. This has simply reflected that level of motivation cannot be estimated with the help of level of satisfaction. Thus the factors responsible for motivation may not be suitable in explaining the satisfaction of the employees. Further, it is to be

noted that this observation has been perfectly applicable to the members of Generation-Y.

Further on this aspect, it has been observed that factors that motivate generations remain the same through the impact of motivating results are varying in nature. This has been tested in the research conducted by Patrick J. Montana in 2008. These motivating factors are having legacy start from baby boomer generations. According to the study, "Getting along well with others on the job" is the greater factor of motivation ranked by the Generation-Y members. These are some of the maintenance factors that highly impacted the motivation of the Generation-Y members.

Applicability of Two Factor Theory and Motivation

Daniel T. Bevins[88] conducted a detailed study in 2018 on two factor theory of motivation and its ability to explain behavior of the Generation-Y. The title of the study itself was explanatory such as, Herzberg's Two Factor Theory of Motivation: A Generational Study. The study basically intended to understand the applicability of Two Factors Theory on motivating various generations. It has been studying by investigating variations of statistics in case of various generations. The study may be challenged due to certain limitations of conclusions based on merely the opinions of the respondents. There is no such workplace that comprises only the one generation but in reality workplace is the perfect mix of various generations. In the study, an effort has been made to check the applicability of the two factor theory to various generations and in a single time space. It has been observed from the study that motivators and hygiene factors change their intensity according to the various generations.

On similar aspects an effort has been made by Jennifer Smith for investigating the ranked importance of motivational factors of employees in higher education. The study has been carried out in 2015 with the title, motivating generations: implications for the higher education workplace. In this study the author has referred to two content theories such as Two Factor Theory and need hierarchy theory. Finally, this study has been concluded with the recommendations that long term survival of the organization depends largely on the motivation of its employees. It is recommended that what the generations have in common should be the focus. This can be done by

offering employees internally led leadership, a fair market wage, challenging projects, and opportunities for advancement.

Virtual Teams

Management and motivation of the virtual teams is the real challenge, especially under the shade of COVID-19. Though, Arthur M. Baldonado[89] has already conducted a study in 2013 titled as Motivating Generation-Y and Virtual Teams. The conclusions of the study discovered that Gen Y cohort placed greater premium to both hygiene and motivator factors in their motivational needs. This has been the unique observation made during the investigation as in most of the research Generation-Y have been observed to be prioritizing motivators. But in case of virtual working conditions both the aspects have been observed as the decisive factors for motivation. This has a significant bearing that Generation-y can be influenced and motivated by changing work style and environment as well. Also in case of Generation-Y members working in virtual teams provides higher ranking for importance to advancement and personal life also found motivated by managers with flexible approaches.

Two Factor Theory and Applicability

The job dissatisfaction or neutralization of the emotions connected to the performance of the job is related to the Extrinsic factors. These have impacted the respondent's opinion towards their job satisfaction. This has been the assumption of the study conducted by Wan Fauziah Wan Yusoff[90] etc. el. on the topic of entitled as Herzberg's Two Factor Theory on work motivation: Does its work for today's environment. The findings suggested a course of action to combine the Extrinsic and Intrinsic groups and treat them as a single set of determinants. This will be a unique style to determine the impact of two factors theory on motivation as independent factors may be diluted at the time of booking opinions. This combined assessment then will be used to determine the level of satisfaction of the Generation-Y members at the workplace. The ultimate measurement of the impact of this experiment will be assessed on the variable such as maximizing their output and performance on the job.

The study has been concluded with observations such as Two Factor Theory has two elements such as hygiene factors and motivating factors that are efficient in

explaining the motivation of the Generation-Y. These factors are also observed in other content theories.

Effects of factors on motivation

Similar observations have been observed from various studies intended to understand work motivation. Various theories have been applied for this investigation. In the similar way Arka[91] has conducted a study titled as Effect of Motivator Factors and Hygiene Factors on Employee Work Motivation in Feb. 2019. The study basically was the survey of the respondents analyzed using quantitative techniques such as Regression Analysis. Ultimately it has been found that there existed a significance of the relationship between motivator factors and hygiene factors with employee motivation. This simply reflects that motivation can be impacted by influencing hygiene and motivator factors. Though, hypotheses suggest focusing more on motivating factors to get better results in terms of enhanced motivation.

Validation of Two Factor Theory

Guha and Anindita Bose[92] have put their efforts in validating the two factors theory for its application on Generation-X and Generation-Y in their research work titled as "Motivators and Hygiene factors of the Generation-X and Generation-Y-The test of Two Factor Theory. Structural equation modeling has been applied and used in this study for validating the observations. The ultimate conclusions of the study was that the theory isn't sufficient in explaining the stimulus of the motivation for Generation-Y members and thus modifications are required in the theory for better explanation of the motivation to the extent of Generation-Y workforce.

Generation-Y and Satisfaction

The factors which control job satisfaction have been investigated by using two factor theory of motivation. This investigation specifically intended to apply in the case of Generation-Y employees in the media industry. An effort by Zorova[93] in terms of this study found that Two Factor Theory is highly capable of explaining the job satisfaction in regards to the Generation-Y workers and to the extent of the Media Industry. It is imperative to understand the job satisfies for Generation-Y as it has become the majority in the workplace.

Job Hopping of Generation-Y

In December 2018, Mohamad Abdullah Hemdi[94] et al carried out a research for investigating the role of motivational factors and job hopping attitudes on turnover intentions of Generation-Y employees working in the hotel industry. As one of the qualities of the Generation-Y, is said to be the lack of loyalty towards the workplace and employer. Thus Mohamad has put efforts in understanding the scientific truth behind this assumption. Now supported with rigorous analysis of opinions collected from 201 Generation-Y employees, it has been concluded that intrinsic factors (recognition and achievement) and extrinsic factors (company condition and supervision) negatively and meaningfully swayed the intention to leave. The career aspiration is the significant factor observed to be the reason for leaving the current job by Generation-Y.

To summarize this section it has to be noted that Generation-Y peoples can be motivated by using motivating factors. Though, more intentions are to be put on understanding the nature of this generation. Theoretically, Two Factor Theory is the ultimate tool for understanding this generation but in reality major modifications to be made in this theory before applying it to the current situation.

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CHAPTER-3

RESEARCH METHODOLOGY

Investigation of the Generation-Y employees working in the service sector of Pune to the extent of the motivation factors in the service sector is the core aspect of this research study. The study has been based on Herzberg's Two Factor Theory. With reference to this theory, broad classification of all the significant factors affecting motivation has been made into two groups such as, intrinsic factors and extrinsic factors. The present chapter has been intended to provide detailed discussion on adopted methodology of the scientific enquiry.

In accommodation of this discussion, this entire chapter has been classified into ten sections. Such as; ***Section-(a)*** introduces the observatory comments; ***Section-(b)*** states the research problem of the study; while aims and objectives of this study has been discussed with the help of ***Section-(c)*** of this chapter; the proposed hypotheses have been listed in the ***Section-(d)***; while technical specifications regarding database of the present study has been detailed out in ***Section-(e)*** of the present chapter. Measurement and scaling used in this study has been brought out in ***Section-(f)*** of this chapter. The justification of the methods of analysis utilized has been provided with the help of ***Section-(g)*** of this chapter. It also has to be noted here that the study has been used as a pilot tested questionnaire tool. The detailed discussion on the pilot study is provided with the help of ***Section-(h)***. Finally, significance of this study has been discussed with the help of ***Section-(i)***; and scope and the limitations of this study has been provided in ***Section-(j)*** of this chapter.

Section-(a)

Introductory Observations

This is the business era dominated by Generation-Y employees, deserving distinct behavioral features aspiring to a high level of attentive nature of human resource management efforts to the extent of achieving desired levels of motivation.

In the service sector, interaction of employees with customers is of higher frequency and it is true that motivated employees can contribute significantly to the customer retention obviously resulting in customer satisfaction. The managers in the service

sector can rely on motivational theories in getting maximum outcomes from these Generation-Y employees.

It is worthwhile to investigate that which is the appropriate theory of motivation to be applied while motivating the Generation-Y employees. Keeping in mind the detailed literature reviewed in chapter-2 of this study, to the extent of motivation theories may uncover the truth about reasons behind every motivated employee.

Based on availability of abundant published and non-published work on the phenomena of motivation, substantive research gap has been identified and detailed out in the concerned chapter of literature review. This identified research has played a significant role for deciding the appropriate research methodology for the present study.

Research Gap Analysis

The present study is the significant contribution in terms of understanding of the Generation-Y workers engaged in the service sector of Pune City. There are several researches have been carried out on similar themes but below mentioned analysis sufficiently narrated the gap of researches.

To start with, Tan Shen Kian conducted a research on Generation-X and Generation-Y in 2012. In this study comparative analysis has been made by the author between intrinsic motivating factors and extrinsic motivating factors. The difference has been observed between these two categories of the motivating factors. In general, the study has a scope to investigate the entire Generation-X and Y. Though, the present study focused only on Generation-Y working in the service sector of Pune. Also, the reviewed study has involved investigation of level of satisfaction on the motivating factors which are completely different from the present study.

In the Indian context, Nidhi Bansal has put significant efforts in studying Generation-Y. Basic intention of this study was to understand the attitude of Generation-Y in motivation and work itself. Author has used open ended questionnaire for collecting responses. This method has certain limitations in terms of reliability of the tool. Thus, in the present study, structured and pre-tested questionnaire has been used. This has provided significant efforts for capturing quality data.

The interesting study has been conducted by Dr. Ash Acar in context of Generation-Y and Generation-X. The author has raised a logical question such whether there is a difference between intrinsic and extrinsic factors in case of generation-X and Generation-Y. Based on this comparative study, an effort has been made to investigate about which factor is more important in motivation, intrinsic or extrinsic. Though study has been concluded with there is no such difference in both the categories of factors. In the present study, only Generation-Y working in the service sector has been studied for evaluating both the factors with intention of suggesting a regression model.

Another question has been raised by the author Melissa, such as whether personality of baby boomers, generation-x and generation-y is impacting on their motivation. The author has used Occupational Personality Questionnaire and the Motivation Questionnaire, for examining the cross-sectional differences in personality and motivational drivers across three generations. The study was vast and dealing with three generations at the same time. But in today's scenario, most of the working population belongs to the Generation-Y. Thus, present has replaced the personality and studied behavior pattern of Generation-Y workers employed in the service sector. The basic question attempted is whether Generation-Y of the service sector expresses the behavioral qualities of Generation-Y.

Present study also has been referred to as a scholarly research article of Jennifer Smith. Jennifer has put efforts in understanding the role of education on workplace related behavior of generations. This is completely different from the present study. As in the present study core aspect has been studied is the motivating behavior only of Generation-Y. The primary focus of Jennifer was workers of universities. Jennifer also used two different theories of motivation in this regard such as, need hierarchy study and two factor theory. In this complex construction of study design the role of Two Factor Theory in explanting Generation-y has been neglected.

Finally, the study of Archana Sharma conducted specifically on Indian Generation-Y has also been referred to. Sharma has distinctively studied generations of developing countries and developed countries. Most specifically in Indian context work is more differential. Considering the standard of living and unemployment rate in India along with cultural differentiation, a unique pattern of behavior for generations is not

rational. Thus, with specific reference to Indian population, Sharma has conducted this study. The study specifically conducted for the Generation-y workers working in Pune. On this aspect present study has a similar target audience. Though, Sharma has focused on all sectors operative in Pune and present study focuses only on service sector of Pune City.

It is natural to observe a distinct feature possessed by every generation. These features help to understand and estimate the potential behavior of the members of that generation. Though, present research put its efforts in understanding the variation of the behavioral pattern of the members of Generation-Y employees working in the service sector.

The basic intention of this investigation is to generalize the behavior pattern of these employees. This has been assumed that the understanding of this pattern may help in predicting the behavior of the Generation-Y employees. Further this prediction is expected to be used as an input for identifying the stimulus responsible for motivating this generation. Output of this mechanics of the prediction has been referred as the model of the motivation to be applied to the Generation-Y employees working in the service sector of the Pune city.

Section-(b)

Research problem of the present study

The title of present research, namely; **A STUDY OF FACTORS INFLUENCING MOTIVATION OF 'GENERATION - Y' WITH REFERENCE TO 'TWO FACTORS THEORY' IN SERVICE SECTOR;** itself is the statement of the research problem[i].

In a scientific way a research problem may be theoretically presented as $P\ (O_{J/}I, Cj, N)$. This notation[ii] represents the probability that an outcome *'O_j'* will occur, if *'I'* select *'C_j'* in *'N'*.

In the present research *'I'* represent the service sector jointly identified with the help of Fast-food industries and Travel & Tourism industries in Pune. Six units from both the activities have been considered as *'I'* for this study.

The outcome *'O_j'* is observed to be the motivation of the Generation-Y employees. In the present study outcome of the motivation has been measured by using intrinsic

factors of the motivation referring to the two factors theory of the motivation. Also the present study has contributed to the existing knowledge pertaining to the motivation of the Generation-Y employees with the help of proposed regression model explaining the relationship between intrinsic factors and extrinsic factors. The study further also contributed by identifying significant factors influencing motivation of the Generation-Y employees using factorial analysis.

The course of action represented by the *'C_j'* can be defined with the help of factors that influence motivation of Generation-Y. This aspect also has been tackled with the help of probable suggestions offered through this scientific investigation.

The N is the situation in which these Generation- Y workforces are operated. Now the research problem for the present study can be defined as what kind of factors are responsible for motivating Generation-Y employees working in the Service sector of Pune.

With the help of this statement of the problem, present study has put efforts on investigating concrete research questions, such as; (a) what are the qualities of Generation-Y employees; (b) what are the significant level of extrinsic and intrinsic factors affecting motivation; (c) Is it possible to offer regression model to predict the motivation of Generation-Y employees; (d) whether all the Generation-Y employees demonstrates all the behavioral qualities of this generation; and (e) which are the most significant factor affecting motivation of Generation-Y employees. These questions may be considered as an addition to the statement of research problems.

Section-(c)

Aims and objectives[iii]

Investigating factors influencing motivation of Generation-Y with reference to 'two factors theory' in the service sector by using factorial analysis and regression models to provide probable solutions in the light of scientific research settings is the primary aim of this study. Though, taking into account the discussion made into the earlier section, objectives of the present study have been worked out and presented below.

Objective of the study:

- To study factors that demonstrate behavioral qualities of Generation-Y among Service sector employees in Pune

- To analyze extrinsic factors and intrinsic factors affecting motivation of the Generation-Y employees belongs to Service sector in Pune
- To develop and suggest model of effective motivation to the extent of Generation-Y employees working in Service sector

These objectives and aims of the study have been converted into hypotheses for the present study.

Section- (d)

Hypothesis of the Study[iv]

Considering the discussions made in sections on statement of research problems, aims and objectives of the present study, hypotheses have been worked out and presented below.

- H1 - Significant proportion of Generation-Y employees in service sector demonstrates behavioral qualities of Generation-Y
- H2 – Intrinsic factors plays vital role in motivating Generation-Y employees in service sector
- H3 – All Extrinsic factors are key factors in motivating Generation-Y employees in service sector

The detailed analysis and interpretation of the hypotheses testing has been provided in the chapter of analysis.

Section-(e)

Database of the study

Naturally, present study has been based on both the data sources, namely, primary as well as secondary. The below subsection provides detailed discussion on each of the data sources with the help of two subsections.

Subsection-(i): Primary Data[v]

Naturally, the present study is based on two well-known sources of data such as primary data and secondary data. Hence an effort has been made in this subjection to provide detailed discussion on primary data.

As has been mentioned in the statement of research problem, the service sector is considered as a primary focus under an investigation of the present study. Though, to the extent of geographical scope of the present study (PUNE), the service sector has

been represented by two industries namely, A) Fast food chain and B) Travel and Tourism. There are total 51 international fast food chain operator industries are having presence in Pune through top six industries have been considered for the present study, namely, (1) McDonald, (2) KFC, (3) Pizza Hut, (4) Burger King, (5) Subway and (6) Dominos. Further, there are a total 82 tourist units in Pune consisting of adventure tour operator, domestic tour operator, inbound tour operator, tourist transport operator and travel agents. Out of these, total 6 international Travel and Tourism industries of Pune have been selected to represent the tourism industry of Pune, namely, (1) Veena World, (2) Kesari, (3) Make My Trip, (4) Thomas Cook, (5) Sadguru and (6) TBI. Clubbing these two industries together provides a total 12 enterprises as a primary representation of the service sector. Moreover, the total number of employees from six enterprises of each industry (Fast food and Travel & Tourism) proposed to be considered as the population of the present study.

Defining the Population

The population is referred to the totality of the entire units under investigation, subject to the mentioned criteria covering, Population Element, Sampling Unit, Extent and time. In case of present study, an element of the population is said to be employees belonging to the Generation-Y. As such the sampling unit of the present study has been decided as the member of Generation-Y employed specifically in the Service Sector. Finally, in regards to the 'extent' of population; Pune City consisting of Pune Municipal Corporation and Pimpri Chinchwad Municipal Corporation has been considered.

According to the District Socio Economic Report published in 2019, by economic and statistics Survey of Maharashtra, Total population of the urban Pune City is estimated to the 32.74 Lakh[1]. Further referring to the report on page 65, total 3.40 lakh employees have been reported to be working in the food and hotel industry. Also 0.45 lakh employees are working in travel and transport related sectors. Now according to the report published by Pune Municipal Corporation on Digital Strategy published in 2018 has mentioned that total 67 per cent of the working population among total population of the Pune City. According to the report published by Amdocs India estimated Generation-Y employees in the total working population is 50 per cent.

[1] DSA, PUNE 2019- Pg no. 174.

Now considering the entire discussion Generation-Y workforce in two industries have been estimated in ***Table No. 3.1***.

Table No. 3.1

Generation Y Workforce in Service Sector

Sr. No.	Service Sector represented by	Total Employment	Generation-Y Workforce
1	Fast Food Industry	3.40 Lakh	1.70 lakh
2	Travel & Tourism Industry	0.45 Lakh	0.22 Lakh
	TOTAL	3.85 Lakh	1.92 Lakh

In such a case population has been decided for this is study 1.92 lakh employees working in Fast Food industry and Travel & Tourism industry, together representing the Generation-Y workforce of service sector of Pune.

Identifying Sampling Frame

Sampling frame refers to the representation of the elements of the target population. In case of present study, Generation-Y employees are the element and thus, number of Generation-Y employees working in the service sector of Pune is considered to be the sampling frame of the present study. Though, the list of the employees has been identified by sourcing in the data from, Census-2011, Economic and Statistics Department of Maharashtra and India, Economic Survey of Pune City.

The employees strength in number of workers has been obtained from the respective websites of the representing units of; (1) McDonald, (2) KFC, (3) Pizza Hut, (4) Burger King, (5) Subway and (6) Dominos for Fast Food Industry; and (1) Veena World, (2) Kesari, (3) Make My Trip, (4) Thomas Cook, (5) Satguru and (6) TBI for Travel & Tourism industries.

Both details jointly form the sampling frame. The detailed discussion of this sampling frame has been offered in the section on sample size determination.

Sampling Unit

Sampling unit is the basic unit containing the elements of the target population. Now in present study, Generation-Y employees working in the Service sector of Pune represented by Fast Food and Travel & Tourism Industry have been defined as the sampling unit.

Sample Design

The detailed procedure for deciding the sample size is said to be the sample design to the extent of population size. Now in this study, it is to be noted that stratified probability sampling technique has been applied as a sample design.

Sample Size

Based on the discussions made in the above section ***multistage simple random sampling*** has been implemented as a method of sampling for the present study. Apart from this particular employees of these two industries will be considered as a ***unit of analysis*** for present study. The calculation of the sample size has been provided below-

Sample Size for the undertaken research:

1. Population Size: 1.92 Lakh Generation-Y employees engaged in the Service sector of Pune City represented by Fast Food Industry and Travel & Tourism Travel Industry.
2. Precision Level (Sampling Error tolerated or Margin Of Error or Degree Of Accuracy) : 5 % i.e. 0.05
3. Confidence Level : 95 %
4. Degree Of Variability: Homogeneous Population Therefore assuming 20%.
5. Response Rate: 70 % of the distributed questionnaires.

Base Sample size for above data from table[2]: 384.

Data Collection and Actual Sample Size

[2] Formula taken from Page No:591 Of Book Marketing Research : Measurement and Methods by Donald S. Tull & Deli Hawkins PHI Publication, Sixth Edition

The present study proposes an appropriate and representative proportion of Generation-Y employees working in service sector enterprises represented by Fast Food and Travel & Tourism industries as a sampling database. Thus, with this intention, representation of appropriate outlets of Fast Food Industries and Travel & Tourism Industries has been ensured. For understanding the spread of outlets of select operators in Fast Food Industries ***Table No. 4.3*** and ***Table No. 4.4*** for Travel & Tourism industries from data analysis chapter have been referred. It has been assumed that the spread of all the QSR or Fast Food Industry and Travel & Tourism Industry offices is observed in highly dense populated areas of the Pune City and thus keeping this in mind area wise questionnaires have been collected to ensure represent 80 per cent of the outlets of these two industries operative in Pune. The compiled data classified into five geographical categories of Pune City for ensuring area wise sampling has been provided in the below mentioned ***Table No. 3.2***.

Table No. 3.2

Distribution of respondents according to Location

Sr. No.	Area Covered	Travel & Tourism	Fast Food	Actual Sample Size
1	Central Pune	26	69	96
2	East	67	144	211
3	North	6	22	28
4	South	20	11	31
5	West	48	125	173
	TOTAL	**167**	**371**	**538**

Source: Field investigation

Thus, it has to be noted that the sampling size of 538 has been considered for the present study against the calculated standard base sample size of 384. The additional responses considered for this study has been intended to provide area wise representation of these industries.

Subsection-(ii): Secondary Data

Secondary data has been sourced in from journals, periodicals, books, published literature and referred libraries. This secondary has been primarily used to enhance understanding of the phenomena of motivation theories and served as the theoretical backbone for the present study. The secondary data regarding investigating

motivating factors of Generation-Y employees working in the service sector of Pune are available plenty in the context of behavioral aspects.

All these data are available on the internet and also will be easily seen from the chapter on literature review. Several books and journals have analyzed these phenomena and lots of literature in this connection is also available in several periodicals and reports of the Fast Food industries and Travel & Tourism industries. All these sources of secondary data have been relevant to the time period mentioned in the section on time span, scope and limitation, and also for the region and the related activity. Some of this material has also been utilized during the course of the present study.

Moreover, the secondary data has been used for enhancing the understanding of the concept of motivation and designing of the questionnaire. The secondary data also has been used for defining the population of the present study.

The secondary data was also obtained from several renowned libraries in Pune. Though Library of Tilak Maharashtra University, Pune and British library has been frequently visited and referred.

Section-(f)

Measurement and Scaling

The tool used in the present study has been developed by referring to significant literature review, though; the structure of the questionnaire tool has been completely based on the thematic mapping with research aim and objectives. The precautions have been made while structuring the questionnaire tool. The entire research has been based on the carefully structured and designed questionnaire. To accommodate this discussion, it is to be mentioned that the questionnaire used in this study has been classified into three sections, accommodating; (a) demographic information of the respondents-in terms of gender, education and experience; (b) general behavior of the responding employees; and (c) motivational factors of the Generation-Y respondents. These motivational factors are then grouped into intrinsic factors and extrinsic factors.

Quantification of the responses in regards with the general parameters have been made using Five Point Likert[vi] Scale measuring level of agreeableness. Also then motivating factors scaled using Five Point Likert Scale measuring level of

agreeableness. The quantification based on the Likert Scale has been assumed to be the interval scale for the further analysis.

Section-(g)

Methods of Analysis

The primary data has been analyzed by using MS Excel and SPSS.20. The primary two way tables and charts have been made using MS Excel. Though advance analysis applying statistical techniques has been made in SPSS.

During the analysis of the primary data, simple mathematical operations have been carried out such as, summation, percentages and count. Descriptive statistical operations also have been made to narrate the primary data using techniques such as, arithmetic mean, standard deviation and variances.

The graphical presentation of the data has been made using MS Excel and appropriate types of charts are used such as, bar diagram, pie charts and Scree Plot. The use of scree plot is ensured to interpret the communalities in factor analysis.

Two models have been offered in the present research using factorial analysis and regression analysis. Factorial analysis has been used to identify significant factors influencing the level of motivation among the Generation-Y based on the Two Factor Theory. Though, only the extrinsic category of factors has been used as input in this analysis. Through this process two significant factors have been identified and the model has been tested using goodness of fit tests. Secondly, in regression analysis, extrinsic factors have been processed to estimate dependency of the extrinsic factors for explaining level of motivation.

Section-(h)

Pilot Study

Primary aim of this pilot study was to validate the questionnaire tool and secondary objective was to explore the possibility of the hypotheses testing. In this view of matter the hypotheses have been already tested and presented along with interpretation in the chapter of analysis. Now, in this section an effort has been made to summarize the details regarding validity and reliability of the questionnaire tool using three dimensions, namely, (i) reliability, (ii) validity and (iii) normality.

Reliability

Reliability is the statistical term used to validate the research tool being used in the research. In the present research structured questionnaire has been used as a tool to capture the data from respondents. Thus total 52 responses have been collected from the Generation-Y employees working in the service sector of Pune for the purpose of this analysis. A well-known statistical tool, namely Cronbach's Alpha has been used to test the reliability[vii] of the questionnaire tool. It is the commonly used statistical tool for testing internal consistency of the selected items measured on the questionnaire tool.

Now in case of present research the total 16 variables have been used to the test the reliability. Thus the list of variables with their arithmetic means has been provided with the help of ***Table No. 3.3***.

Table No. 3.3

Generation Y behavior parameters

Sr. No.	Particular	1	2	3	4	5	Grand Total	Average
1	Count of I consider higher education to be an incredible expense	4	2	3	21	22	52	4.1
2	Count of I take my own financial decisions regarding academic	0	2	5	25	20	52	4.2
3	Count of I take my own financial decisions regarding my career	0	2	4	19	27	52	4.4
4	Count of My family influences my decisions	1	6	10	18	17	52	3.8
5	Count of I enjoy time with my family	0	0	2	16	34	52	4.6
6	Count of I enjoy time with my friends	0	0	6	17	29	52	4.4
7	Count of I enjoy time with my peers	0	2	9	23	18	52	4.1
8	Count of I prefer electronic medium of communication	2	3	10	18	19	52	3.9

Sr. No.	Particular	1	2	3	4	5	Grand Total	Average
9	Count of I contribute to my family's financial needs	1	2	3	23	23	52	4.3
10	Count of I share my family responsibility	1	2	4	21	24	52	4.3
11	Count of I like to be supervised	2	4	7	20	19	52	4.0
12	Count of I prefer flexible work timings	1	3	6	14	28	52	4.3
13	Count of I believe skill building is essential	1	0	2	18	31	52	4.5
14	Count of I think challenging job is attractive	0	0	2	12	38	52	4.7
15	Count of Networking is essential at workplace	1	1	9	17	24	52	4.2
16	Count of I prefer routine work	5	5	10	9	23	52	3.8

Now, the calculated output of Cronbach's alpha has been provided with the help of below tables.

Table No. 3.4
Case Processing Summary

		N	%
Cases	Valid	52	100.0
	Excluded	0	.0
	Total	52	100.0

a. List wise deletion based on all variables in the procedure.

Based on the observations presented in Table ***No. 3.4***, it will be seen that, total 52 respondents have been considered for running this test for testing the reliability of the questionnaire tool. Now the calculated value of Cronbach's alpha has been produced below in the ***Table No. 3.5***.

Table No. 3.5
Reliability Statistics

Cronbach's Alpha	N of Items
.871	16

It will be seen from the table above that the value of alpha has arrived as 0.871 which is significantly more than .750 (acceptable minimum range of the Cronbach alpha statistic) in case of behavioral parameters.

Now the similar statistical tool has been used to test reliability of the Intrinsic factors and extrinsic factors. The required calculations of Cronbach's alpha has been presented below-

Table No. 3.5 (A)

Reliability Statistics: Intrinsic Factors

Cronbach's Alpha*	N of Items
.826	**6**

Table No. 3.5 (B)

Reliability Statistics: Extrinsic Factors

Cronbach's Alpha*	N of Items
.758	**11**

It will be seen from the ***Table No. 3.5(A)*** and ***Table No. 3.5(B)*** above that the values of alpha have arrived are significantly more than .750 (acceptable minimum range of the Cronbach alpha statistic) in case of both intrinsic factors and extrinsic factors.

Thus it will be concluded here in this section that the questionnaire tool used in this present study has been proven to be consistent internally and can be relied on for further data collection.

Validity

The tool is said to be valid when it is efficient in measuring whatever expected to be measured. There are basically two types of validities that have to be considered during investigation into the social sciences. These two validities are; (a) content validity and (b) criteria validity.

Now, in case of the present research, it may be stated that the questionnaire tool used in the investigation is scientifically valid to the extent of content validity. This can be assured logically and as mentioned earlier, the mapping of the research objectives and hypotheses offered with the questions structured are aligned with each other. Though,

statistical tests also have been used to validate the questionnaire. Thus in the present research, Product Moment Correlations test has been used to test the statistical validity of the questionnaire tool. Thus below ***Table No. 3.6*** provides calculations of the Pearson Correlations for interpreting the validity of the questionnaire tool.

Table No. 3.6

Score of Correlations for Total Score Mentioning Validity of the Individual Item

		Score Total Correlation
VAR00001	Pearson Correlation	**.384****
	Sig. (2-tailed)	**.005**
	N	**52**
VAR00002	Pearson Correlation	**.415****
	Sig. (2-tailed)	**.002**
	N	**52**
VAR00003	Pearson Correlation	**.419****
	Sig. (2-tailed)	**.002**
	N	**52**
VAR00004	Pearson Correlation	**.447****
	Sig. (2-tailed)	**.001**
	N	**52**
VAR00005	Pearson Correlation	**.387****
	Sig. (2-tailed)	**.005**
	N	**52**
VAR00006	Pearson Correlation	**.559****
	Sig. (2-tailed)	**.000**
	N	**52**
VAR00007	Pearson Correlation	**.434****
	Sig. (2-tailed)	**.001**
	N	**52**
VAR00008	Pearson Correlation	**.540****
	Sig. (2-tailed)	**.000**
	N	**52**
VAR00009	Pearson Correlation	**.542****
	Sig. (2-tailed)	**.000**
	N	**52**
VAR00010	Pearson Correlation	**.446****
	Sig. (2-tailed)	**.001**
	N	**52**
VAR00011	Pearson Correlation	**.685****
	Sig. (2-tailed)	**.000**
	N	**52**
VAR00012	Pearson Correlation	**.800****
	Sig. (2-tailed)	**.000**
	N	**52**
VAR00013	Pearson Correlation	**.487****
	Sig. (2-tailed)	**.000**

	N	**52**
VAR00014	Pearson Correlation	**.778****
	Sig. (2-tailed)	**.000**
	N	**52**
VAR00015	Pearson Correlation	**.581****
	Sig. (2-tailed)	**.000**
	N	**52**
VAR00016	Pearson Correlation	**.717****
	Sig. (2-tailed)	**.000**
	N	**52**
VAR00017	Pearson Correlation	**.760****
	Sig. (2-tailed)	**.000**
	N	**52**
SCORETO	Pearson Correlation	**1**
	Sig. (2-tailed)	
	N	**52**

The SPPS has been used to calculate the Pearson Correlation Coefficient to test the validity of the individual items. All the 17 behavioral parameters have been used for further processing along with Score Total. This variable 'Score total' is the summation of all the sixteen parameters. Now based on the value listed as the "Sig. (Two-tailed)" it may be noted that all the values are showing a tendency of to be less than 0.05 ($\alpha < 0.05$) reflecting each parameter used in the questionnaire is significant and thus the questionnaire used in this study is valid and able to collect which is desired to be collected.

Normality

Normality of the data set has been referred to as the homogeneity of the data. This has been decided by using Shapiro-Wilk Test. The calculated results of the same have been presented below with the help of ***Table No. 3.7***.

Table No. 3.7
Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
VAR00001	.483	52	.000	.465	52	.000
VAR00002	.319	52	.000	.701	52	.000
VAR00003	.405	52	.000	.557	52	.000
VAR00004	.291	52	.000	.771	52	.000
VAR00005	.370	52	.000	.677	52	.000

VAR00006	.399	52	.000	.617	52	.000
VAR00007	.293	52	.000	.777	52	.000
VAR00008	.370	52	.000	.677	52	.000
VAR00009	.386	52	.000	.678	52	.000
VAR00010	.281	52	.000	.762	52	.000
VAR00011	.287	52	.000	.729	52	.000
VAR00012	.192	52	.000	.894	52	.000
VAR00013	.269	52	.000	.833	52	.000
VAR00014	.231	52	.000	.858	52	.000
VAR00015	.326	52	.000	.739	52	.000
VAR00016	.224	52	.000	.849	52	.000
VAR00017	.302	52	.000	.780	52	.000
a. Lilliefors Significance Correction						

Finally, considering the value listed into sig. 2-tailed it may be stated that the data set is not showing normal distribution but considering the large sample size (more 30), the interpretations made hardly needed any emphasis on the normality of the data set.

Section-(i)

Significance of the study[viii]

Service sector is led by its human resources, as continuous interaction with their customers is an essential part of day to day operations. The qualities of this interaction with customers by the employees have a direct proportional relationship with the success of that particular organization. It is well understood that highly motivated employees essentially reflect better interactive efforts with the customers which implies a high level of customer retention.

Keeping all this in mind, tremendous research has been carried out for finding factors that motivates employees. Now this is the period in which a large proportion of the young generation has been employed by the service sector, belonging to Generation-Y (born between 1981 and 2000). Thus, scientific inquiry with separate attention on factors influencing motivation of Generation-Y employees particularly in the service sector has attracted tremendous demand.

Though, this large portion of the employees belongs to the Generation-Y and thus expected to demonstrate the unique common pattern of behavior. All these assumptions tested with quantified details will help in predicting the stimulus among these employees for motivation. The mathematical model for establishing statistical

relationships between various influential variables responsible for motivating Generation-Y employees is found significant for the policy makers of service sector enterprises. Considering all this discussion mentioned above will hardly need any emphasis on providing any kind of significance and rationale for present study.

Section-(j)

Scope and limitations of the study

The geographical scope of this study is limited to the administrative boundaries of the Pune Municipal Corporation and Pimpri Chinchwad Municipal Corporation.

It also has to be mentioned here that the present study investigates the motivational factors of influencing Generation-Y employees working in the service sector. Though, this investigation has been based on the premise of Herzberg's Two Factor Theory of motivation. Entire assumed factors influencing motivation have been classified into two categories, namely, intrinsic factors and extrinsic factors.

Further it is to be mentioned that the study focuses on service sector employees only. The service sector has been represented by two industries namely, Fast Food industry or sometimes referred as Quick Service restaurant and Travels & Tourism industry. The international brands operative in these two industries having presence in Pune have been selected.

Also as mentioned itself in the title of this study that, investigation of the motivation has been only made for Generation-Y employees born between the Year 1980 and Year 2000.

The behavioral aspect of this generation is also limited to the general behavior and workplace related behavior. Though intentionally, primary focus has been given on the workplace related behavior.

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[vi] James Dean Brown, **Likert items and scales of measurement,** *SHIKEN: JALT Testing & Evaluation SIG Newsletter*. March 2011. *15*(1) 10-14, http://jalt.org/test/PDF/Brown34.pdf

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CHAPTER-4

Processing, Tabulation, Analysis and Hypotheses Testing

Introduction

The investigation of the factors affecting motivation of the Generation-Y workforce employed in the Fast Food Industry and in Travel & Tourism Industry is the main crux of the present research. According to the research design of the present study, the explanation of the investigation has been carried out by applying Two Factor Theory. Basically, two categories of factors have been selected for this purpose, namely, Extrinsic Factors and Intrinsic Factors. Broadly speaking, extrinsic factors can be referred to as external or organizational factors and intrinsic factors are the employee specific factors. It is assumed that both the factors impact on the level of motivation of employees. Though, present research put its efforts in separating out the Generation-Y for studying its impact.

In this view of matter, Generation-Y employees have been contacted for collecting primary data, specifically working in Fast Food Industry and in Travel & Tourisms Industry. In this way, the criteria of selecting respondents (sample) has been decided with the help of two dimensional approach such as, Criteria-a) respondents should belong to Generation-Y age group, and Criteria-b) respondents to be working either in Fast Food Industry or in Travel & Tourism Industry. Total 371 respondents from six top international brands have been considered representatives of the Fast Food Industry and 167 responding employees from six top leaders to represent the Travel & Tourism Industry. Keeping in mind the entire discussion present chapter has been presented in logically identified parts.

Moreover, analysis of the quantified responses in this research has been tabulated, presented and interpreted using four parts. Such as in ***PART-I***- tabulation and interpretation of descriptive analysis with the help of frequency tables and appropriate charts has been made in regards to the Fast Food or Quick Service Restaurants (QSR). While in ***PART-II***- tabulation and interpretation of descriptive analysis to the extent of primary data belonging to Travel and Tourism Industry has been presented. Finally, inferential statistical analysis has been made in the ***PART-III*** to accommodate the testing of two hypotheses proposed in the present research. In ***PART-IV*** of the present

chapter, a statistical model has been developed using exploratory and confirmatory factorial analysis.

PART-I

Descriptive Analysis of Fast Food Industry

Generally understanding of the data will be easy with the help of appropriate statistical descriptive analysis and will cater in interpreting the results of research. The same aspect has been presented in concern with the present research work. Accordingly, keeping the same pattern of the main questionnaire, the present part-I has been further divided into four sections.

In ***Section-(a)*** analysis and interpretation of demographic information of respondents collected through questionnaires representing Fast Food or Quick Services Restaurant has been presented. In ***Section-(b)*** analysis has been made on the responses regarding behavior parameters of Generation-Y. Descriptive analysis regarding intrinsic motivation factors of Generation-Y employees has been presented with the help of ***Subsection-(i)*** while in ***Subsection-(ii)*** separate analysis has been made on the responses regarding extrinsic motivation factors.

Section-(a) Demographic information

In this section, an effort has been made to tabulate and analyze demographic information of employees, collected in field investigation.

Gender and birth year are playing an essential role in understanding behavioral patterns of respondents to predict their motivating factors. In present research equal representation of male and female respondents has been ensured. This aspect has been presented with the help of ***Table No. 4.1*** and ***Chart No. 4.1***.

Table No. 4.1

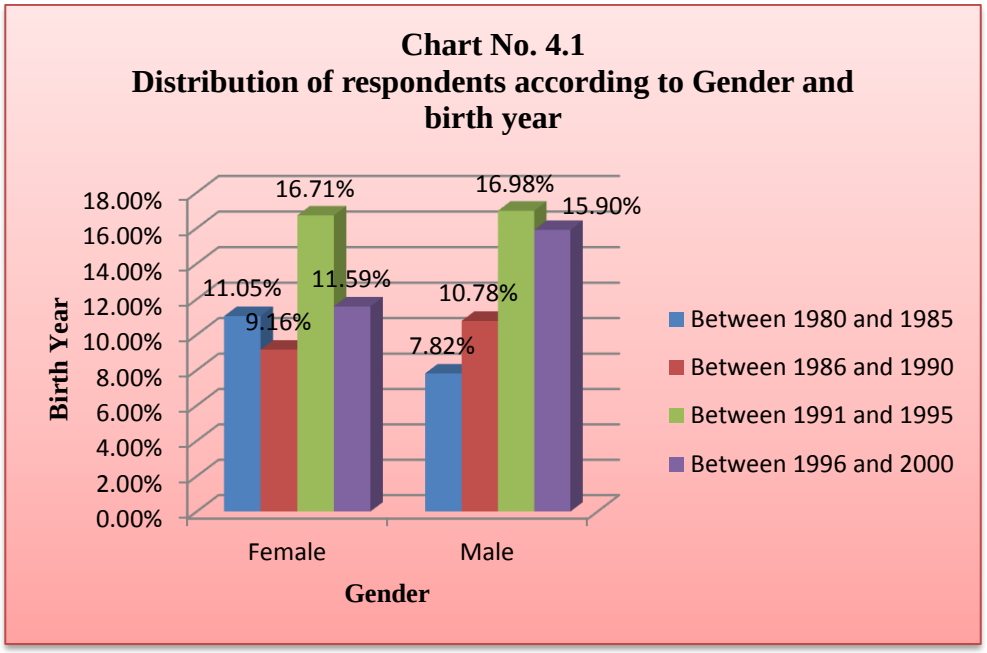
Distribution of respondents according to Gender and birth year

Sr. No.	Birth Year	Female	Male	Grand Total
I	II	III	IV	V
1	Between 1980 and 1985	41 (11.05%)	29 (7.82%)	70 (18.87%)
2	Between 1986 and 1990	34 (9.16%)	40 (10.78%)	74 (19.95%)
3	Between 1991 and 1995	62 (16.71%)	63 (16.98%)	125 (33.69%)
4	Between 1996 and 2000	43 (11.59%)	59 (15.90%)	102 (27.49%)

Sr. No.	Birth Year	Female	Male	Grand Total
	Grand Total	180 (48.52%)	191 (51.48%)	371 (100.00%)

Source: Field investigation

Total 191 male respondents have been canvassed accounting for 51.48 per cent of the Fast Food industry, while almost slightly less than 50 per cent of the female respondents have been canvassed to ensure equal gender representation. Fast Food Industries are the part of the service sector having a high degree of customer contact on a daily basis. The level of energy and enthusiasm has been expected to the higher level reflecting better opportunities for younger generations. Thus it has been reflected from ***Table No. 4.1*** that almost 60 per cent respondents observed the age band between the birth year of 1991 and 2000. The remaining respondents accommodating 40 per cent of samples from Fast Food restaurants belong to age band between birth year of 1980 and 1990.



Education is a very important aspect of every employee in their work as well as their behavior. As the skill; sets possessed by the employees may be treated as the direct output of their education. In other words it may be stated that the resources in human beings are the result of their academic efforts that lead to a successful career. In present research three fourth respondents observed to be educated up to graduation and up to higher secondary level of their schooling, while one fourth respondents have

successfully completed their Secondary Schooling Certificates. This aspect has been presented with the help of ***Table No. 4.2*** and ***Chart No. 4.2***.

Table No. 4.2

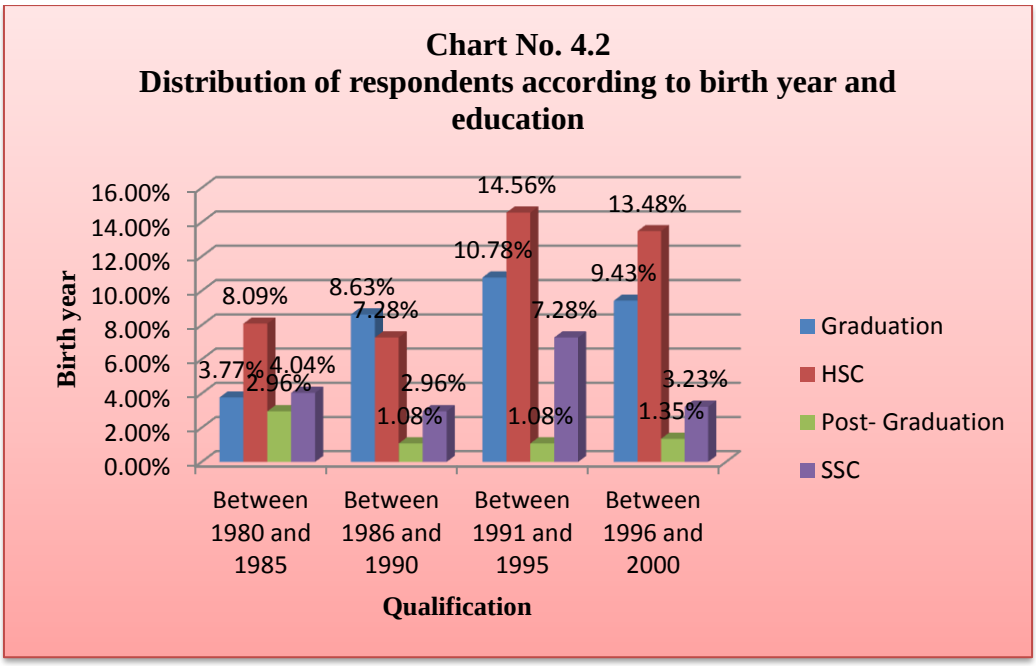
Distribution of respondents according to birth year and education

Sr. No.	Birth year	Post-graduation	Graduation	HSC	SSC	Grand Total
I	II	III	IV	V	VI	VII
1	Between 1980 and 1985	11 (2.96%)	14 (3.77%)	30 (8.09%)	15 (4.04%)	**70 (18.87%)**
2	Between 1986 and 1990	4 (1.08%)	32 (8.63%)	27 (7.28%)	11 (2.96%)	**74 (19.95%)**
3	Between 1991 and 1995	4 (1.08%)	40 (10.78%)	54 (14.56%)	27 (7.28%)	**125 (33.69%)**
4	Between 1996 and 2000	5 (1.35%)	35 (9.43%)	50 (13.48%)	12 (3.23%	**102 (27.49%)**
	Grand Total	**24 (6.47%)**	**121 (32.61%)**	**161 (43.40%)**	**65 (17.52%)**	**371 (100.00%)**

Source: Field investigation

In a Fast Food industry, young generations have better opportunities to work on a part time basis. Thus, it has been reflected from the ***Table No. 4.2*** that almost 43.40 per cent respondents observed to be educated up to HSC and almost 28 per cent of HSC respondents belonged to age band between birth year 19991 and 2000.

Chart No. 4.2
Distribution of respondents according to birth year and education



It has been stated in the chapter of research methodology that the entire Fast Food Industry has represented the Top-6 international Brands namely, Burger King, Domino's, KFC, McDonald, Pizza Hut and Subway. It has been observed from the data tabulated in ***Table No. 4.3*** and ***Chart No. 4.3*** that the majority (32.35 per cent) of the respondents has been drawn from Domino's. Out of these 55 respondents (50 per cent of the domino's responding employees) are educated to the level of graduation. Rest of the other restaurants has their similar representation in the present study ranges between 10 per cent respondents to 16 per cent respondents. It has been reflected from this discussion that Dominos have their significant presence in Pune City and also employed educated employees in a larger proportion.

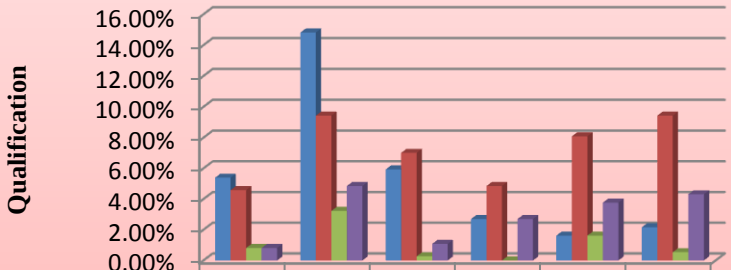
Table No. 4.3

Distribution of respondents according to education and Fast Food industry

Sr. No.	**QSR**	**Post – graduation**	**Graduation**	**HSC**	**SSC**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**
1	Burger King	3 (0.81%)	20 (5.39%)	17 (4.58%)	3 (0.81%)	**43 (11.59%)**
2	Domino's	12 (3.23%)	55 (14.82%)	35 (9.43%)	18 (4.85%)	**120 (32.35%)**
3	KFC	1 (0.27%)	22 (5.93%)	26 (7.01%)	4 (1.08%)	**53 (14.29%)**
4	McDonald	0.00%	10 (2.70%)	18 (4.85%)	10 (2.70%)	**38 (10.24%)**
5	Pizza Hut	6 (1.62%)	6 (1.62%)	30 (8.09%)	14 (3.77%)	**56 (15.09%)**
6	Subway	2 (0.54%)	8 (2.16%)	35 (9.43%)	16 (4.31%)	**61 (16.44%)**
	Grand Total	**24 (6.47%)**	**121 (32.61%)**	**161 (43.40%)**	**65 (17.52%)**	**371 (100.00%)**

Source: Field investigation

Chart No. 4.3
Distribution of respondents according to education and Fast Food industry



	Burger king	Domino's	KFC	Mc donald	Pizza Hut	Sub way
Graduation	5.39%	14.82%	5.93%	2.70%	1.62%	2.16%
HSC	4.58%	9.43%	7.01%	4.85%	8.09%	9.43%
Post graduation	0.81%	3.23%	0.27%	0.00%	1.62%	0.54%
SSC	0.81%	4.85%	1.08%	2.70%	3.77%	4.31%

Fast Food industry

Based on ***Table No. 4.4***, it would be simply observed that the researcher has drawn samples for the Fast Food Industry from each and every location of Pune City. Though, the presence of the urbanized and densely populated areas has larger outlets of the Fast Food Industry. In this way, Viman Nagar, Magar Patta, Nigadi and Aundh area have been observed to be having more presence of the Fast Food Industry. Clubbing all respondents from these areas together accommodates more than one half portions of the responding Generation-Y respondents. These four locations are significant in terms of density of the population, economic profile of the people living in this area and impact of western culture on the same. The details on this aspect in terms of per cent have been given with the help of ***Table No. 4.4*** and ***Chart No. 4.4***.

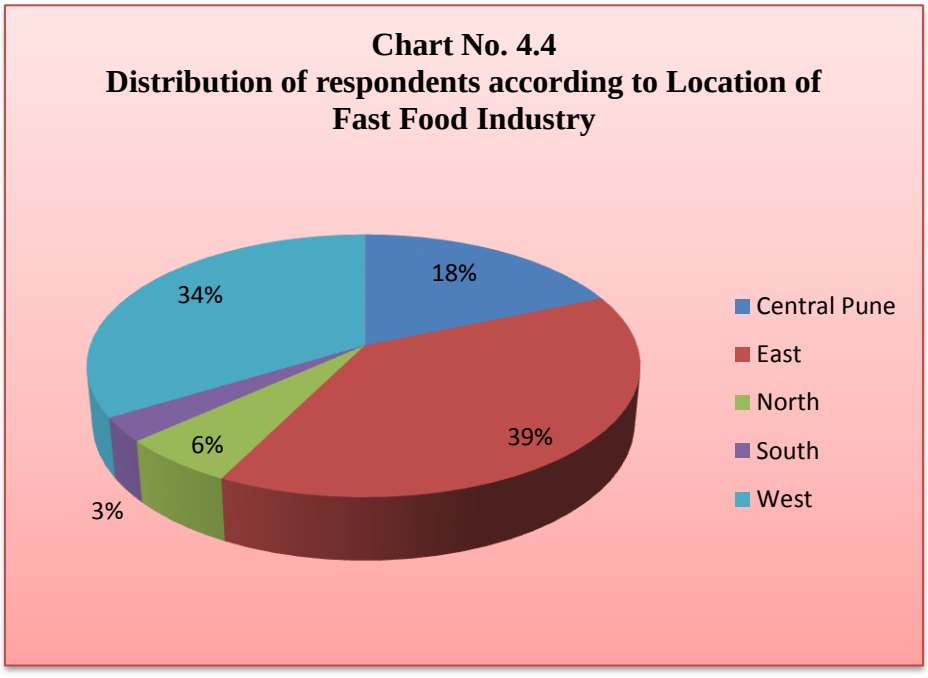
Table No. 4.4

Distribution of respondents according to Location of Fast Food Industry

Sr. No.	Location	Burger King	Domino's	KFC	McDonald	Pizza Hut	Sub way	Grand Total
I	II	III	IV	V	VI	VII	VIII	IX
1	Aundh	9	0	7	0	10	11	37
2	Baner	0	0	5	0	0	0	5
3	Camp	0	0	0	1	7	11	19
4	Chinchwad	12	0	5	4	0	0	21

Sr. No.	Location	Burger King	Domino's	KFC	McDonald	Pizza Hut	Subway	Grand Total
5	Deccan	0	7	5	0	0	0	12
6	Fatima nagar	0	18	0	0	0	0	18
7	FC road	0	0	0	0	6	0	6
8	Katraj	0	0	0	0	5	0	5
9	Kothrud	0	4	0	0	5	0	9
10	Magarpatta	4	5	19	14	10	3	55
11	Nigadi	0	36	0	0	6	0	42
12	Pimple saudagar	11	8	0	1	0	0	20
13	Ravet	0	8	0	0	0	0	8
14	Senapati bapat road	7	0	2	0	0	0	9
15	Shivaji nagar	0	0	0	4		10	14
16	Spine road, bhosari	0	11		0	0	0	11
17	Vadgaon sheri	0	0	7	0	0	2	9
18	Viman nagar	0	22	3	14	7	12	58
19	Wanowrie	0	1	0	0	0	12	13
	Grand Total	**43**	**120**	**53**	**38**	**56**	**61**	**371**

Source: Field investigation



The Fast Food or Quick Service Restaurants Industries are operative under the service sector and specifically classified as food and beverage products activities. It has a high probability of direct customer contact by the employees. This has reflected into the designations of staff appointed in the restaurants. In this view matter entire respondents of six international food chain brands have been classified into seven categories. The category of manager has been included area manager, assistant manager, associate manager etc. Also the trainee category consists of trainee champions and other trainees. This clubbing of the designations doesn't reflect any effect on the interpretations in relation to the research objectives of the present study. All the details on this aspect have been provided in ***Table No. 4.5*** and ***Chart No. 4.5*** below. The big chunk of respondents observed from the category of team member (55.00 per cent) and staff (14.28 per cent). This has reflected appropriate representation of the respondents according to the designations of the respondents.

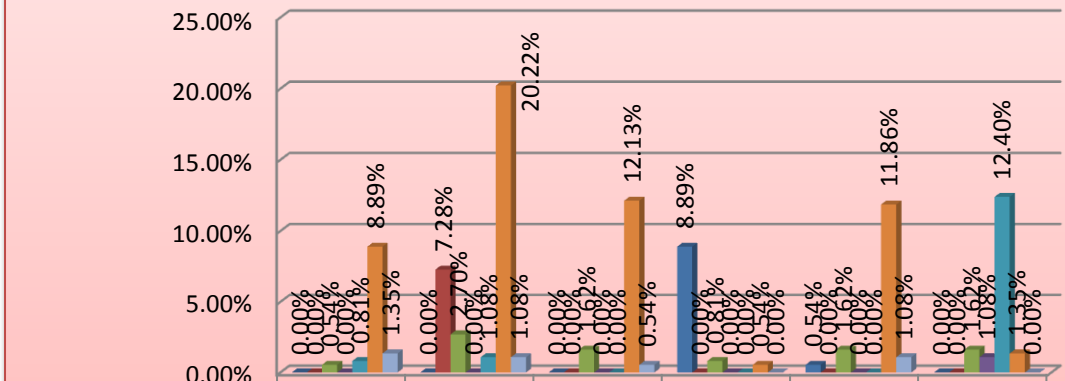
Table No. 4.5

Distribution of respondents according to Designations

Sr. No.	**Designation**	**Burger King**	**Domino's**	**KFC**	**McDonald**	**Pizza Hut**	**Subway**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**	**IX**
1	Manager	2 (0.54)	10 (2.70)	6 (1.62)	3 (0.81)	6 (1.62)	6 (1.62)	**33(8.89%)**
2	Crew Member	0 (0.00)	0 (0.00)	0 (0.00)	33 (8.89)	2 (0.54)	0 (0.00)	**35 (9.43%)**
3	Team Member	33 (8.89)	75 (20.22)	45 (12.13)	2 (0.54)	44 (11.86)	5 (1.35)	**204 (54.99%)**
4	Guest Representative	0 (0.00)	27 (7.28)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	**27 (7.28%)**
5	Sandwich artist	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	4 (1.08)	**4 (1.08%)**
6	Staff	3 (0.81)	4 (1.08)	0 (0.00)	0 (0.00)	0 (0.00)	46 (12.40)	**53 (14.29%)**
7	Trainee	5 (1.35)	4 (1.08)	2 (0.54)	0 (0.00)	4 (1.08)	0 (0.00)	**15 (4.04%)**
	Grand Total	**43 (11.59)**	**120 (32.35)**	**53 (14.29)**	**38 (10.24)**	**56 (15.09)**	**61 (16.44)**	**371 (100.00%)**

Source: Field investigation

Chart No. 4.5
Distribution of respondents according to Designations



	Burger king	Domino's	KFC	Mc donald	Pizza Hut	Subway
Crew member	0.00%	0.00%	0.00%	8.89%	0.54%	0.00%
Guest Repres.	0.00%	7.28%	0.00%	0.00%	0.00%	0.00%
Manager	0.54%	2.70%	1.62%	0.81%	1.62%	1.62%
sandwich artist	0.00%	0.00%	0.00%	0.00%	0.00%	1.08%
staff	0.81%	1.08%	0.00%	0.00%	0.00%	12.40%
Team member	8.89%	20.22%	12.13%	0.54%	11.86%	1.35%
Trainee	1.35%	1.08%	0.54%	0.00%	1.08%	0.00%

The work motivation factor may not have direct correlation with the experience of the employees. Though, higher experience may contribute to the enhanced efficiency of the employees. With this intention, details of the experience of the respondents have been tabulated and presented with the help of ***Table No. 4.6***, below. It would be seen therefore that almost 72 per cent of the respondents possess experience up to 5 years. The category of employees possessing experience between 10 years to 20 years is very negligible. This is also the normal distribution of workforce as has been observed in this sector. Further details have been presented graphically with the help of ***Chart No. 4.6***.

Table No. 4.6

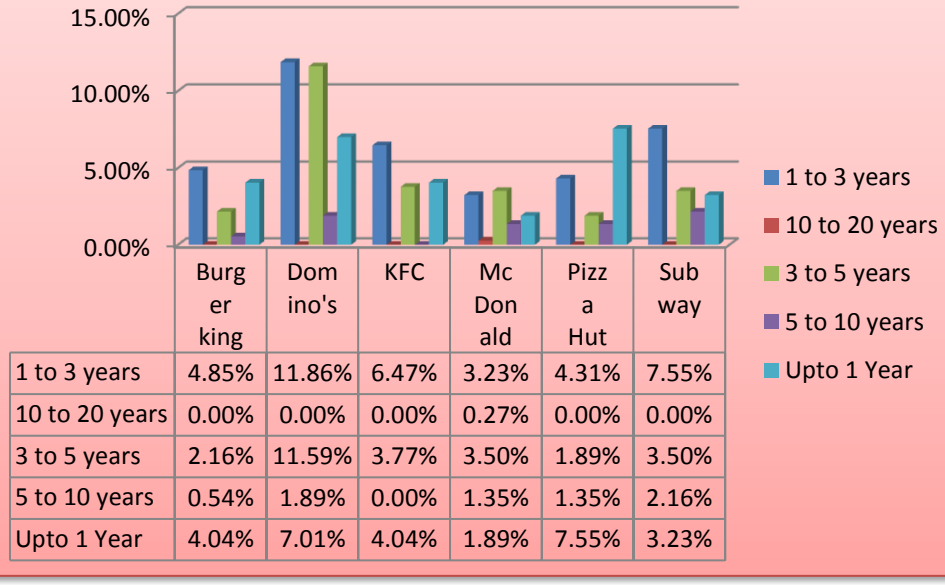
Distribution of respondents according to total working experience

Sr. No.	Row Labels	Up to 1 Year	1 to 3 years	3 to 5 years	5 to 10 years	10 to 20 years	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	15 (4.04%)	18 (4.85%)	8 (2.16%)	2 (0.54%)	0.00%	43 (11.59%)
2	Domino's	26	44	43	7	0.00%	120

Sr. No.	Row Labels	Up to 1 Year	1 to 3 years	3 to 5 years	5 to 10 years	10 to 20 years	Grand Total
		(7.01%)	(11.86%)	(11.59%)	(1.89%)		(32.35%)
3	KFC	15 (4.04%)	24 (6.47%)	14 (3.77%)	0.00%	0.00%	53 (14.29%)
4	McDonald	7 (1.89%)	12 (3.23%)	13 (3.50%)	5 (1.35%)	1 (0.27%)	38 (10.24%)
5	Pizza Hut	28 (7.55%)	16 (4.31%)	7 (1.89%)	5 (1.35%)	0.00%	56 (15.09%)
6	Subway	12 (3.23%)	28 (7.55%)	13 (3.50%)	8 (2.16%)	0.00%	61 (16.44%)
	Grand Total	**103 (27.76%)**	**142 (38.27%)**	**98 (26.42%)**	**27 (7.28%)**	**1 (0.27%)**	**371 (100.00%)**

Source: Field investigation

Chart No. 4.6
Distribution of respondents according to total working experience



	Burger king	Domino's	KFC	Mc Donald	Pizza Hut	Subway
1 to 3 years	4.85%	11.86%	6.47%	3.23%	4.31%	7.55%
10 to 20 years	0.00%	0.00%	0.00%	0.27%	0.00%	0.00%
3 to 5 years	2.16%	11.59%	3.77%	3.50%	1.89%	3.50%
5 to 10 years	0.54%	1.89%	0.00%	1.35%	1.35%	2.16%
Upto 1 Year	4.04%	7.01%	4.04%	1.89%	7.55%	3.23%

In the present study, further exploration in regards to the experience particularly in the Fast Food Industry has been assessed. It would be seen therefore from the table that, almost 90 per cent of the respondents possess up to 5 years of experience specifically in the Fast Food Industry. This aspect has been presented in ***Table No. 4.7*** and ***Chart No. 4.7***. Referring to this table data with the previous table (table no.4.6) it might be concluded that the respondents investigated in this study are having significant rates of retention in this industry. This can be a sign of motivation.

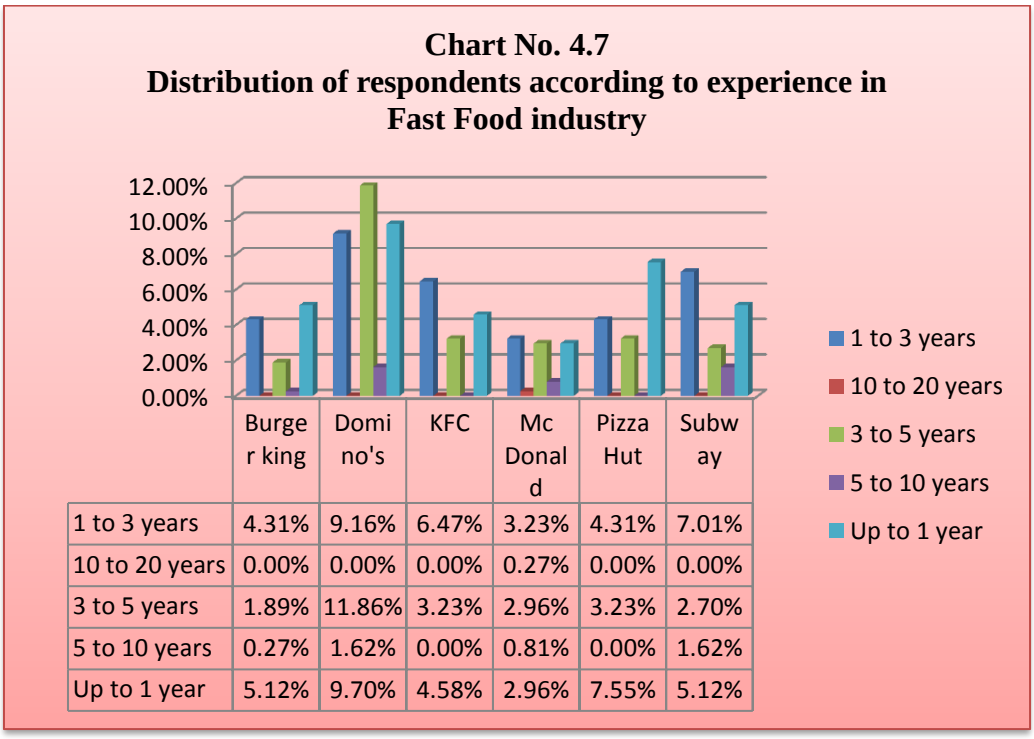
Table No. 4.7

Distribution of respondents according to experience in Fast Food sector

Sr. No.	QSR	Up to 1 year	1 to 3 years	3 to 5 years	5 to 10 years	10 to 20 years	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	19 (5.12%)	16 (4.31%)	7 (1.89%)	1 (0.27%)	0.00%	43 (11.59%)
2	Domino's	36 (9.70%)	34 (9.16%)	44 (11.86%)	6 (1.62%)	0.00%	120 (32.35%)
3	KFC	17 (4.58%)	24 (6.47%)	12 (3.23%)	0.00%	0.00%	53 (14.29%)
4	McDonald	11 (2.96%)	12 (3.23%)	11 (2.96%)	3 (0.81%)	1 (0.27%)	38 (10.24%)
5	Pizza Hut	28 (7.55%)	16 (4.31%)	12 (3.23%)	0.00%	0.00%	56 (15.09%)
6	Subway	19 (5.12%)	26 (7.01%)	10 (2.70%)	6 (1.62%)	0.00%	61 (16.44%)
	Grand Total	**130 (35.04%)**	**128 (34.50%)**	**96 (25.88%)**	**16 (4.31%)**	**1 (0.27%)**	**371 (100.00%)**

Source: Field investigation

Chart No. 4.7
Distribution of respondents according to experience in Fast Food industry



	Burger king	Domino's	KFC	Mc Donald	Pizza Hut	Subway
1 to 3 years	4.31%	9.16%	6.47%	3.23%	4.31%	7.01%
10 to 20 years	0.00%	0.00%	0.00%	0.27%	0.00%	0.00%
3 to 5 years	1.89%	11.86%	3.23%	2.96%	3.23%	2.70%
5 to 10 years	0.27%	1.62%	0.00%	0.81%	0.00%	1.62%
Up to 1 year	5.12%	9.70%	4.58%	2.96%	7.55%	5.12%

In a summary of this section, it may be noted that the sampling of the present study is in accordance with the population defined for this study to the extent of parameters such as age, total experience and experience particularly in the Fast Food industry.

Section- (b): Generation-Y- Behavioral parameters

Generation-Y as stated by the majority of the research scholars possess different kinds of behavioral dimensions. It has been also stated that behavioral qualities possessed by individuals are the result of environmental parameters such as, economic condition of the family, quality of parenting, friends and overall conditions of the society. Now keeping this in mind, it needs to be stated that these conditions are completely different from the conditions experienced by Generation-Y members from other countries. Also there are regional and cultural variations in India that contribute to the behavioral shaping of the generations. The primary development of the Generation-Y can be divided into two parts such as (a) before adoption of an open economy that is 1980 to 1990 and (b) after adoption of the open economy. These two national policy changes have witnessed tremendous impact on lifestyle of the Indian peoples. Thus the members of Generation-Y born between 1980 and 2000 have several behavioral dimensions.

Now keeping the above discussion in mind, an effort has been made to investigate the behavioral qualities of the Generation-Y specifically to the extent of the workforce involved in Fast Food industries of Pune.

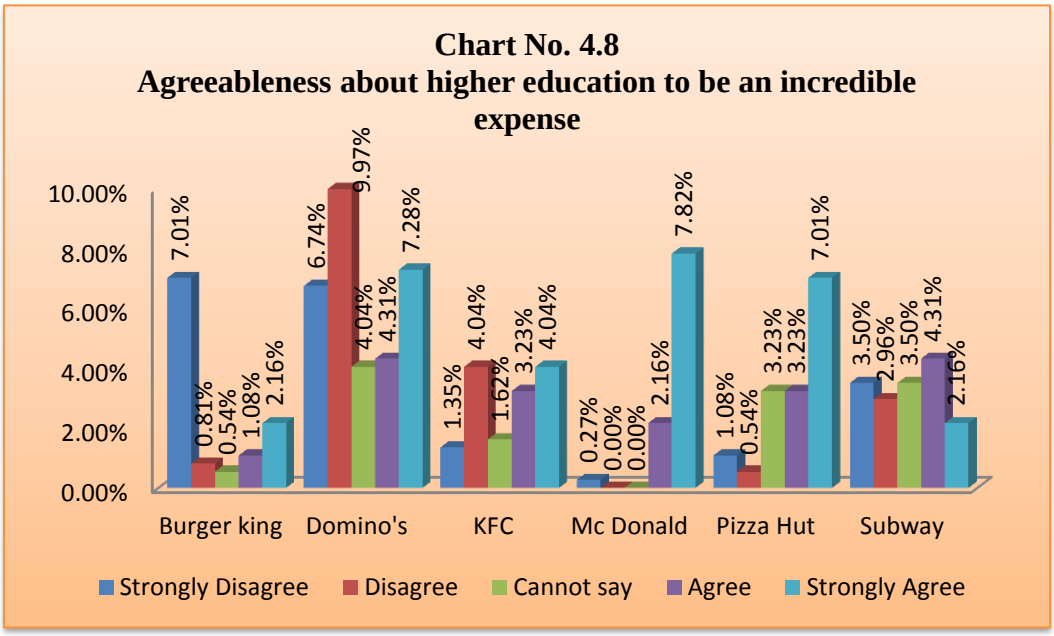
Education is said to be one of the most essential needs of any human being. Thus opinion in the regards has been opined from the respondents. The intention of the question was to assess whether higher education is understood as an incredible expense. In this view of matter, it has been observed that almost half of the respondents mentioned that expenses on higher education are an incredible expense. The argument so asked has a negative feeling towards higher education. The basis of return on investment for higher education is also not rational. This also probably attributed to the fact that in the Fast Food industry most of the workers have been observed to be not completed their higher education. Though the remaining half portion of the respondents doesn't agree with this opinion and though another dimension may be inserted into this as this category of respondents may have good financial position as compared earlier chunk of respondents. Further details have been presented with the help of ***Table No. 4.8*** and illustrated with the help of ***Chart No. 4.8***.

Table No. 4.8

Agreeableness about higher education to be an incredible expense

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	26 (7.01%)	3 (0.81%)	2 (0.54%)	4 (1.08%)	8 (2.16%)	43 (11.59%)
2	Domino's	25 (6.74%)	37 (9.97%)	15 (4.04%)	16 (4.31%)	27 (7.28%)	120 (32.35%)
3	KFC	5 (1.35%)	15 (4.04%)	6 (1.62%)	12 (3.23%)	15 (4.04%)	53 (14.29%)
4	McDonald	1 (0.27%)	0.00%	0.00%	8 (2.16%)	29 (7.82%)	38 (14.29%)
5	Pizza Hut	4 (1.08%)	2 (0.54%)	12 (3.23%)	12 (3.23%)	26 (7.01%)	56 (15.09%)
6	Subway	13 (3.50%)	11 (2.96%)	13 (3.50%)	16 (4.31%)	8 (2.16%)	61 (16.44%)
	Grand Total	**74 (19.95%)**	**68 (18.33%)**	**48 (12.94%)**	**68 (18.33%)**	**113 (30.46%)**	**371 (100.00%)**

Source: Field investigation



Now, it has been investigated whether this generation is capable of taking certain decisions are their own. As this is the basic indicator of the behavioral aspect of the Generation-Y. With this intention, a question has been asked on this aspect of whether the respondents are able to make their own financial decision regarding education. It has been observed that almost three fourth of the respondents are having that

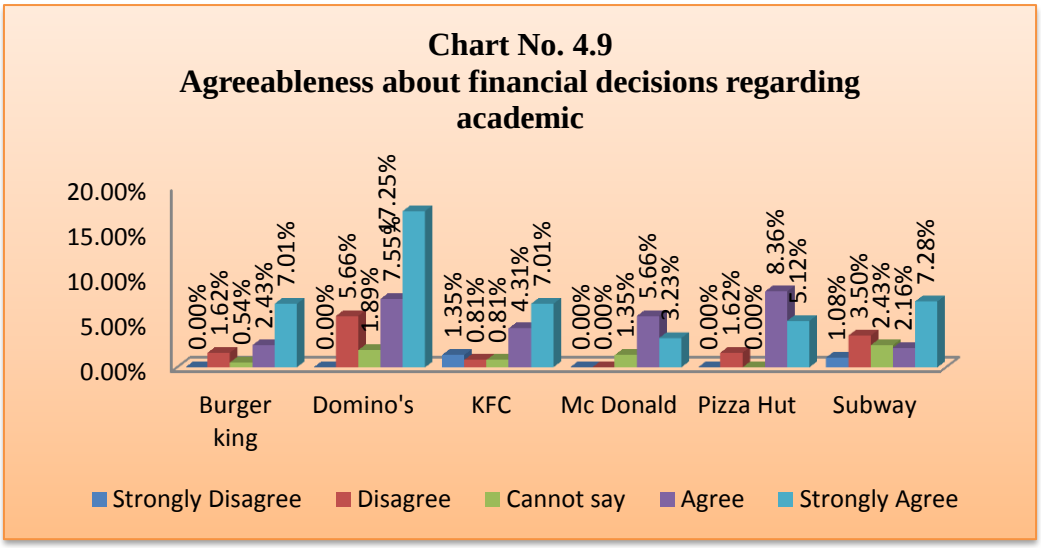
confidence to take their own financial decisions regarding education. Surprising to note that higher education is treated as increasable expense and even though the majority of the respondents take the risk of financing the education. This has reflected that the Generation-Y members are much more serious about education. Further quantified details have been provided in ***Table No. 4.9*** and ***Chart No. 4.9***.

Table No. 4.9

Agreeableness about financial decisions regarding academic

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Burger King	0.00%	6 (1.62%)	2 (0.54%)	9 (2.43%)	26 (2.43%)	43 (11.59%)
2	Domino's	0.00%	21 (5.66%)	7 (1.89%)	28 (7.55%)	64 (17.25%)	120 (32.35%)
3	KFC	5 (1.35%)	3 (0.81%)	3 (0.81%)	16 (4.31%)	26 (7.01%)	53 (14.29%)
4	McDonald	0.00%	0.00%	5 (1.35%)	21 (5.66%)	12 (3.23%)	38 (10.24%)
5	Pizza Hut	0.00%	6 (1.62%)	0.00%	31 (8.36%)	19 (5.12%)	56 (15.09%)
6	Subway	4 (1.08%)	13 (3.50%)	9 (2.43%)	8 (2.16%)	27 (7.28%)	61 (16.44%)
	Grand Total	**9 (2.43%)**	**49 (13.21%)**	**26 (7.01%)**	**113 (30.46%)**	**174 (46.90%)**	**371 (100.00%)**

Source: Field investigation



The Generation of Y members are observed to be very serious on the aspect of their career, irrespective of the gender differences. This aspect has been investigated with the help of opinion surveys conducted in this study by using questionnaire methods. It has been observed that the members of Generation-Y working in the Fast Food industry, sometimes referred as Quick Service Restaurants are making their own decision about their career. This reflects that the choice made by these respondents to work in the Fast Food Industry is their own decisions. The financial implication of their decisions regarding their career is also taken into consideration by the Generation-Y workers associated with the Fast Food industry. ***Table No. 4.10*** and ***Chart No. 4.10*** provide further quantified details.

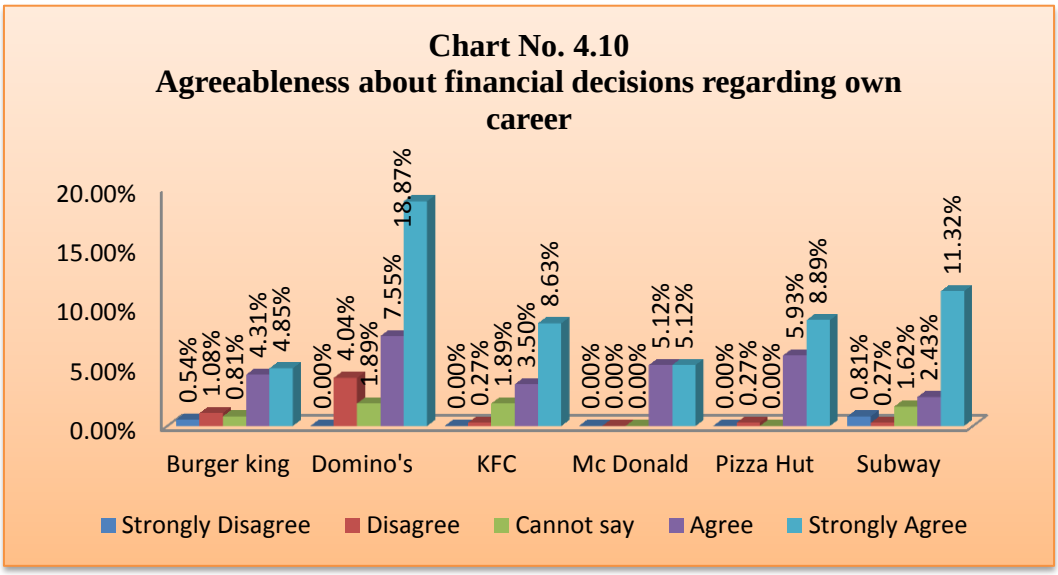
Table No. 4.10

Agreeableness about financial decisions regarding own career

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	2 (0.54%)	4 (1.08%)	3 (0.81%)	16 (4.31%)	18 (4.85%)	43 (11.59%)
2	Domino's	0.00%	15 (4.04%)	7 (1.89%)	28 (7.55%)	70 (18.87%)	120 (32.35%)
3	KFC	0.00%	1 (0.27%)	7 (1.89%)	13 (3.50%)	32 (8.63%)	53 (14.29%)
4	McDonald	0.00%	0.00%	0.00%	19 (5.12%)	19 (5.12%)	38 (10.24%)
5	Pizza Hut	0.00%	1 (0.27%)	0.00%	22 (5.93%)	33 (8.89%)	56 (15.09%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
6	Subway	3 (0.81%)	1 (0.27%)	6 (1.62%)	9 (2.43%)	42 (11.32%)	61 (16.44%)
	Grand Total	**5 (1.35%)**	**22 (5.93%)**	**23 (6.20%)**	**107 (28.84%)**	**214 (57.68%)**	**371 (100.00%)**

Source: Field investigation



It has been observed that Generation-Y members are able to take their decisions on the financial matters to the extent of their education and career. Though, it is interesting to investigate whether the decisions taken by Generation-Y workers are not influenced by their families. The question has been asked to these responding workers of Fast Food industries operative in Pune. The observation has been made to note that almost 67 per cent of the respondents have influence of their families on their own decisions (see ***Table No. 4.11*** and ***Chart No.4.11***). This may be the cultural factor observed mostly in India and thus Pune is also not the exception to this.

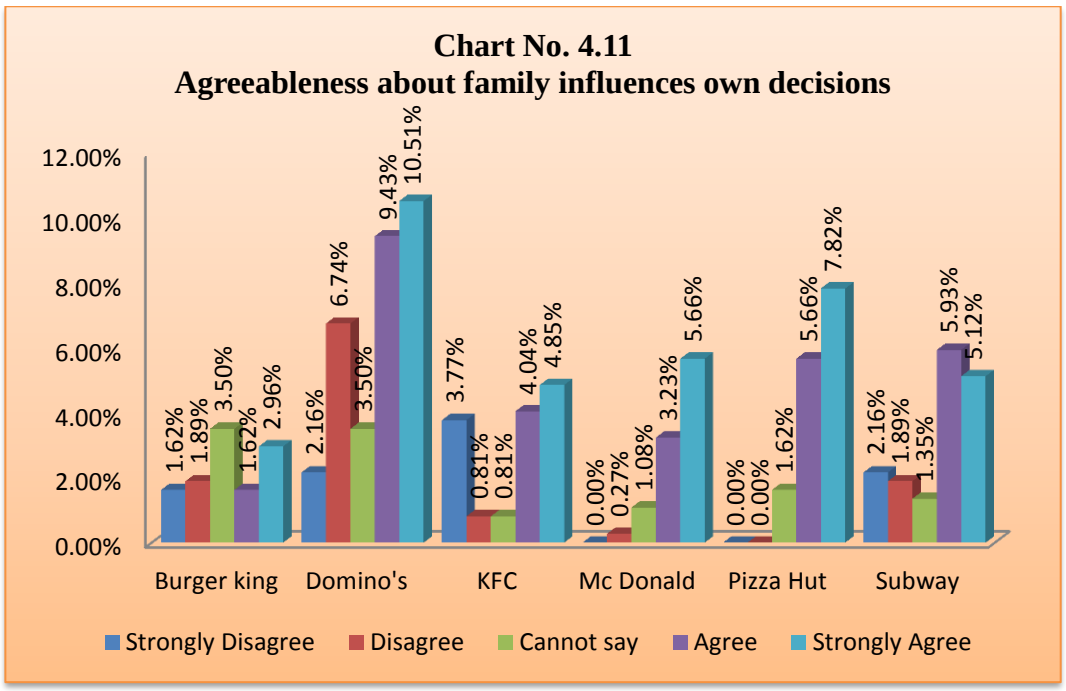
Table No. 4.11

Agreeableness about family influences own decisions

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Burger King	6 (1.62%)	7 (1.89%)	13 (3.50%)	6 (1.62%)	11 (2.96%)	43 (11.59%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
2	Domino's	8 (2.16%)	25(6.74%)	13 (3.50%)	35 (9.43%)	39 (10.51%)	120 (32.35%)
3	KFC	14 (3.77%)	3 (0.81%)	3 (0.81%)	15 (4.04%)	18 (4.85%)	53 (14.29%)
4	McDonald	0.00%	1 (0.27%)	4 (1.08%)	12 (3.23%)	21 (5.66%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	6 (1.62%)	21 (5.66%)	29 (7.82%)	56 (15.09%)
6	Subway	8 (2.16%)	7 (1.89%)	5 (1.35%)	22 (5.93%)	19 (5.12%)	61 (16.44%)
	Grand Total	**36 (9.70%)**	**43 (11.59%)**	**44 (11.86%)**	**111 (29.92%)**	**137 (36.93%)**	**371 (100.00%)**

Source: Field investigation



Despite the fact that family influences the decision of the Generation-Y members in regards to their career and education; it has been assumed that this generation is still having concerns regarding their family. This has been reflected from almost 90 per cent of the respondents that they enjoy spending time with their families. This is the unique dimension of Generation-Y members in regards to their social behavior. The employees with this kind of behavior pattern may find themselves highly motivated

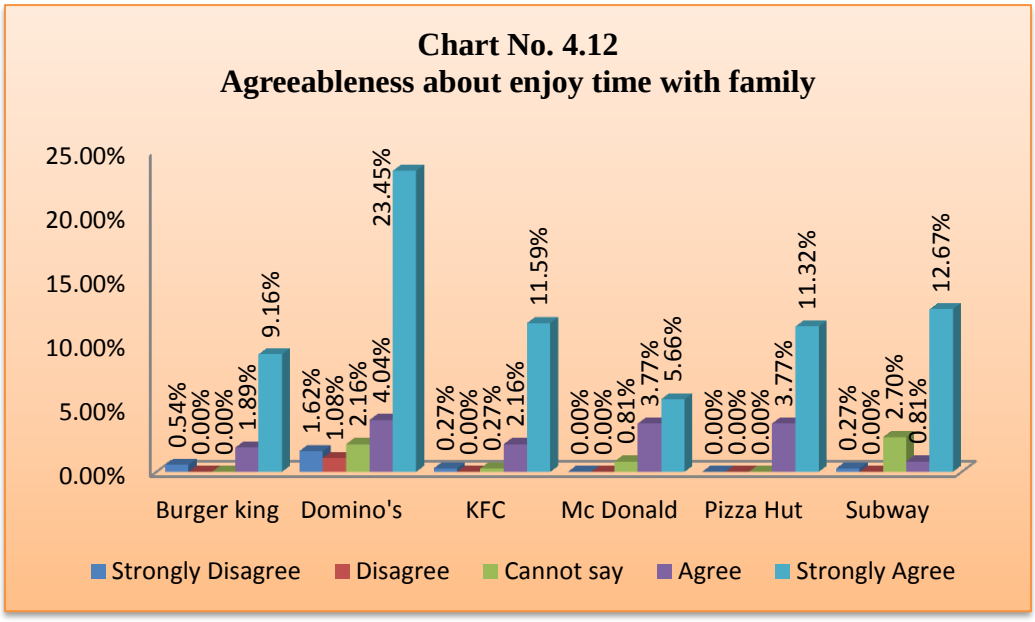
when they are in teams. Further details have been presented in ***Table No. 4.12*** and depicted in ***Chart No. 4.12***.

Table No. 4.12

Agreeableness about enjoy time with family

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	2 (0.54%)	0.00%	0.00%	7 (1.89%)	34 (9.16%)	43 (11.59%)
2	Domino's	6 (1.62%)	4 (1.08%)	8 (2.16%)	15 (4.04%)	87 (23.45%)	120 (32.35%)
3	KFC	1 (0.27%)	0.00%	1 (0.27%)	8 (2.16%)	43 (11.59%)	53 (14.29%)
4	McDonald	0.00%	0.00%	3 (0.81%)	14 (3.77%)	21 (5.66%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	0.00%	14 (3.77%)	42 (11.32%)	56 (15.09%)
6	Subway	1 (0.27%)	0.00%	10 (2.70%)	3 (0.81%)	47 (12.67%)	61 (16.44%)
	Grand Total	**10 (2.70%)**	**4 (1.08%)**	**22 (5.93%)**	**61 (16.44%)**	**274 (73.85%)**	**371 (100.00%)**

Source: Field investigation



As stated in the earlier paragraph and quantified with the help of ***Table No. 4.12***, the Generation of Y working in Fast Food Industry are enjoying their time with the

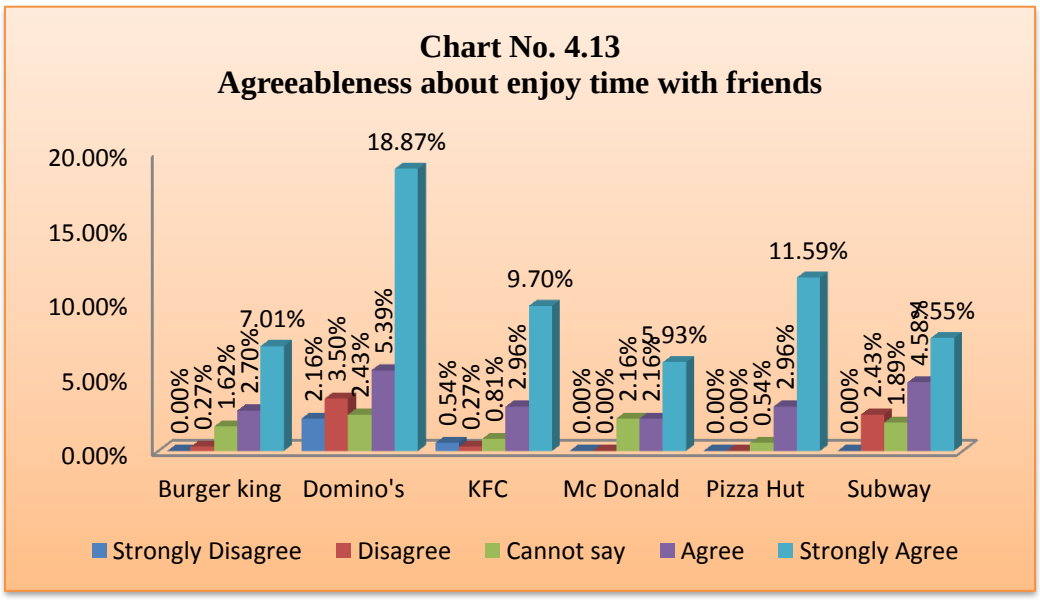
family. Now with the help of ***Table No. 4.13***, it also has been observed that almost 81 per cent of the responding workers mentioned that they enjoy with the time spend with their friends. This also reflects that Generation-Y members working in Fast Food industry are socialistic behavior. The graphical presentation of this aspect has been presented with the help of ***Chart No. 4.13***.

Table No. 4.13

Agreeableness about enjoy time with friends

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	1 (0.27%)	6 (1.62%)	10 (2.70%)	26 (7.01%)	43 (11.59%)
2	Domino's	8 (2.16%)	13 (3.50%)	9 (2.43%)	20 (5.39%)	70 (18.87%)	120 (32.35%)
3	KFC	2 (0.54%)	1 (0.27%)	3 (0.81%)	11 (2.96%)	36 (9.70%)	53 (14.29%)
4	McDonald	0.00%	0.00%	8 (2.16%)	8 (2.16%)	22 (5.93%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	2 (0.54%)	11 (2.96%)	43 (11.59%)	56 (15.09%)
6	Subway	0.00%	9 (2.43%)	7 (1.89%)	17 (4.58%)	28 (7.55%)	61 (16.44%)
	Grand Total	**10 (2.70%)**	**24 (6.47%)**	**35 (9.43%)**	**77 (20.75%)**	**225 (60.65%)**	**371 (100.00%)**

Source: Field investigation



Moreover it is natural to understand the opinion of the Generation-Y members about their time spend with the peers. Almost 83 per cent of the respondents mentioned that they enjoy their time spend with their peers. Without going into the further details as mentioned in the ***Table No. 4.14*** and ***Chart No. 4.14***, it has to be noted that, this generation is preferring to be in society and able to accommodate into the family, friends and peers as well. This gives them a balance among their job and society. As work-life balance is the concept coined in the service industry mostly to reflect negativity. But this generation, specifically that working in Fast Food Industry provided the insights that warrants assured motivation at the workplace.

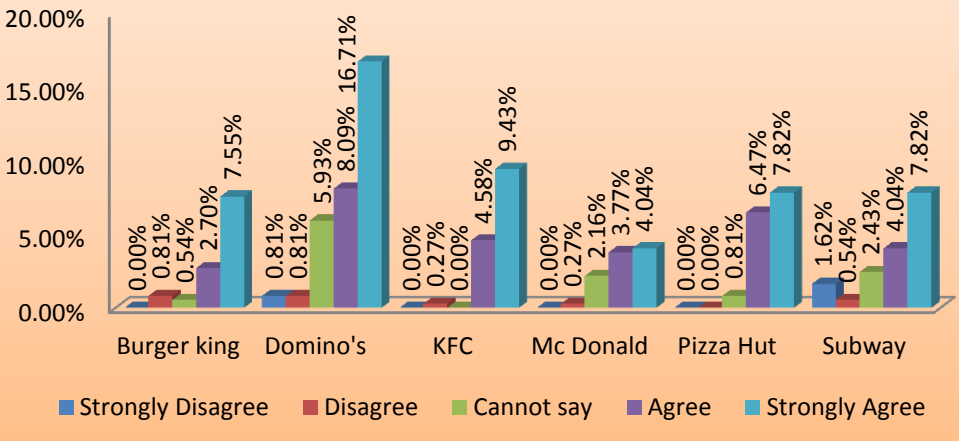
Table No. 4.14

Agreeableness about enjoy time with peers

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Burger King	0.00%	3 (0.81%)	2 (0.54%)	10 (2.70%)	28 (7.55%)	43 (11.59%)
2	Domino's	3 (0.81%)	3 (0.81%)	22 (5.93%)	30 (8.09%)	62 (16.71%)	120 (32.35%)
3	KFC	0.00%	1 (0.27%)	0.00%	17 (4.58%)	35 (9.43%)	53 (14.29%)
4	McDonald	0.00%	1 (0.27%)	8 (2.16%)	14 (3.77%)	15 (4.04%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	3 (0.81%)	24 (6.47%)	29 (7.82%)	56 (15.09%)
6	Subway	6 (1.62%)	2 (0.54%)	9 (2.43%)	15 (4.04%)	29 (7.82%)	61 (16.44%)
	Grand Total	**9 (2.43%)**	**10 (2.70%)**	**44 (11.86%)**	**110 (29.65%)**	**198 (53.37%)**	**371 (100.00%)**

Source: Field investigation

Chart No. 4.14
Agreeableness about enjoy time with peers



In this study it has been assumed that Generation-Y members are techno-savvy and this aspect has been investigated with the help of medium of communication. In this regard the responding workers of Generation-Y have been investigated to assess their preferred way of communication. This question has been framed with the assumption that tech-savvy Generation-Y will prefer electronic mediums. The quantified details have been tabulated and presented with the help of ***Table No. 4.15*** and ***Chart No. 4.15***. This has been reflected from the table that, almost more than 84 per cent of the responding workers have mentioned that they prefer electronic medium of communication. This has been reflected with the fact that Generation-Y members prefer electronic medium concluding that they are techno-savvy.

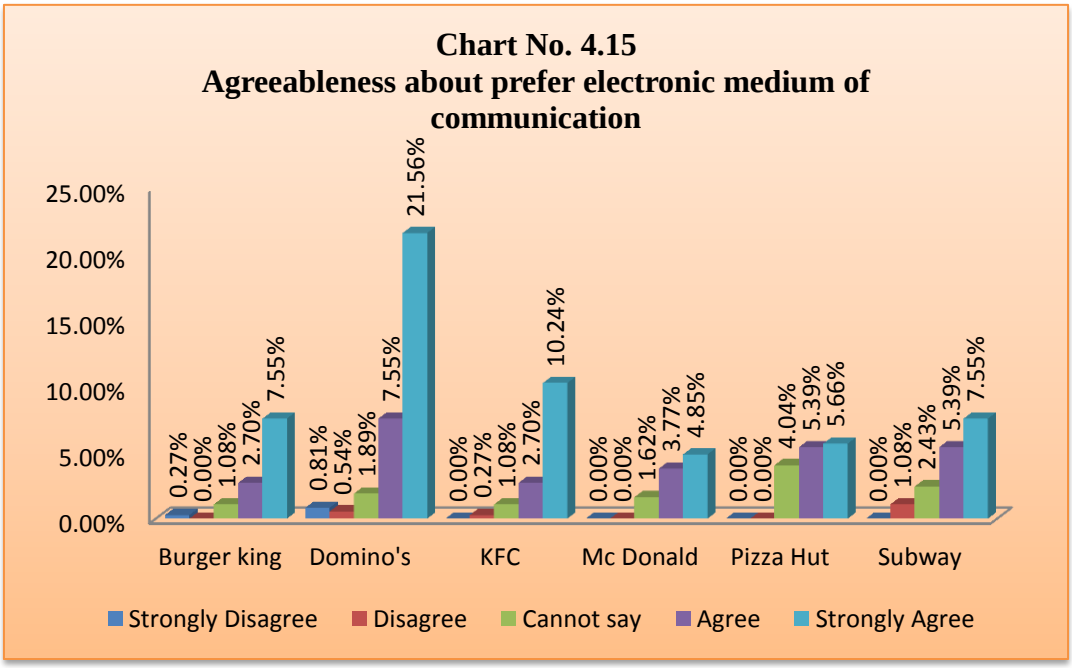
Table No. 4.15

Agreeableness about preferred electronic medium of communication

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	1 (0.27%)	0.00%	4 (1.08%)	10 (2.70%)	28 (7.55%)	43 (11.59%)
2	Domino's	3 (0.81%)	2 (0.54%)	7 (1.89%)	28 (7.55%)	80 (21.56%)	120 (32.35%)
3	KFC	0.00%	1 (0.27%)	4 (1.08%)	10 (2.70%)	38 (10.24%)	53 (14.29%)
4	McDonald	0.00%	0.00%	6 (1.62%)	14 (3.77%)	18 (4.85%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	15	20	21	56

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
				(4.04%)	(5.39%)	(5.66%)	(15.09%)
6	Subway	0.00%	4 (1.08%)	9 (2.43%)	20 (5.39%)	28 (7.55%)	61 (16.44%)
	Grand Total	**4 (1.08%)**	**7 (1.89%)**	**45 (12.13%)**	**102 (27.49%)**	**213 (57.41%)**	**371 (100.00%)**

Source: Field investigation



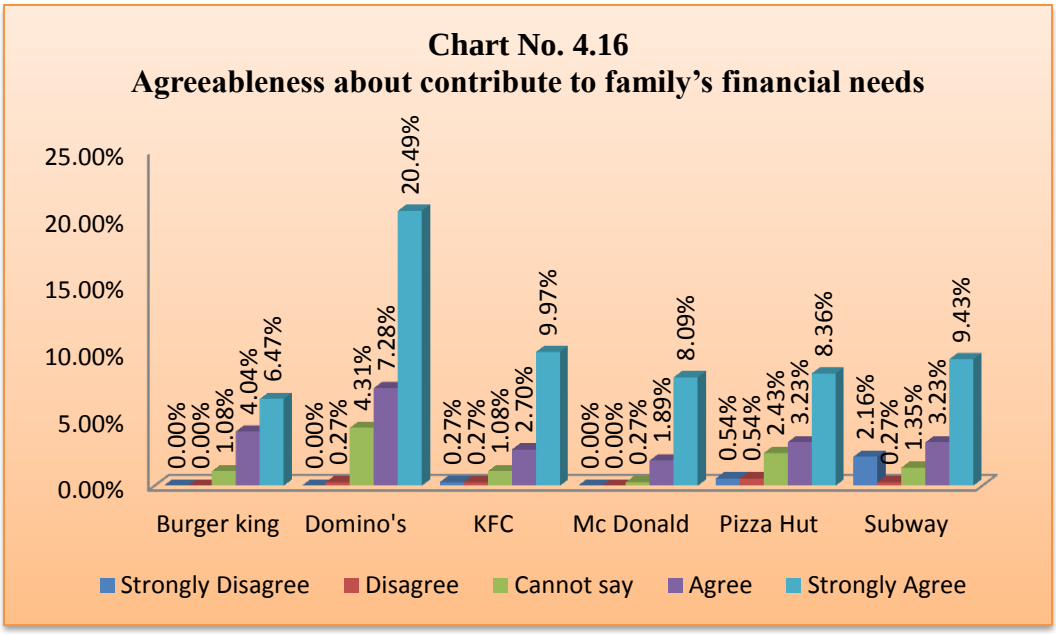
This generation also has been observed to be contributing to the family's financial needs. This has been provided affirmatively by 84 per cent of the respondents. This is in accordance with the earlier Table No. 4.11, that this generation is influenced by the family pressure for financial decisions regarding their career and education. This aspect can be more elaborated with the help of justification such as, the members of this Generation-Y are contributing to the financial expenses and also accept the decision influenced by family. This has provided the dimension of behavior of the Generation-Y. Further details on this aspect has been tabulated and provided with the help of ***Table No. 4.16*** and ***Chart No. 4.16***.

Table No. 4.16

Agreeableness about contribute to family's financial needs

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	4 (1.08%)	15 (4.04%)	24 (6.47%)	43 (11.59%)
2	Domino's	0.00%	1 (0.27%)	16 (4.31%)	27 (7.28%)	76 (20.49%)	120 (32.35%)
3	KFC	1 (0.27%)	1 (0.27%)	4 (1.08%)	10 (2.70%)	37 (9.97%)	53 (14.29%)
4	McDonald	0.00%	0.00%	1 (0.27%)	7 (1.89%)	30 (8.09%)	38 (10.24%)
5	Pizza Hut	2 (0.54%)	2 (0.54%)	9 (2.43%)	12 (3.23%)	31 (8.36%)	56 (15.09%)
6	Subway	8 (2.16%)	1 (0.27%)	5 (1.35%)	12 (3.23%)	35 (9.43%)	61 (16.44%)
	Grand Total	**11 (2.96%)**	**5 (1.35%)**	**39 (10.51%)**	**83 (22.37%)**	**233 (62.80%)**	**371 (100.00%)**

Source: Field investigation



Apart from contributing to the family expenditure and accepting the influence of family on the decisions to the extent of career and financial matters, Generation-Y also has been observed to shoulder the family responsibility. This aspect has been investigated with the help of a question asked to the responding Generation-Y

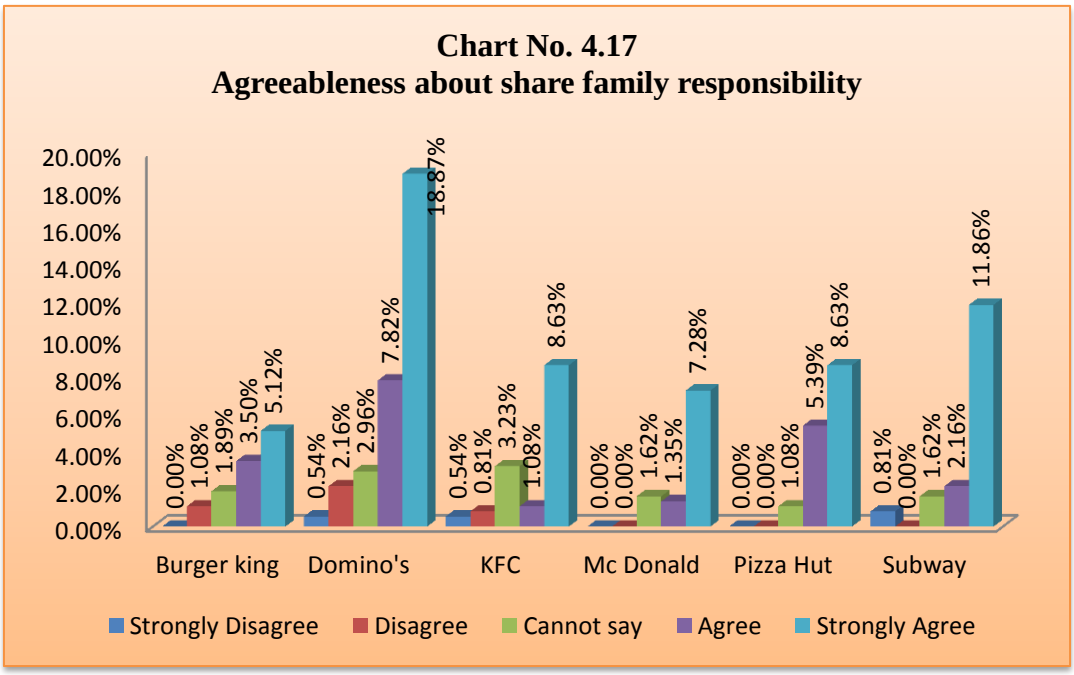
employees working in the Fast Food Industry. Now as a response to the question of sharing family responsibility it has been observed that, almost 81 per cent of the responding mentioned their affirmative opinion in this regards. ***Table No. 4.17*** and ***Chart No. 4.17*** have elaborated this aspect with quantified details.

Table No. 4.17

Agreeableness about share family responsibility

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	4 (1.08%)	7 (1.89%)	13 (3.50%)	19 (5.12%)	43 (11.59%)
2	Domino's	2 (0.54%)	8 (2.16%)	11 (2.96%)	29 (7.82%)	70 (18.87%)	120 (32.35%)
3	KFC	2 (0.54%)	3 (0.81%)	12 (3.23%)	4 (1.08%)	32 (8.63%)	53 (14.29%)
4	McDonald	0.00%	0.00%	6 (1.62%)	5 (1.35%)	27 (7.28%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	4 (1.08%)	20 (5.39%)	32 (8.63%)	56 (15.09%)
6	Subway	3 (0.81%)	0.00%	6 (1.62%)	8 (2.16%)	44 (11.86%)	61 (16.44%)
	Grand Total	**7 (1.89%)**	**15 (4.04%)**	**46 (12.40%)**	**79 (21.29%)**	**224 (60.38%)**	**371 (100.00%)**

Source: Field investigation



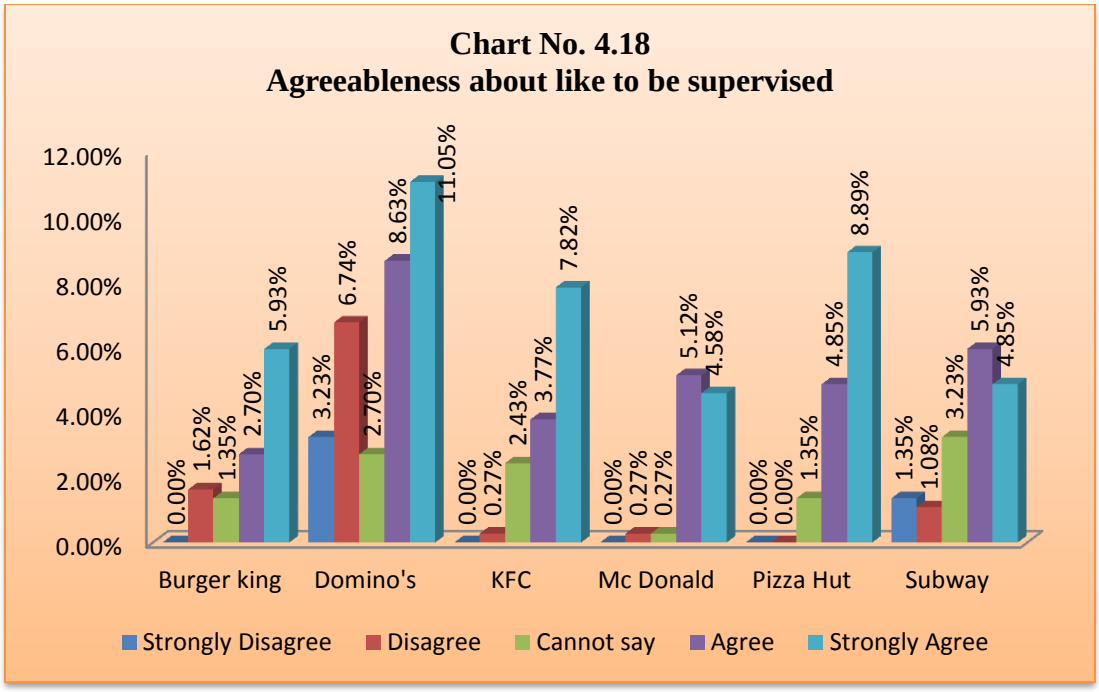
In this study, apart from the general behavioral aspects of the Generation-Y, an effort also has been made to provide in-depth insights related to the behavior observed at the workplace in relation to the Fast Food Industry employees. The opinion based question has been asked to the responding employees for assessing this aspect. Initially, being supervised is the aspect that has been assessed. Almost three fourth of the respondents have replied with affirmation that they like to be supervised at the workplace. This generation has observed that many researchers need freedom. Though the data provided in ***Table No. 4.18***, supported that Generation-Y is expected to be supervised at the workplace. The graphical presentation is provided with the help of ***Chart No. 4.18***.

Table No. 4.18

Agreeableness about like to be supervised

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Burger King	0.00%	6 (1.62%)	5 (1.35%)	10 (2.70%)	22 (5.93%)	43 (11.59%)
2	Domino's	12 (3.23%)	25 (6.74%)	10 (2.70%)	32 (8.63%)	41 (11.05%)	120 (32.35%)
3	KFC	0.00%	1 (0.27%)	9 (2.43%)	14 (3.77%)	29 (7.82%)	53 (14.29%)
4	McDonald	0.00%	1 (0.27%)	1 (0.27%)	19 (5.12%)	17 (4.58%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	5 (1.35%)	18 (4.85%)	33 (8.89%)	56 (15.09%)
6	Subway	5 (1.35%)	4 (1.08%)	12 (3.23%)	22 (5.93%)	18 (4.85%)	61 (16.44%)
	Grand Total	**17 (4.58%)**	**37 (9.97%)**	**42 (11.32%)**	**115 (31.00%)**	**160 (43.13%)**	**371 (100.00%)**

Source: Field investigation



Apart from the investigation related to being supervised, the present study also explored another behavioral aspect of the Generation-Y working in the Fast Food Industry, such as preference for flexibility in work timings. The quantified details have been collected with the help of opinion survey and tabular data presented in ***Table No. 4.19*** below. It would be seen from the table that, almost three fourth of the respondents mentioned affirmative, reflecting preference for flexible work timings. This preference is mostly provided by the artistic and creative work performers. Though, the Generation-Y is seen to be creative and preferring for innovation in every aspect of the work dimensions. This finding has been supported by the ***Chart No. 4.19***, below.

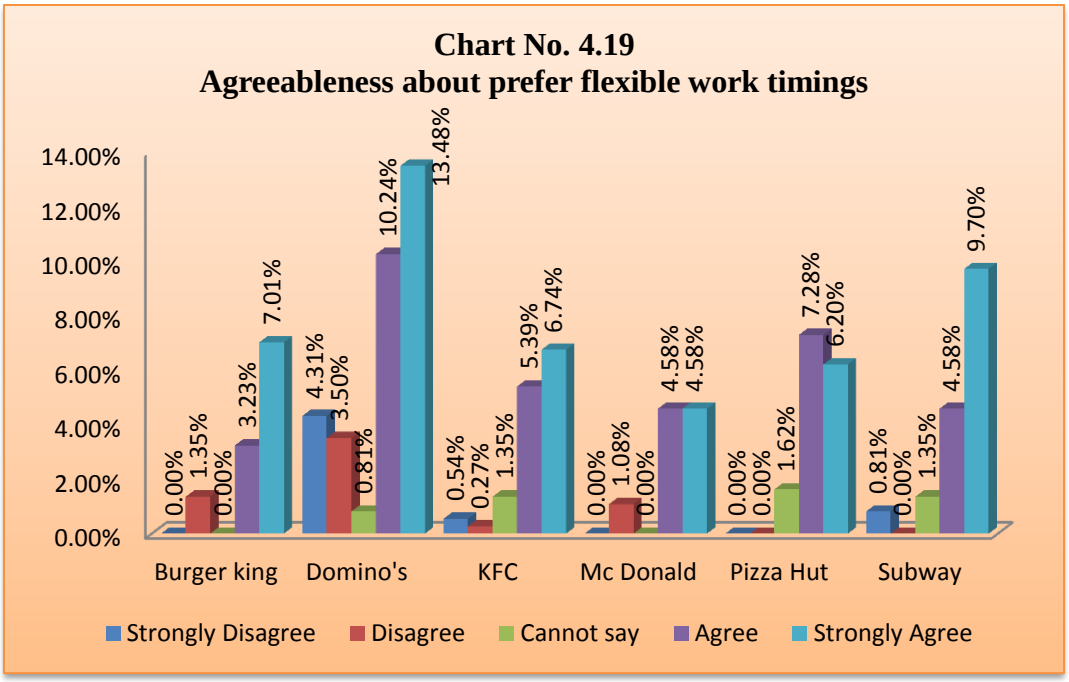
Table No. 4.19

Agreeableness about prefer flexible work timings

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	5 (1.35%)	0.00%	12 (3.23%)	26 (7.01%)	43 (11.59%)
2	Domino's	16 (4.31%)	13 (3.50%)	3 (0.81%)	38 (10.24%)	50 (13.48%)	120 (32.35%)
3	KFC	2 (0.54%)	1 (0.27%)	5 (1.35%)	20 (5.39%)	25 (6.74%)	53 (14.29%)
4	McDonal	0.00%	4	0.00%	17	17	38

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
	d		(1.08%)		(4.58%)	(4.58%)	(10.24%)
5	Pizza Hut	0.00%	0.00%	6 (1.62%)	27 (7.28%)	23 (6.20%)	56 (15.09%)
6	Subway	3 (0.81%)	0.00%	5 (1.35%)	17 (4.58%)	36 (9.70%)	61 (16.44%)
	Grand Total	**21 (5.66%)**	**23 (6.20%)**	**19 (5.12%)**	**131 (35.31%)**	**177 (47.71%)**	**371 (100.00%)**

Source: Field investigation



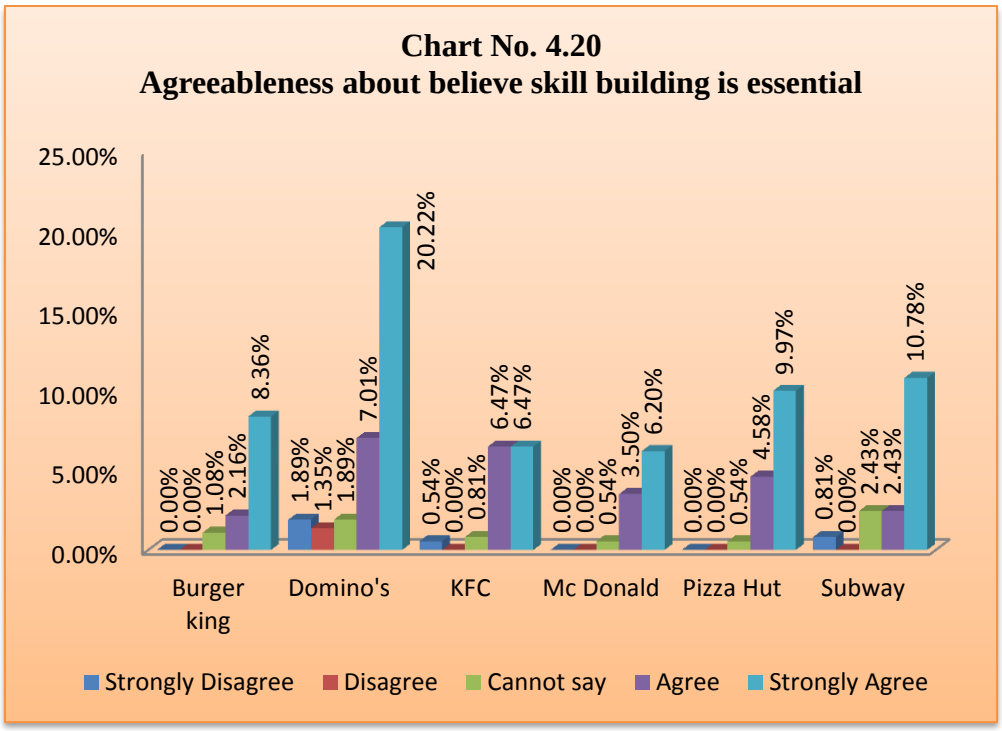
In any workplace, teamwork is highly expected. Specifically speaking in reference to the Fast Food Industry, where frequent customer contact is observed; then the team work is considered as the soul of the work culture. The opinion on this aspect to understand the behavioral pattern of the responding employees has been investigated. In this view of matter, it has been observed that more than 85 per cent of the respondents mentioned that they believe in skill building and put it as an essential thing in any workplace. These details have been quantified and presented with the help of ***Table No. 4.20*** and graphically presented in ***Chart No. 4.20*** below.

Table No. 4.20

Agreeableness about believe skill building is essential

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	4 (1.08%)	8 (2.16%)	31 (8.36%)	43 (11.59%)
2	Domino's	7 (1.89%)	5 (1.35%)	7 (1.89%)	26 (7.01%)	75 (20.22%)	120 (32.35%)
3	KFC	2 (0.54%)	0.00%	3 (0.81%)	24 (6.47%)	24 (6.47%)	53 (14.29%)
4	McDonald	0.00%	0.00%	2 (0.54%)	13 (3.50%)	23 (6.20%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	2 (0.54%)	17 (4.58%)	37 (9.97%)	56 (15.09%)
6	Subway	3 (0.81%)	0.00%	9 (2.43%)	9 (2.43%)	40 (10.78%)	61 (16.44%)
	Grand Total	**12 (3.23%)**	**5 (1.35%)**	**27 (7.28%)**	**97 (26.15%)**	**230 (61.99%)**	**371 (100.00%)**

Source: Field investigation



This generation has been observed to be accepting challenging jobs. It has been seen from various literatures that the Generation-Y is more attracted towards challenging jobs. The challenging work profile provides scope for applying innovative skills and

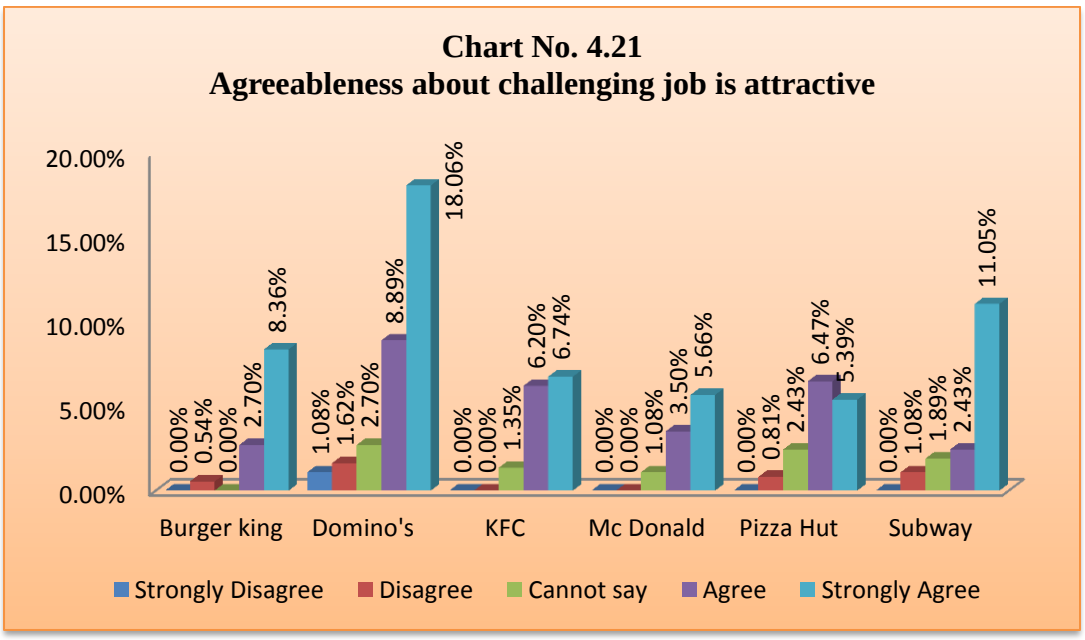
also gives ample opportunity for creativity. Specifically, in relation with the present study, Fast Food Industry employees belonging to the Generation-Y also observed to prefer challenging work. It has been observed that more than 85 per cent of the respondents mentioned that a challenging job is attractive. Further details are provided with the help of ***Table No. 4.21*** and ***Chart No. 4.21***.

Table No. 4.21

Agreeableness about challenging job is attractive

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	2 (0.54%)	0.00%	10 (2.70%)	31 (8.36%)	43 (11.59%)
2	Domino's	4 (1.08%)	6 (1.62%)	10 (2.70%)	33 (8.89%)	67 (18.06%)	120 (32.35%)
3	KFC	0.00%	0.00%	5 (1.35%)	23 (6.20%)	25 (6.74%)	53 (14.29%)
4	McDonald	0.00%	0.00%	4 (1.08%)	13 (3.50%)	21 (5.66%)	38 (10.24%)
5	Pizza Hut	0.00%	3 (0.81%)	9 (2.43%)	24 (6.47%)	20 (5.39%)	56 (15.09%)
6	Subway	0.00%	4 (1.08%)	7 (1.89%)	9 (2.43%)	41 (11.05%)	61 (16.44%)
	Grand Total	**4 (1.08%)**	**15 (4.04%)**	**35 (9.43%)**	**112 (30.19%)**	**205 (55.26%)**	**371 (100.00%)**

Source: Field investigation



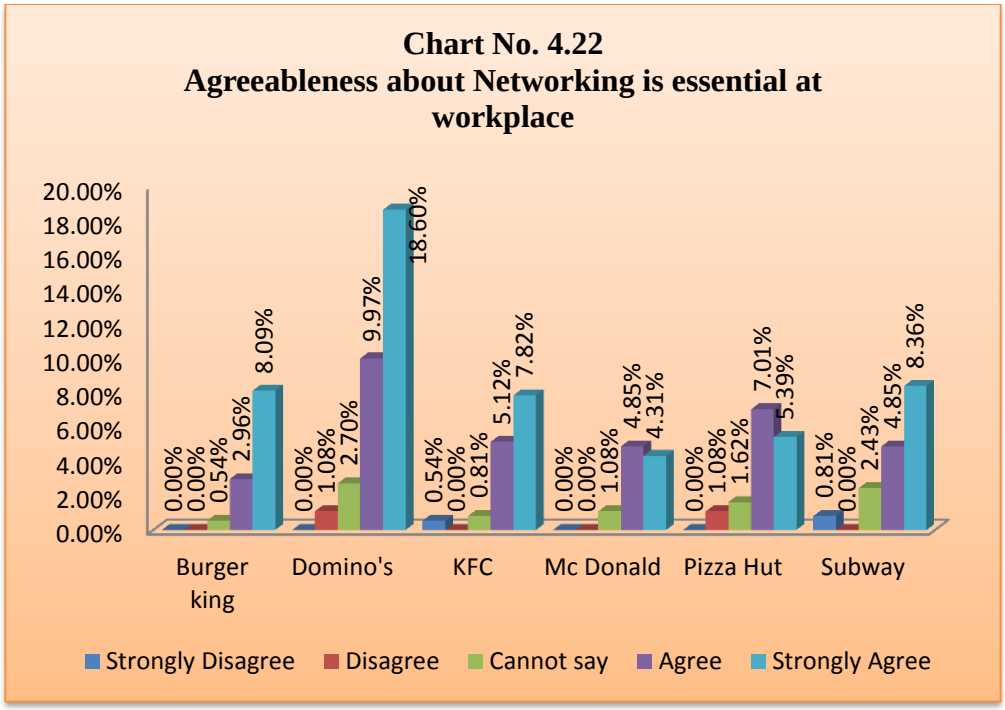
Networking also seems to be essential at any workplace. Though, in the Fast Food Industry networking in production (kitchen), customer service, billing department, etc. is seem to be necessary. This is not the generation that influences this need of networking but it is the standard process to seek coordination among all the departments. An opinion has been asked to the respondents for seeing their opinions in this regard. The quantified details have been provided in Table ***No. 4.22*** and ***Chart No. 4.22***. It would be seen therefore from the table that, total 87 per cent of the respondents mentioned that networking is essential at the workplace may be for contributing to the team work achieving excellence in customer satisfaction.

Table No. 4.22

Agreeableness about Networking is essential at workplace

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	2 (0.54%)	11 (2.96%)	30 (8.09%)	43 (11.59%)
2	Domino's	0.00%	4 (1.08%)	10 (2.70%)	37 (9.97%)	69 (18.60%)	120 (32.35%)
3	KFC	2 (0.54%)	0.00%	3 (0.81%)	19 (5.12%)	29 (7.82%)	53 (14.29%)
4	McDonald	0.00%	0.00%	4 (1.08%)	18 (4.85%)	16 (4.31%)	38 (10.24%)
5	Pizza Hut	0.00%	4 (1.08%)	6 (1.62%)	26 (7.01%)	20 (5.39%)	56 (15.09%)
6	Subway	3 (0.81%)	0.00%	9 (2.43%)	18 (4.85%)	31 (8.36%)	61 (16.44%)
	Grand Total	**5 (1.35%)**	**8 (2.16%)**	**34 (9.16%)**	**129 (34.77%)**	**195 (52.56%)**	**371 (100.00%)**

Source: Field investigation



Surprisingly, the Generation-Y members working in the Fast Food Industry have found to prefer routine work. These opinions are completely in contrast with the earlier observations such as the requirement for challenging works. Almost 53 per cent of the respondents found with the strong opinion of preferring routine work. This aspect provides that Generation-Y working in Quick Service Restaurants industry is seeking for stability in work routine may be ensuring the work life balance. The routine work is also essential for making availability of sufficient time to be vested in personal development. Further details on this aspect have been provided with the help of ***Table No. 4.23*** and ***Chart No. 4.23***.

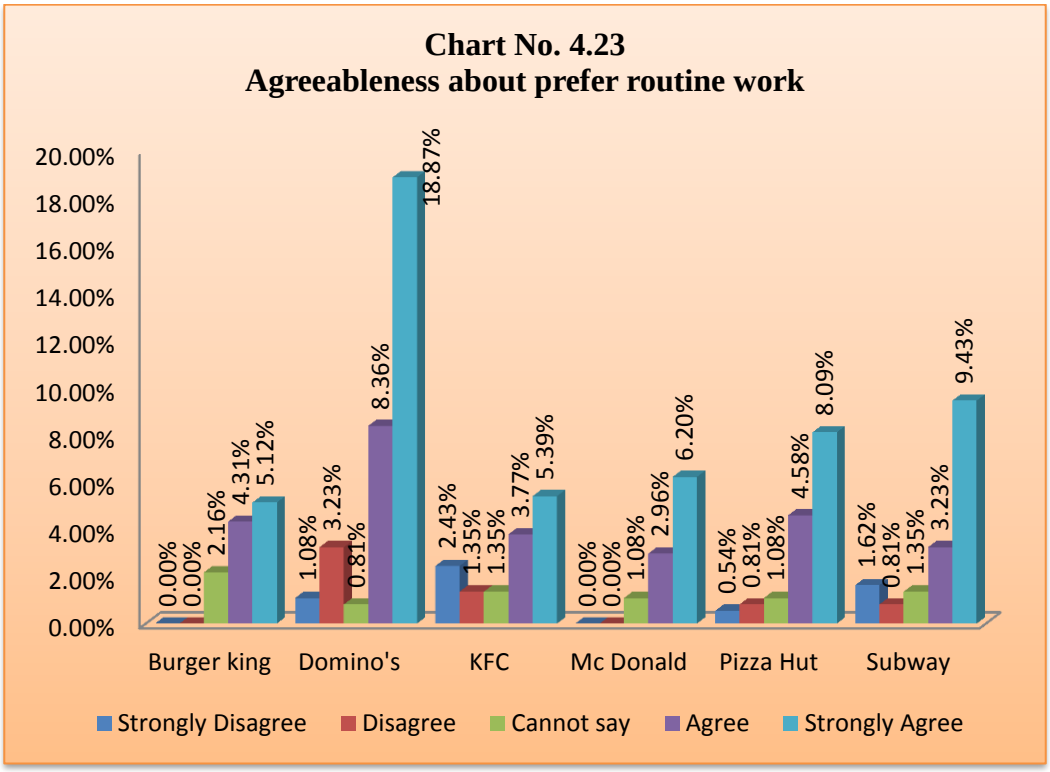
Table No. 4.23

Agreeableness about prefer routine work

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	8 (2.16%)	16 (4.31%)	19 (5.12%)	43 (11.59%)
2	Domino's	4 (1.08%)	12 (3.23%)	3 (0.81%)	31 (8.36%)	70 (18.87%)	120 (32.35%)
3	KFC	9 (2.43%)	5 (1.35%)	5 (1.35%)	14 (3.77%)	20 (5.39%)	53 (14.29%)
4	McDonald	0.00%	0.00%	4 (1.08%)	11 (2.96%)	23 (6.20%)	38 (10.24%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
5	Pizza Hut	2 (0.54%)	3 (0.81%)	4 (1.08%)	17 (4.58%)	30 (8.09%)	56 (15.09%)
6	Subway	6 (1.62%)	3 (0.81%)	5 (1.35%)	12 (3.23%)	35 (9.43%)	61 (16.44%)
	Grand Total	**21 (5.66%)**	**23 (6.20%)**	**29 (7.82%)**	**101 (27.22%)**	**197 (53.10%)**	**371 (100.00%)**

Source: Field investigation



In a summary of this section dedicated to understanding behavioral patterns of the Generation-Y including general behavior and some sort of workplace related dimensions, comparative details have been provided as a summary in ***Table No 4.23(A)*** **and** ***Chart No. 4.23(A).***

Table No. 4.23(A)

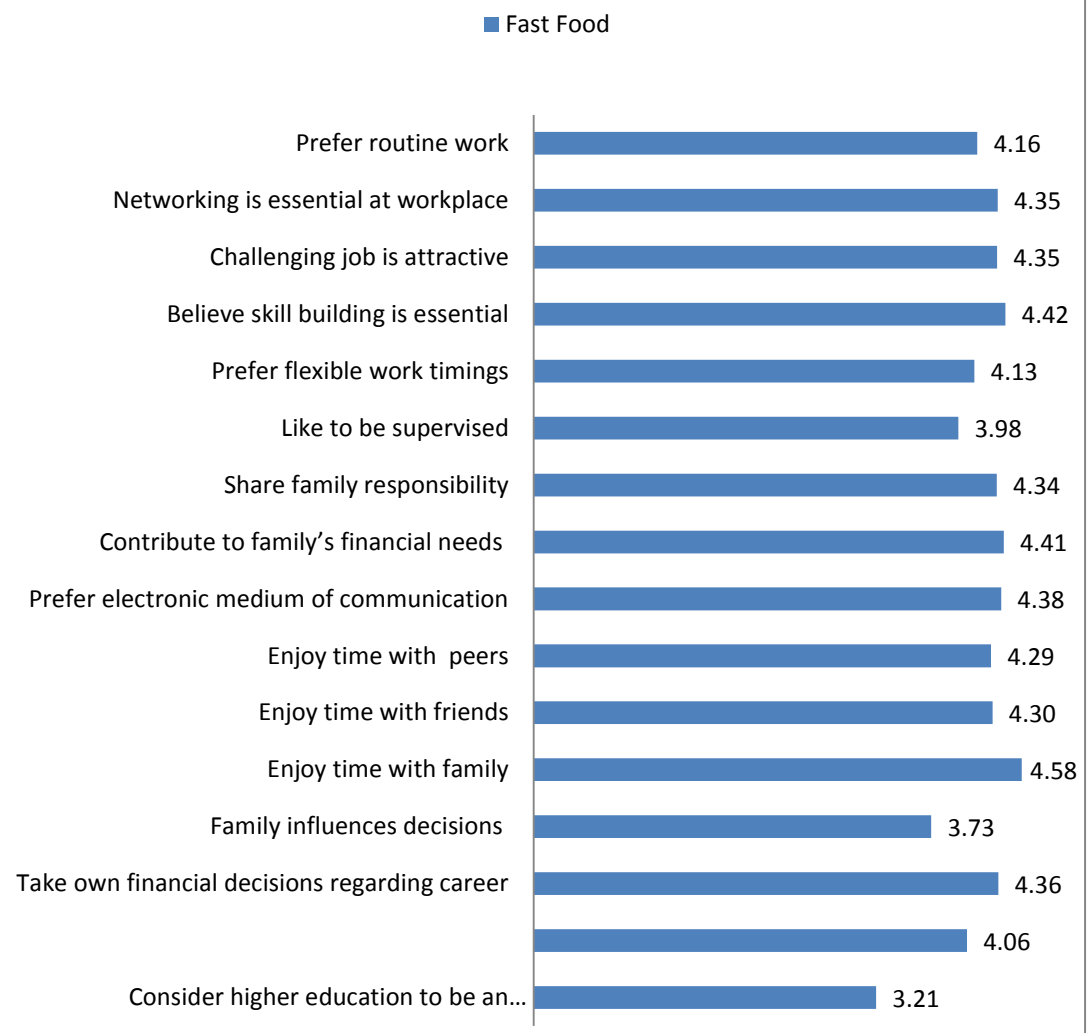
Summary of all Behavioral parameters

Sr. No.	Parameters	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
1	Consider higher education to be an incredible expense	74	68	48	68	113	371

Sr. No.	Parameters	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
2	Take own financial decisions regarding academic	9	49	26	113	174	371
3	Take own financial decisions regarding career	5	22	23	107	214	371
4	Family influences decisions	36	43	44	111	137	371
5	Enjoy time with family	10	4	22	61	274	371
6	Enjoy time with friends	10	24	35	77	225	371
7	Enjoy time with peers	9	10	44	110	198	371
8	Prefer electronic medium of communication	4	7	45	102	213	371
9	Contribute to family's financial needs	11	5	39	83	233	371
10	Share family responsibility	7	15	46	79	224	371
11	Like to be supervised	17	37	42	115	160	371
12	Prefer flexible work timings	21	23	19	131	177	371
13	Believe skill building is essential	12	5	27	97	230	371
14	Challenging job is attractive	4	15	35	112	205	371
15	Networking is essential at workplace	5	8	34	129	195	371
16	Prefer routine work	21	23	29	101	197	371

Source: Field investigation

Chart No. 4.23 (A)
Summary of all Behavioral parameters- Fast Food Industry



In a summary of this section and with reference made to the above table it may be reflected that, the Generation-Y working in Fast Food industries are preferring challenging work, also expecting flexibility in working hours and most importantly routine work. The generation seems to be very positive at the workplace considering the aspects of teamwork, supervision and family responsibility. Now, it is interesting to know the factors that motivates this generation.

Section-(c)

Generation-Y- Motivational factors

With reference to the present study, investigation of the Generation-Y members in regards to the motivating factors, very important theory has been considered, namely,

Two Factor Theory. Now, the Two Factor Theory is basically the classification of all the motivating factors into two categories, namely, intrinsic factors sometimes referred as motivating factors and extrinsic factors sometimes referred as hygiene factors. The basic intention of this investigation is to understand the role of each factor in workforce motivation.

Now considering all the aspects mentioned above, the present section has been provided with the analysis and interpretation in regards with these both factors, intrinsic and extrinsic as well with the help of two subsections. Such as ***subsection-(i)*** is dedicated to intrinsic factors and ***subsection-(ii)*** provides details on extrinsic factors.

Subsection-(i): Intrinsic factors/Motivating factors

Intrinsic factors basically referred to the stimuli of doing or acting on something without expecting any reward. The employees in this category are highly motivated and efficient as they are motivated without any external motivation and thus they provide maximum contribution in the organizational output. In the present study, referring to Herzberg's Two Factor Theory, total six intrinsic parameters have been used to quantify motivation among Generation-Y employees engaged in the Fast Food Industries. These six factors are; (a) motivated because of achieving more targets, (b) recognition of work carried, (c) personal and future growth opportunities, (d) scope for career advancement, (e) work for responsibility and (f) motivated because of interesting work. Every parameter has been quantified and tabulated using individual tables and charts. Detailed discussion on this aspect has been provided below.

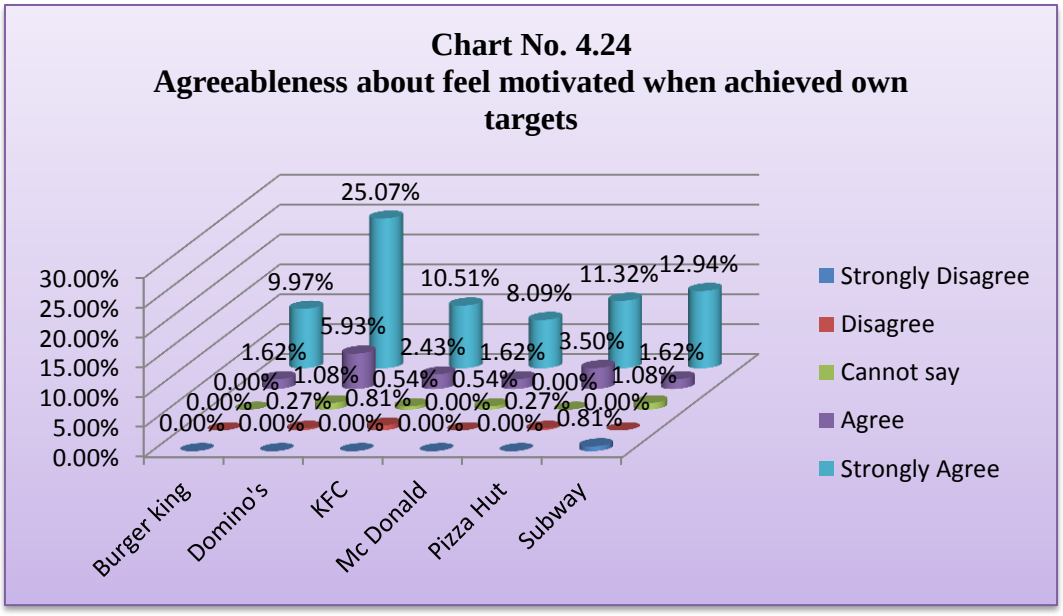
Now based on Table ***No. 4.24***, an effort has been made to quantify the first parameter of motivation, namely, being motivated when achieving own targets. Merely a cursory glance at the table below provides that almost 93 per cent of the respondents have been mentioned affirmative to the facts that they feel motivated when they achieve their own goals. This aspect also has been presented with the help of ***Chart No. 4.24***.

Table No. 4.24

Agreeableness about feeling motivated when achieved own targets

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	0.00%	6 (1.62%)	37 (9.97%)	43 (11.59%)
2	Domino's	0.00%	1 (0.27%)	4 (1.08%)	22 (5.93%)	93 (25.07%)	120 (32.35%)
3	KFC	0.00%	3 (0.81%)	2 (0.54%)	9 (2.43%)	39 (10.51%)	53 (14.29%)
4	McDonald	0.00%	0.00%	2 (0.54%)	6 (1.62%)	30 (8.09%)	38 (10.24%)
5	Pizza Hut	0.00%	1 (0.27%)	0.00%	13 (3.50%)	42 (11.32%)	56 (15.09%)
6	Subway	3 (0.81%)	0.00%	4 (1.08%)	6 (1.62%)	48 (12.94%)	61 (16.44%)
	Grand Total	**3 (0.81%)**	**5 (1.35%)**	**12 (3.23%)**	**62 (16.71%)**	**289 (77.90%)**	**371 (100.00%)**

Source: Field investigation



The second intrinsic factor of motivation is recognition of work contributed to the organization. The opinions in this regard have been quantified and presented in tabular format with the help of ***Table No. 4.25***. Almost more than 93 per cent of the respondents mentioned affirmative to these factors also. Thus it may be noted that the

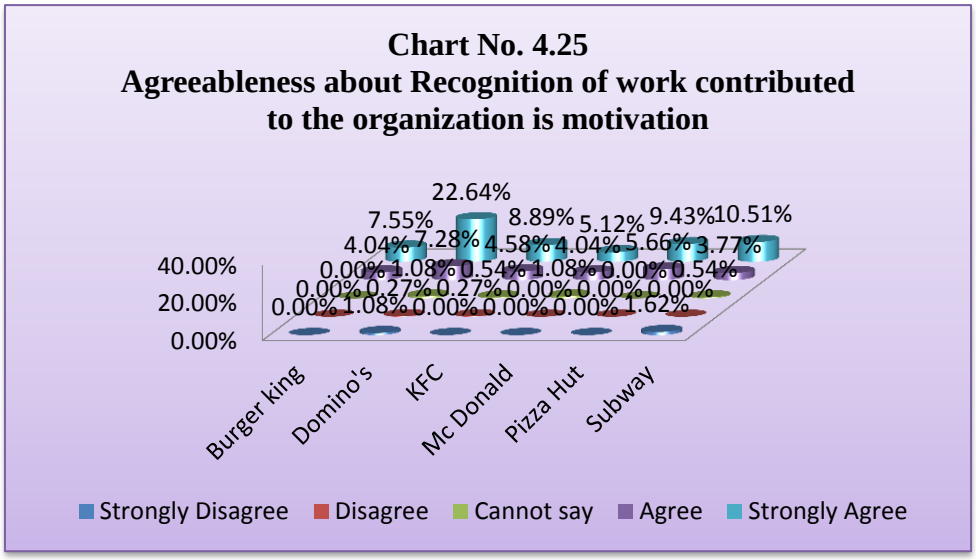
members of Generation-Y working in the Fast Food Industry are motivated because of the appreciation and recognition for work done by them. The recognition for contribution to the organizational aims and objectives is the key element of the motivation among Generation-Y members. This aspect also has been presented in graphical manner in ***Chart No. 4.25***.

Table No. 4.25

Agreeableness about Recognition of work contributed to the organization is motivation

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	0.00%	15 (4.04%)	28 (7.55%)	43 (11.59%)
2	Domino's	4 (1.08%)	1 (0.27%)	4 (1.08%)	27 (7.28%)	84 (22.64%)	120 (32.35%)
3	KFC	0.00%	1 (0.27%)	2 (0.54%)	17 (4.58%)	33 (8.89%)	53 (14.29%)
4	McDonald	0.00%	0.00%	4 (1.08%)	15 (4.04%)	19 (5.12%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	0.00%	21 (5.66%)	35 (9.43%)	56 (15.09%)
6	Subway	6 (1.62%)	0.00%	2 (0.54%)	14 (3.77%)	39 (10.51%)	61 (16.44%)
	Grand Total	**10 (2.70%)**	**2 (0.54%)**	**12 (3.23%)**	**109 (29.38%)**	**238 (64.15%)**	**371 (100.00%)**

Source: Field investigation



The third parameter of the motivation for present study and the third factors of motivation as mentioned in the Two Factor Theory, is working for personal growth and further growth. It has been seen that, members of Generation-Y, has been observed to be very serious for their career growth and personal growth as well. The quantified details of this parameter are provided in Table ***No. 4.26***. It would be seen from the table that almost 91 per cent of the respondents provided affirmative response to this fact that; they are motivated because of the opportunity provided for personal growth and further growth as well. The same results are supported by ***Chart No. 4.26***.

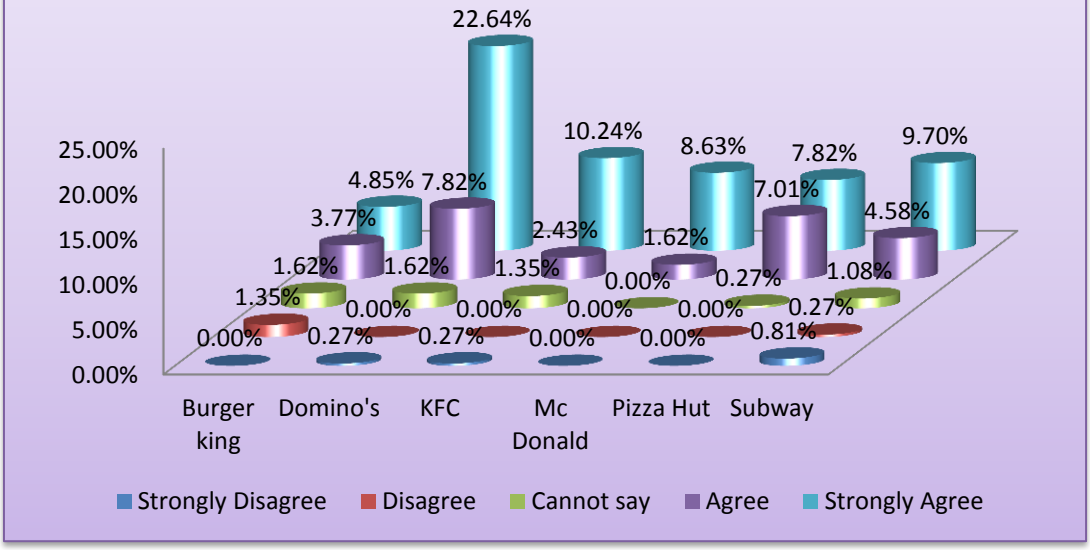
Table No. 4.26

Agreeableness about work for personal growth and there are more opportunities for further growth

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Burger King	0.00%	5 (1.35%)	6 (1.62%)	14 (3.77%)	18 (4.85%)	43 (11.59%)
2	Domino's	1 (0.27%)	0.00%	6 (1.62%)	29 (7.82%)	84 (22.64%)	120 (32.35%)
3	KFC	1 (0.27%)	0.00%	5 (1.35%)	9 (2.43%)	38 (10.24%)	53 (14.29%)
4	McDonald	0.00%	0.00%	0.00%	6 (1.62%)	32 (8.63%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	1 (0.27%)	26 (7.01%)	29 (7.82%)	56 (15.09%)
6	Subway	3 (0.81%)	1 (0.27%)	4 (1.08%)	17 (4.58%)	36 (9.70%)	61 (16.44%)
	Grand Total	**5 (1.35%)**	**6 (1.62%)**	**22 (5.93%)**	**101 (27.22%)**	**237 (63.88%)**	**371 (100.00%)**

Source: Field investigation

Chart No. 4.26
Agreeableness about work for personal growth and there are more opportunities for further growth



From Table ***No. 4.27*** and ***Chart No. 4.27***, it will be seen that, almost the majority of the respondents mentioned that their preference is for career advancement. Thus as the fourth factor of motivation with reference to Herzberg's Two Factor Theory Generation-Y specifically working in the Fast Food Industry operative in Pune are motivated due to opportunity for career advancement. This aspect has been observed to be supportive by 90.29 per cent of the responding Generation-Y members included in the present study.

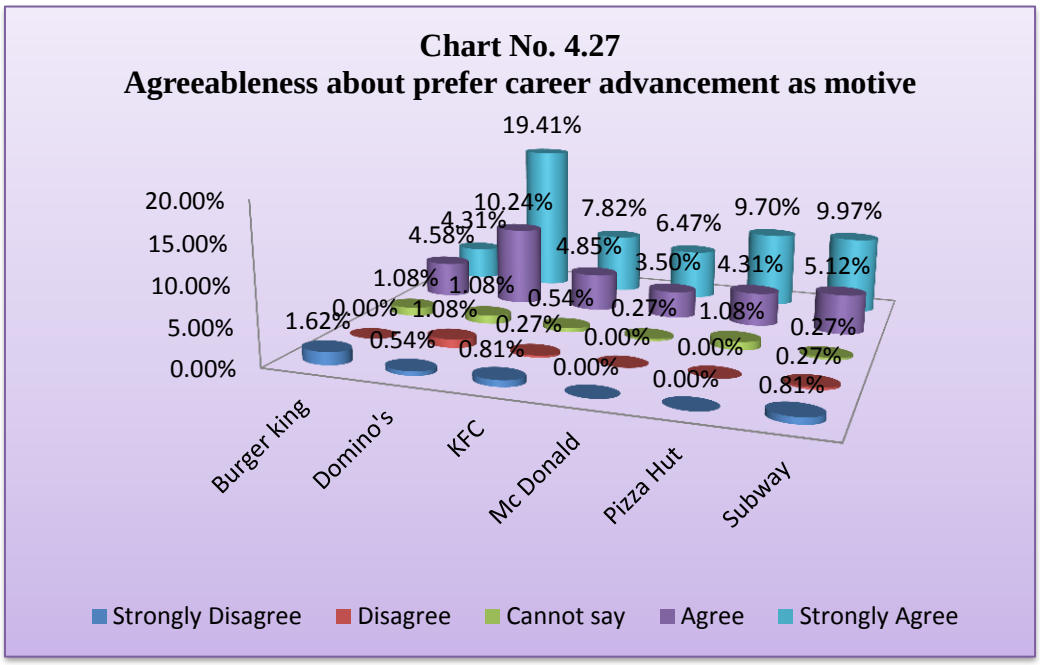
Table No. 4.27

Agreeableness about prefer career advancement as motive

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	6 (1.62%)	0.00%	4 (1.08%)	17 (4.58%)	16 (4.31%)	43 (11.59%)
2	Domino's	2 (0.54%)	4 (1.08%)	4 (1.08%)	38 (10.24%)	72 (19.41%)	120 (32.35%)
3	KFC	3 (0.81%)	1 (0.27%)	2 (0.54%)	18 (4.85%)	29 (7.82%)	53 (14.29%)
4	McDonald	0.00%	0.00%	1 (0.27%)	13 (3.50%)	24 (6.47%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	4 (1.08%)	16 (4.31%)	36 (9.70%)	56 (15.09%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
6	Subway	3 (0.81%)	1 (0.27%)	1 (0.27%)	19 (5.12%)	37 (9.97%)	61 (16.44%)
	Grand Total	**14 (3.77%)**	**6 (1.62%)**	**16 (4.31%)**	**121 (32.61%)**	**214 (57.68%)**	**371 (100.00%)**

Source: Field investigation



On the aspect of working for responsibility, ***Table No. 4.28*** provided the quantified details and the same has been provided in graphical manner with the help of ***Chart No. 4.28***. Total 96.23 per cent of the respondents have provided their affirmative response to support this assumption as stated in the original theory of Herzberg. Thus ultimately it may be mentioned, specifically that, the Generation-Y members are responsible workers.

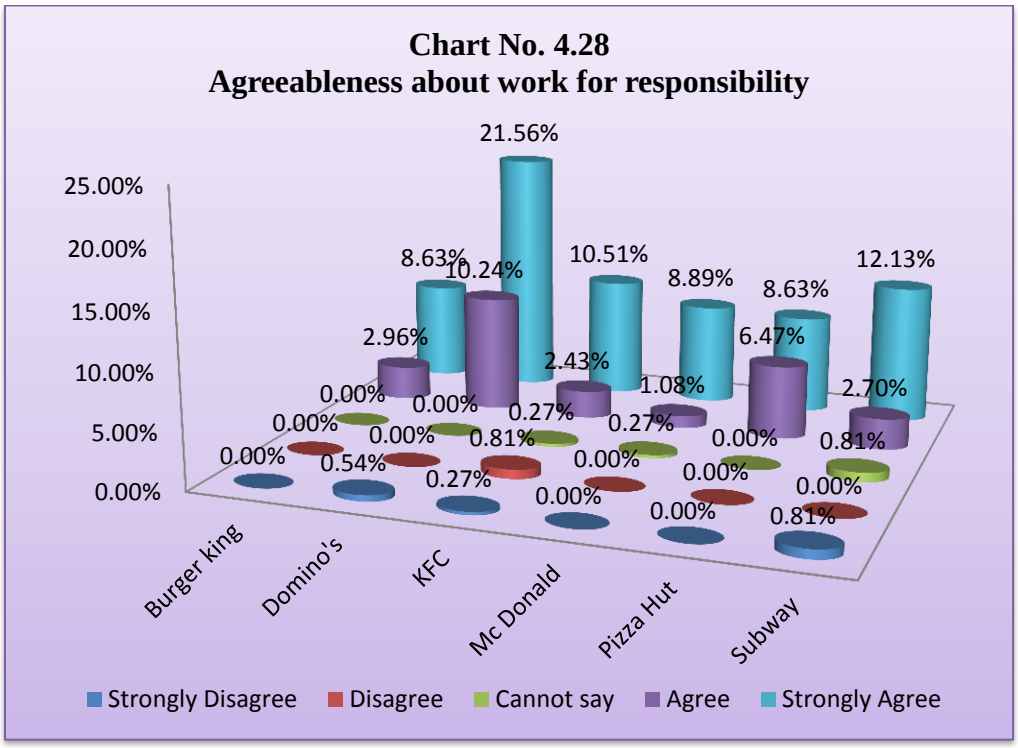
Table No. 4.28

Agreeableness about work for responsibility

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	0.00%	11 (2.96%)	32 (8.63%)	43 (11.59%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
2	Domino's	2 (0.54%)	0.00%	0.00%	38 (10.24%)	80 (21.56%)	120 (32.35%)
3	KFC	1 (0.27%)	3 (0.81%)	1 (0.27%)	9 (2.43%)	39 (10.51%)	53 (14.29%)
4	McDonald	0.00%	0.00%	1 (0.27%)	4 (1.08%)	33 (8.89%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	0.00%	24 (6.47%)	32 (8.63%)	56 (15.09%)
6	Subway	3 (0.81%)	0.00%	3 (0.81%)	10 (2.70%)	45 (12.13%)	61 (16.44%)
	Grand Total	**6 (1.62%)**	**3 (0.81%)**	**5 (1.35%)**	**96 (25.88%)**	**261 (70.35%)**	**371 (100.00%)**

Source: Field investigation



During the present study, it also has been assumed that Generation-Y is expecting interesting work. This simply means that this generation is feeling boredom so quickly and fast. Thus, it is the challenge for the management to provide them interesting work and keep their energy engaged in the constructive work. This assumption has been supported by almost 92.99 per cent of the responding employees engaged in the Fast Food Industry. All these aspects have been tabulated and presented with the help of ***Table No. 4.29*** and ***Chart No. 4.29***. This has been the last

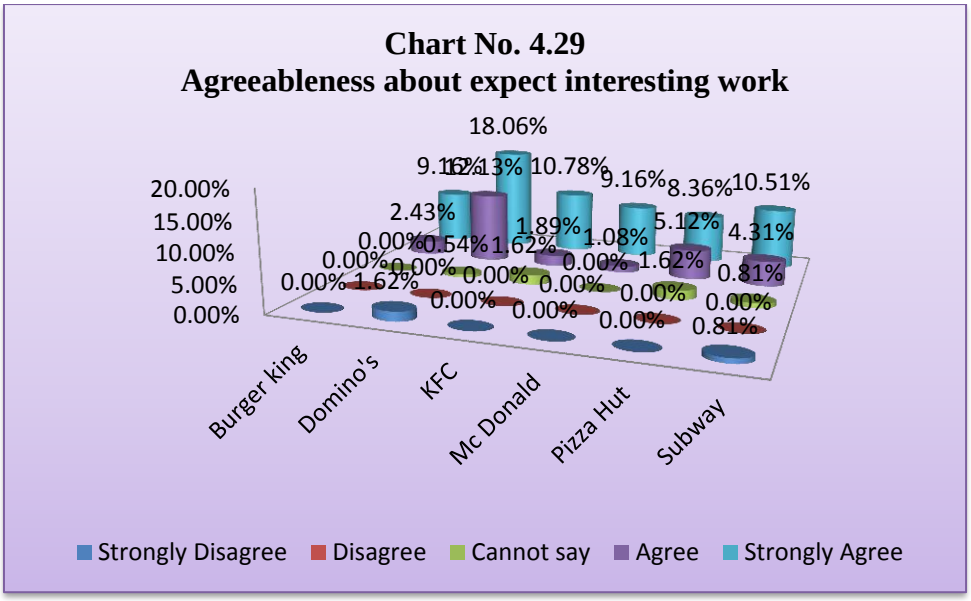
parameters and factor used for explaining motivation of the Generation-Y employees working in the Fast Food Industry.

Table No. 4.29

Agreeableness about expect interesting work

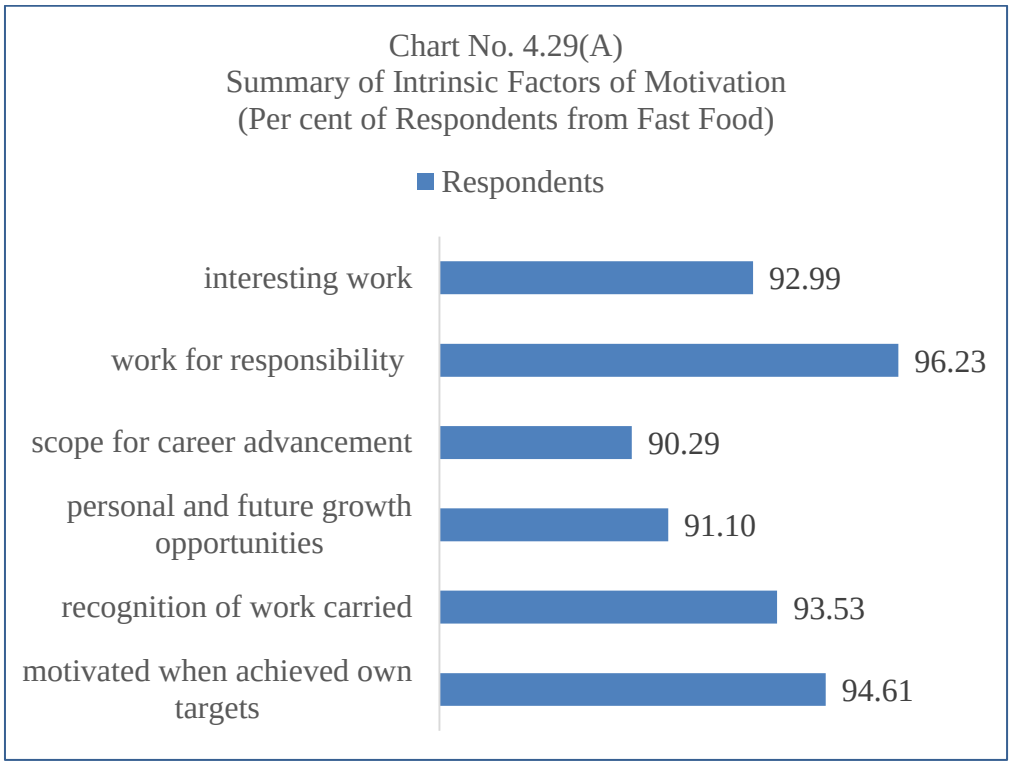
Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	0.00%	9 (2.43%)	34 (9.16%)	43 (11.59%)
2	Domino's	6 (1.62%)	0.00%	2 (0.54%)	45 (12.13%)	67 (18.06%)	120 (32.35%)
3	KFC	0.00%	0.00%	6 (1.62%)	7 (1.89%)	40 (10.78%)	53 (14.29%)
4	McDonald	0.00%	0.00%	0.00%	4 (1.08%)	34 (9.16%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	6 (1.62%)	19 (5.12%)	31 (8.36%)	56 (15.09%)
6	Subway	3 (0.81%)	0.00%	3 (0.81%)	16 (4.31%)	39 (10.51%)	61 (16.44%)
	Grand Total	**9 (2.43%)**	**0.00%**	**17 (4.58%)**	**100 (26.95%)**	**245 (66.04%)**	**371 (100.00%)**

Source: Field investigation



In a summary, it may be stated that all the factors assumed and investigated for explaining the motivation of the Generation-Y employees working in Fast Food

Industry are motivated due to intrinsic factors such as; (a) motivated because of achieving more targets, (b) recognition of work carried, (c) personal and future growth opportunities, (d) scope for career advancement, (e) work for responsibility and (f) motivated because of interesting work. This aspect has been presented with the help of summary ***Chart No. 4.29(A)***.



Though, based on the chart mentioned below, it not need to be noted that, work for responsibility and achievement of targets are the two most influential factors for motivating Generation-Y employees engaged in Fast Food Industry operative in Pune.

Subsection-(ii): Extrinsic factors/Hygiene factors

As have been clearly indicated in the introductory observations of this section that in accordance with Herzberg's Two Factor Theory extrinsic factors are also contributing to the motivation of the workforce. This factors simply means the external stimulus of the motivation such as, incentive, rewards etc. It is interesting to know the role of these factors in influencing the level motivation of Generation-Y employees engaged in Fast Food industries. These all eleven factors have been explained in the below section.

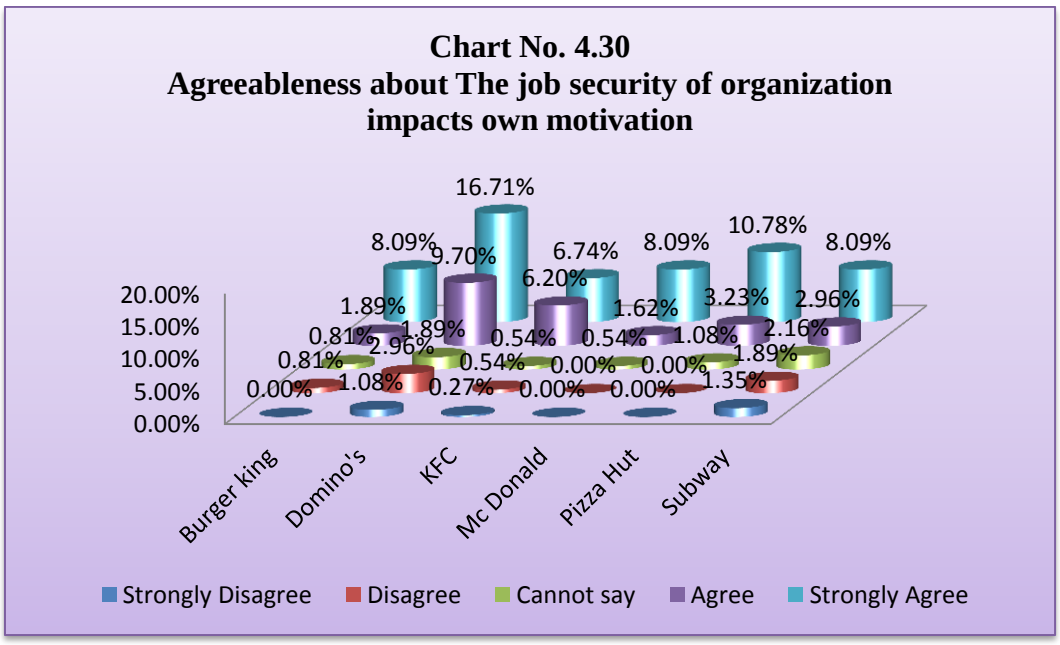
In the extrinsic factors, job security is considered to be the first factor of motivation. The quantified details of this factor has been tabulated and provided in Table ***No. 4.30***. It will be seen that almost more than 80 per cent of the respondents mentioned that they are feeling motivated if there is job security. The same aspect has been graphically presented with the help of ***Chart No. 4.30***.

Table No. 4.30

Agreeableness about The job security of organization impacts own motivation

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	3 (0.81%)	3 (0.81%)	7 (1.89%)	30 (8.09%)	43 (11.59%)
2	Domino's	4 (1.08%)	11 (2.96%)	7 (1.89%)	36 (9.70%)	62 (16.71%)	120 (32.35%)
3	KFC	1 (0.27%)	2 (0.54%)	2 (0.54%)	23 (6.20%)	25 (6.74%)	53 (14.29%)
4	McDonald	0.00%	0.00%	2 (0.54%)	6 (1.62%)	30 (8.09%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	4 (1.08%)	12 (3.23%)	40 (10.78%)	56 (15.09%)
6	Subway	5 (1.35%)	7 (1.89%)	8 (2.16%)	11 (2.96%)	30 (8.09%)	61 (16.44%)
	Grand Total	**10 (2.70%)**	**23 (6.20%)**	**26 (7.01%)**	**95 (25.61%)**	**217 (58.49%)**	**371 (100.00%)**

Source: Field investigation



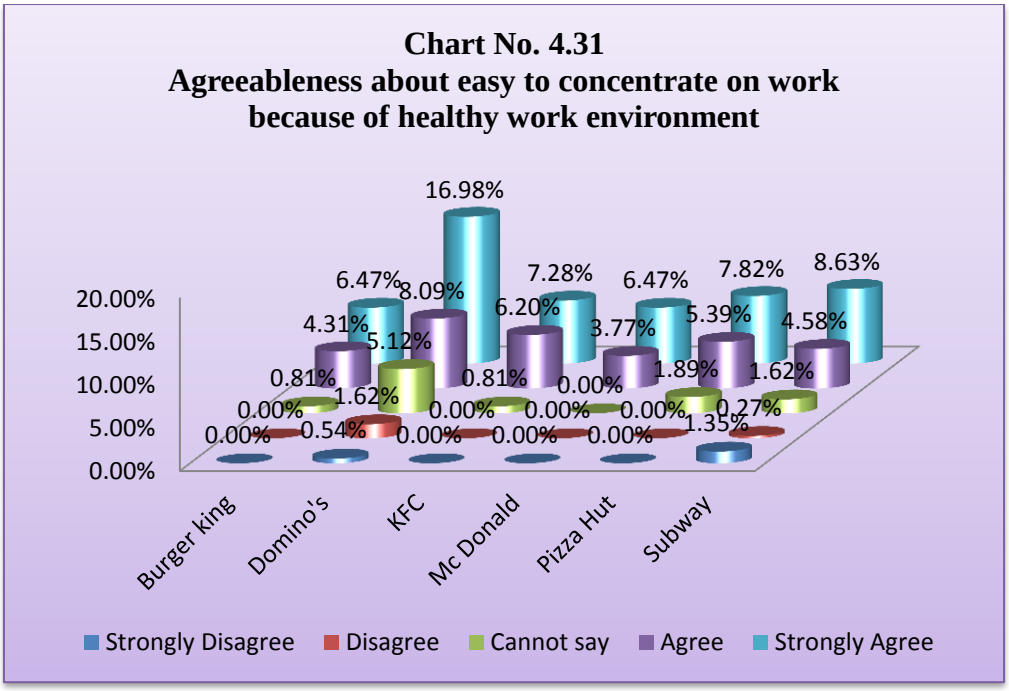
The second factor among extrinsic motivating factors is considered to be the healthy work environment. It has been seen therefore from the table that, almost 86 per cent of the respondents mentioned that they feel easy to concentrate on work because of a healthy work environment. This aspect has been quantified and presented with the help of ***Table No. 4.31*** and ***Chart No. 4.31***.

Table No. 4.31

Agreeableness about easy to concentrate on work because of healthy work environment

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	0.00%	3 (0.81%)	16 (4.31%)	24 (6.47%)	43 (11.59%)
2	Domino's	2 (0.54%)	6 (1.62%)	19 (5.12%)	30 (8.09%)	63 (16.98%)	120 (32.35%)
3	KFC	0.00%	0.00%	3 (0.81%)	23 (6.20%)	27 (7.28%)	53 (14.29%)
4	McDonald	0.00%	0.00%	0.00%	14 (3.77%)	24 (6.47%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	7 (1.89%)	20 (5.39%)	29 (7.82%)	56 (15.09%)
6	Subway	5 (1.35%)	1 (0.27%)	6 (1.62%)	17 (4.58%)	32 (8.63%)	61 (16.44%)
	Grand Total	**7 (1.89%)**	**7 (1.89%)**	**38 (10.24%)**	**120 (32.35%)**	**199 (53.64%)**	**371 (100.00%)**

Source: Field investigation



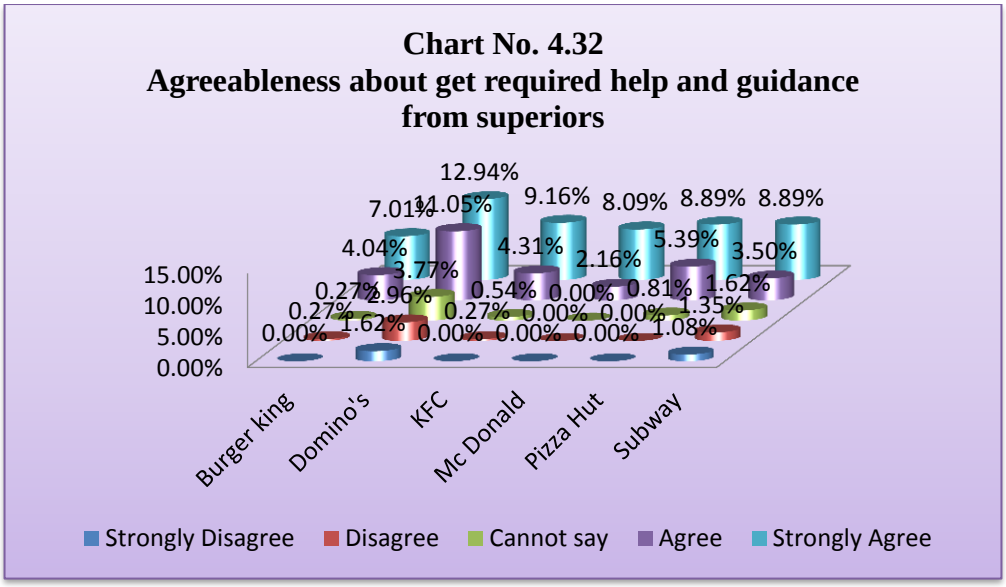
The Generation-Y working in Fast Food Industry is assumed to prefer for required help and guidance from superiors. This aspect is investigated with the help of Five Point Likert scale questions asked to the respondents. The quantified details of the same have been presented with the help of ***Table No. 4.32***.

Table No. 4.32

Agreeableness about get required help and guidance from superiors

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	1 (0.27%)	1 (0.27%)	15 (4.04%)	26 (7.01%)	43 (11.59%)
2	Domino's	6 (1.62%)	11 (2.96%)	14 (3.77%)	41 (11.05%)	48 (12.94%)	120 (32.35%)
3	KFC	0.00%	1 (0.27%)	2 (0.54%)	16 (4.31%)	34 (9.16%)	53 (14.29%)
4	McDonald	0.00%	0.00%	0.00%	8 (2.16%)	30 (8.09%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	3 (0.81%)	20 (5.39%)	33 (8.89%)	56 (15.09%)
6	Subway	4 (1.08%)	5 (1.35%)	6 (1.62%)	13 (3.50%)	33 (8.89%)	61 (16.44%)
	Grand Total	**10 (2.70%)**	**18 (4.85%)**	**26 (7.01%)**	**113 (30.46%)**	**204 (54.99%)**	**371 (100.00%)**

Source: Field investigation



The freedom for expressing emotions is also considered as one of the motivating factors of the employees. This aspect has been classified as the extrinsic factor of motivation in Two Factor Theory. Thus as per the methodology of the present study, investigating and impact of this factor on the motivation of the Generation-Y members has been investigated. The quantified details have been tabulated and presented in ***Table No. 4.33*** and ***Chart No. 4.33***. It can be seen from the table and chart that, almost 80 per cent of the respondents have mentioned that they feel motivated if there is a freedom to express their own feelings and reactions with colleagues/superiors/ subordinates. This simply reflects that the workplace has been considered by these members as an emotional attachment. This assumption has to be provided a support from an organization and that too in the culture of the organization.

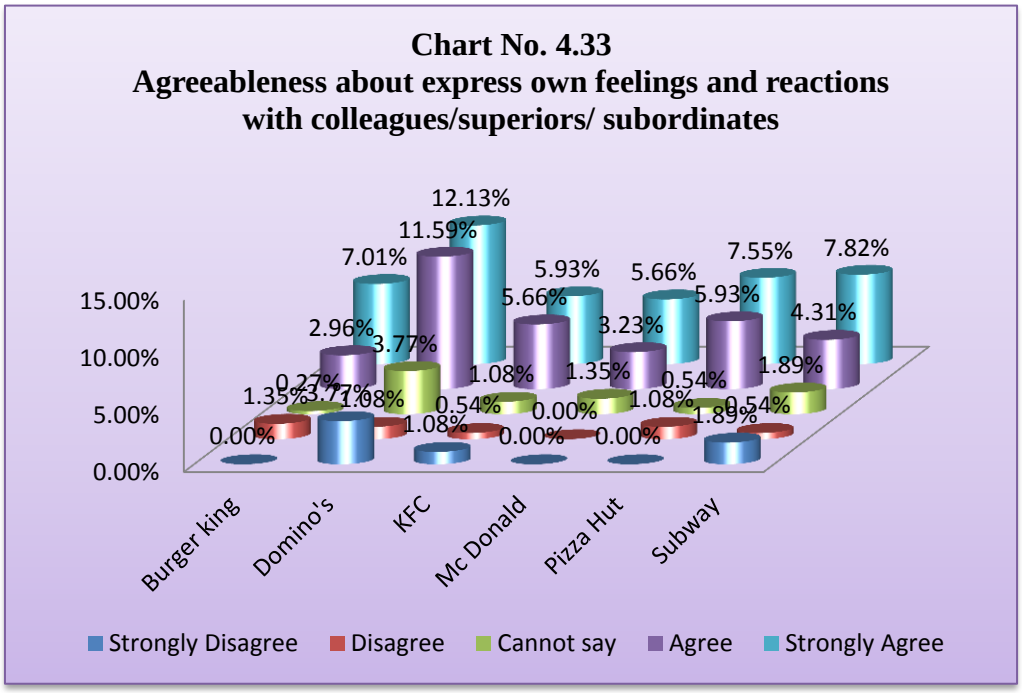
Table No. 4.33

Agreeableness about express own feelings and reactions with colleagues/superiors/ subordinates

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	5 (1.35%)	1 (0.27%)	11 (2.96%)	26 (7.01%)	43 (11.59%)
2	Domino's	14 (3.77%)	4 (1.08%)	14 (3.77%)	43 (11.59%)	45 (12.13%)	120 (32.35%)
3	KFC	4 (1.08%)	2 (0.54%)	4 (1.08%)	21 (5.66%)	22 (5.93%)	53 (14.29%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
4	McDonald	0.00%	0.00%	5 (1.35%)	12 (3.23%)	21 (5.66%)	38 (10.24%)
5	Pizza Hut	0.00%	4 (1.08%)	2 (0.54%)	22 (5.93%)	28 (7.55%)	56 (15.09%)
6	Subway	7 (1.89%)	2 (0.54%)	7 (1.89%)	16 (4.31%)	29 (7.82%)	61 (16.44%)
	Grand Total	**25 (6.74%)**	**17 (4.58%)**	**33 (8.89%)**	**125 (33.69%)**	**171 (46.09%)**	**371 (100.00%)**

Source: Field investigation



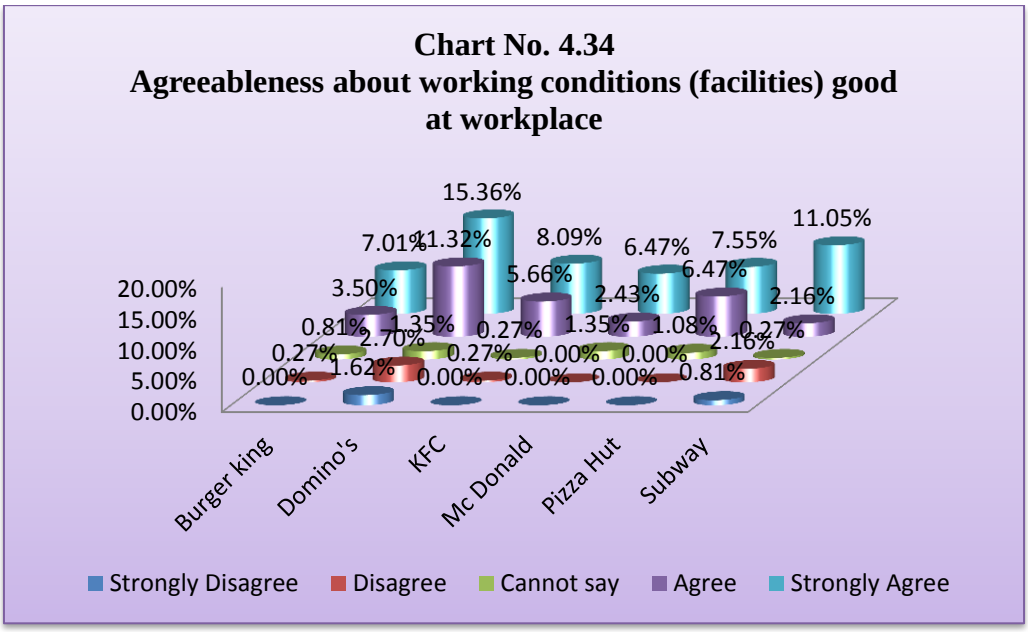
It is natural that good working conditions always attract employees but it is questioned in the present study whether this factor contributes to the motivation of the employees, specifically in regards to the Generation-Y members engaged in the Fast Food Industry. The details on this aspect have been presented in ***Table No. 4.34*** and ***Chart No. 4.34***. It would be seen therefore from the table that, almost 86 per cent of the respondents have mentioned that they get motivated because of the good working conditions such as facilities available at the workplace.

Table No. 4.34

Agreeableness about working conditions (facilities) good at workplace

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	1 (0.27%)	3 (0.81%)	13 (3.50%)	26 (7.01%)	43 (11.59%)
2	Domino's	6 (1.62%)	10 (2.70%)	5 (1.35%)	42 (11.32%)	57 (15.36%)	120 (32.35%)
3	KFC	0.00%	1 (0.27%)	1 (0.27%)	21 (5.66%)	30 (8.09%)	53 (14.29%)
4	McDonald	0.00%	0.00%	5 (1.35%)	9 (2.43%)	24 (6.47%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	4 (1.08%)	24 (6.47%)	28 (7.55%)	56 (15.09%)
6	Subway	3 (0.81%)	8 (2.16%)	1 (0.27%)	8 (2.16%)	41 (11.05%)	61 (16.44%)
	Grand Total	**9 (2.43%)**	**20 (5.39%)**	**19 (5.12%)**	**117 (31.54%)**	**206 (55.53%)**	**371 (100.00%)**

Source: Field investigation



Appropriate salary is the primary concern for getting motivated as assumed in the present study. Though, an investigation of this aspect has been made and quantified details have been produced in ***Table No. 4.35*** and ***Chart No. 4.35***. It would be seen that, almost 41.78 per cent of the respondents mentioned that they highly agree with this aspect. While 31 per cent provided their opinion as agree. Clubbing together of

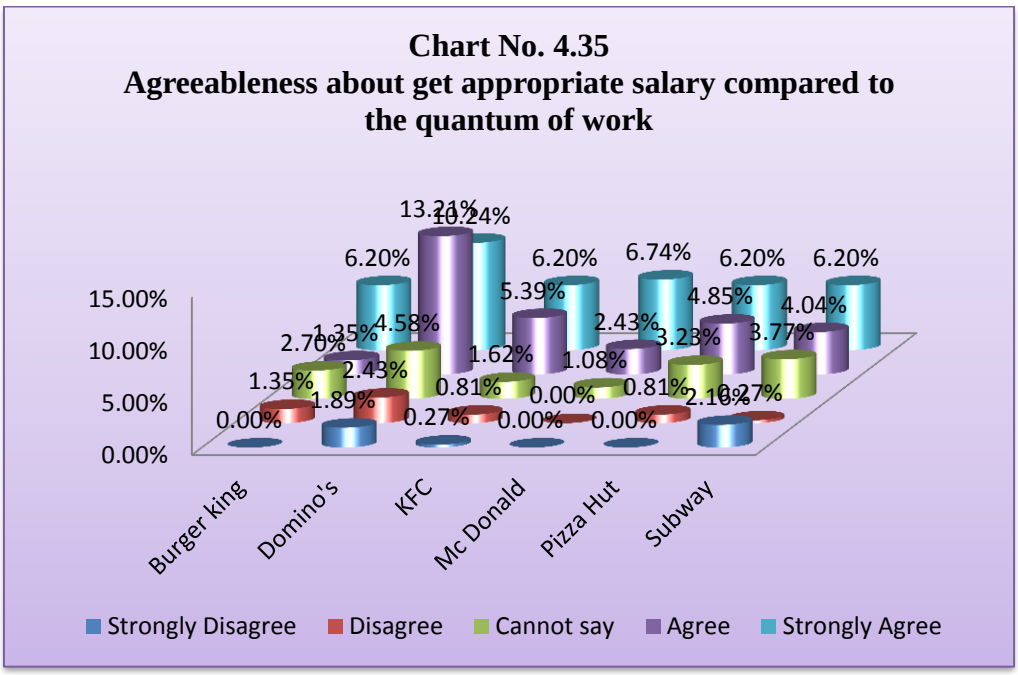
both the responses, it may be interpreted that Generation-Y employees engaged in the Fast Food Industry are motivated because of appropriate salary as compared to the quantum of work.

Table No. 4.35

Agreeableness about get appropriate salary compared to the quantum of work

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	5 (1.35%)	10 (2.70%)	5 (1.35%)	23 (6.20%)	43 (11.59%)
2	Domino's	7 (1.89%)	9 (2.43%)	17 (4.58%)	49 (13.21%)	38 (10.24%)	120 (32.35%)
3	KFC	1 (0.27%)	3 (0.81%)	6 (1.62%)	20 (5.39%)	23 (6.20%)	53 (14.29%)
4	McDonald	0.00%	0.00%	4 (1.08%)	9 (2.43%)	25 (6.74%)	38 (10.24%)
5	Pizza Hut	0.00%	3 (0.81%)	12 (3.23%)	18 (4.85%)	23 (6.20%)	56 (15.09%)
6	Subway	8 (2.16%)	1 (0.27%)	14 (3.77%)	15 (4.04%)	23 (6.20%)	61 (16.44%)
	Grand Total	**16 (4.31%)**	**21 (5.66%)**	**63 (16.98%)**	**116 (31.27%)**	**155 (41.78%)**	**371 (100.00%)**

Source: Field investigation



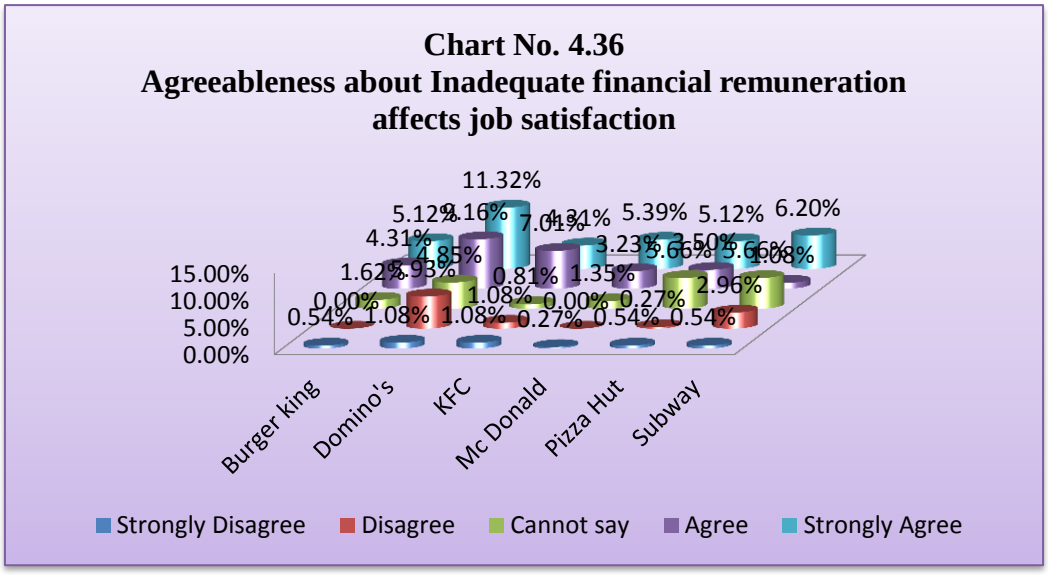
With reference made to Table ***No. 4.36*** it has been mentioned by 65.77 per cent of the respondents that inadequate financial remuneration affects the job satisfaction. Ultimately it may be inferred that job satisfaction is needed for motivating the employees and inadequate financial remuneration affects the job satisfaction reflecting that inadequate remuneration may not motivate the Generation-Y members. In support of this aspect ***Chart No. 4.36*** has been produced.

Table No. 4.36

Agreeableness about Inadequate financial remuneration affects job satisfaction

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	2 (0.54%)	0.00%	6 (1.62%)	16 (4.31%)	19 (5.12%)	43 (11.59%)
2	Domino's	4 (1.08%)	22 (5.93%)	18 (4.85%)	34 (9.16%)	42 (11.32%)	120 (32.35%)
3	KFC	4 (1.08%)	4 (1.08%)	3 (0.81%)	26 (7.01%)	16 (4.31%)	53 (14.29%)
4	McDonald	1 (0.27%)	0.00%	5 (1.35%)	12 (3.23%)	20 (5.39%)	38 (10.24%)
5	Pizza Hut	2 (0.54%)	1 (0.27%)	21 (5.66%)	13 (3.50%)	19 (5.12%)	56 (15.09%)
6	Subway	2 (0.54%)	11 (2.96%)	21 (5.66%)	4 (1.08%)	23 (6.20%)	61 (16.44%)
	Grand Total	**15 (4.04%)**	**38 (10.24%)**	**74 (19.95%)**	**105 (28.30%)**	**139 (37.47%)**	**371 (100.00%)**

Source: Field investigation



The Generation-Y engaged in the Fast Food Industry has been seen to be working for job titles. As almost 76.55 per cent of the respondents mentioned that job title provides social status. This has been regarded as another factor of the motivation classified in the extrinsic factor in Two Factor Theory raised by Herzberg. The further details on this aspect have been provided with the help of ***Table No. 4.37*** and ***Chart No. 4.37***.

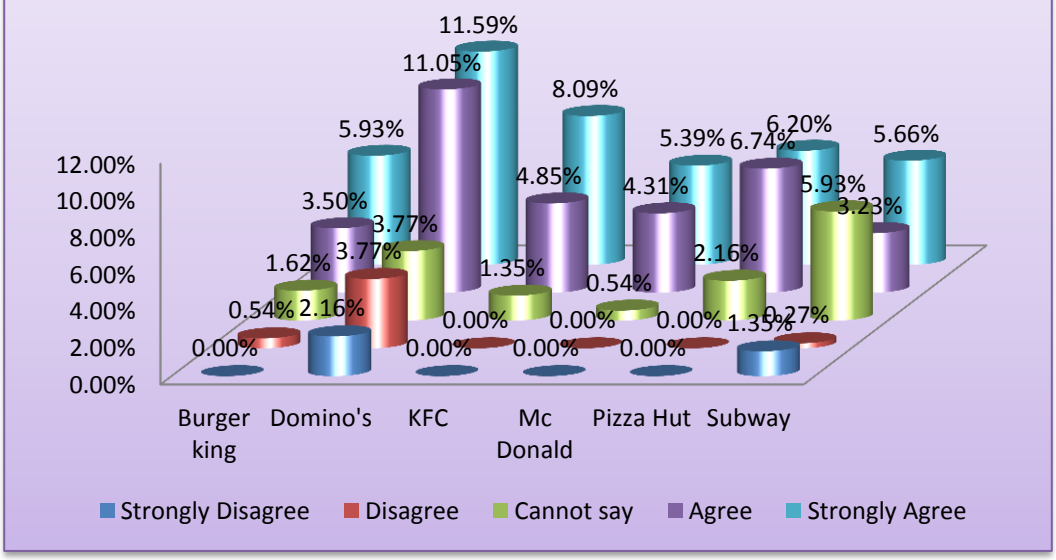
Table No. 4.37

Agreeableness about work for social status provided by job title

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Burger King	0.00%	2 (0.54%)	6 (1.62%)	13 (3.50%)	22 (5.93%)	43 (11.59%)
2	Domino's	8 (2.16%)	14 (3.77%)	14 (3.77%)	41 (11.05%)	43 (11.59%)	120 (32.35%)
3	KFC	0.00%	0.00%	5 (1.35%)	18 (4.85%)	30 (8.09%)	53 (14.29%)
4	McDonald	0.00%	0.00%	2 (0.54%)	16 (4.31%)	20 (5.39%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	8 (2.16%)	25 (6.74%)	23 (6.20%)	56 (15.09%)
6	Subway	5 (1.35%)	1 (0.27%)	22 (5.93%)	12 (3.23%)	21 (5.66%)	61 (16.44%)
	Grand Total	**13 (3.50%)**	**17 (4.58%)**	**57 (15.36%)**	**125 (33.69%)**	**159 (42.86%)**	**371 (100.00%)**

Source: Field investigation

Chart No. 4.37
Agreeableness about work for social status provided by job title



Almost 80 per cent of the respondents have mentioned that work life balance is an important factor for their motivation. In the earlier section it has been observed that Generation-Y members are giving high preference to the family such they support family financially and also they take responsibility for families. Thus fulfilling all these things in balance with work and family life certain adjustments have to be made by the employees, specifically Generation-Y members. This aspect has been provided in Table ***No. 4.38*** and ***Chart No. 4.38***.

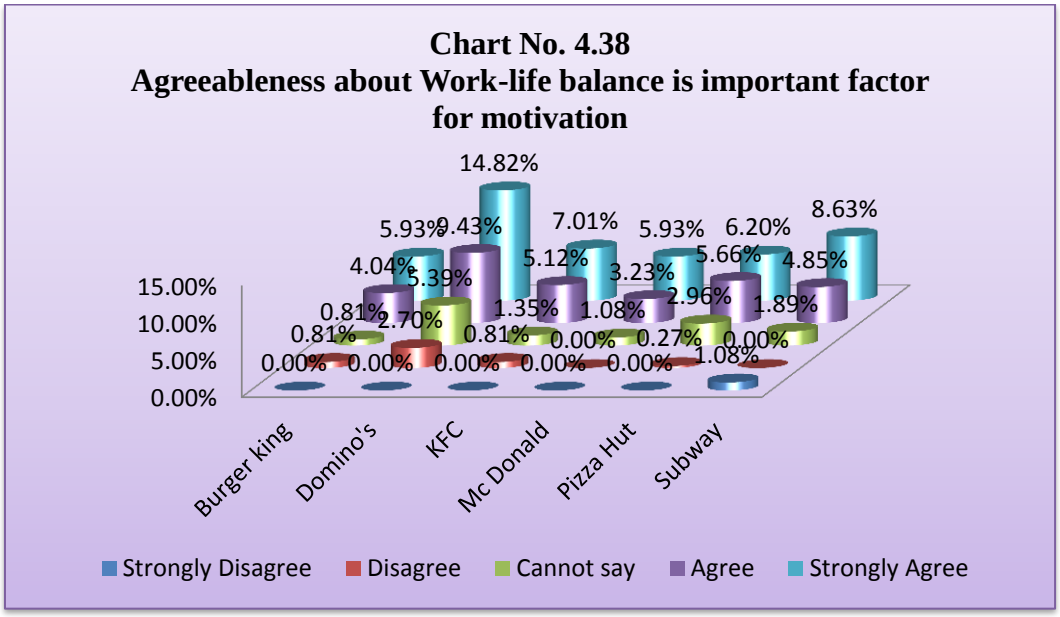
Table No. 4.38

Agreeableness about Work-life balance is important factor for motivation

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	3 (0.81%)	3 (0.81%)	15 (4.04%)	22 (5.93%)	43 (11.59%)
2	Domino's	0.00%	10 (2.70%)	20 (5.39%)	35 (9.43%)	55 (14.82%)	120 (32.35%)
3	KFC	0.00%	3 (0.81%)	5 (1.35%)	19 (5.12%)	26 (7.01%)	53 (14.29%)
4	McDonald	0.00%	0.00%	4 (1.08%)	12 (3.23%)	22 (5.93%)	38 (10.24%)
5	Pizza Hut	0.00%	1 (0.27%)	11 (2.96%)	21 (5.66%)	23 (6.20%)	56 (15.09%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
6	Subway	4 (1.08%)	0.00%	7 (1.89%)	18 (4.85%)	32 (8.63%)	61 (16.44%)
	Grand Total	**4 (1.08%)**	**17 (4.58%)**	**50 (13.48 %)**	**120 (32.35%)**	**180 (48.52%)**	**371 (100.00 %)**

Source: Field investigation



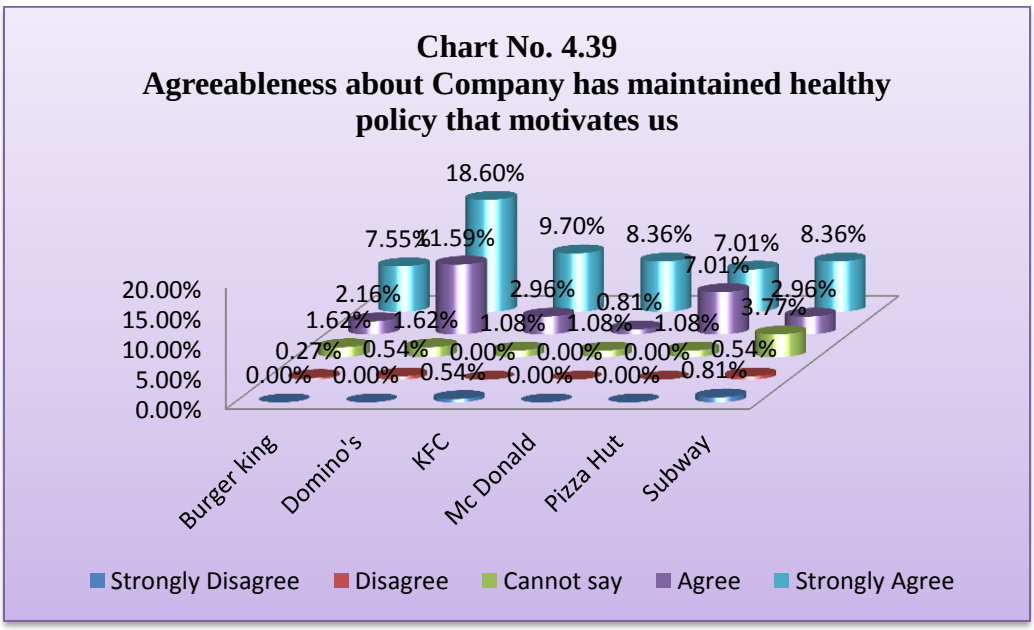
The companies policies related to human resources is the rules directly impacting on employees' all the aspects. Thus, it is better to understand that; what is the relationship between motivation of the employees and the company policies? The same aspect has been investigated in the present study. Thus naturally, it has been observed from the ***Table No. 4.39*** that almost 87.06 per cent of the respondent mentioned that healthy employee policy motivates them. Hence, ultimately it may be stated that Generation-Y employees working in the Fast Food Industry are motivated due to healthy employee's policies. ***Chart No. 4.39*** provides graphical presentation on this aspect.

Table No. 4.39

Agreeableness about Company has maintained healthy policy that motivates us

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	1 (0.27%)	6 (1.62%)	8 (2.16%)	28 (7.55%)	43 (11.59%)
2	Domino's	0.00%	2 (0.54%)	6 (1.62%)	43 (11.59%)	69 (18.60%)	120 (32.35%)
3	KFC	2 (0.54%)	0.00%	4 (1.08%)	11 (2.96%)	36 (9.70%)	53 (14.29%)
4	McDonald	0.00%	0.00%	4 (1.08%)	3 (0.81%)	31 (8.36%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	4 (1.08%)	26 (7.01%)	26 (7.01%)	56 (15.09%)
6	Subway	3 (0.81%)	2 (0.54%)	14 (3.77%)	11 (2.96%)	31 (8.36%)	61 (16.44%)
	Grand Total	**5 (1.35%)**	**5 (1.35%)**	**38 (10.24%)**	**102 (27.49%)**	**221 (59.57%)**	**371 (100.00%)**

Source: Field investigation



The last parameter considered for the study of extrinsic factors is appropriate supervision. It is true that a high level of supervision may make doubt in the mind of employees in regards to the employer's belief in the employee and may Impact productivity of the workers. Also absence of supervision may arise for lack of

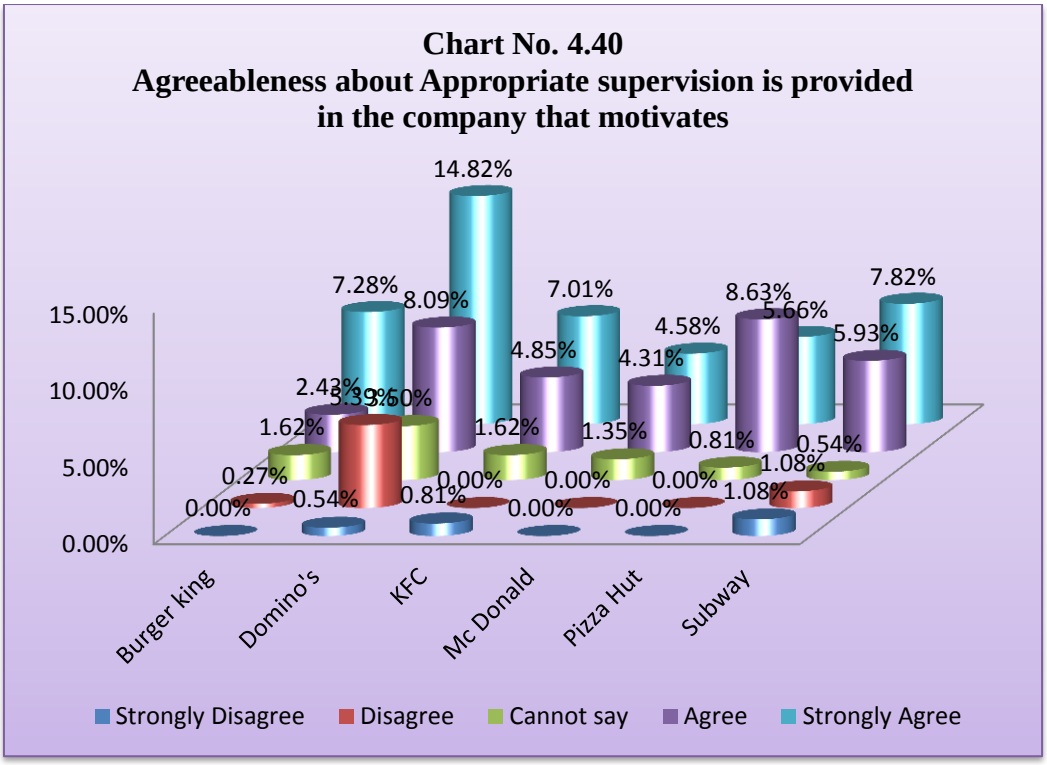
performance and also will not provide data at the of performance appraisal. Hence ultimately, an appropriate level of supervision is desirable. The same thing has been supported by 81. 40 per cent of the respondents in the present study, reflecting that Generation-Y employees engaged in the Fast Food Industry are motivated by appropriate supervision. These details have been provided with the help of ***Table No. 4.40*** and ***Chart No. 4.40***.

Table No. 4.40

Agreeableness about Appropriate supervision is provided in the company that motivates

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Burger King	0.00%	1 (0.27%)	6 (1.62%)	9 (2.43%)	27 (7.28%)	43 (11.59%)
2	Domino's	2 (0.54%)	20 (5.39%)	13 (3.50%)	30 (8.09%)	55 (14.82%)	120 (32.35%)
3	KFC	3 (0.81%)	0.00%	6 (1.62%)	18 (4.85%)	26 (7.01%)	53 (14.29%)
4	McDonald	0.00%	0.00%	5 (1.35%)	16 (4.31%)	17 (4.58%)	38 (10.24%)
5	Pizza Hut	0.00%	0.00%	3 (0.81%)	32 (8.63%)	21 (5.66%)	56 (15.09%)
6	Subway	4 (1.08%)	4 (1.08%)	2 (0.54%)	22 (5.93%)	29 (7.82%)	61 (16.44%)
	Grand Total	**9 (2.43%)**	**25 (6.74%)**	**35 (9.43%)**	**127 (34.23%)**	**175 (47.17%)**	**371 (100.00%)**

Source: Field investigation



Extrinsic factor summary table

In a summary of the section it may be stated that the Generation-Y working in Fast Food Industry industries are motivated by extrinsic factors.

Table No. 4.40 (A)

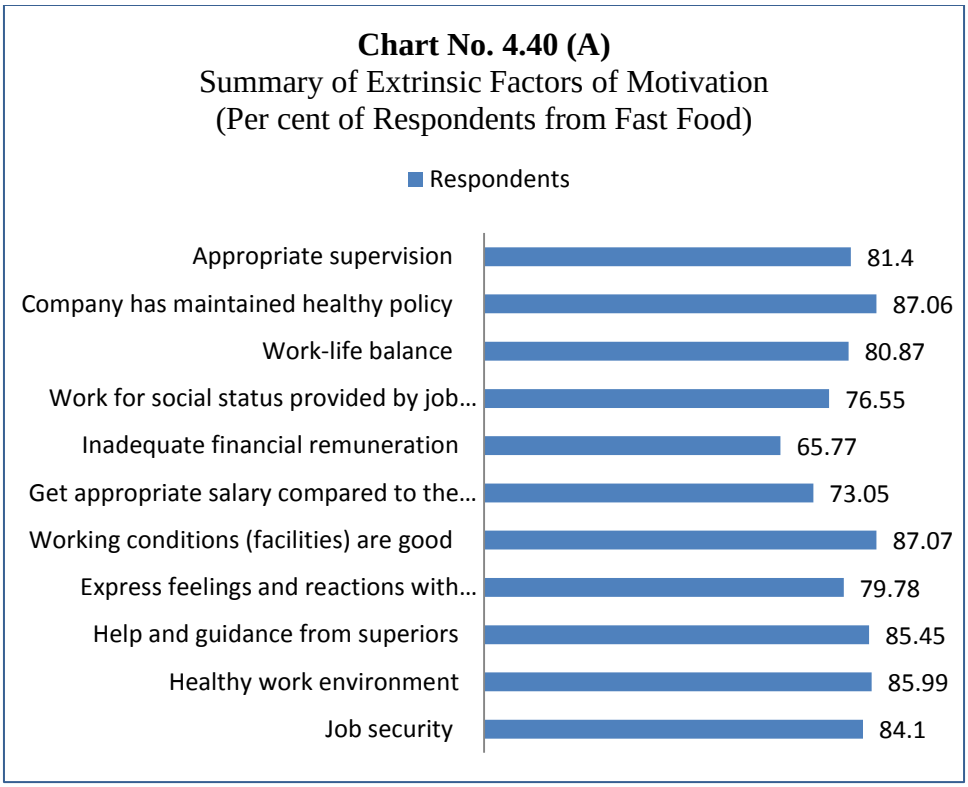
Summary of Extrinsic factors

Sr. No.	Qualities	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	The job security of organization impacts motivation	10	23	26	95	217	371
2	It is easy to concentrate on work because of a healthy work environment.	7	7	38	120	199	371
3	Get required help and guidance from superiors.	10	18	26	113	204	371
4	Can express feelings and reactions with colleagues/superiors/ subordinates	25	17	33	125	171	371

Sr. No.	Qualities	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
5	Working conditions (facilities) are good at workplace	9	20	19	117	206	371
6	Get appropriate salary compared to the quantum of work	16	21	63	116	155	371
7	Inadequate financial remuneration affects job satisfaction	15	38	74	105	139	371
8	Work for social status provided by job title	13	17	57	125	159	371
9	Work-life balance is important factor for motivation	4	17	50	120	180	371
10	Company has maintained healthy policy that motivates	5	5	38	102	221	371
11	Appropriate supervision is provided in the company that motivates	9	25	35	127	175	371

Source: Field investigation

Chart No. 4.40 (A)
Summary of Extrinsic Factors of Motivation
(Per cent of Respondents from Fast Food)



PART-II

Descriptive Analysis of Travel & Tourism Industry

Investigation of the motivation of Generation-Y employees engaged in the Fast Food industry and Travel & Tourism industry is the essential aspect of the present study. In part-I of the present study detailed analysis and investigation has been made for Fast Food Industry industries representing Fast Food chain in Pune. Now, in this Part-II of the analysis chapter, an effort has been made to quantify, tabulate and interpret the results in relation with the behavioral aspects of Generation-Y employees engaged in the Travel & Tourisms industry. Moreover, this part contains analysis of the both motivating factors namely, intrinsic and extrinsic influencing motivation of Generation-Y members working in Travel & Tourisms industry.

Now, with reference to the research methodology adopted in the chapter-3 of this research, six international Travel & Tourisms companies have been selected to represent the Travel & Tourisms industries of Pune. Further, scope of this has been limited to the agencies that are operating only in an international Travel & Tourisms, namely, (a) Kesari Tours, (b) Make My Trip, (c) Satguru Travels, (d) Trail Blazer Tours India, (e) Thomas Cook, and (f) Veena World.

The study primary focuses on the employees belonging to the Generation-Y age group. Thus, total 167 respondents have been considered and included in the further tabular investigated from the Travel & Tourism companies. To accommodate this research analysis, this part has been divided into three sections such as, ***Section-(a)*** detailed out the analysis of demographic information of the respondents. In ***Section-(b)*** efforts have been made to quantify and analyze the intrinsic factors of the motivational theory and finally, in ***Section-(c)*** extrinsic factors have been analyzed.

Further, it also needs to be noted that the same questionnaire tool has been used for collecting the data from respondents of the Travel & Tourism industries and thus may be this part of analysis look like an exact replica of the part-I. But major differences can be pointed out here as, this part content an interpretation of the analysis related to the Travel & Tourism industry as well as supported by running commentary on the comparative aspect of Fast Food Industry.

Section-(a)

Demographic information

In this section an effort has been made to tabulate and analyze the data related to demographic information of the responding Generation-Y members working in Travel & Tourism industry operative in Pune.

The entire respondents have been classified into four categories of birth years starting from the Year 1980 to the Year 2000. The majority of the respondents (57 per cent) have been observed belonging to the age band between birth year 1986 and 1995. Though, it may not be influential to the factors impacting motivation. The reason behind this data concentration is to ensure as possible as equal respondents before and after economic policy shift happened in 1991. Further details on this aspect have been presented with the help of ***Table No. 4.41 and Chart No. 4.41***. Also as compared to the Fast Food Industry industries more females have been employed in Travel & Tourisms industries in Pune. It has been reflected from the table showing 41 per cent of the responding females.

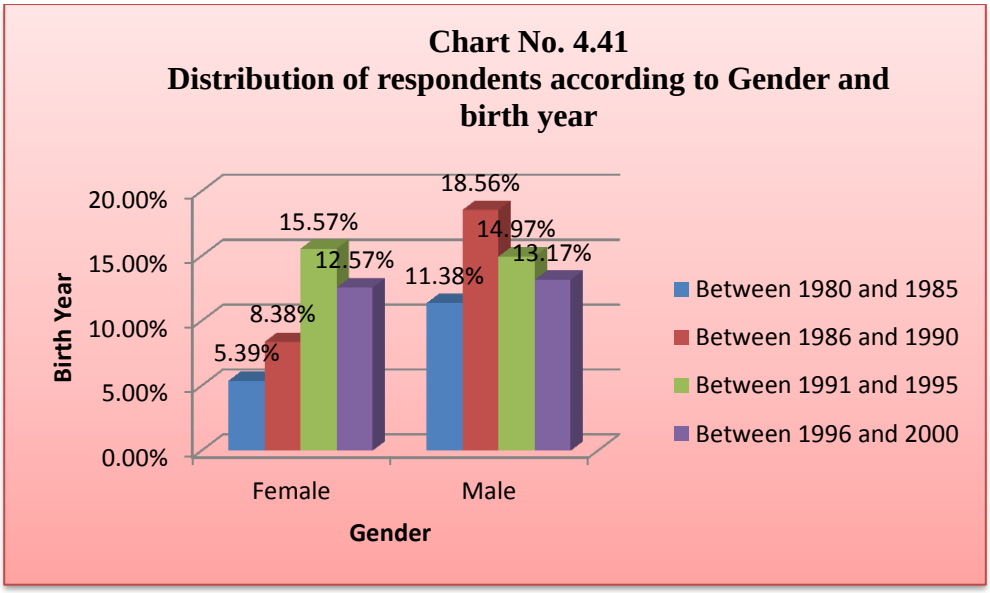
Table No. 4.41

Distribution of respondents according to Gender and birth year

Sr. No.	Birth Year	Female	Male	Grand Total
I	II	III	IV	V
1	Between 1980 and 1985	9 (5.39%)	19 (11.38%)	28 (16.77%)
2	Between 1986 and 1990	14 (8.38%)	31 (18.56%)	45 (26.95%)
3	Between 1991 and 1995	26 (15.57%)	25 (14.97%)	51 (30.54%)
4	Between 1996 and 2000	21 (12.57%)	22 (13.17%)	43 (25.75%)
	Grand Total	**70 (41.92%)**	**97 (58.08%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.41
Distribution of respondents according to Gender and birth year



On the aspect of education, almost 85 per cent of the respondents have completed their graduation or post-graduation. On this aspect of education also, the Travel & Tourisms industry stood superior as compared to the Fast Food Industry. This has reflected that the Travel & Tourisms industry is providing good opportunity to the well-educated employees and also accommodates female employees as well. Further details have been tabulated in ***Table No. 4.42*** and presented graphically with the help of ***Chart No. 4.42.***

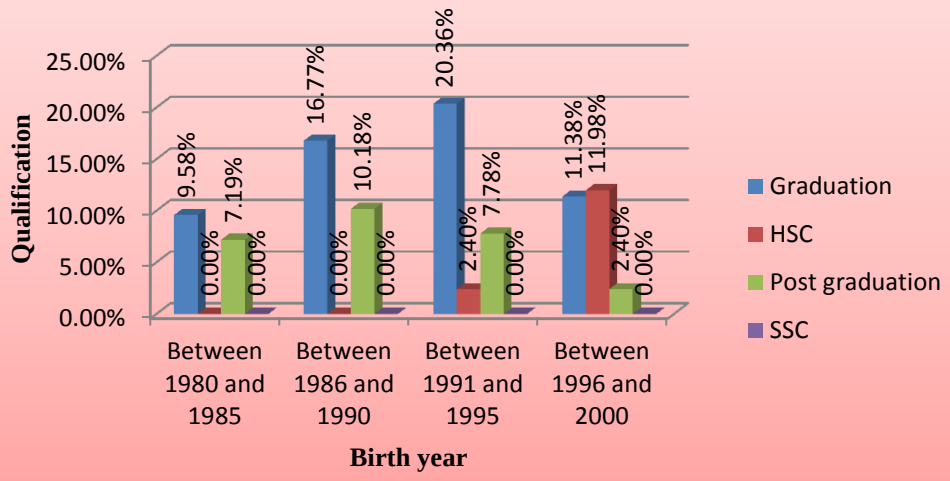
Table No. 4.42

Distribution of respondents according to birth year and education

Sr. No.	Birth year	Post-graduation	Graduation	HSC	Grand Total
I	II	III	IV	V	VI
1	Between 1980 and 1985	12 (7.19%)	16 (9.58%)	0 (0.00%)	28 (16.77%)
2	Between 1986 and 1990	17 (10.18%)	28 (16.77%)	0 (0.00%)	45 (26.95%)
3	Between 1991 and 1995	13 (7.78%)	34 (20.36%)	4 (2.40%)	51 (30.54%)
4	Between 1996 and 2000	4 (2.40%)	19 (11.38%)	20 (11.98%)	43 (25.75%)
	Grand Total	**46 (27.54%)**	**97 (58.08%)**	**24 (14.37%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.42
Distribution of respondents according to birth year and education



The factor of education also further investigated to analyze the variation in regards to the Travel & Tourisms agencies. It will be seen therefore from Table ***No. 4.43 and Chart No. 4.43*** that Veena World and Satguru Travels have hired most of the graduate employees (14 per cent and 13.17 per cent respectively). Thomas Cook has majority employed (almost 12 per cent) of the employees from post graduate candidates. In the Travel & Tourism industry major skill required is communication and at the level of HSC it may not be fully developed in the prospective candidates.

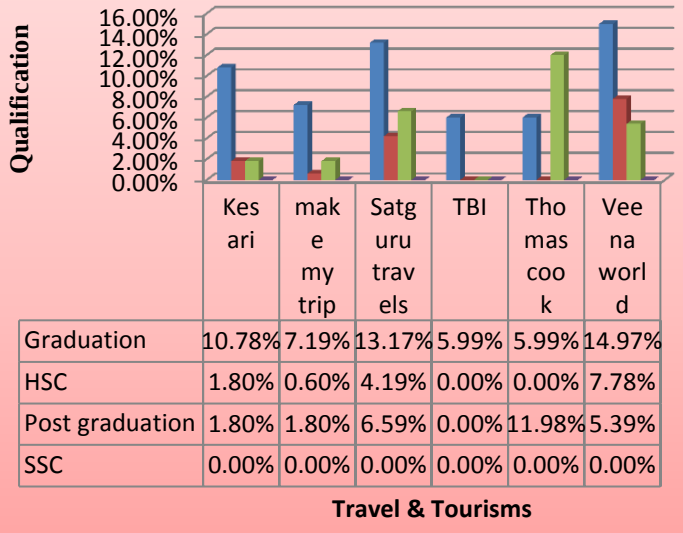
Table No. 4.43

Distribution of respondents according to education and Tours & Travels

Sr. No.	Row Labels	Post-graduation	Graduation	HSC	Grand Total
I	II	III	IV	V	VI
1	Kesari	3 (1.80%)	18 (10.78%)	3 (1.80%)	24 (14.37%)
2	Make My Trip	3 (1.80%)	12 (7.19%)	1 (0.60%)	16 (9.58%)
3	Satguru Travels	11 (6.59%)	22 (13.17%)	7 (4.19%)	40 (23.95%)
4	TBI	0 (0.00%)	10 (5.99%)	0 (0.00%)	10 (5.99%)
5	Thomas Cook	20 (11.98%)	10 (5.99%)	0 (0.00%)	30 (17.96%)
6	Veena World	9 (5.39%)	25 (14.97%)	13 (7.78%)	47 (28.14%)
	Grand Total	**46 (27.54%)**	**97 (58.08%)**	**24 (14.37%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.43
Distribution of respondents according to education and Travel & Tourisms



	Kesari	make my trip	Satguru travels	TBI	Thomas cook	Veena world
Graduation	10.78%	7.19%	13.17%	5.99%	5.99%	14.97%
HSC	1.80%	0.60%	4.19%	0.00%	0.00%	7.78%
Post graduation	1.80%	1.80%	6.59%	0.00%	11.98%	5.39%
SSC	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Considering the data presented in ***Table No. 4.44*** and ***Chart No. 4.44*** and without further details of the table, it may be concluded here that, all the major areas have been considered in this study to represent the Travel & Tourisms industry of operative in Pune. This aspect has been highlighted in the table below providing the area wise distribution of the respondents. Though, major concentration of the data has been observed from Magarpatta location. This may because more number of offices are situated in this area.

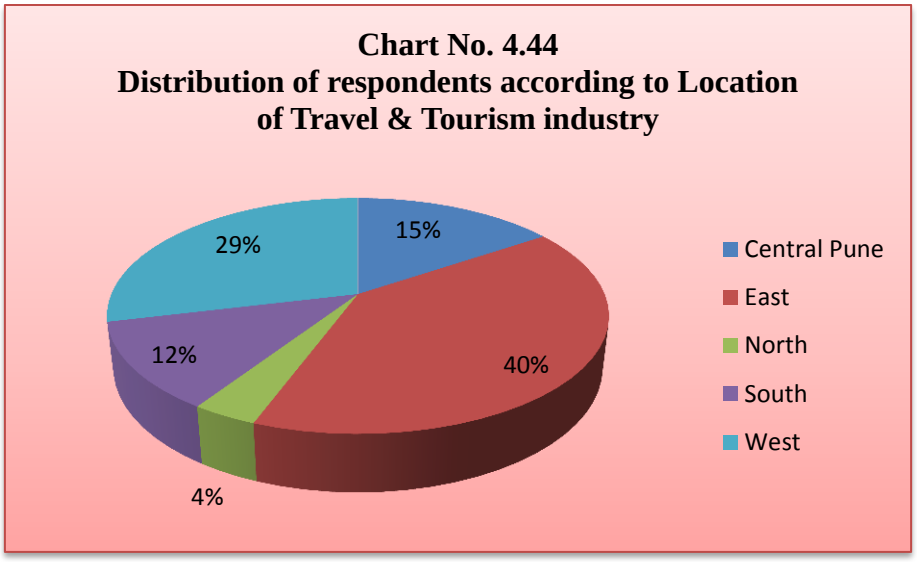
Table No. 4.44

Distribution of respondents according to Location of Tours & Travel

Location	Kesari	Make My Trip	Satguru Travels	TBI	Thomas Cook	Veena World	Grand Total
Anand nagar	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	1.20%
Baner	1.80%	0.00%	0.00%	0.00%	0.00%	0.00%	1.80%
Bavdhan	0.00%	0.00%	0.00%	0.00%	0.00%	1.80%	1.80%
Bhandarkar road	0.00%	0.00%	0.00%	0.00%	3.59%	0.00%	3.59%
Bhosari	3.59%	1.20%	0.00%	0.00%	0.00%	3.59%	8.38%
Bibewadi	0.00%	0.00%	0.00%	0.00%	0.00%	1.80%	1.80%
Bund Garden Rd	0.00%	1.80%	0.00%	0.00%	0.00%	0.00%	1.80%
Camp	0.00%	0.00%	0.00%	0.00%	3.59%	0.00%	3.59%
Chinchwad	0.00%	0.00%	0.00%	0.00%	2.40%	4.19%	6.59%

Location	Kesari	Make My Trip	Satguru Travels	TBI	Thomas Cook	Veena World	Grand Total
Erandwane	0.00%	1.80%	0.00%	0.00%	0.00%	0.00%	1.80%
Fatima nagar	0.00%	1.80%	0.00%	0.00%	0.00%	0.00%	1.80%
Hadapsar	1.20%	0.00%	0.00%	0.00%	0.00%	1.20%	2.40%
Hinjewadi	0.00%	0.00%	0.00%	0.00%	2.99%	0.00%	2.99%
Kalyani Nagar	1.80%	0.00%	0.00%	0.00%	0.00%	0.00%	1.80%
Kharadi	0.00%	1.80%	0.00%	0.00%	0.00%	0.00%	1.80%
Kothrud	0.00%	0.00%	0.00%	0.00%	1.80%	2.40%	4.19%
Magarpatta	0.00%	0.00%	15.57%	0.00%	1.20%	0.00%	16.77%
Manjari	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	1.20%
Nigadi	2.40%	0.00%	0.00%	0.00%	0.00%	1.80%	4.19%
Pimpari	0.00%	1.20%	0.00%	0.00%	0.00%	3.59%	4.79%
Pimple saudagar	1.80%	0.00%	0.00%	0.00%	0.00%	1.80%	3.59%
Ravet	0.00%	0.00%	0.00%	0.00%	0.00%	1.80%	1.80%
Sangamwadi, RTO	0.00%	0.00%	0.00%	5.99%	0.00%	0.00%	5.99%
Sinhgad road	1.80%	0.00%	0.00%	0.00%	0.00%	1.80%	3.59%
Viman nagar	0.00%	0.00%	0.00%	0.00%	2.40%	0.00%	2.40%
Wanowrie	0.00%	0.00%	8.38%	0.00%	0.00%	0.00%	8.38%
Grand Total	**14.37 %**	**9.58%**	**23.95%**	**5.99%**	**17.96 %**	**28.14 %**	**100.00 %**

Source: Field investigation



As mentioned in case of the area of the responding organizations, ***Table No. 4.45*** and ***Chart No. 4.45*** provide details on designations of the respondents. The assumption behind this consideration of inclusion of all the designations is to assess exact factors responsible for influencing motivation in Travel & Tourisms and industry irrespective

of their role in organization. Though, the majority of respondents belong to the sales department. This is also in support of the good representation of the workplace of Pune Based Travel & Tourisms industry.

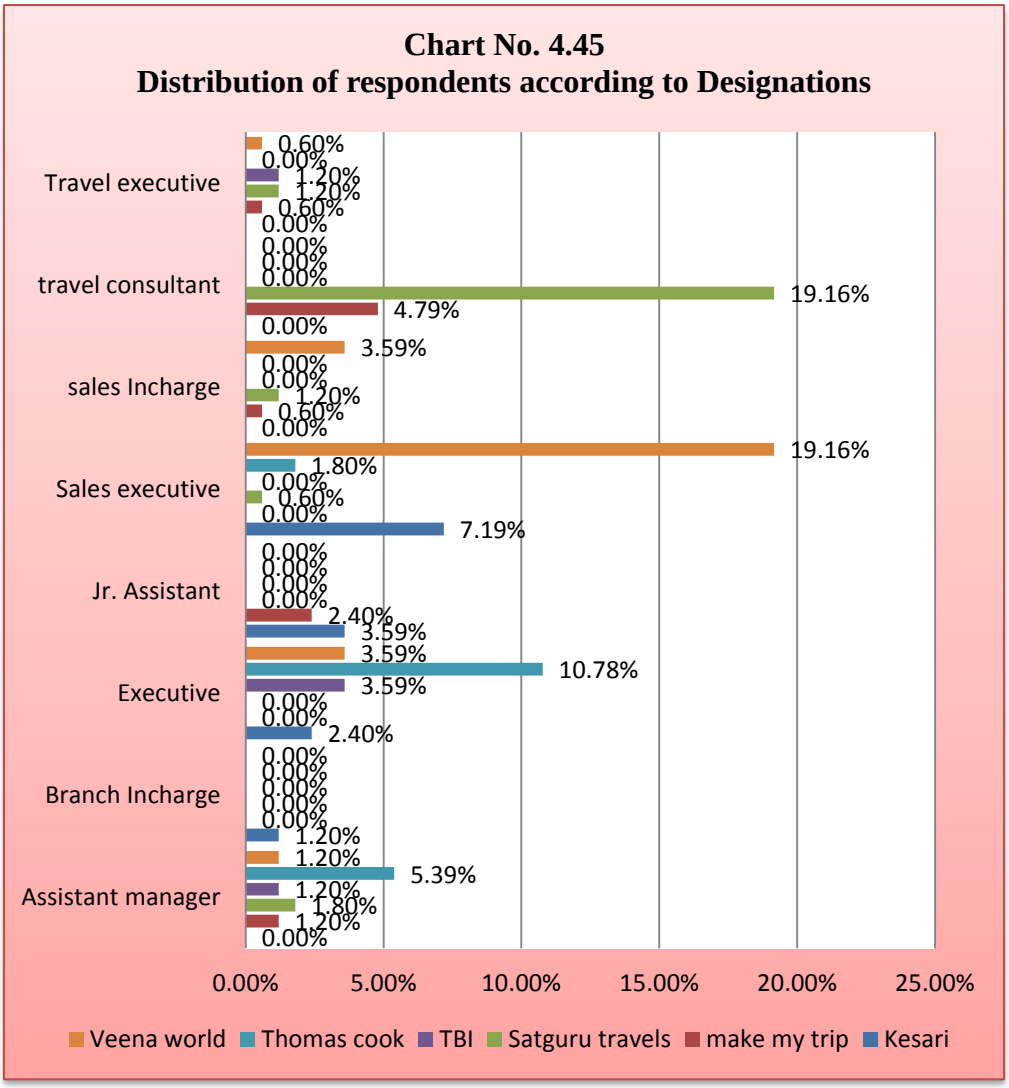
Table No. 4.45

Distribution of respondents according to Designations

Sr. No.	**Designation**	**Kesari**	**Make My Trip**	**Satguru Travels**	**TBI**	**Thomas Cook**	**Veena World**	**Grand Total**
1	Assistant manager	0(0.00%)	2 (1.20%)	3 (1.80%)	2 (1.20%)	9 (5.39%)	2 (1.20%)	18 (10.78%)
2	Branch Incharge	2 (1.20%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (1.20%)
3	Executive	4 (2.40%)	0 (0.00%)	0 (0.00%)	6 (3.59%)	18 (10.78%)	6 (3.59%)	34 (20.36%)
4	Jr. Assistant	6 (3.59%)	4 (2.40%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	10 (5.99%)
5	Sales executive	12 (7.19%)	0 (0.00%)	1 (0.60%)	0 (0.00%)	3 (1.80%)	32 (19.16%)	48 (28.74%)
6	sales In-charge	0 (0.00%)	1 (0.60%)	2 (1.20%)	0 (0.00%)	0 (0.00%)	6 (3.59%)	9 (5.39%)
7	travel consultant	0 (0.00%)	8 (4.79%)	32 (19.16%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	40 (23.95%)
8	Travel executive	0 (0.00%)	1 (0.60%)	2 (1.20%)	2 (1.20%)	0 (0.00%)	1 (0.60%)	6 (3.59%)
	Grand Total	**24 (14.37%)**	**16 (9.58%)**	**40 (23.95%)**	**10 (5.99%)**	**30 (17.96%)**	**47 (28.14%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.45
Distribution of respondents according to Designations



There are four categories have been made to accommodate the work experience of the respondents such as; (a) experience up to 1 years, accommodating 22.16 per cent of the respondents; (b) experience of 1 to 3 years, accommodating 26.35 per cent of the respondents; (c) work experience category of 3 to 5 years, accommodating 21.56 per cent of the respondents; (d) category of 5 to 10 years of experience, representing 23.95 per cent of the total respondents and finally; (e) more than 10 years of experience accommodating 6 per cent of total respondents. Now, considering the data it may be stated that the present study sample representation has been ensured to include good representation of the workforce of Travel & Tourisms industry operative in Pune. (Refer ***Table No. 4.46*** and ***Chart No. 4.46***)

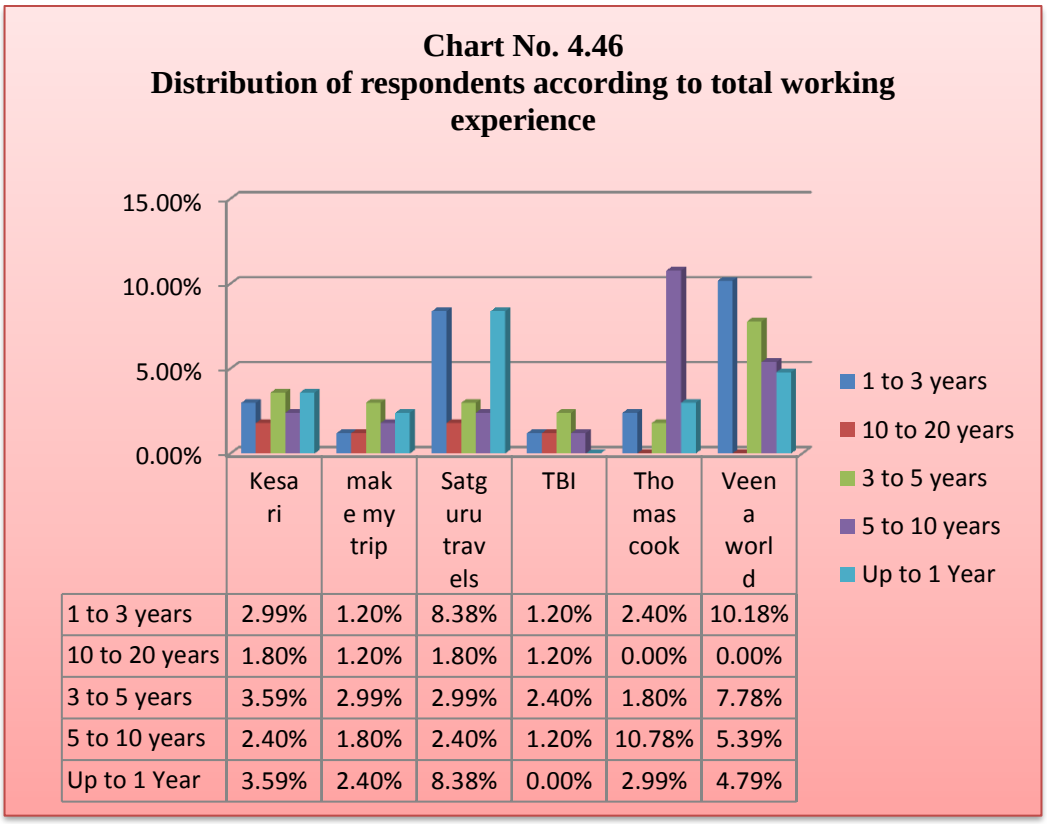
Table No. 4.46

Distribution of respondents according to Total working experience

Sr. No.	Row Labels	Up to 1 Year	1 to 3 years	3 to 5 years	5 to 10 years	10 to 20 years	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	6 (3.59%)	5 (2.99%)	6 (3.59%)	4 (2.40%)	3 (1.80%)	24 (14.37%)
2	Make My Trip	4 (2.40%)	2 (1.20%)	5 (2.99%)	3 (1.80%)	2 (1.20%)	16 (9.58%)
3	Satguru Travels	14 (8.38%)	14 (8.38%)	5 (2.99%)	4 (2.40%)	3 (1.80%)	40 (23.95%)
4	TBI	0 (0.00%)	2 (1.20%)	4 (2.40%)	2 (1.20%)	2 (1.20%)	10 (5.99%)
5	Thomas Cook	5 (2.99%)	4 (2.40%)	3 (1.80%)	18 (10.78%)	0 (0.00%)	30 (17.96%)
6	Veena World	8 (4.79%)	17 (10.18%)	13 (7.78%)	9 (5.39%)	0 (0.00%)	47 (28.14%)
	Grand Total	**37 (22.16%)**	**44 (26.35%)**	**36 (21.56 %)**	**40 (23.95%)**	**10 (5.99%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.46
Distribution of respondents according to total working experience



	Kesari	make my trip	Satguru travels	TBI	Thomas cook	Veena world
1 to 3 years	2.99%	1.20%	8.38%	1.20%	2.40%	10.18%
10 to 20 years	1.80%	1.20%	1.80%	1.20%	0.00%	0.00%
3 to 5 years	3.59%	2.99%	2.99%	2.40%	1.80%	7.78%
5 to 10 years	2.40%	1.80%	2.40%	1.20%	10.78%	5.39%
Up to 1 Year	3.59%	2.40%	8.38%	0.00%	2.99%	4.79%

Apart from the total experience of the responding Generation-Y members; present study also considered the specific experience of the respondents in the Travel & Tourisms industry. Without going into further details mentioned in the ***Table No. 4.47*** and ***Chart No. 4.47*** it may be stated that, no any significant difference has been found between total experience and specific experience in Travel & Tourisms industry. Thus, ultimately it may be mentioned that good retention has been ensured in the Travel & Tourisms industry and it may contribute to the motivation of the employees resulting in a high rate of retention.

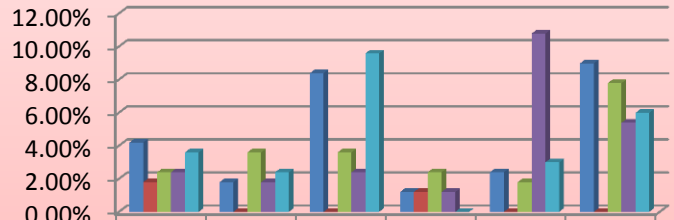
Table No. 4.47

Distribution of respondents according to Total working experience in Travel & Tourism industry

Sr. No.	**Row Labels**	**Up to 1 year**	**1 to 3 years**	**3 to 5 years**	**5 to 10 years**	**10 to 20 years**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	6 (3.59%)	7 (4.19%)	4 (2.40%)	4 (2.40%)	3 (1.80%)	24 (14.37%)
2	Make My Trip	4 (2.40%)	3 (1.80%)	6 (3.59%)	3 (1.80%)	0 (0.00%)	16 (9.58%)
3	Satguru Travels	16 (9.58%)	14 (8.38%)	6 (3.59%)	4 (2.40%)	0 (0.00%)	40 (23.95%)
4	TBI	0 (0.00%)	2 (1.20%)	4 (2.40%)	2 (1.20%)	2 (1.20%)	10 (5.99%)
5	Thomas Cook	5 (2.99%)	4 (2.40%)	3 (1.80%)	18 (10.78%)	0 (0.00%)	30 (17.96%)
6	Veena World	10 (5.99%)	15 (8.98%)	13 (7.78%)	9 (5.39%)	0 (0.00%)	47 (28.14%)
	Grand Total	**41 (24.55%)**	**45 (26.95%)**	**36 (21.56%)**	**40 (23.95%)**	**5 (2.99%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.47
Distribution of respondents according to experience in Travel & Tourism industry



	Kesari	make my trip	Satguru travels	TBI	Thomas cook	Veena world
1 to 3 years	4.19%	1.80%	8.38%	1.20%	2.40%	8.98%
10 to 20 years	1.80%	0.00%	0.00%	1.20%	0.00%	0.00%
3 to 5 years	2.40%	3.59%	3.59%	2.40%	1.80%	7.78%
5 to 10 years	2.40%	1.80%	2.40%	1.20%	10.78%	5.39%
Up to 1 year	3.59%	2.40%	9.58%	0.00%	2.99%	5.99%

The behavioral characteristics have been analyzed in the further section to understand the comparative aspect of the Generation-Y employees working in the Travel & Tourisms industry and their qualities observed in literature review.

Section-(b)

Behavioral parameters

As has been mentioned earlier, this section elaborates the behavioral characteristics of the Generation-Y employees engaged in Travel & Tourisms industry operative in Pune.

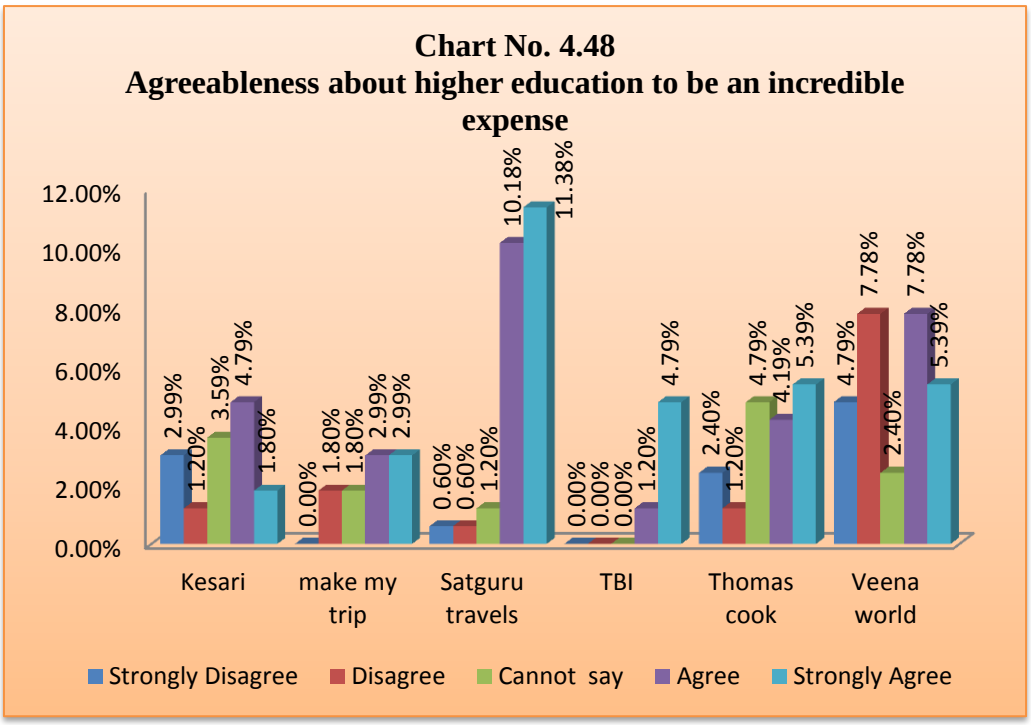
The perspective of the responding Generation-Y members towards education has been investigated with the help of ***Table No. 4.48*** and ***Chart No. 4.48***. The question has been asked to assess whether higher education is an incredible expense. In this view of matter, 62 per cent of the respondents mentioned that higher education is an incredible expense. Apart from these negative observations made by these respondents it has to be recalled here that the majority of the respondents completed their higher education. Thus, ultimately it is to be noted that higher education is expensive but needed.

Table No. 4.48

Agreeableness about higher education to be an incredible expense

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	5 (2.99%)	2 (1.20%)	6 (3.59%)	8 (4.79%)	3 (1.80%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	3 (1.80%)	3 (1.80%)	5 (2.99%)	5 (2.99%)	16 (9.58%)
3	Satguru Travels	1 (0.60%)	1 (0.60%)	2 (1.20%)	17 (10.18%)	19 (11.38%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (1.20%)	8 (4.79%)	10 (5.99%)
5	Thomas Cook	4 (2.40%)	2 (1.20%)	8 (4.79%)	7 (4.19%)	9 (5.39%)	30 (17.96%)
6	Veena World	8 (4.79%)	13 (7.78%)	4 (2.40%)	13 (7.78%)	9 (5.39%)	47 (28.14%)
	Grand Total	**18 (10.78%)**	**21 (12.57%)**	**23 (13.77%)**	**52 (31.14%)**	**53 (31.74%)**	**167 (100.00%)**

Source: Field investigation



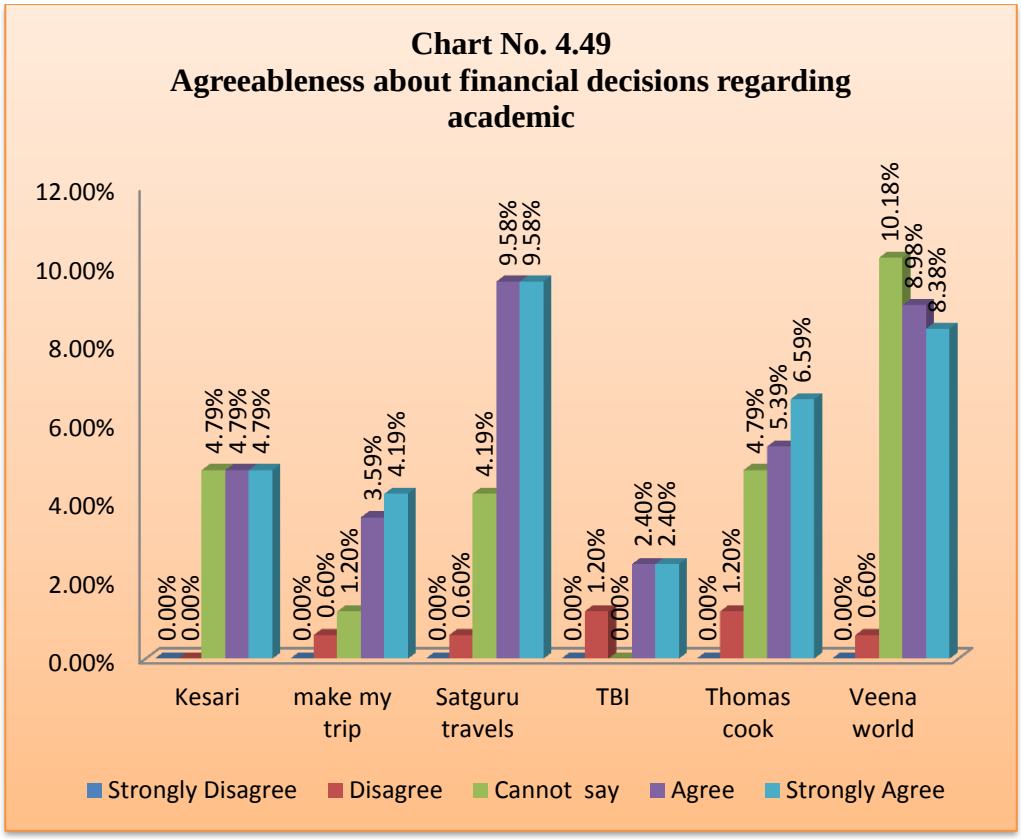
Similar to the respondents from Fast Food Industry employees, Generation-Y employees engaged in the Travel & Tourisms industry have expressed their opinion in regards to the financial decisions about education has been made by themselves. Total 70 per cent of the respondents supported this observation by responding affirmative to this aspect. Further details have been provided in ***Table No. 4.49*** and ***Chart No. 4.49***.

Table No. 4.49

Agreeableness about financial decisions regarding academic

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	0 (0.00%)	0 (0.00%)	8 (4.79%)	8 (4.79%)	8 (4.79%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	1 (0.60%)	2 (1.20%)	6 (3.59%)	7 (4.19%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	1 (0.60%)	7 (4.19%)	16 (9.58%)	16 (9.58%)	40 (23.95%)
4	TBI	0 (0.00%)	2 (1.20%)	0 (0.00%)	4 (2.40%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	2 (1.20%)	8 (4.79%)	9 (5.39%)	11 (6.59%)	30 (17.96%)
6	Veena World	0 (0.00%)	1 (0.60%)	17 (10.18%)	15 (8.98%)	14 (8.38%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**7 (4.19%)**	**42 (25.15%)**	**58 (34.73%)**	**60 (35.93%)**	**167 (100.00%)**

Source: Field investigation



Similar to the employees of Fast Food Industry, the respondents of Travel & Tourisms industries are also observed to be making their own decisions in regards to their career. The decisions made by these respondents for their career also covers financial matters involved in it. This aspect has been supported by opinions of 62 per cent of the respondents. Further details have been provided into ***Table No. 4.50*** and ***Chart No. 4.50***.

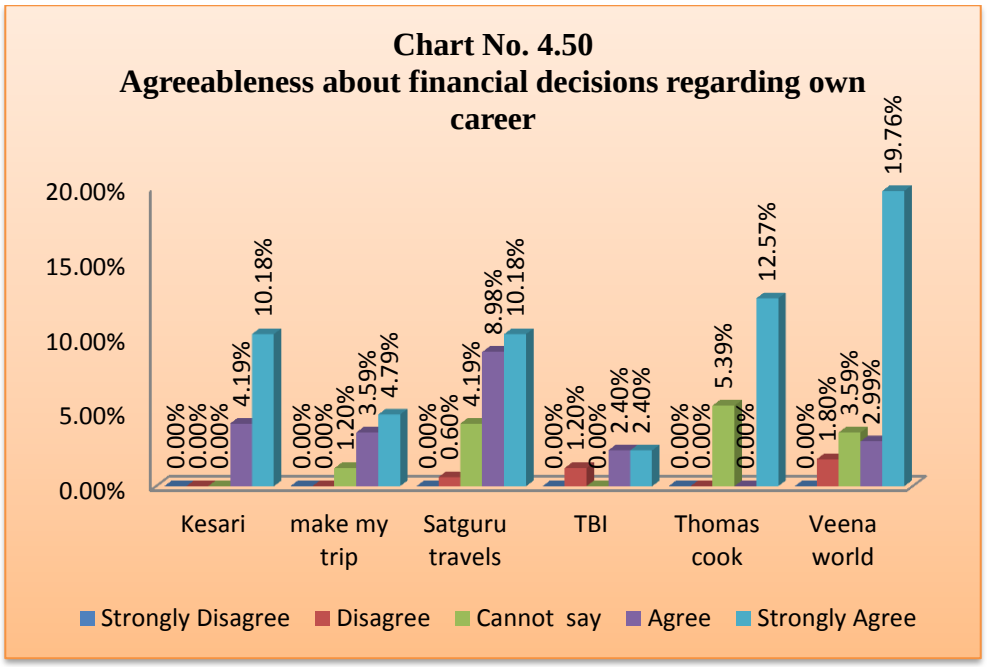
Table No. 4.50

Agreeableness about financial decisions regarding own career

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	0 (0.00%)	7 (4.19%)	17 (10.18%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	2 (1.20%)	6 (3.59%)	8 (4.79%)	16 (9.58%)
3	Satguru	0 (0.00%)	1 (0.60%)	7 (4.19%)	15 (8.98%)	17 (10.18%)	40 (23.95%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
	Travels						
4	TBI	0 (0.00%)	2 (1.20%)	0 (0.00%)	4 (2.40%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	9 (5.39%)	0 (0.00%)	21 (12.57%)	30 (17.96%)
6	Veena World	0 (0.00%)	3 (1.80%)	6 (3.59%)	5 (2.99%)	33 (19.76%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**6 (3.59%)**	**24 (14.37%)**	**37 (22.16%)**	**100 (59.88%)**	**167 (100.00%)**

Source: Field investigation



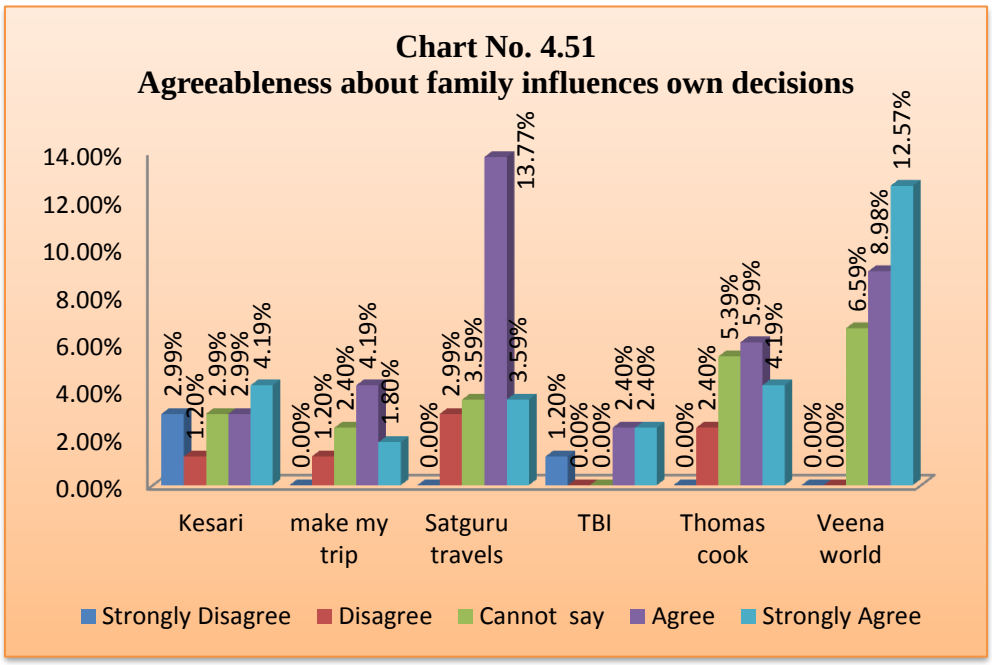
Apart from the freedom to have their own decisions in career and education, this generation is also observed to be influenced by the family pressure while making decisions. ***Table No. 4.51*** and ***Chart No. 4.51*** provide supportive data in the regards. Almost 66.72 respondents mentioned that their family influences their own decisions. The similar observation has been made in the analysis of Fast Food Industry data. Ultimately it may be mentioned that the Generation-Y is having some sort of family pressure and it is irrespective of their career and or sector they are working in.

Table No. 4.51

Agreeableness about family influences own decisions

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	5 (2.99%)	2 (1.20%)	5 (2.99%)	5 (2.99%)	7 (4.19%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	2 (1.20%)	4 (2.40%)	7 (4.19%)	3 (1.80%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	5 (2.99%)	6 (3.59%)	23 (13.77%)	6 (3.59%)	40 (23.95%)
4	TBI	2 (1.20%)	0 (0.00%)	0 (0.00%)	4 (2.40%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	4 (2.40%)	9 (5.39%)	10 (5.99%)	7 (4.19%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	11 (6.59%)	15 (8.98%)	21 (12.57%)	47 (28.14%)
	Grand Total	**7 (4.19%)**	**13 (7.78%)**	**35 (20.96%)**	**64 (38.32%)**	**48 (28.74%)**	**167 (100.00%)**

Source: Field investigation



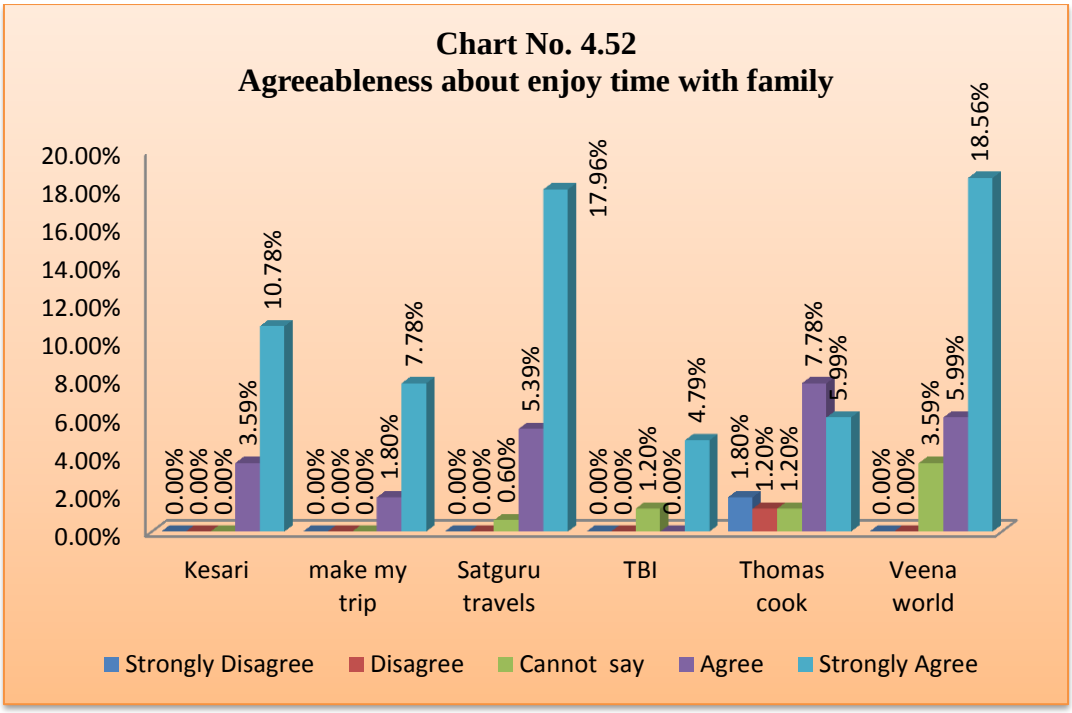
Even influence of the family on the personal decisions of this generation, though they enjoy the time spent with their families. This aspect has stood similar for the respondents from the Fast Food Industry. Now in the case of employees working in the Travel & Tourisms industry, almost 90 per cent of the respondents have mentioned their affirmative response for this aspect. Ultimately considering Table ***No. 4.52*** and ***Chart No. 4.52*** it would be mentioned that Generation-Y members are enjoying the time spent with their family.

Table No. 4.52

Agreeableness about enjoy time with family

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	0 (0.00%)	0 (0.00%)	0 (0.00%)	6 (3.59%)	18 (10.78%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	0 (0.00%)	3 (1.80%)	13 (7.78%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	1 (0.60%)	9 (5.39%)	30 (17.96%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	0 (0.00%)	8 (4.79%)	10 (5.99%)
5	Thomas Cook	3 (1.80%)	2 (1.20%)	2 (1.20%)	13 (7.78%)	10 (5.99%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	6 (3.59%)	10 (5.99%)	31 (18.56%)	47 (28.14%)
	Grand Total	**3 (1.80%)**	**2 (1.20%)**	**11 (6.59%)**	**41 (24.55%)**	**110 (65.87%)**	**167 (100.00%)**

Source: Field investigation



On the similar aspects, Generation-Y employees engaged in the Travel & Tourisms industry are also observed to be enjoying time spent with friends. This has reflected from the responses of the 89 per cent of the respondents. Similar observations have also been made from the workers in the Fast Food Industry. Further details have been presented with the help of ***Table No. 4.53*** and ***Chart No. 4.53***.

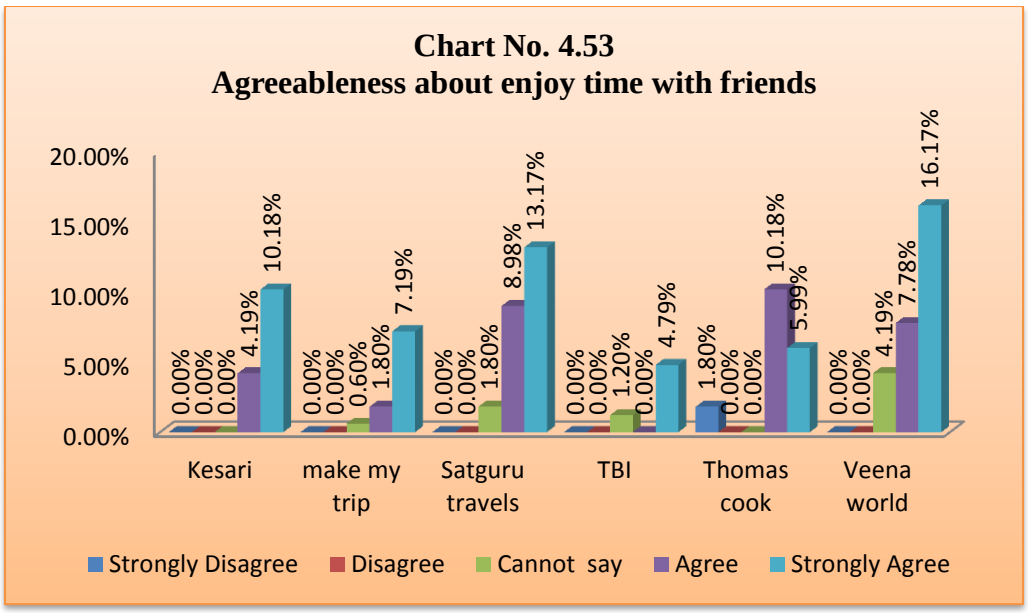
Table No. 4.53

Agreeableness about enjoy time with friends

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	0 (0.00%)	7 (4.19%)	17 (10.18%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	1 (0.60%)	3 (1.80%)	12 (7.19%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	3 (1.80%)	15 (8.98%)	22 (13.17%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	0 (0.00%)	8 (4.79%)	10 (5.99%)
5	Thomas Cook	3 (1.80%)	0 (0.00%)	0 (0.00%)	17 (10.18%)	10 (5.99%)	30 (17.96%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
6	Veena World	0 (0.00%)	0 (0.00%)	7 (4.19%)	13 (7.78%)	27 (16.17%)	47 (28.14%)
	Grand Total	**3 (1.80%)**	**0 (0.00%)**	**13 (7.78%)**	**55 (32.93%)**	**96 (57.49%)**	**167 (100.00%)**

Source: Field investigation



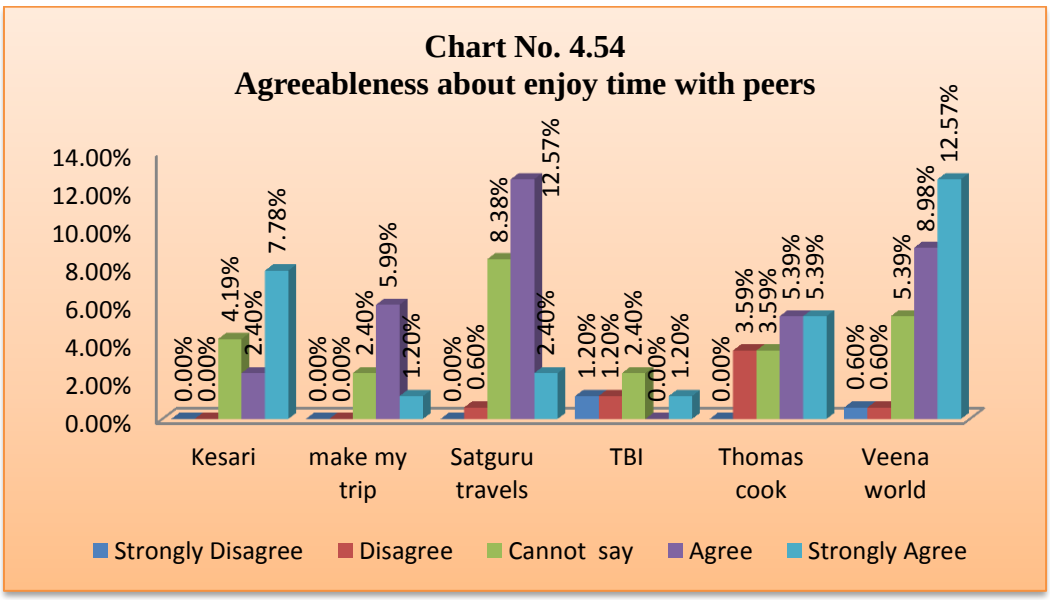
It has been observed that Generation-Y members working in the Travel & Tourisms industry are also feeling enjoyable while spending time with peers. But this aspect has been supported by 65 per cent of the respondents. Thus ultimately as compared to enjoying time with family friends; time spent with peers is noted at lower side. The observation is standing true for employees of the Fast Food Industry as well. This aspect reflects that members of Generation-Y prefer social gathering but they are a bit choosy in selecting the company for sending time and most preference is given to the family and friends. This is with reference to Table ***No. 4.54 and Chart No. 4.54***.

Table No. 4.54

Agreeableness about enjoy time with peers

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	7 (4.19%)	4 (2.40%)	13 (7.78%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	4 (2.40%)	10 (5.99%)	2 (1.20%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	1 (0.60%)	14 (8.38%)	21 (12.57%)	4 (2.40%)	40 (23.95%)
4	TBI	2 (1.20%)	2 (1.20%)	4 (2.40%)	0 (0.00%)	2 (1.20%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	6 (3.59%)	6 (3.59%)	9 (5.39%)	9 (5.39%)	30 (17.96%)
6	Veena World	1 (0.60%)	1 (0.60%)	9 (5.39%)	15 (8.98%)	21 (12.57%)	47 (28.14%)
	Grand Total	**3 (1.80%)**	**10 (5.99%)**	**44 (26.35%)**	**59 (35.33%)**	**51 (30.54%)**	**167 (100.00%)**

Source: Field investigation



The Generation-Y has been assumed to be techno savvy and that too has been reflected from their preference for communication medium. This aspect has been

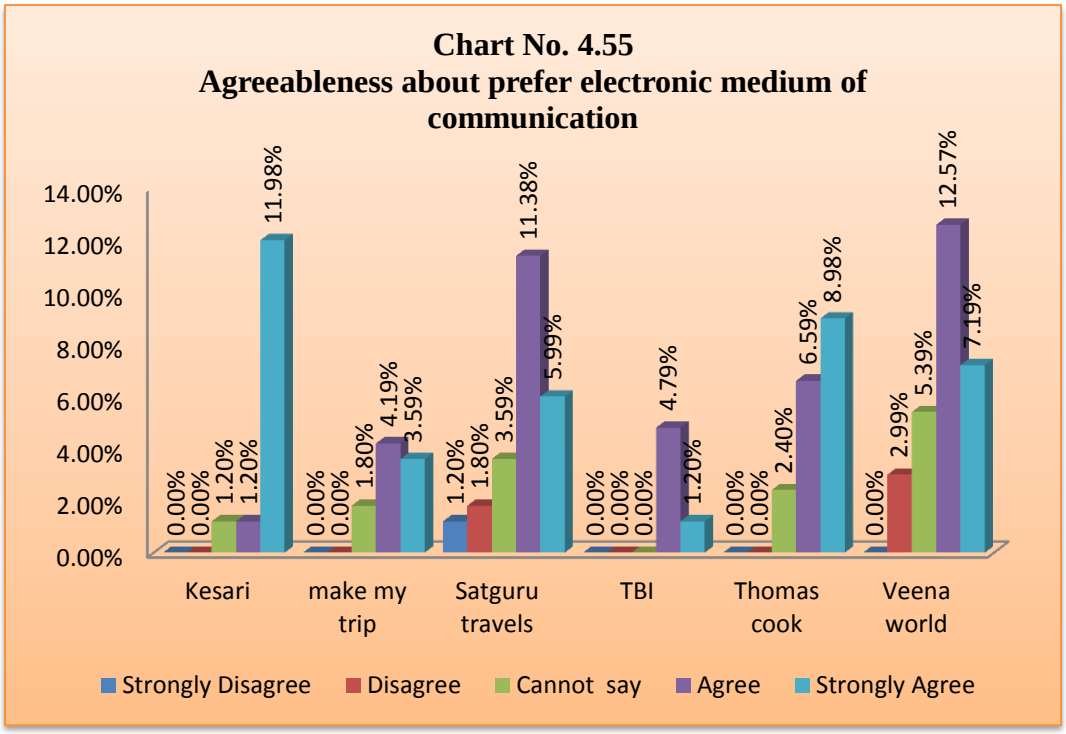
investigated for Fast Food Industry as well as for Travel & Tourisms sectors both operative in Pune. Now with reference to the Travel & Tourisms industry, it would be seen that almost 79 per cent of the respondents mentioned that they prefer electronic medium of communication. Further details have been presented with the help of ***Table No. 4.55*** and ***Chart No. 4.55***.

Table No. 4.55

Agreeableness about prefer electronic medium of communication

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	0 (0.00%)	0 (0.00%)	2 (1.20%)	2 (1.20%)	20 (11.98%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	3 (1.80%)	7 (4.19%)	6 (3.59%)	16 (9.58%)
3	Satguru Travels	2 (1.20%)	3 (1.80%)	6 (3.59%)	19 (11.38%)	10 (5.99%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	8 (4.79%)	2 (1.20%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	4 (2.40%)	11 (6.59%)	15 (8.98%)	30 (17.96%)
6	Veena World	0 (0.00%)	5 (2.99%)	9 (5.39%)	21 (12.57%)	12 (7.19%)	47 (28.14%)
	Grand Total	**2 (1.20%)**	**8 (4.79%)**	**24 (14.37%)**	**68 (40.72%)**	**65 (38.92%)**	**167 (100.00%)**

Source: Field investigation



On the similar path as the Fast Food Industry, Generation-Y members also have been found contributing to the family's financial needs. Total 81 per cent of the respondents have mentioned this in affirmative that contributes to the families' financial needs. This is with reference to Table ***No. 4.56*** and ***Chart No. 4.56***.

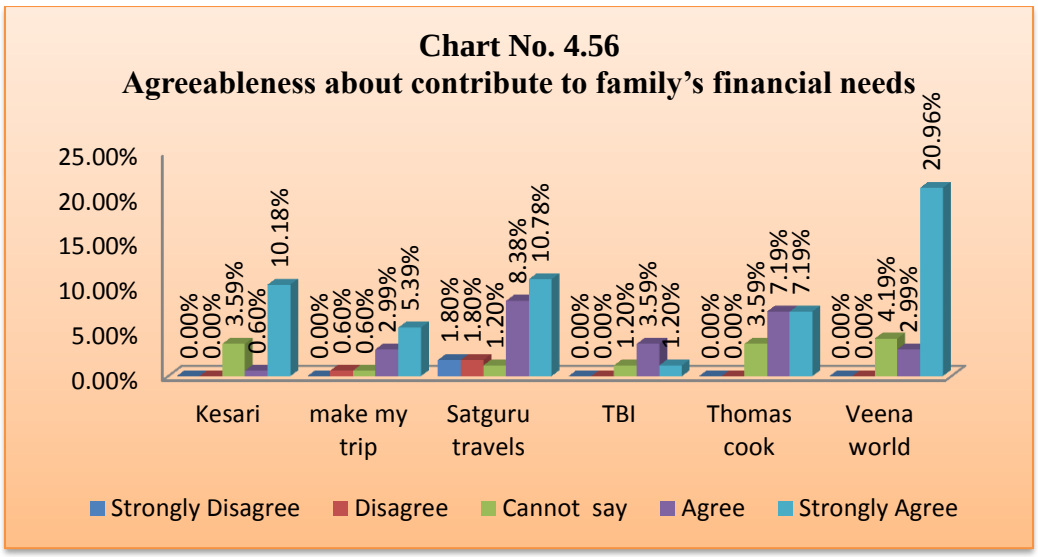
Table No. 4.56

Agreeableness about contribute to family's financial needs

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	6 (3.59%)	1 (0.60%)	17 (10.18%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	1 (0.60%)	1 (0.60%)	5 (2.99%)	9 (5.39%)	16 (9.58%)
3	Satguru Travels	3 (1.80%)	3 (1.80%)	2 (1.20%)	14 (8.38%)	18 (10.78%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	6 (3.59%)	2 (1.20%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	6 (3.59%)	12 (7.19%)	12 (7.19%)	30 (17.96%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
6	Veena World	0 (0.00%)	0 (0.00%)	7 (4.19%)	5 (2.99%)	35 (20.96%)	47 (28.14%)
	Grand Total	**3 (1.80%)**	**4 (2.40%)**	**24 (14.37%)**	**43 (25.75%)**	**93 (55.69%)**	**167 (100.00%)**

Source: Field investigation



Generation-Y specifically in the Travel & Tourism industry found to be sharing family responsibility. Thus it can be noted that the Generation-Y members are very conscious for their family. This aspect is also found similar to the responses of Fast Food Industry employees analyzed and discussed in earlier parts of this chapter. Based on the tabulation made and provided with the help of ***Table No. 4.57***, this aspect has been supported by the opinions of 76 per cent of the total respondents. The same has been presented with the help of ***Chart No. 4.57***.

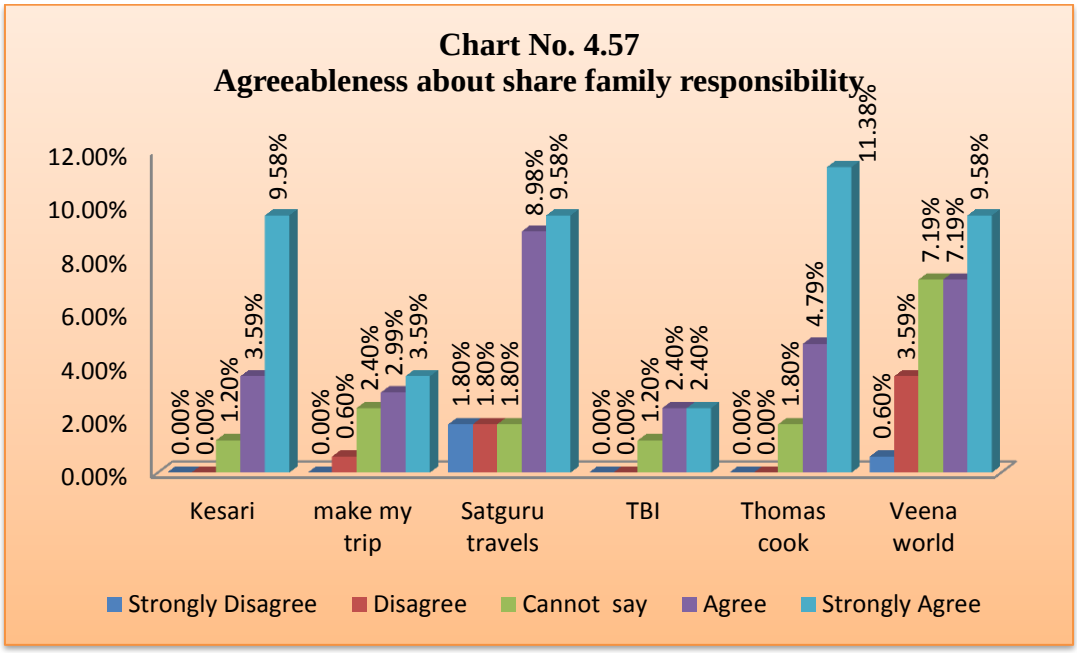
Table No. 4.57

Agreeableness about share family responsibility

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	2 (1.20%)	6 (3.59%)	16 (9.58%)	24 (14.37%)
2	Make	0	1	4	5	6	16

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
	My Trip	(0.00%)	(0.60%)	(2.40%)	(2.99%)	(3.59%)	(9.58%)
3	Satguru Travels	3 (1.80%)	3 (1.80%)	3 (1.80%)	15 (8.98%)	16 (9.58%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	4 (2.40%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	3 (1.80%)	8 (4.79%)	19 (11.38%)	30 (17.96%)
6	Veena World	1 (0.60%)	6 (3.59%)	12 (7.19%)	12 (7.19%)	16 (9.58%)	47 (28.14%)
	Grand Total	**4 (2.40%)**	**10 (5.99%)**	**26 (15.57%)**	**50 (29.94%)**	**77 (46.11%)**	**167 (100.00%)**

Source: Field investigation



This generation is basically observed to prefer freedom but in case of the Fast Food Industry employees they like to be supervised. Now in this part of analysis of chapter, Travel & Tourism industry employees also found preferring to be the supervisor. Though based on the quantified details presented in ***Table No. 4.58***, only 60 per cent employees have preferred this aspect of to be supervised as compared to the Fast Food Industry employees (74 per cent). Ultimately it can be mentioned at the very outset

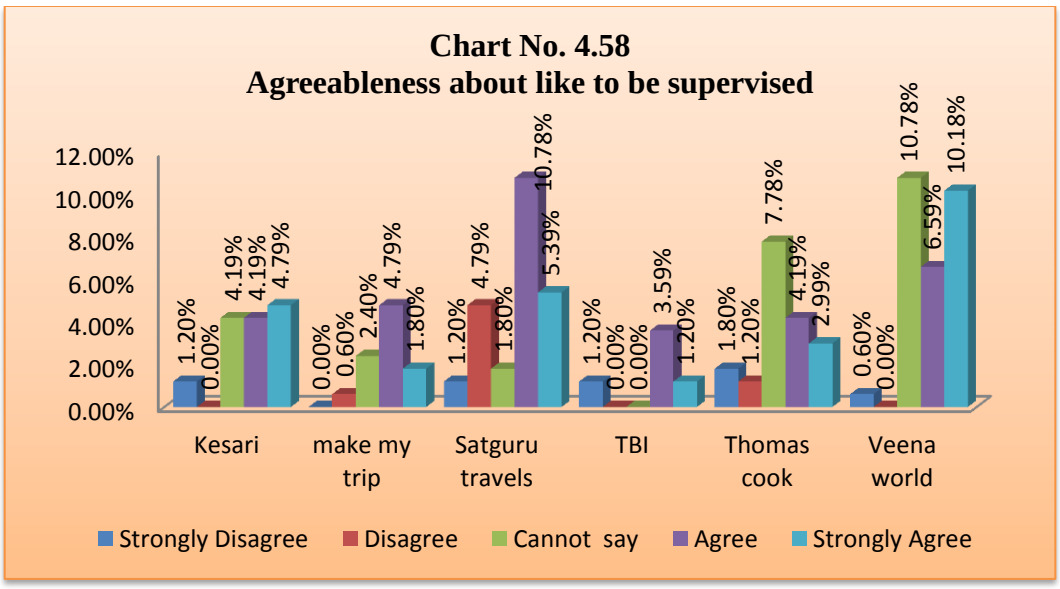
that Generation-Y prefers to be supervised to certain extent. This aspect has been observed supportive in ***Chart No. 4.58***.

Table No. 4.58

Agreeableness about like to be supervised

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	2 (1.20%)	0 (0.00%)	7 (4.19%)	7 (4.19%)	8 (4.79%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	1 (0.60%)	4 (2.40%)	8 (4.79%)	3 (1.80%)	16 (9.58%)
3	Satguru Travels	2 (1.20%)	8 (4.79%)	3 (1.80%)	18 (10.78%)	9 (5.39%)	40 (23.95%)
4	TBI	2 (1.20%)	0 (0.00%)	0 (0.00%)	6 (3.59%)	2 (1.20%)	10 (5.99%)
5	Thomas Cook	3 (1.80%)	2 (1.20%)	13 (7.78%)	7 (4.19%)	5 (2.99%)	30 (17.96%)
6	Veena World	1 (0.60%)	0 (0.00%)	18 (10.78%)	11 (6.59%)	17 (10.18%)	47 (28.14%)
	Grand Total	**10 (5.99%)**	**11 (6.59%)**	**45 (26.95%)**	**57 (34.13%)**	**44 (26.35%)**	**167 (100.00%)**

Source: Field investigation



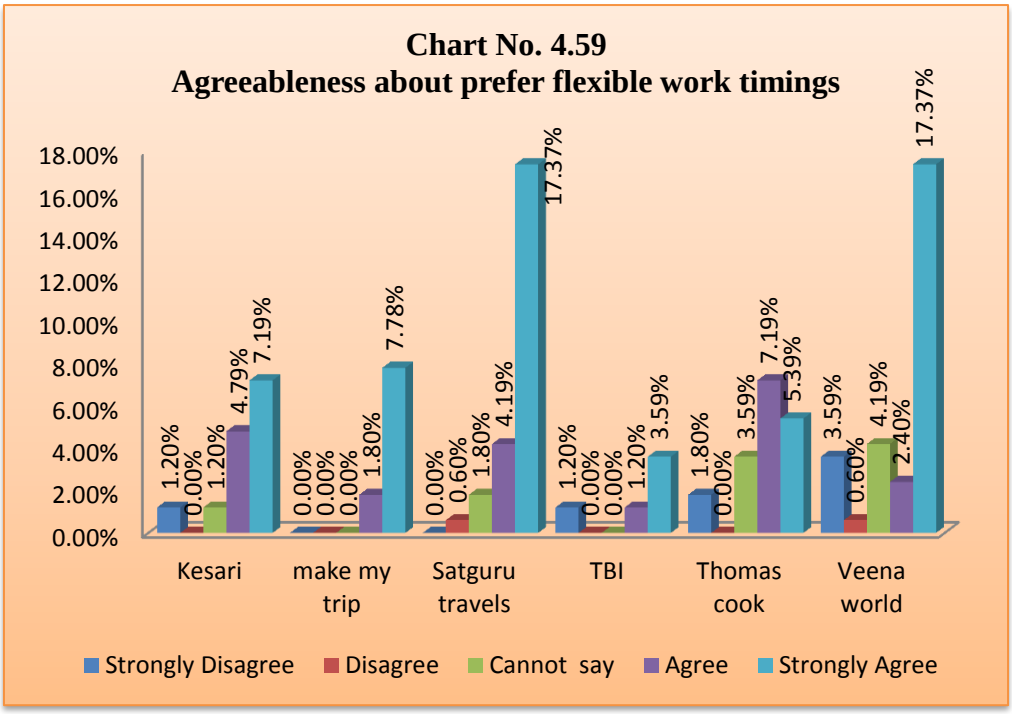
Along with to be supervised, this Generation-Y has been observed to prefer flexible work timings. This could contribute to their efforts of maintaining work life balance. In this view of matter total 80 per cent of the respondents found to prefer flexible work timings, as stated with the help of ***Table No. 4.59*** and ***Chart No. 4.59***.

Table No. 4.59

Agreeableness about prefer flexible work timings

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	2 (1.20%)	0 (0.00%)	2 (1.20%)	8 (4.79%)	12 (7.19%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	0 (0.00%)	3 (1.80%)	13 (7.78%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	1 (0.60%)	3 (1.80%)	7 (4.19%)	29 (17.37%)	40 (23.95%)
4	TBI	2 (1.20%)	0 (0.00%)	0 (0.00%)	2 (1.20%)	6 (3.59%)	10 (5.99%)
5	Thomas Cook	3 (1.80%)	0 (0.00%)	6 (3.59%)	12 (7.19%)	9 (5.39%)	30 (17.96%)
6	Veena World	6 (3.59%)	1 (0.60%)	7 (4.19%)	4 (2.40%)	29 (17.37%)	47 (28.14%)
	Grand Total	**13 (7.78%)**	**2 (1.20%)**	**18 (10.78%)**	**36 (21.56%)**	**98 (58.68%)**	**167 (100.00%)**

Source: Field investigation



In the premises of the present study, Generation-Y has been assumed to believe in skills building. This aspect has been found affirmative in the case of 95 per cent of the respondents. Further details on this aspect has been mentioned in ***Table No. 4.60*** and described graphically in ***Chart No. 4.60***. The similar observation is found in the case of Fast Food Industry industries as well.

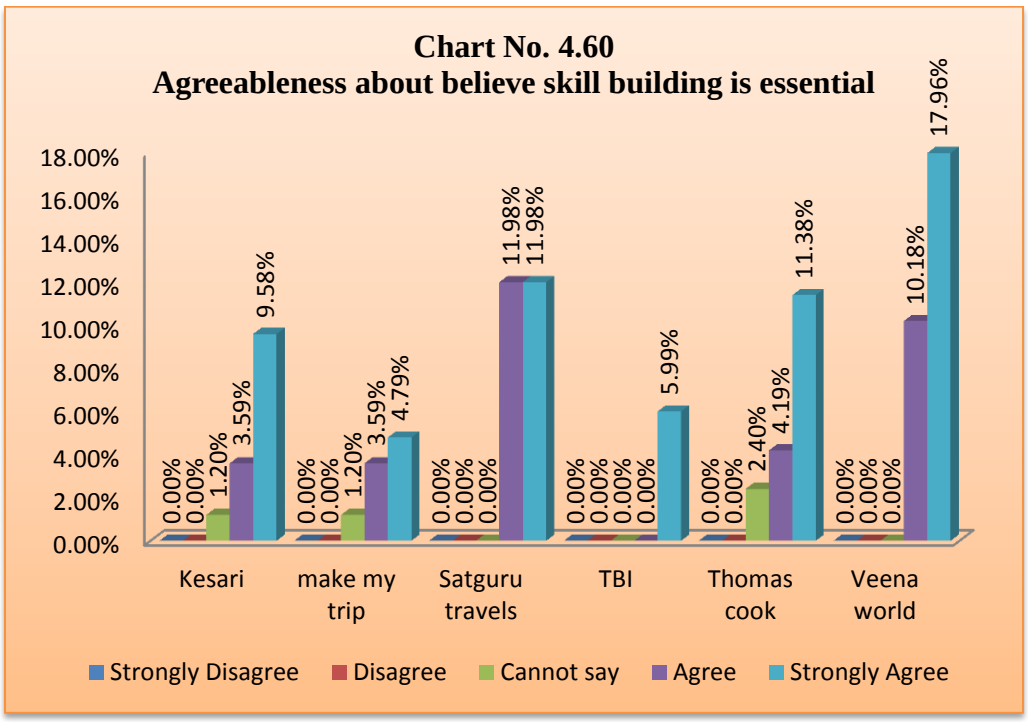
Table No. 4.60

Agreeableness about believe skill building is essential

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	2 (1.20%)	6 (3.59%)	16 (9.58%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	2 (1.20%)	6 (3.59%)	8 (4.79%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	0 (0.00%)	20 (11.98%)	20 (11.98%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	10 (5.99%)	10 (5.99%)
5	Thomas	0	0	4	7	19	30 (17.96%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
	Cook	(0.00%)	(0.00%)	(2.40%)	(4.19%)	(11.38%)	
6	Veena World	0 (0.00%)	0 (0.00%)	0 (0.00%)	17 (10.18%)	30 (17.96%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**0 (0.00%)**	**8 (4.79%)**	**56 (33.53%)**	**103 (61.68%)**	**167 (100.00%)**

Source: Field investigation



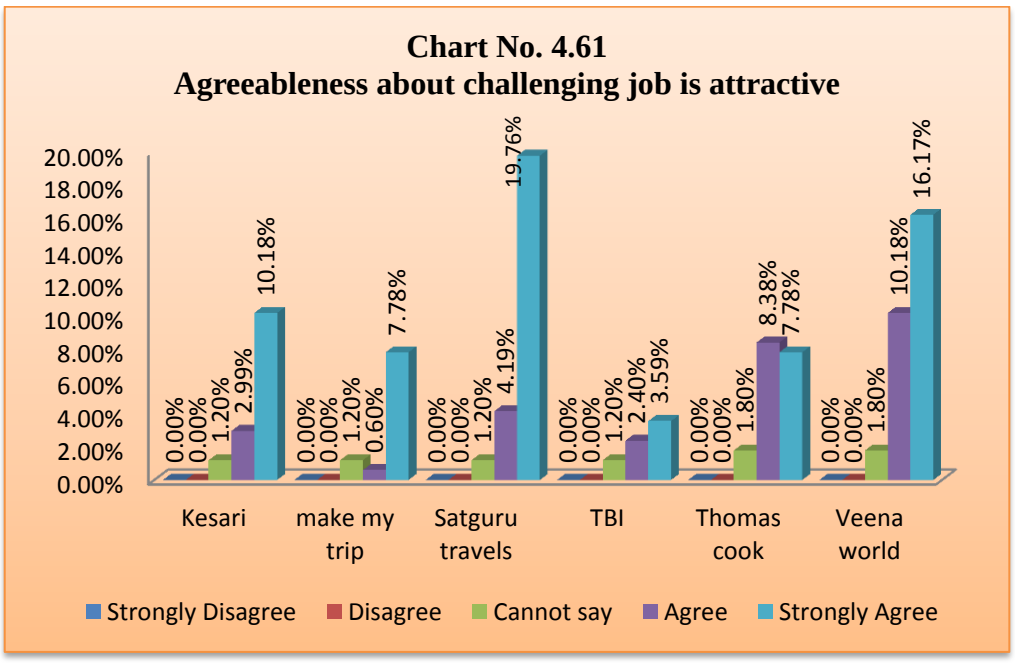
The Generation-Y is assumed to be always ready to accept challenging jobs as has been mentioned by various research scholars. This fact also has been observed in the case of the Fast Food Industry employees. Now based on Table ***No. 4.61***, almost 95 per cent of the respondents found supportive to the fact that they prefer challenging jobs to be attractive for their motivation. Chart No. 4.61 also provides the same observations.

Table No. 4.61

Agreeableness about challenging job is attractive

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	2 (1.20%)	5 (2.99%)	17 (10.18%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	2 (1.20%)	1 (0.60%)	13 (7.78%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	0 (0.00%)	7 (4.19%)	33 (19.76%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	4 (2.40%)	6 (3.59%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	3 (1.80%)	14 (8.38%)	13 (7.78%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	3 (1.80%)	17 (10.18%)	27 (16.17%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**0 (0.00%)**	**10 (5.99%)**	**48 (28.74%)**	**109 (65.27%)**	**167 (100.00%)**

Source: Field investigation



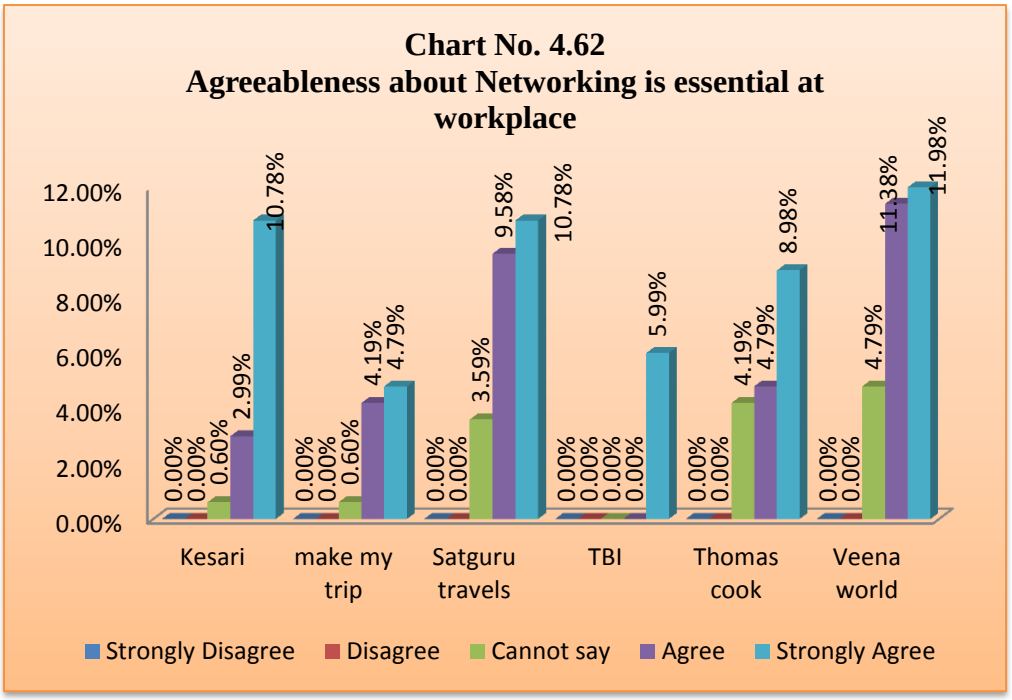
The Generation-Y working in the Travel & Tourism industry has been found with the opinion that networking is essential at the workplace. The aspect has been supported by almost 86 per cent of the responding employees with reference made to ***Table No. 4.62*** and ***Chart No. 4.62***. These behavioral qualities are expressed by the employees working in quick service industries as well.

Table No. 4.62

Agreeableness about Networking is essential at workplace

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	0 (0.00%)	0 (0.00%)	1 (0.60%)	5 (2.99%)	18 (10.78%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	1 (0.60%)	7 (4.19%)	8 (4.79%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	6 (3.59%)	16 (9.58%)	18 (10.78%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	10 (5.99%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	7 (4.19%)	8 (4.79%)	15 (8.98%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	8 (4.79%)	19 (11.38%)	20 (11.98%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**0 (0.00%)**	**23 (13.77%)**	**55 (32.93%)**	**89 (53.29%)**	**167 (100.00%)**

Source: Field investigation



The last parameter of the assessment of the behavioral quality considered for the present study is preference for the routine kind of work. Now, the question has been asked to investigate the opinion of the respondents on this aspect and quantified responses have been provided in ***Table No. 4.63*** and ***Chart No. 4.63***, below.

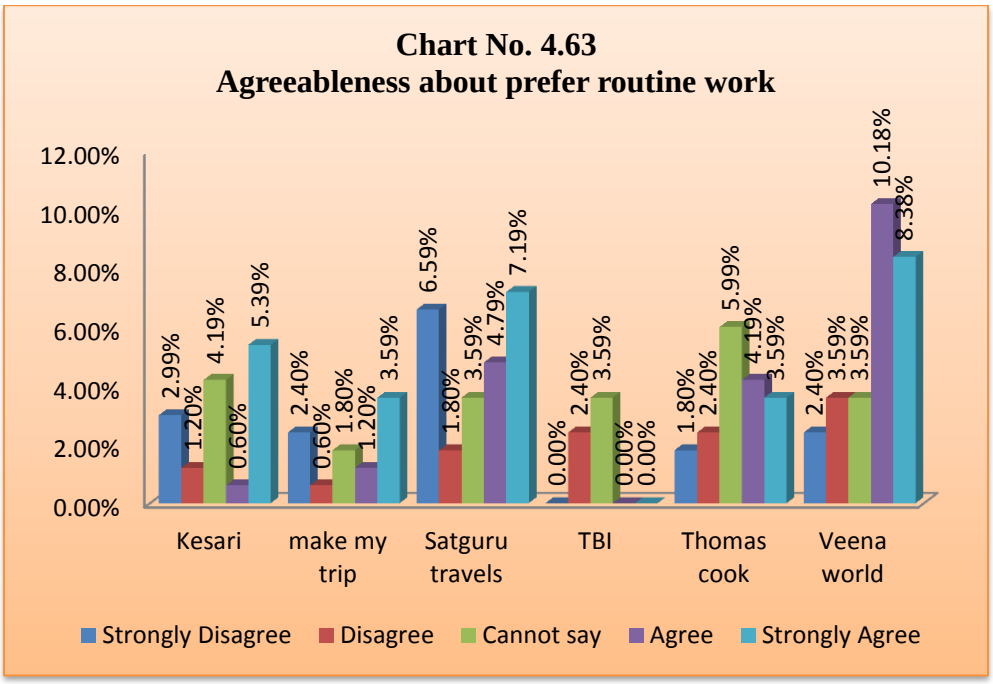
Table No. 4.63

Agreeableness about prefer routine work

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	5 (2.99%)	2 (1.20%)	7 (4.19%)	1 (0.60%)	9 (5.39%)	24 (14.37%)
2	Make My Trip	4 (2.40%)	1 (0.60%)	3 (1.80%)	2 (1.20%)	6 (3.59%)	16 (9.58%)
3	Satguru Travels	11 (6.59%)	3 (1.80%)	6 (3.59%)	8 (4.79%)	12 (7.19%)	40 (23.95%)
4	TBI	0 (0.00%)	4 (2.40%)	6 (3.59%)	0 (0.00%)	0 (0.00%)	10 (5.99%)
5	Thomas Cook	3 (1.80%)	4 (2.40%)	10 (5.99%)	7 (4.19%)	6 (3.59%)	30 (17.96%)
6	Veena	4	6	6	17	14	47

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
	World	(2.40%)	(3.59%)	(3.59%)	(10.18%)	(8.38%)	(28.14%)
	Grand Total	**27 (16.17%)**	**20 (11.98%)**	**38 (22.75%)**	**35 (20.96%)**	**47 (28.14%)**	**167 (100.00%)**

Source: Field investigation



Considering the table and chart above, it may be noted that only 48 per cent of the respondents have mentioned affirmative in case of preferring routine work. This aspect has been found most contradictory in the view of the behavioral parameters considered for the present study.

Now to summarize this section, it is to be mentioned that Generation-Y, has been expressing the good quality behaviors and it is in accordance with the various researches carried out on Generation-Y.

Table No. 4.63 (A)

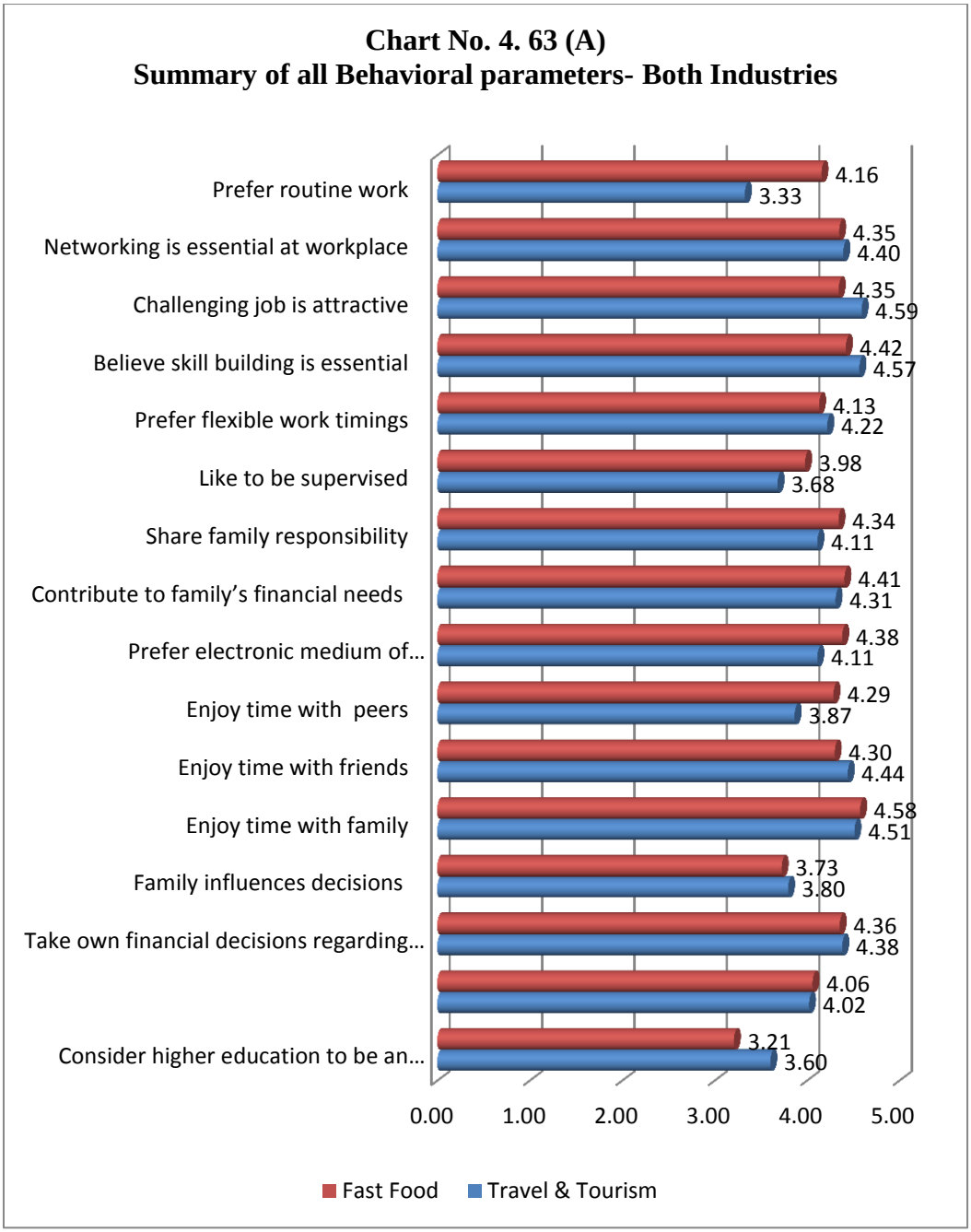
Summary of all Behavioral parameters- Both Industries

Sr. No.	Parameters	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
1	Consider higher education to be an incredible	18	21	23	52	53	167

Sr. No.	Parameters	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
	expense						
2	Take own financial decisions regarding academic		7	42	58	60	167
3	Take own financial decisions regarding career		6	24	37	100	167
4	Family influences decisions	7	13	35	64	48	167
5	Enjoy time with family	3	2	11	41	110	167
6	Enjoy time with friends	3		13	55	96	167
7	Enjoy time with peers	3	10	44	59	51	167
8	Prefer electronic medium of communication	2	8	24	68	65	167
9	Contribute to family's financial needs	3	4	24	43	93	167
10	Share family responsibility	4	10	26	50	77	167
11	Like to be supervised	10	11	45	57	44	167
12	Prefer flexible work timings	13	2	18	36	98	167
13	Believe skill building is essential			8	56	103	167
14	Challenging job is attractive			10	48	109	167
15	Networking is essential at workplace			23	55	89	167
16	Prefer routine work	27	20	38	35	47	167

Source: Field Investigation

Chart No. 4. 63 (A)
Summary of all Behavioral parameters- Both Industries



Also there is no significant difference has been found between the behavioral qualities expressed by Fast Food Industry employees and Travel & Tourisms industry employees.

Section-(c)

Generation-Y- Motivational factors

As has been clearly indicated in the introductory observations of the present study that the primary aim of this study is to understand and learn about the various motivating factors that influence the Generation-Y members. The same has been analyzed in case of the quick service industry and presented with the help of Part-I of this chapter. Now effort has been made to analyze the factors that influence motivation of the employees working in the Travel & Tourisms industry. This has been made using Two Factor Theory. Thus, individual analysis of the intrinsic factors and extrinsic factors has been made in this section and provided with the help of two subsections. Such an analysis of the intrinsic factors has been presented in ***Subsection-(i)*** and extrinsic factors have been interpreted in ***Subsection-(ii)***.

Subsection-(i): Intrinsic factors/Motivating factors

There are a total six parameters that have been identified by the Two Factor Theory for expressing intrinsic motivation. The analysis of these six parameters in the light of Travel & Tourism industry employees belonging to Generation-Y has been discussed here after.

The first factor analyzed in the view of the matter is feeling motivated towards achieving goals. The opinion on these variables is asked to the respondents and quantified details are provided with the help of ***Table No. 4.64*** and ***Chart No. 4.64***. It would be seen therefore from the table and chart that almost 98 per cent of the respondents have mentioned affirmative to this fact that they feel motivated when they achieve their own targets. This aspect has been supported by 94 per cent of the Fast Food Industry employees. This reflects that Travel & Tourism industry employees are motivated largely by this factor.

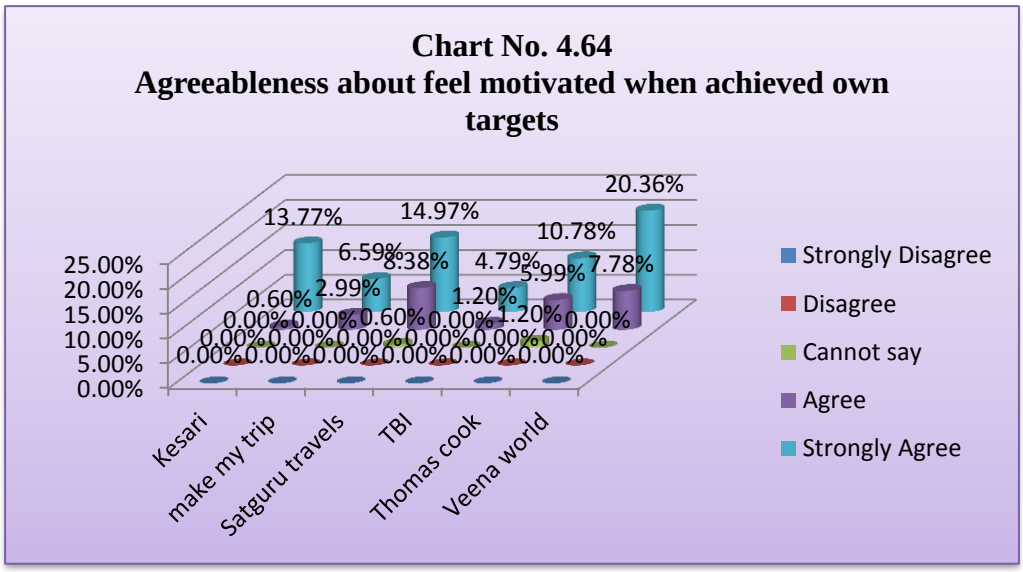
Table No. 4.64

Agreeableness about feel motivated when achieved own targets

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0	0	0	1(0.60%)	23	24

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
		(0.00%)	(0.00%)	(0.00%)		(13.77%)	(14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	0 (0.00%)	5 (2.99%)	11 (6.59%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	1(0.60%)	14 (8.38%)	25 (14.97%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (1.20%)	8 (4.79%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	2 (1.20%)	10 (5.99%)	18 (10.78%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	0 (0.00%)	13 (7.78%)	34 (20.36%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**0 (0.00%)**	**3 (1.80%)**	**45 (26.95%)**	**119 (71.26%)**	**167 (100.00%)**

Source: Field investigation



The second parameter under study is recognition for work contributed to the organization. It has been seen from Table ***No. 4.65*** that, almost 98 per cent of the respondents from Travel & Tourisms industries are feel motivated because of the recognition of work contributed to the organization. These details also have been supported by the ***Chart No. 4.65***. The same aspect reflected from 93 per cent of the

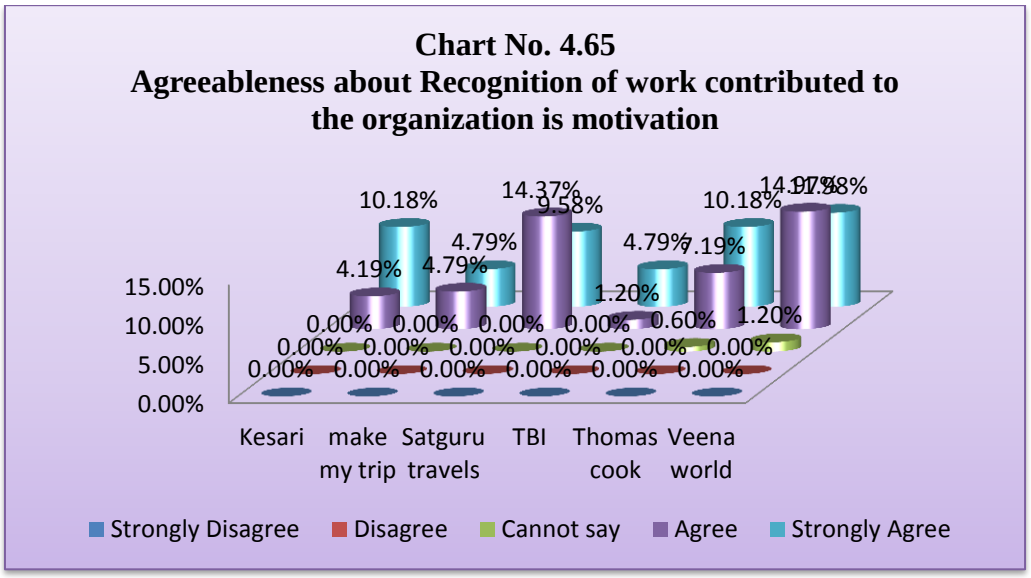
employees of Fast Food Industry industries. Highlighting that Travel & Tourism employees are more motivated by recognition at the workplace.

Table No. 4.65

Agreeableness about Recognition of work contributed to the organization is motivation

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	0 (0.00%)	7 (4.19%)	17 (10.18%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	0 (0.00%)	8 (4.79%)	8 (4.79%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	0 (0.00%)	24 (14.37%)	16 (9.58%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (1.20%)	8 (4.79%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	1(0.60%)	12 (7.19%)	17 (10.18%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	2 (1.20%)	25 (14.97%)	20 (11.98%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**0 (0.00%)**	**3 (1.80%)**	**78 (46.71%)**	**86 (51.50%)**	**167 (100.00%)**

Source: Field investigation



The factor of personal growth and more opportunities for future growth is impacted almost by 88 per cent of the total respondents from tour and travels industries considered in the present study. The further details highlighting this aspect have been provided with the help of ***Table No. 4.66*** and ***Chart No. 4.66***. Fast Food Industry's 91 per cent of the employees provided affirmative response to this question. Thus ultimately it has been noted that Fast Food Industry employees are observed to be more motivated by the factor personal growth and more opportunities for further growth than the Travel & Tourism industry.

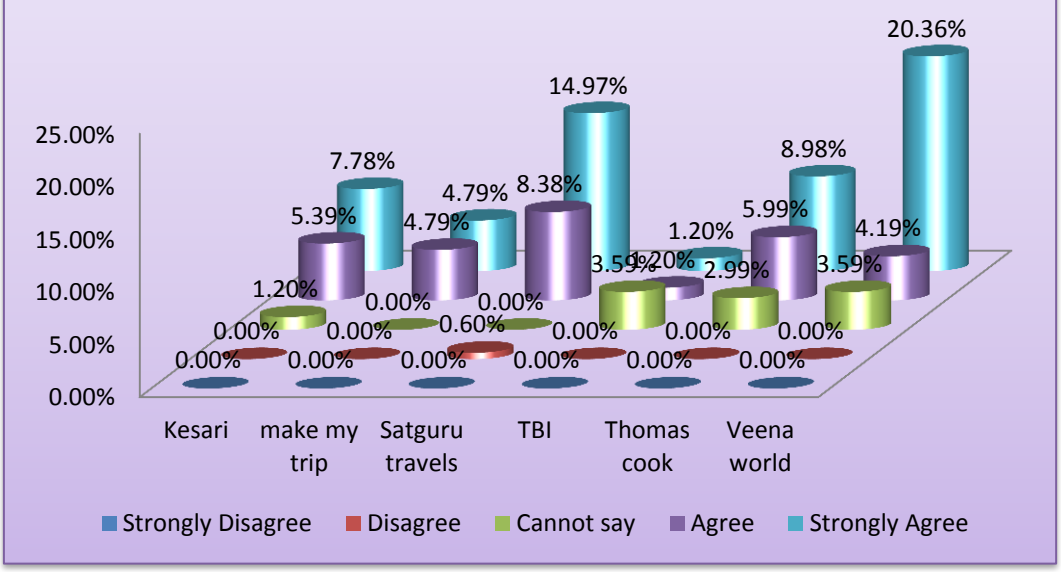
Table No. 4.66

Agreeableness about work for personal growth and there are more opportunities for further growth

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	0 (0.00%)	0 (0.00%)	2 (1.20%)	9 (5.39%)	13 (7.78%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	0 (0.00%)	8 (4.79%)	8 (4.79%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	1 (0.60%)	0 (0.00%)	14 (8.38%)	25 (14.97%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	6 (3.59%)	2 (1.20%)	2 (1.20%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	5 (2.99%)	10 (5.99%)	15 (8.98%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	6 (3.59%)	7 (4.19%)	34 (20.36%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**1 (0.60%)**	**19 (11.38%)**	**50 (29.94%)**	**97 (58.08%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.66
Agreeableness about work for personal growth and there are more opportunities for further growth



Career advancement is also considered to be the best factor for motivating the Generation-Y members. In case of the Travel & Tourisms employees 94 per cent of the respondents mentioned that they prefer career advancement as their motive. The quantified details have been referred from ***Table No. 4.67*** and ***Chart No. 4.67***. While comparatively speaking, 90 per cent of the employees from Fast Food Industry industries are found to prefer this factor as their motive. Thus, ultimately speaking, Generation-Y members working in the Travel & Tourisms industry are found more motivated by career advancement.

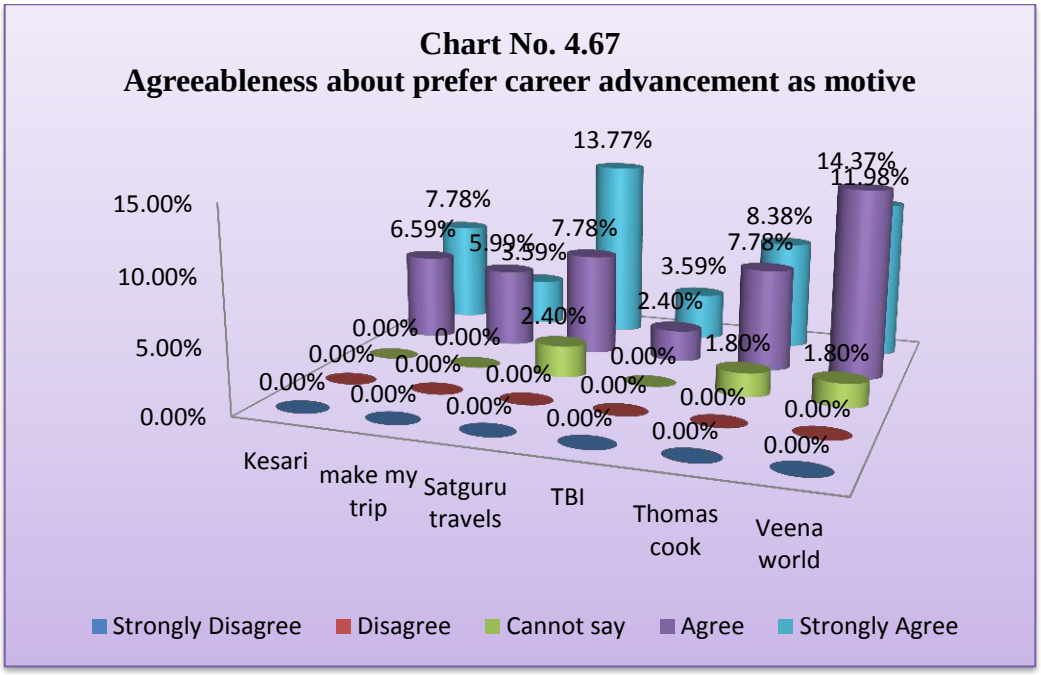
Table No. 4.67

Agreeableness about prefer career advancement as motive

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	0 (0.00%)	11 (6.59%)	13 (7.78%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	0 (0.00%)	10 (5.99%)	6 (3.59%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	4 (2.40%)	13 (7.78%)	23 (13.77%)	40 (23.95%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	4 (2.40%)	6 (3.59%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	3 (1.80%)	13 (7.78%)	14 (8.38%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	3 (1.80%)	24 (14.37%)	20 (11.98%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**0 (0.00%)**	**10 (5.99%)**	**75 (44.91%)**	**82 (49.10%)**	**167 (100.00%)**

Source: Field investigation



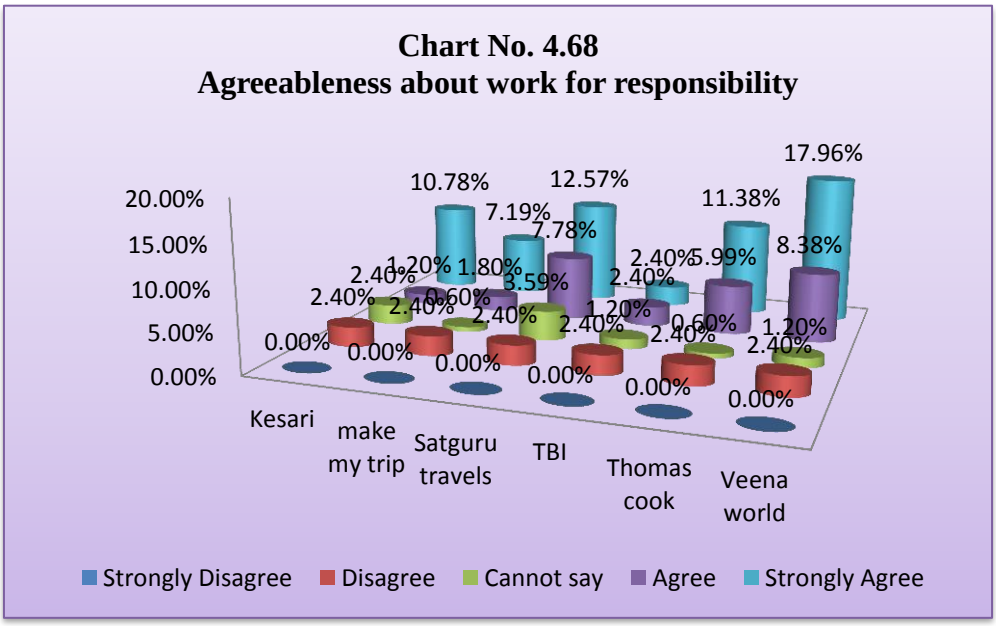
Working for responsibility is also considered the motivational factor for Generation-Y members. Now in case of the employees of the Travel & Tourism industry, total 89.82 per cent of the respondents found affirmative to this fact that they work for responsibility while a large chunk of respondents (96 per cent) from Fast Food Industry have found favorable for the fact that they work for responsibility. This simply reflects that Travel & Tourisms industry workers are giving lower priority to the work for responsibility. Further details on this aspect have been provided in the ***Table No. 4.68*** and ***Chart No. 4.68***.

Table No. 4.68

Agreeableness about work for responsibility

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	4 (2.40%)	2 (1.20%)	18 (10.78%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	1 (0.60%)	3 (1.80%)	12 (7.19%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	6 (3.59%)	13 (7.78%)	21 (12.57%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	4 (2.40%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	1 (0.60%)	10 (5.99%)	19 (11.38%)	30 (17.96%)
6	Veena World	0 (0.00%)	1 (0.60%)	2 (1.20%)	14 (8.38%)	30 (17.96%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**1 (0.60%)**	**16 (9.58%)**	**46 (27.54%)**	**104 (62.28%)**	**167 (100.00%)**

Source: Field investigation



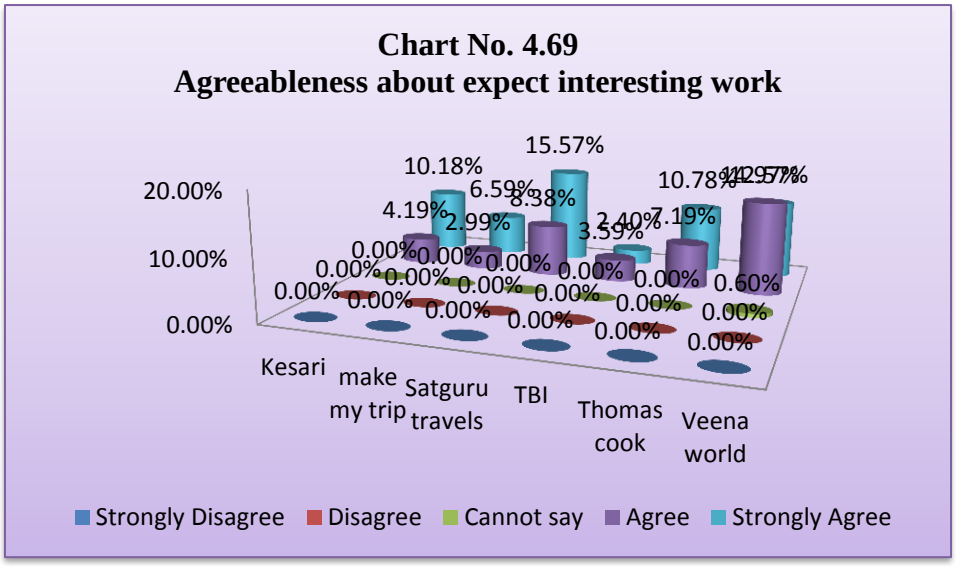
The last and sixth parameter is considered as a factor of motivation classified as an intrinsic factor is the expectation of interesting work. Total 99 per cent of the Travel & Tourisms industry employees provided affirmative response to the parameter. As compared to respondents (92.99 per cent) from Fast Food Industry it may be stated that Travel & Tourism industry workers seem to highly prefer for interesting work and thus getting motivated. Further details in this aspect have been provided with the help of ***Table No. 4.69*** and ***Chart No. 4.69***.

Table No. 4.69

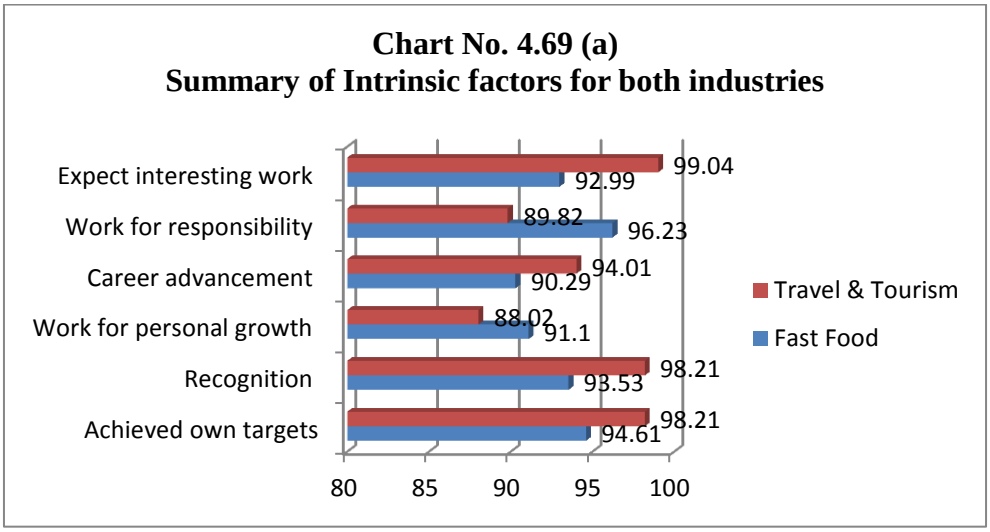
Agreeableness about expect interesting work

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	0 (0.00%)	0 (0.00%)	0 (0.00%)	7 (4.19%)	17 (10.18%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	0 (0.00%)	5 (2.99%)	11 (6.59%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	0 (0.00%)	14 (8.38%)	26 (15.57%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	6 (3.59%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	0 (0.00%)	12 (7.19%)	18 (10.78%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	1 (0.60%)	25 (14.97%)	21 (12.57%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**0 (0.00%)**	**1 (0.60%)**	**69 (41.32%)**	**97 (58.08%)**	**167 (100.00%)**

Source: Field investigation



The summary of the intrinsic factors in comparative aspects with the Travel & Tourisms industry and Fast Food Industry has been provided with the help of Chart No. 4.69(A).



It will be seen therefore from the table that, in the case of Travel & Tourism industry highly influential factors identified are as (a) expecting work and (b) recognition of work done while in case of Fast Food Industry industries most influential factors identified are (a) work for responsibility and (b) achieved own target. Further details have been provided above in the chart.

Subsection-(ii): Extrinsic factors/Hygiene factors

In this subsection an effort has been made by the researcher to investigate the influence of the extrinsic factors sometimes referred to as hygiene factors on

motivation of the Generation-Y members working in the Travel & Tourism industry and belonging to the Generation-Y. This aspect has been classified and a construct for the same has been discussed here with the help of total 11 parameters. The separate question has been asked for the individual parameters and the tabulation of the responses has been made below.

From Table ***No. 4.70*** below, the parameter of job security has been investigated. It would be seen that, almost 70 per cent of the respondents mentioned that they got motivated because of the job security provided by the organization. While in the Fast Food Industry 10 per cent more respondents have mentioned that the job security is impacting their work motivation. This may reflect that in the Travel & Tourism industry retention of the employees may be on a higher level. This aspect has been presented further with the help of ***Chart No. 4.70***.

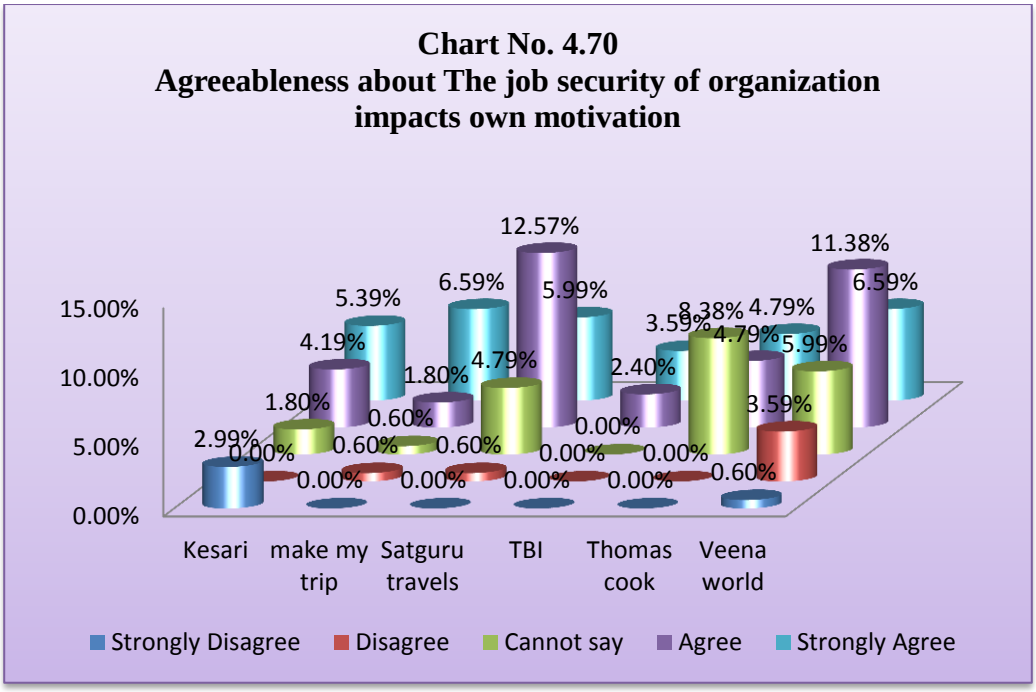
Table No. 4.70

Agreeableness about The job security of organization impacts own motivation

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	5 (2.99%)	0 (0.00%)	3 (1.80%)	7 (4.19%)	9 (5.39%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	1 (0.60%)	1 (0.60%)	3 (1.80%)	11 (6.59%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	1 (0.60%)	8 (4.79%)	21 (12.57%)	10 (5.99%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	4 (2.40%)	6 (3.59%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	14 (8.38%)	8 (4.79%)	8 (4.79%)	30 (17.96%)
6	Veena World	1 (0.60%)	6 (3.59%)	10 (5.99%)	19 (11.38%)	11 (6.59%)	47 (28.14%)
	Grand Total	**6 (3.59%)**	**8 (4.79%)**	**36 (21.56%)**	**62 (37.13%)**	**55 (32.93%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.70
Agreeableness about The job security of organization impacts own motivation



Healthy work environment has been considered for the extrinsic variable assumed to be influencing motivation of the employees in Two Factor Theory. Now, in the present study this variable has been investigated. The quantified details are produced in tabular form in ***Table No. 4.71***. It would be seen from the table that, almost 79 per cent of the respondents have mentioned that a healthy work environment is helping to easily concentrate on the work. While in the Fast Food Industry this same aspect has been accepted by 86 per cent of the respondents. This means that Generation-Y members engaged in the Travel & Tourism industry are less worried about a healthy work environment and can easily concentrate on their work in any situation. This aspect has been supported by the ***Chart No. 4.71***.

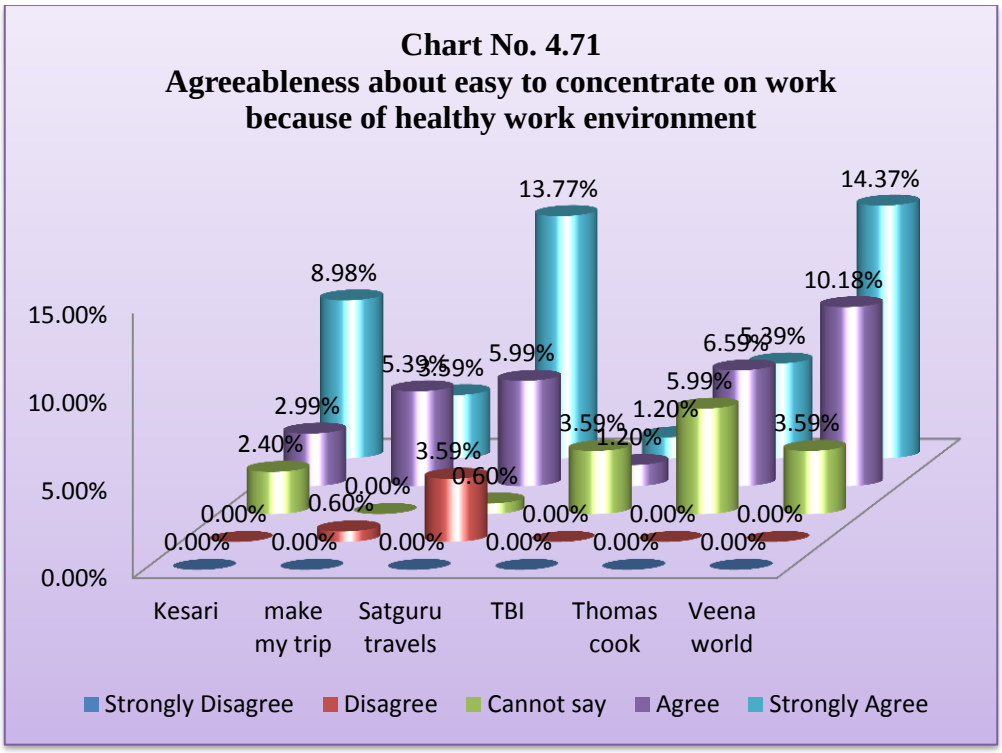
Table No. 4.71

Agreeableness about easy to concentrate on work because of healthy work environment

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	4 (2.40%)	5 (2.99%)	15 (8.98%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	1 (0.60%)	0 (0.00%)	9 (5.39%)	6 (3.59%)	16 (9.58%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
3	Satguru Travels	0 (0.00%)	6 (3.59%)	1 (0.60%)	10 (5.99%)	23 (13.77%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	6 (3.59%)	2 (1.20%)	2 (1.20%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	10 (5.99%)	11 (6.59%)	9 (5.39%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	6 (3.59%)	17 (10.18%)	24 (14.37%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**7 (4.19%)**	**27 (16.17%)**	**54 (32.34%)**	**79 (47.31%)**	**167 (100.00%)**

Source: Field investigation



Generation-Y members are also observed to be seeking for the guidance and help from their superiors. Hence, if they get the required support and guidance from the superiors then they will definitely motivate to work in a more efficient way. Now this aspect has been found true for 88 per cent of the respondents from Travel & Tourism industry operative in Pune while 85 per cent of the respondents from Fast Food Industry. Thus finally it may be stated that the behavior of seeking help from

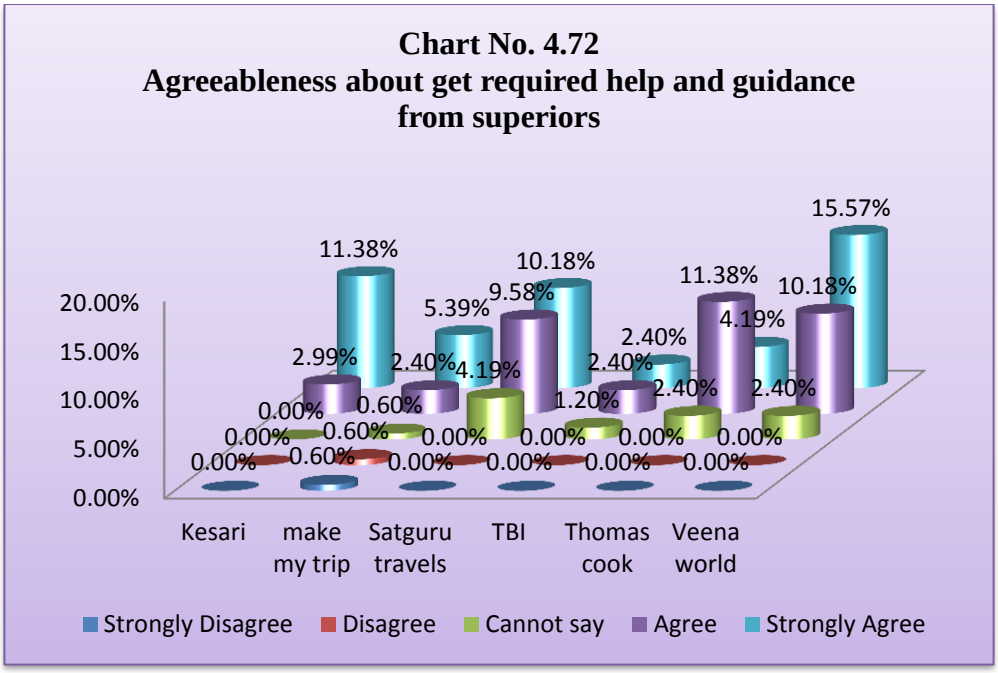
superiors is common irrespective of the sector in which this Generation-Y is working. Further details have been produced in ***Table No. 4.72*** and ***Chart No. 4.72.***

Table No. 4.72

Agreeableness about get required help and guidance from superiors

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	0 (0.00%)	5 (2.99%)	19 (11.38%)	24 (14.37%)
2	Make My Trip	1 (0.60%)	1 (0.60%)	1 (0.60%)	4 (2.40%)	9 (5.39%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	0 (0.00%)	7 (4.19%)	16 (9.58%)	17 (10.18%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	4 (2.40%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	4 (2.40%)	19 (11.38%)	7 (4.19%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	4 (2.40%)	17 (10.18%)	26 (15.57%)	47 (28.14%)
	Grand Total	**1 (0.60%)**	**1 (0.60%)**	**18 (10.78%)**	**65 (38.92%)**	**82 (49.10%)**	**167 (100.00%)**

Source: Field investigation



The behavior of expressing own feelings and reactions with colleagues and superiors as well as subordinates is the common behavior of any person working at any place. Though, freedom of doing so may be encouraged in an organization purposefully by inculcating the organizational culture. With reference made to the ***Table No. 4.73*** below this aspect has been found affirmative in the Travel & Tourisms industry as 67 per cent of the respondents have mentioned that in their organization this kind of freedom is provided so that they feel motivated. This has even been observed in the Fast Food Industry as well (80 per cent of the respondents). ***Chart No. 4.73*** elaborates the same thing in graphical way.

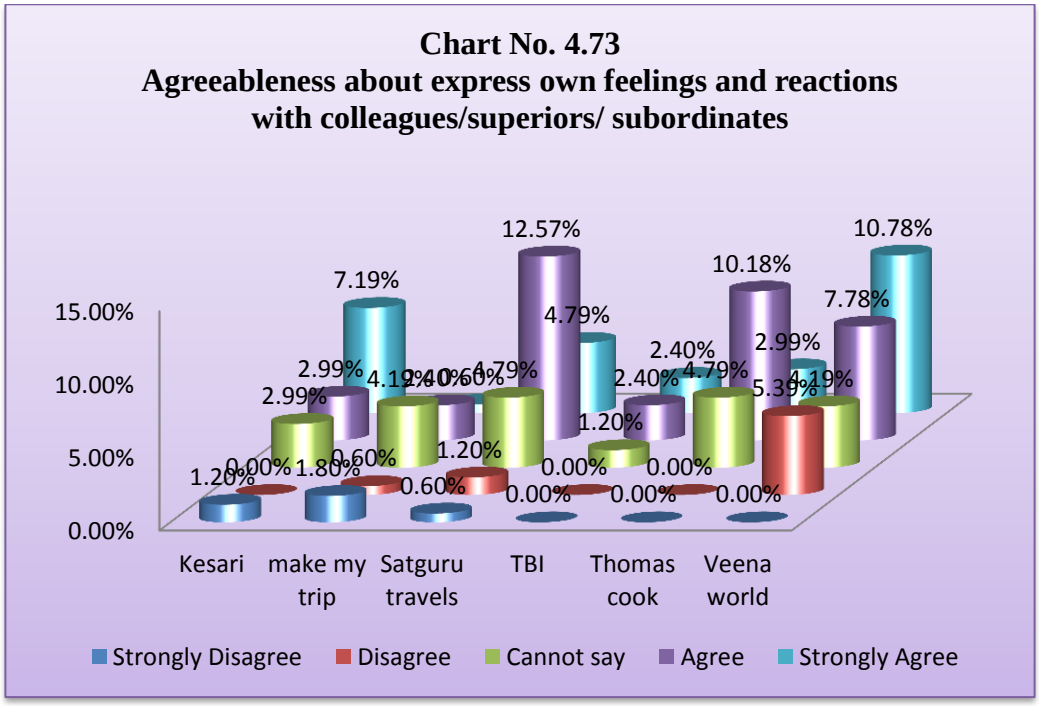
Table No. 4.73

Agreeableness about express own feelings and reactions with colleagues/superiors/ subordinates

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	2 (1.20%)	0 (0.00%)	5 (2.99%)	5 (2.99%)	12 (7.19%)	24 (14.37%)
2	Make My Trip	3 (1.80%)	1 (0.60%)	7 (4.19%)	4 (2.40%)	1 (0.60%)	16 (9.58%)
3	Satguru Travels	1 (0.60%)	2 (1.20%)	8 (4.79%)	21 (12.57%)	8 (4.79%)	40 (23.95%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	4 (2.40%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	8 (4.79%)	17 (10.18%)	5 (2.99%)	30 (17.96%)
6	Veena World	0 (0.00%)	9 (5.39%)	7 (4.19%)	13 (7.78%)	18 (10.78%)	47 (28.14%)
	Grand Total	**6 (3.59%)**	**12 (7.19%)**	**37 (22.16%)**	**64 (38.32%)**	**48 (28.74%)**	**167 (100.00%)**

Source: Field investigation



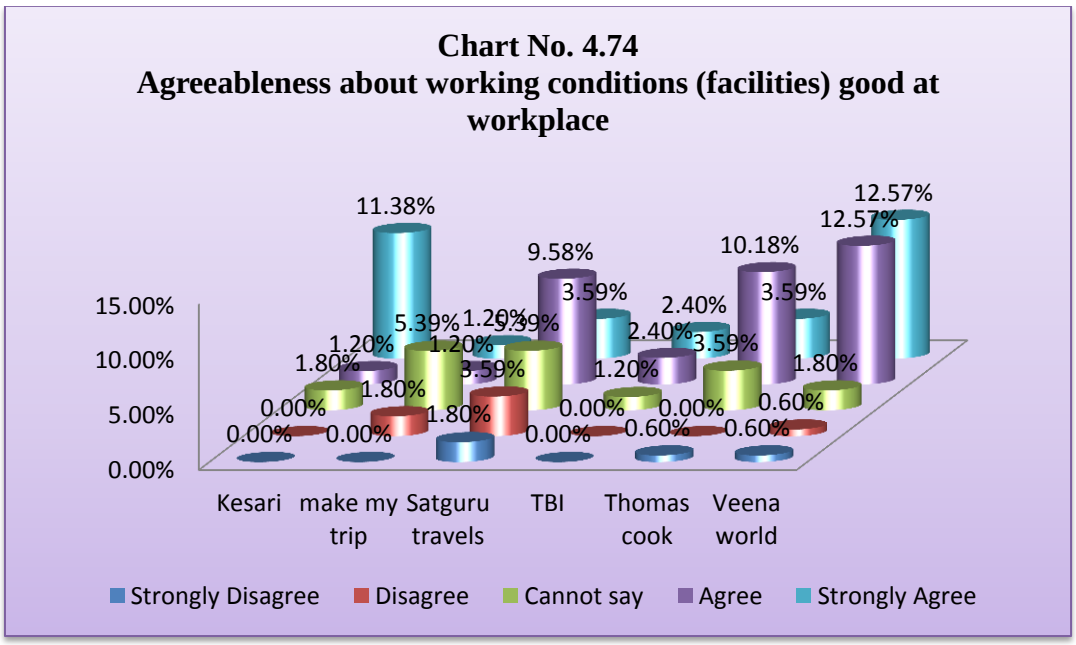
With the reference made to Table ***No. 4.74***, it will be seen that, almost 71 per cent of the respondents have mentioned their affirmative response towards good facilities and working conditions are impacting their work motivation. The preference has been given by 86 per cent of the respondents from Fast Food Industry employees also. Ultimately, apart from the variations of accepting this situation, it may be stated at the very outset that working conditions are definitely influencing the work motivation. This fact is supported by ***Chart No. 4.74***.

Table No. 4.74

Agreeableness about working conditions (facilities) good at workplace

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	3 (1.80%)	2 (1.20%)	19 (11.38%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	3 (1.80%)	9 (5.39%)	2 (1.20%)	2 (1.20%)	16 (9.58%)
3	Satguru Travels	3 (1.80%)	6 (3.59%)	9 (5.39%)	16 (9.58%)	6 (3.59%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	4 (2.40%)	4 (2.40%)	10 (5.99%)
5	Thomas Cook	1 (0.60%)	0 (0.00%)	6 (3.59%)	17 (10.18%)	6 (3.59%)	30 (17.96%)
6	Veena World	1 (0.60%)	1 (0.60%)	3 (1.80%)	21 (12.57%)	21 (12.57%)	47 (28.14%)
	Grand Total	**5 (2.99%)**	**10 (5.99%)**	**32 (19.16%)**	**62 (37.13%)**	**58 (34.73%)**	**167 (100.00%)**

Source: Field investigation



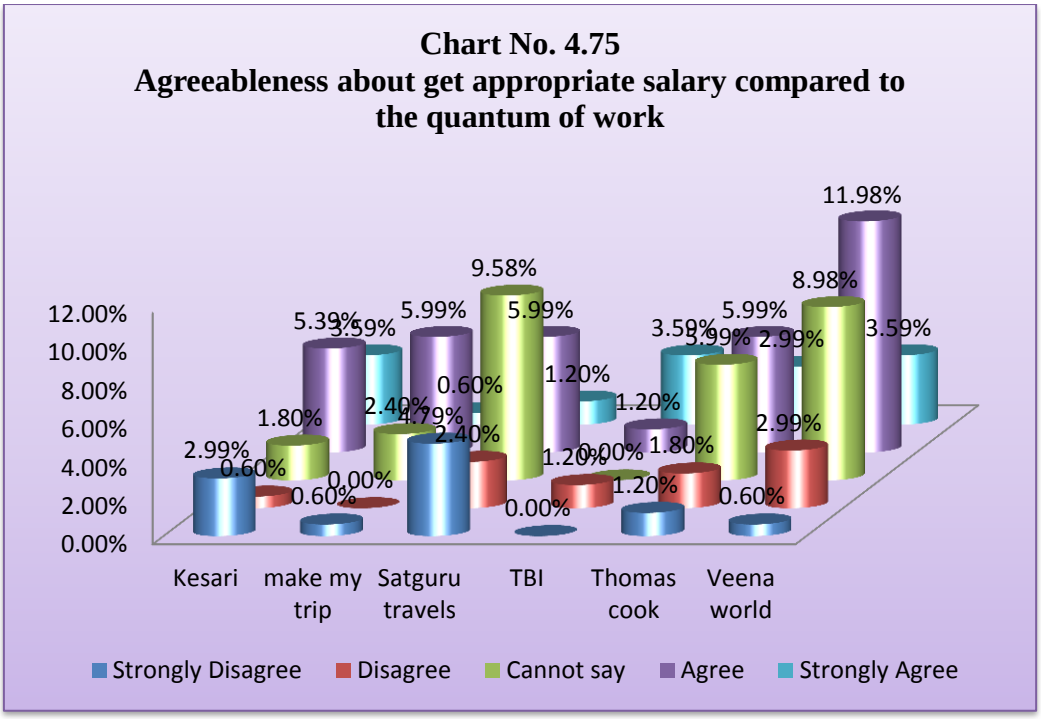
It is natural that everybody's working for salary irrespective of the sector of working and the designation of employees as well. The appropriate salary compared to the quantum of work done is the natural expectation. Now, if this has been provided to the employees then this workforce will be motivated. This aspect has been accepted by only 52 per cent of the respondents from Travel & Tourism industry (refer ***Table No. 4.75*** and ***Chart No. 4.75***) while only 42 per cent of the respondents from Fast Food Industry has been supported this. This means that there are other factors contributing the motivation as far as salary is concerned.

Table No. 4.75

Agreeableness about get appropriate salary compared to the quantum of work

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	5 (2.99%)	1 (0.60%)	3 (1.80%)	9 (5.39%)	6 (3.59%)	24 (14.37%)
2	Make My Trip	1 (0.60%)	0 (0.00%)	4 (2.40%)	10 (5.99%)	1 (0.60%)	16 (9.58%)
3	Satguru Travels	8 (4.79%)	4 (2.40%)	16 (9.58%)	10 (5.99%)	2 (1.20%)	40 (23.95%)
4	TBI	0 (0.00%)	2 (1.20%)	0 (0.00%)	2 (1.20%)	6 (3.59%)	10 (5.99%)
5	Thomas Cook	2 (1.20%)	3 (1.80%)	10 (5.99%)	10 (5.99%)	5 (2.99%)	30 (17.96%)
6	Veena World	1 (0.60%)	5 (2.99%)	15 (8.98%)	20 (11.98%)	6 (3.59%)	47 (28.14%)
	Grand Total	**17 (10.18%)**	**15 (8.98%)**	**48 (28.74%)**	**61 (36.53%)**	**26 (15.57%)**	**167 (100.00%)**

Source: Field investigation



From Table ***No. 4.76***, it has been seen that, total 53.29 per cent of the respondents mentioned that inadequate financial remuneration affects job satisfaction. Though, job satisfaction is the relative concept depending on the number of aspects. But financial situations and remuneration are the most important dimensions for measuring the same. 65.77 per cent of respondents mentioned financial remuneration affects the job satisfaction by the Generation-Y employees from the Fast Food Industry. Ultimately it may be stated that with reference to Chart ***No. 4.76*** that job satisfaction is a key factor responsible for motivating the Generation-Y employees working in the Travel & Tourism industry.

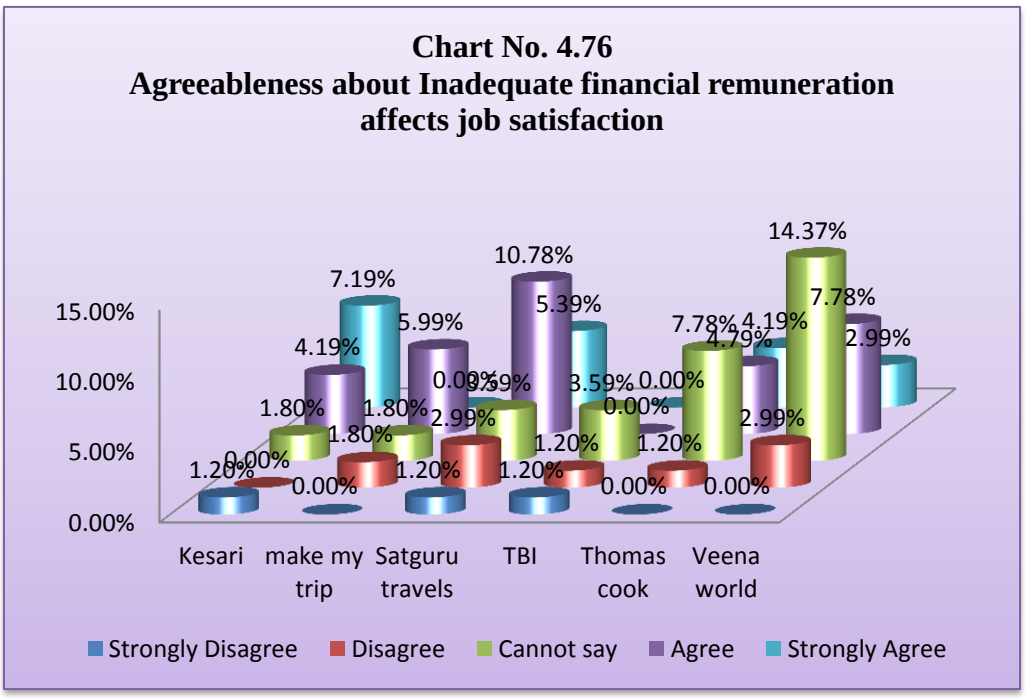
Table No. 4.76

Agreeableness about Inadequate financial remuneration affects job satisfaction

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	2 (1.20%)	0 (0.00%)	3 (1.80%)	7 (4.19%)	12 (7.19%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	3 (1.80%)	3 (1.80%)	10 (5.99%)	0 (0.00%)	16 (9.58%)
3	Satguru	2	5	6	18	9	40

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
	Travels	(1.20%)	(2.99%)	(3.59%)	(10.78%)	(5.39%)	(23.95%)
4	TBI	2 (1.20%)	2 (1.20%)	2 (1.20%)	0 (0.00%)	0 (0.00%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	2 (1.20%)	13 (7.78%)	8 (4.79%)	7 (4.19%)	30 (17.96%)
6	Veena World	0 (0.00%)	5 (2.99%)	24 (14.37%)	13 (7.78%)	5 (2.99%)	47 (28.14%)
	Grand Total	**6 (3.59%)**	**17 (10.18%)**	**55 (32.93%)**	**56 (33.53%)**	**33 (19.76%)**	**167 (100.00%)**

Source: Field investigation



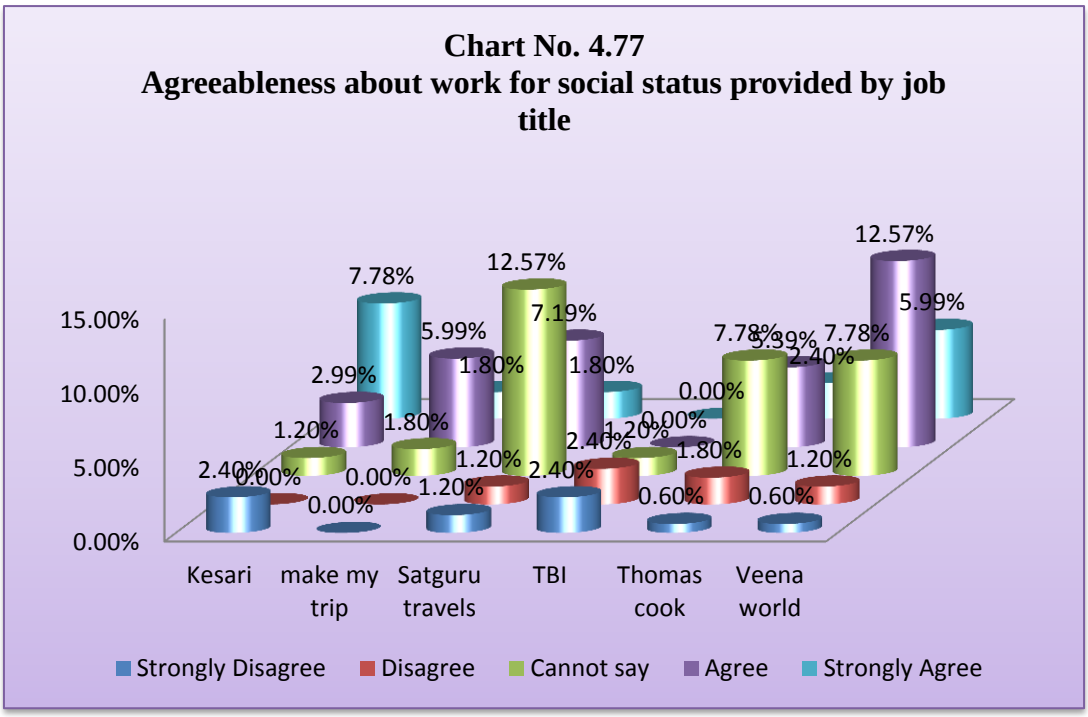
Job title is also assumed as the symbol of social status and this can lead to motivation for the employees. The quantified responses collected from the employees of Travel & Tourism employees have been presented in ***Table No. 4.77*** and ***Chart No. 4.77***. It would be seen from the table that almost 53.29 per cent of the respondents are observed affirmative to the fact that job title provides social status and 76.55 per cent of respondents have been observed from Fast Food Industry as well. Finally, job title may be the motivating factor for Generation-Y workers.

Table No. 4.77

Agreeableness about work for social status provided by job title

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	4 (2.40%)	0 (0.00%)	2 (1.20%)	5 (2.99%)	13 (7.78%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	0 (0.00%)	3 (1.80%)	10 (5.99%)	3 (1.80%)	16 (9.58%)
3	Satguru Travels	2 (1.20%)	2 (1.20%)	21 (12.57%)	12 (7.19%)	3 (1.80%)	40 (23.95%)
4	TBI	4 (2.40%)	4 (2.40%)	2 (1.20%)	0 (0.00%)	0 (0.00%)	10 (5.99%)
5	Thomas Cook	1 (0.60%)	3 (1.80%)	13 (7.78%)	9 (5.39%)	4 (2.40%)	30 (17.96%)
6	Veena World	1 (0.60%)	2 (1.20%)	13 (7.78%)	21 (12.57%)	10 (5.99%)	47 (28.14%)
	Grand Total	**12 (7.19%)**	**11 (6.59%)**	**54 (32.34%)**	**57 (34.13%)**	**33 (19.76%)**	**167 (100.00%)**

Source: Field investigation



The direct question has been asked to assess work-life balance and its impact on motivation. The quantified responses tabulated in ***Table No. 4.78*** provides strong evidence that work-life balance is an important factor for motivating Generation-Y employees engaged in the Travel & Tourism industry. These quantified details have been presented with the help of ***Chart No. 4.78*** that provides graphical representation of these same phenomena. The present study also reveals that the Fast Food Industry is also not an exception for this aspect of work-life motivation.

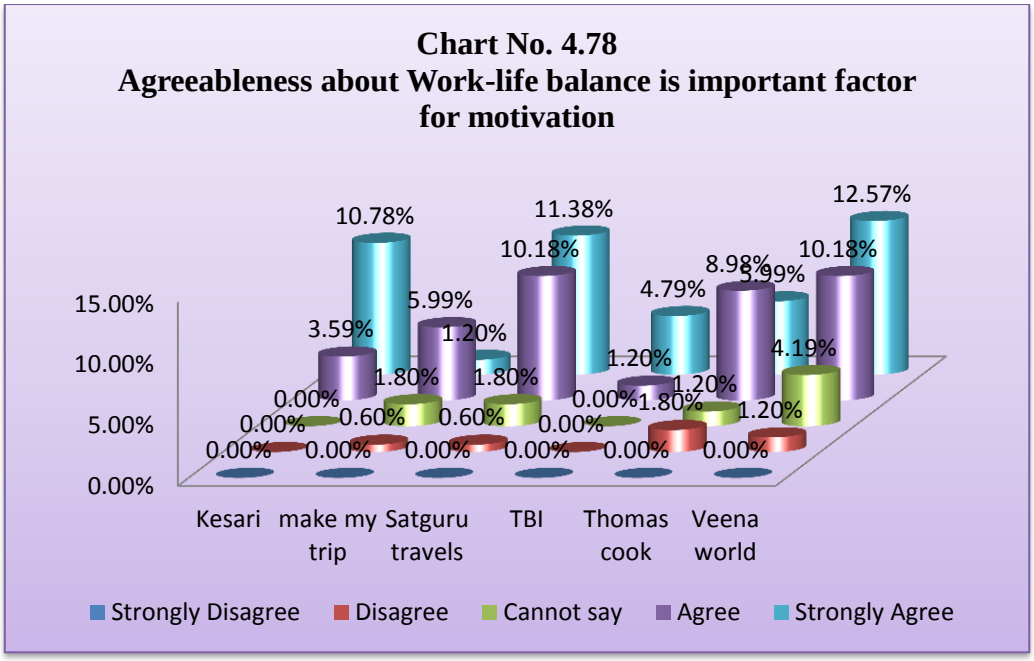
Table No. 4.78

Agreeableness about Work-life balance is important factor for motivation

Sr. No.	**Row Labels**	**Strongly Disagree**	**Disagree**	**Cannot say**	**Agree**	**Strongly Agree**	**Grand Total**
I	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII**
1	Kesari	0 (0.00%)	0 (0.00%)	0 (0.00%)	6 (3.59%)	18 (10.78%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	1 (0.60%)	3 (1.80%)	10 (5.99%)	2 (1.20%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	1 (0.60%)	3 (1.80%)	17 (10.18%)	19 (11.38%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (1.20%)	8 (4.79%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	3 (1.80%)	2 (1.20%)	15 (8.98%)	10 (5.99%)	30 (17.96%)
6	Veena World	0 (0.00%)	2 (1.20%)	7 (4.19%)	17 (10.18%)	21 (12.57%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**7 (4.19%)**	**15 (8.98%)**	**67 (40.12%)**	**78 (46.71%)**	**167 (100.00%)**

Source: Field investigation

Chart No. 4.78
Agreeableness about Work-life balance is important factor for motivation



The healthy policy for managing employees is also an important factor for keeping employees motivating and contributing to the objectives of the organization. Employees (68.86 per cent) working in the Travel & Tourism industry belonging to Generation-Y have been found affirmative to this fact that this industry has provided healthy employee management policy and that contributes to the motivation of themselves. Fast Food Industry employees almost 87 per cent respondents have been motivated by healthy policy. Further details on this aspect have been provided in ***Table No. 4.79*** and ***Chart No. 4.79***.

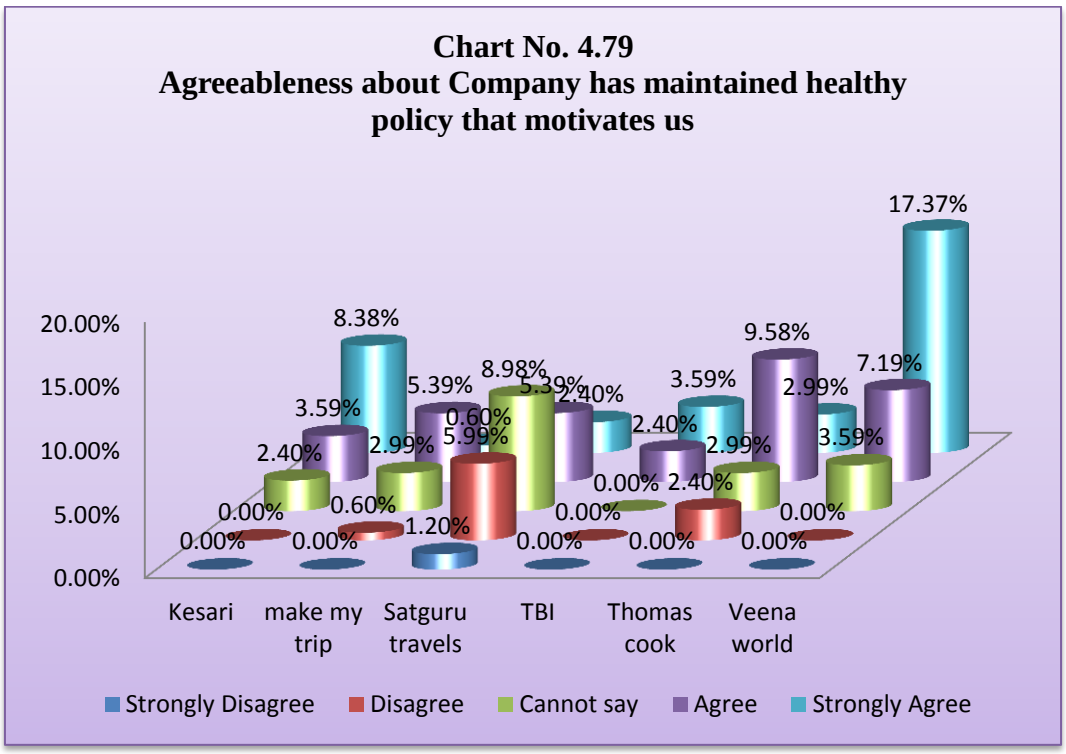
Table No. 4.79

Agreeableness about Company has maintained healthy policy that motivates us

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	4 (2.40%)	6 (3.59%)	14 (8.38%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	1 (0.60%)	5 (2.99%)	9 (5.39%)	1 (0.60%)	16 (9.58%)
3	Satguru Travels	2 (1.20%)	10 (5.99%)	15 (8.98%)	9 (5.39%)	4 (2.40%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	0 (0.00%)	4 (2.40%)	6 (3.59%)	10 (5.99%)

Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
5	Thomas Cook	0 (0.00%)	4 (2.40%)	5 (2.99%)	16 (9.58%)	5 (2.99%)	30 (17.96%)
6	Veena World	0 (0.00%)	0 (0.00%)	6 (3.59%)	12 (7.19%)	29 (17.37%)	47 (28.14%)
	Grand Total	**2 (1.20%)**	**15 (8.98%)**	**35 (20.96%)**	**56 (33.53%)**	**59 (35.33%)**	**167 (100.00%)**

Source: Field investigation



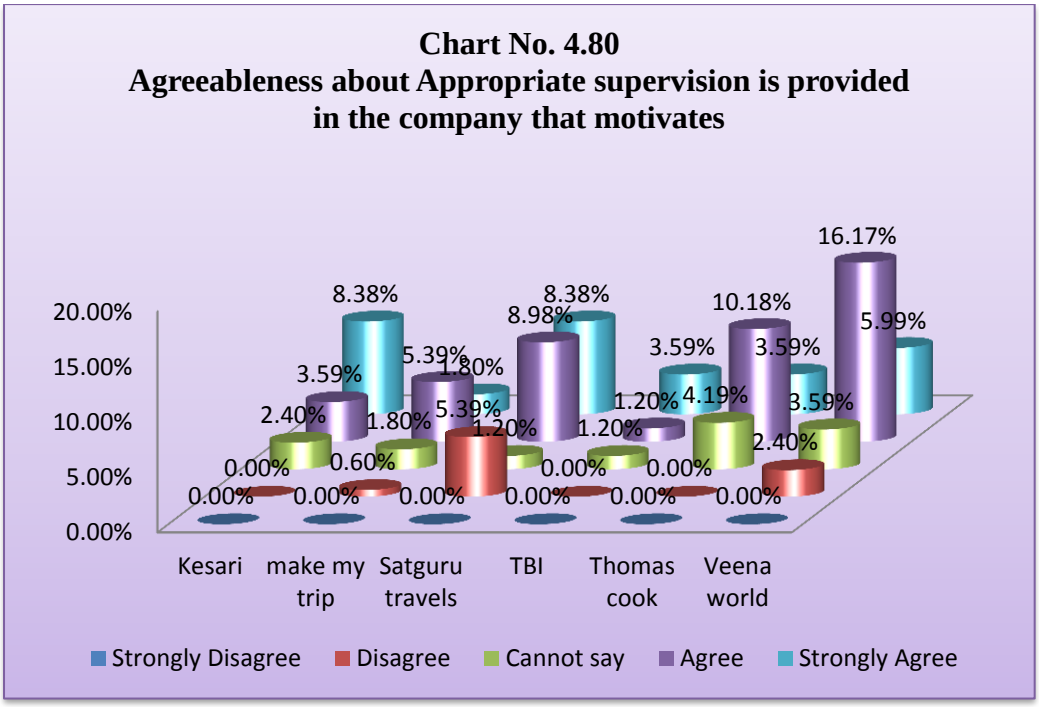
Finally the last parameter among the extrinsic factors under Herzberg Two Factor Theory, namely, appropriate supervision is also investigated and quantified responses tabulated with the help of ***Table No. 4.80*** and ***Chart No. 4.80***. It has been seen from the table that almost 77.25 per cent of the respondents provided affirmative and positive. Almost 81 per cent of the respondent's observation has been made with the data of the Fast Food Industry. Ultimately, appropriate supervision provided in the company that motivates the employees belongs to Generation-Y.

Table No. 4.80

Agreeableness about Appropriate supervision is provided in the company that motivates

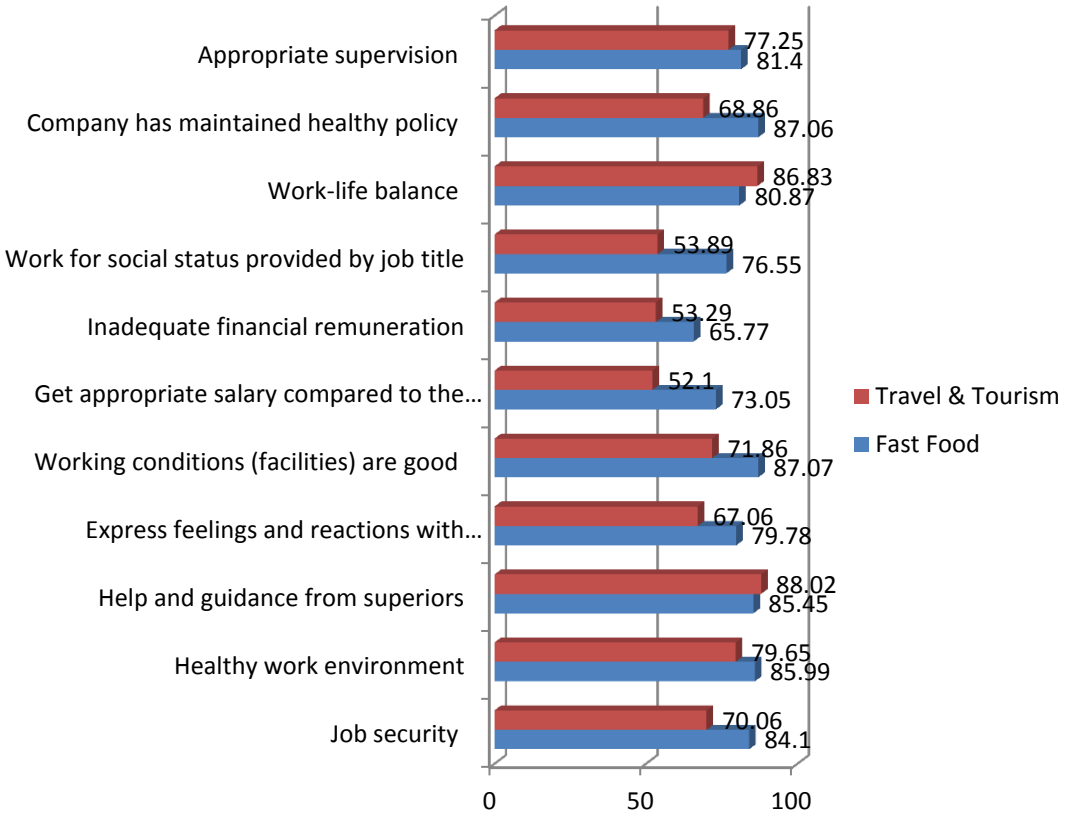
Sr. No.	Row Labels	Strongly Disagree	Disagree	Cannot say	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	Kesari	0 (0.00%)	0 (0.00%)	4 (2.40%)	6 (3.59%)	14 (8.38%)	24 (14.37%)
2	Make My Trip	0 (0.00%)	1 (0.60%)	3 (1.80%)	9 (5.39%)	3 (1.80%)	16 (9.58%)
3	Satguru Travels	0 (0.00%)	9 (5.39%)	2 (1.20%)	15 (8.98%)	14 (8.38%)	40 (23.95%)
4	TBI	0 (0.00%)	0 (0.00%)	2 (1.20%)	2 (1.20%)	6 (3.59%)	10 (5.99%)
5	Thomas Cook	0 (0.00%)	0 (0.00%)	7 (4.19%)	17 (10.18%)	6 (3.59%)	30 (17.96%)
6	Veena World	0 (0.00%)	4 (2.40%)	6 (3.59%)	27 (16.17%)	10 (5.99%)	47 (28.14%)
	Grand Total	**0 (0.00%)**	**14 (8.38%)**	**24 (14.37%)**	**76 (45.51%)**	**53 (31.74%)**	**167 (100.00%)**

Source: Field investigation



The summary of the extrinsic factors in comparative aspects with the Travel & Tourism industry and Fast Food industry has been provided with the help of Chart No. 4.80 (a).

Chart No. 4.80 (A)
Summary of Extrinsic factors for both Industries



It will be see therefore from the chart that, in case of Travel & Tourism industry highly influential factors identified are as (a) work life balance, (b) help and guidance from superior in work while, in case of Fast Food industry most influential factors are as (a) company healthy policies, (b) good working conditions/ facilities. Further details have been provided above in the chart.

PART-III

Hypotheses Testing

This part of the chapter has been made to discuss the detailed procedure of hypotheses testing and its interpretation. Thus, considering the chapter of research methodology three hypotheses have been suggested in this research. The testing and interpretation of the results have been provided below.

Testing of Hypothesis-H1

$H1_{null}$- Generation 'Y' Employees in Services Sector NOT demonstrate behavioral qualities of Generation-'Y'

$H1_{alternate}$- Generation 'Y' Employees in Services Sector demonstrate behavioral qualities of Generation-'Y'

For the purpose of this hypothesis quantification of behavioral qualities of Generation-'Y' employees has been made with the help of Question No. 10. Total 16 behavioral qualities are assessed with the help of five point Likert scale.

In the present study, the service sector has been represented with two activities, namely, a) Fast Food Industry and b) Travel & Tourism industry. Thus separate data has been processed to visualize the impact of the result.

Now, naturally, it has been assumed that, if the arithmetic mean of these qualities observed to be greater than 3 (which is standard mean of Likert scale showing neutrality) then it can be concluded that Gen-Y employees demonstrate behavioral qualities of Gen-Y employees.

As stated earlier, the responses of the said questions have been quantified and measured by applying Likert Five Point scaled distributed between Strongly Agree (representing score and weight of 5) and Strongly Disagree (representing score and weight of 1). The median of the scale is '3', representing neutrality of the response. Keeping in mind this discussion, it needs to be pointed out here that One Sample 't' test is found more scientific and appropriate for testing this hypothesis.

Now, arithmetic mean of the opinions regarding behavioral qualities of the Generation-Y respondents from Fast Food Industry have been tabulated and presented in ***Table No. 4.81.*** Based on the table considering arithmetic means of variables it

may be stated that all the respondents have expressed qualities of Generation-Y as arithmetic mean is observed more than 3 in case of all the variables.

Table No. 4.81
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
EduExp	371	3.2102	1.53130	.07950
DecAca	371	4.0620	1.13373	.05886
DecCar	371	4.3558	.93438	.04851
DecFamInfl	371	3.7278	1.32492	.06879
EnjoyFamily	371	4.5768	.86768	.04505
EnjoyFriend	371	4.3019	1.05547	.05480
EnjoyPeers	371	4.2884	.94746	.04919
MedComEle	371	4.3827	.85052	.04416
FamNeed	371	4.4070	.94374	.04900
FamilyResp	371	4.3423	.97194	.05046
LikeSuperv	371	3.9810	1.16897	.06085
FlexTime	371	4.1328	1.13071	.05886
SkillBuild	371	4.4232	.92789	.04817
ChallJob	371	4.3415	.88921	.04629
Networking	371	4.3523	.84087	.04377
RoutWork	371	4.1590	1.15970	.06021

Now considering the above observation, One Sample 't' test has been conducted for all these variables and the output has been provided in ***Table No. 4.81(A).***

Table No. 4.81(A)
One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EduExp	2.645	370	.009	.21024	.0539	.3666
DecAca	18.043	370	.000	1.06199	.9463	1.1777
DecCar	27.948	370	.000	1.35580	1.2604	1.4512
DecFamInfl	10.580	370	.000	.72776	.5925	.8630
EnjoyFamily	35.003	370	.000	1.57682	1.4882	1.6654
EnjoyFriend	23.758	370	.000	1.30189	1.1941	1.4096
EnjoyPeers	26.193	370	.000	1.28841	1.1917	1.3851
MedComEle	31.315	370	.000	1.38275	1.2959	1.4696
FamNeed	28.716	370	.000	1.40701	1.3107	1.5034
FamilyResp	26.601	370	.000	1.34232	1.2431	1.4415
LikeSuperv	16.121	370	.000	.98103	.8614	1.1007
FlexTime	19.245	370	.000	1.13279	1.0170	1.2485
SkillBuild	29.543	370	.000	1.42318	1.3285	1.5179
ChallJob	28.979	370	.000	1.34146	1.2504	1.4325
Networking	30.893	370	.000	1.35230	1.2662	1.4384
RoutWork	19.250	370	.000	1.15903	1.0406	1.2774

On scrutinizing the results of calculations mentioned above in ***Table No. 4.81(A)*** the inferences are as follows-

In case of hypothesis-H1, based on the opinions of respondents from Fast Food Industry, one can safely conclude that because of the Significance values obtained show a tendency to be less than 0.05. In such a case, the column labelled 'Sig. (2-tailed)' displays a probability from the 't' distribution with 371 degrees of freedom. The value listed is the probability of obtaining an absolute value greater than or equal to the observed 't' statistic, if the difference between the sample mean and the test value is purely random. Since, confidence intervals lie entirely above 0.0; in this case, one can safely say that observed level of agreeableness regarding 'Generation 'Y' Employees in Services Sector demonstrate behavioral qualities of Generation-'Y'' is NOT significantly (positively) differing from the standard mean of 3. ***Hence, in this case of the hypothesis-H1, hypothesis null may be rejected and the result can be interpreted as*** **Generation-Y employees in the Service Sector (represented by Fast Food Industry) demonstrate behavioral qualities of Generation-Y.**

The same one sample 't' test has been applied for data of the Travel & Tourism industry. The output of the same has been produced below with the help of ***Table No. 4.82*** and ***Table No. 4.82(A)***. Considering the Mean of all the sixteen variables (more than the value of 3) of the entire variable it may be stated that Generation-Y employed in the Travel & Tourism Industry is expressing the behavioral qualities of Generation-Y.

Table No. 4.82
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
EduExp	167	3.6048	1.33515	.10332
DecAca	167	4.0240	.88462	.06845
DecCar	167	4.3832	.86245	.06674
DecFamInfl	167	3.7964	1.07288	.08302
EnjoyFamily	167	4.5150	.82035	.06348
EnjoyFriend	167	4.4431	.78851	.06102
EnjoyPeers	167	3.8683	.97900	.07576
MedComEle	167	4.1138	.90792	.07026
FamNeed	167	4.3114	.93076	.07202
FamilyResp	167	4.1138	1.03213	.07987
LikeSuperv	167	3.6826	1.11447	.08624
FlexTime	167	4.2216	1.18424	.09164

SkillBuild	167	4.5689	.58577	.04533
ChallJob	167	4.5928	.60276	.04664
Networkg	167	4.3952	.71942	.05567
RoutWork	167	3.3293	1.41610	.10958

Though, for the purpose of validating this observation, one sample 't' test has been carried out for all the 16 behavioural qualities and presented below in ***Table No. 4.82(A).***

Table No. 4.82(A)
One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EduExp	5.854	166	.000	.60479	.4008	.8088
DecAca	14.958	166	.000	1.02395	.8888	1.1591
DecCar	20.726	166	.000	1.38323	1.2515	1.5150
DecFamInfl	9.593	166	.000	.79641	.6325	.9603
EnjoyFamily	23.865	166	.000	1.51497	1.3896	1.6403
EnjoyFriend	23.651	166	.000	1.44311	1.3226	1.5636
EnjoyPeers	11.461	166	.000	.86826	.7187	1.0178
MedComEle	15.853	166	.000	1.11377	.9751	1.2525
FamNeed	18.207	166	.000	1.31138	1.1692	1.4536
FamilyResp	13.945	166	.000	1.11377	.9561	1.2715
LikeSuperv	7.915	166	.000	.68263	.5124	.8529
FlexTime	13.330	166	.000	1.22156	1.0406	1.4025
SkillBuild	34.611	166	.000	1.56886	1.4794	1.6584
ChallJob	34.149	166	.000	1.59281	1.5007	1.6849
Networkg	25.062	166	.000	1.39521	1.2853	1.5051
RoutWork	3.005	166	.003	.32934	.1130	.5457

Now, on scrutinizing the results mentioned in the column of sig. (2 Tailed) it has been observed that the probability of the getting 't' value is less than the alpha (that is 0.05) and also the entire confidence level for all these 16 variables are found non negative. In this case of the Travel & Tourism industry it also can be concluded by rejecting the null hypothesis that Generation 'y' employed in the Travel & Tourism industry express the behavioral qualities of the Generation-Y.

Now in a summary of the results interpreted for both industries such as Fast Food Industry and Travel & Tourisms Industry, it may be concluded based on strong evidence that Generation-Y employed in the service industry is expressing behavioral qualities of this Generation-Y.

Testing of Hypothesis-H2

In this section, an effort has been made to investigate and test the Hypothesis-H2 offered in the present study. The hypothesis-H2 is:

> **$H2_{Null}$- Intrinsic factors DOES NOT play vital role in motivating Generation-'Y' employees in service sector**
>
> **$H2_{Alternate}$- Intrinsic factors play vital role in motivating Generation-'Y' employees in service sector**

This hypothesis basically utilizes the data captured in question no. 11, divided into two sections, such as, intrinsic factors in section 11.1 and extrinsic factors in section 11.2. The quantified responses already tabulated and discussed in the PART-II of the chapter. Though, summary of these two sections of question-11 is discussed here for enhancing the understanding. One thing also needs to be noted here that, all the respondents from Fast Food Industry (371 Generation-Y employees) and Travel & Tourisms Industry (167 Generation-Y employees) clubbed together (become total 538 respondents) for representing entire Generation-Y of service sector operatives in Pune.

Intrinsic factors are constructed with six variables namely, (a) motivated because of achieving more targets, (b) recognition of work carried, (c) personal and future growth opportunities, (d) scope for career advancement; (e) work for responsibility and (f) motivated because of interesting work.

While Extrinsic factors are constructed with eleven variables namely; (i) The job security of my organization impacts my motivation; (ii) It is easy to concentrate on my work because of healthy work environment; (iii) I get required help and guidance from my superiors; (iv) I can express my feelings and reactions with my colleagues/superiors/ subordinates; (v) Working conditions (facilities) are good at my workplace; (vi) I get appropriate salary compared to the quantum of my work; (vii) Inadequate financial remuneration affects my job satisfaction; (viii) I work for social status provided by my job title; (ix) Work-life balance is important factor for my motivation; (x) Company has maintained healthy policy that motivates me; (xi) Appropriate supervision is provided in the company that motivates me.

All these variables are quantified by using Five Point Likert Scale. The descriptive statistics of both groups of factors are discussed in below ***Table No. 4.83***. It has been seen that all the factors have arithmetic mean of the magnitude more than 3 (neutral). This has reflected a positive contribution towards motivating the Generation-Y employees working in service sector operative in Pune. The combined mean of each group of intrinsic and extrinsic factors are calculated. The results of these calculations are; mean of intrinsic factors accounted for 4.54 and mean of extrinsic factors accounted for 4.10. Both the averages are found positive meaning more than the neutrality (expressed as 3 on five point likert scale). Though, as per the suggested hypothesis, intrinsic factors are having 10 per cent more magnitude as compared to extrinsic factors.

Table No. 4.83

Arithmetic mean of factors

Intrinsic Variables	**Mean**	**Extrinsic Variables**	**Mean**
achieving targets	4.69	Job security	4.18
Recognition work	4.51	Healthy work environment.	4.30
personal & Future growth	4.49	Help and guidance from superiors.	4.31
career advancement	4.40	Relation with colleagues/ superiors/ subordinates	3.99
work responsibility	4.59	Working conditions	4.20
interesting work	4.55	Salary	3.81
		Remuneration	3.75
		Social status	3.90
		Work-life balance	4.24
		Company policy	4.26
		Supervision	4.11
Intrinsic Factors Mean	**4.54**	**Extrinsic Factors Mean**	**4.10**

Now, considering all the above discussion, comparison of the means of both the intrinsic and extrinsic factors will provide logical and scientific interpretation while generalizing the hypothetical finding. This can be done more appropriately by using ‘t’ test statistics.

The detailed statistical analysis of the ‘t’ test has been provided below with the help of ***Table No. 4.84*** and ***Table No. 4.85***.

The arithmetic mean of the Intrinsic Factors is observed to be 4.54 and the arithmetic mean of the extrinsic factors is observed to be 4.10 based on the table no. 4.84. The difference between both the means is 0.43 as mentioned in the ***Table No. 4.86***.

Table No. 4.84
Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	IntrGroup	**4.5403**	**538**	**.50941**	**.02196**
	ExtrGroup	**4.1022**	**538**	**.61259**	**.02641**

Table No. 4.85
Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	IntrGroup – ExtrGroup	.43808	.53000	.02285	.39319	.48296	19.172	537	.000

Now, on scrutinizing the results mentioned in the column of sig. (2 Tailed) of table no. 4.85, it has been observed that the probability of the getting 't' value is less than the alpha (that is 0.05) and also the entire confidence level is also found non negative. In this case of hypothesis-H2, one can conclude by rejecting the null hypothesis that Generation 'y' employed in the service sector is motivated by intrinsic factors as compared to extrinsic factors.

PART-IV

Testing of H3-Hypotheses and Model Development

In this part an effort has been made to develop a statistically developed and mathematically tested Model for the present study. The hypothesis-H2 already examined and concluded that intrinsic factors defined under the Two Factor Theory are playing a significant role in motivating the Generation-Y employees working in the service sector operative in Pune.

Now with this part of the chapter further exploration has been made into extrinsic factors of the motivation with testing of Hypothesis-H3, as mentioned below-

Hypothesis-H3: All extrinsic factors are key factors in motivating Generation-Y of service sector employees

For this purpose total eleven factors identified under extrinsic motivating factors as stated in Herzberg's Two Factor Theory of motivation.

These 11 factors are; (i) The job security ; (ii) healthy work environment; (iii) get required help and guidance from superiors; (iv) express feelings and reactions with colleagues/superiors/ subordinates; (v) Good working conditions (facilities) in workplace; (vi) appropriate salary compared to the quantum of work; (vii) Inadequate financial remuneration; (viii) social status provided by job title; (ix) Work-life balance; (x) Company healthy policy; (xi) Appropriate supervision. Both respondents from the Fast Food Industry and Travel & Tourisms industries are included in this hypothesis testing and model development. In this way this hypothesis has included 11 factors and quantified with 538 respondents.

Further description of these factors has been presented with the help of ***Table No. 4.86***.

Table No. 4.86

Factors Included in Analysis

Sr. No.	Extrinsic Variables	Mean
1	Job security	4.18
2	Healthy work environment.	4.30
3	Help and guidance from superiors.	4.31
4	Relation with colleagues/superiors/ subordinates	3.99
5	Working conditions	4.20
6	Salary	3.81
7	Remuneration	3.75
8	Social status	3.90
9	Work-life balance	4.24
10	Company policy	4.26
11	Supervision	4.11
	Extrinsic Factors Mean	**4.10**

The basic intention behind this factorial analysis is to know whether the items in the extrinsic variable have similar patterns of responses and do these items contribute to create a construct for motivation? The basic assumption of factor analysis is that for a collection of observed variables there are a set of *underlying* or *latent* variables called **factors** (smaller than the number of *observed* variables), that can explain the interrelationships among those variables. Thus the basic question has been addressed in this analysis whether these 11 factors are able to explain the motivation among employees or specific set of variables playing important role.

For the sake of understanding hypotheis-H3 has been presented with technical hypotheses such as, Hypothesis Null and Hypothesis Alternate as mentioned below-

H_{null}: **All extrinsic factors are NOT key factors in motivating Generation-Y of service sector employees**

$H_{Alter:}$ **All extrinsic factors are key factors in motivating Generation-Y of service sector employees in Pune**

This assumption of the importance of factors has been analyzed with factorial analysis to test whether all the variables are able to play key role in explaining variability.

Pearson Correlation among Items:

Further exploration has been made by calculating correlation among the eleven items considered for the factorial analysis.

Table No. 4.87
Correlations

		1	2	3	4	5	6	7	8	9	10	11
JobSec	Pearson Correlation	1										
WorkEnvi	Pearson Correlation	.209**	1									
HelpGuide	Pearson Correlation	.316**	.438**	1								
Colleague	Pearson Correlation	.217**	.295**	.469**	1							
WorkCond	Pearson Correlation	.188**	.438**	.566**	.409**	1						
Salary	Pearson Correlation	.289**	.378**	.289**	.361**	.442**	1					
Remuneration	Pearson Correlation	.242**	.108*	.152**	.096*	.211**	.091*	1				
JobTitleStatus	Pearson Correlation	.240**	.286**	.161**	.148**	.272**	.262**	.422**	1			
WorkLifeBal	Pearson Correla	.130**	.390**	.369**	.371**	.345**	.271**	.157**	.242**	1		

	tion											
CompPolicy	Pearson Correlation	.223**	.342**	.293**	.233**	.475**	.374**	.135**	.362**	.439**	1	
Supervision	Pearson Correlation	.214**	.384**	.349**	.330**	.463**	.423**	.161**	.358**	.615**	.548**	1
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

From the table one can see that most items have some correlations with each other ranging from 0.090 for items 'remuneration' and 'salary' to 0.615 for Items 'supervision' and 'work-life balance'. Due to relatively high correlations among items, this would be a good candidate for factor analysis. Keeping in mind the goal of factor analysis is to model the interrelationships between items with fewer (latent) variables. These interrelationships can be broken up into the multiple components.

Principal Component Analysis

Principal components analysis or PCA makes the assumption that there is no unique variance; the total variance is equal to common variance. Variance can be partitioned into common and unique variance. If there is no unique variance then common variance takes up total variance. Additionally, if the total variance is 1, then the common variance is equal to the communality.

The components can be interpreted as the correlation of each item with the component. Each item has a loading corresponding to each of the 11 components. For example, Item 1 is correlated 0.438 with the first component, 0.313 with the second component and 0.498 with the third, and so on. The square of each loading represents the proportion of variance (same like R^2 statistic) explained by a particular component. For Item 1, $(0.438)^2 = 0.1918$ or 19% of its variance is explained by the first component. Subsequently, $(0.313)^2 = 0.979$ or 9% of the variance in Item 1 is explained by the second component. The total variance explained by both components is thus 19% + 9% = 28%. Keep going on adding the squared loadings cumulatively down the components, it sums to 1 or 100%. This is also known as the **communality**, and in a PCA the communality for each item is equal to the total variance.

Table No. 4.88
Component Matrix[a]

	Component										
	1	2	3	4	5	6	7	8	9	10	11
JobSec	.438	.313	.498	-.420	.426	-.285	-.038	-.035	.002	-.090	-.105
WorkEnvi	.655	-.156	.043	.047	-.328	-.420	.441	.015	.225	-.105	.044
HelpGuide	.668	-.233	.406	.287	-.046	-.220	-.207	-.039	-.240	.240	.207
Colleague	.585	-.304	.323	.216	.244	.457	.132	-.275	.207	-.099	.036
WorkCond	.749	-.127	.127	.068	-.377	.084	-.323	.075	-.075	-.198	-.312
Salary	.635	-.121	.087	-.504	-.155	.351	.206	.287	-.072	.204	.040
Remuneration	.340	.750	.149	.351	-.015	.131	-.045	.339	.189	.010	.083
JobTitleStatus	.528	.608	-.169	.001	-.179	.091	.202	-.423	-.237	.064	-.045
WorkLifeBal	.665	-.142	-.386	.265	.396	-.098	.142	.132	-.018	.210	-.265
CompPolicy	.677	.036	-.379	-.248	-.039	-.065	-.390	-.182	.342	.136	.095
Supervision	.746	-.048	-.409	-.031	.214	.014	-.030	.131	-.221	-.326	.233

Extraction Method: Principal Component Analysis.
a. 11 components extracted.

The eigenvalue represents the total amount of variance that can be explained by a given principal component. Starting from the first component, each subsequent component is obtained from partial ling out the previous component. Therefore, the first component explains the most variance, and the last component explains the least. Looking at the Total Variance Explained table, one will get the total variance explained by each component. For example, Component 1 is 4.225, or (4.225/11) x 100 = 38.40% of the total variance. Because, the analysis has extracted the same number of components as the number of items, the Initial Eigenvalues column is the same as the Extraction Sums of Squared Loadings column.

Table No. 4.89
Total Variance Explained

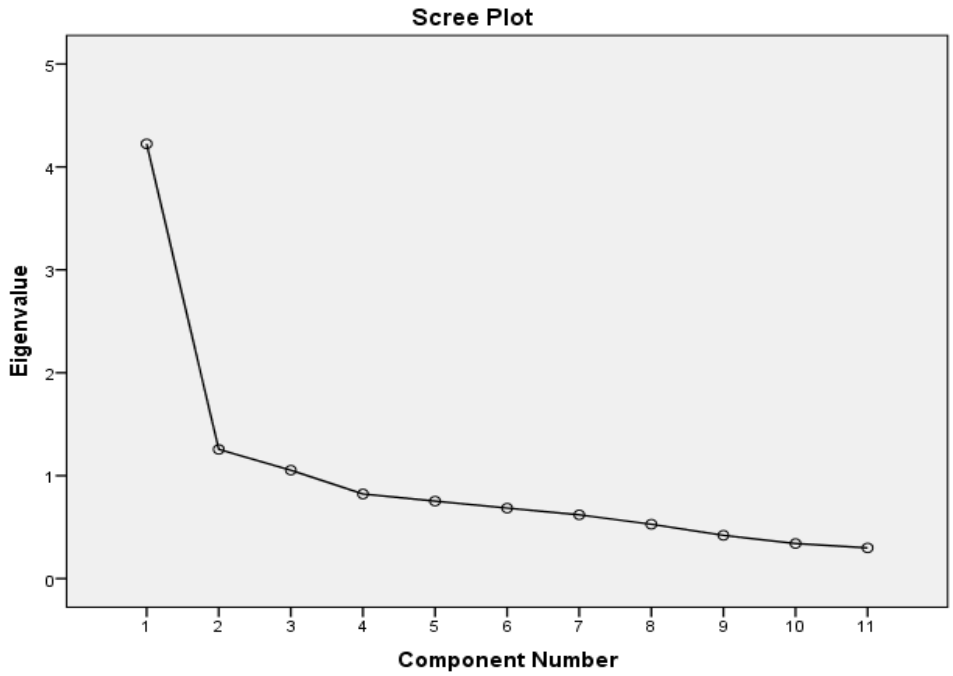
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.225	38.405	38.405	4.225	38.405	38.405
2	1.256	11.415	49.820	1.256	11.415	49.820
3	1.053	9.575	59.395	1.053	9.575	59.395
4	.822	7.476	66.870	.822	7.476	66.870
5	.753	6.845	73.715	.753	6.845	73.715
6	.685	6.227	79.942	.685	6.227	79.942
7	.619	5.631	85.573	.619	5.631	85.573
8	.528	4.799	90.372	.528	4.799	90.372
9	.420	3.821	94.192	.420	3.821	94.192
10	.340	3.095	97.287	.340	3.095	97.287
11	.298	2.713	100.000	.298	2.713	100.000

Extraction Method: Principal Component Analysis.

Choosing the Number of Components

Since the goal of running a PCA is to reduce our set of variables down, it would be useful to have a criterion for selecting the optimal number of components that are of course smaller than the total number of items. One criterion is the choice of components that have eigenvalues greater than 1. Under the Total Variance Explained table, one can see the first three components have an eigenvalue greater than 1. This can be confirmed by the Scree Plot which plots the eigenvalue (total variance explained) by the component number.

The two components will always have the highest total variance and the last component will always have the least, but at Component 2, one can see an “elbow” joint. This is the marking point where it’s perhaps not too beneficial to continue further component extraction.



Running PCA with Two Components

Under Total Variance Explained, one can see that the Initial Eigenvalues no longer equals the Extraction Sums of Squared Loadings. The main difference is that there are only two rows of eigenvalues, and the cumulative percent variance goes up to 49.820.

Table No. 4.90
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.225	38.405	38.405	4.225	38.405	38.405
2	1.256	11.415	49.820	1.256	11.415	49.820
3	1.053	9.575	59.395			
4	.822	7.476	66.870			
5	.753	6.845	73.715			
6	.685	6.227	79.942			
7	.619	5.631	85.573			
8	.528	4.799	90.372			
9	.420	3.821	94.192			
10	.340	3.095	97.287			
11	.298	2.713	100.000			

Extraction Method: Principal Component Analysis.

Similarly, one can see that the Component Matrix has the same loadings as the eleven-component solution but instead of eleven columns it's now two columns.

Table No. 4.91
Component Matrix[a]

	Component	
	1	2
JobSec	.438	.313
WorkEnvi	.655	-.156
HelpGuide	.668	-.233
Colleague	.585	-.304
WorkCond	.749	-.127
Salary	.635	-.121
Remuneration	.340	.750
JobTitleStatus	.528	.608
WorkLifeBal	.665	-.142
CompPolicy	.677	.036
Supervision	.746	-.048

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

Again, one can interpret Item 1 as having a correlation of 0.438 with Component 1. From glancing at the solution, one can see that Item 5 has the highest correlation with Component 1 and Item 7 the lowest. Similarly, further it can be seen that Item 2 has the highest correlation with Component 7 and Item 10 the lowest.

Fitting the Model

In consideration of the below table namely, Goodness-of-fit test, significance value observed to be less than alpha (i.e. 0.05). Since, significance value shows the probability of rejecting the proposed model, but in this case, the model is found capable of explaining variance in the motivation influenced by two factors.

Goodness-of-fit Test

Chi-Square	df	Sig.
251.832	**34**	**.000**

Conclusion and result of Hypothesis-H3:

Considering the above table of goodness of fit test calculated for hypothesis H3, significance value obtained shows to be less than the alpha 0.05 supports the model

and conclude that 'job security' and 'work environment' are key factors for motivation. Thus, present research accepts null hypothesis with conclusion that all the extrinsic factors are NOT important in motivating generation-Y because above mentioned two factors provides significant explanation of motivation with 49 per cent of variability explained.

Regression Model Proposed for Motivation of Generation-Y

Regression General Model

In this section regression modeling has been offered. The basic intention of this model is to propose the most significant extrinsic factors explaining the level of motivation among the Generation-Y employees engaged in the service sector operative in Pune. This regression model is based on (a) level of motivation measured as the arithmetic mean of intrinsic factors motivation and (b) eleven factors of motivation referred from Two Factor Theory of motivation.

Now, in ***Table No. 4.92***, descriptive statistics of all the factors participated in regression analysis has been presented. It would be seen from the table that funding, material resources and political inferences are rated on lower scale.

Table No. 4.92
Descriptive Statistics

	Mean	Std. Deviation	N
LevelMotive	4.5383	.51384	538
JobSec	4.1705	1.04581	538
WorkEnvi	4.3008	.88470	538
HelpGuide	4.3218	.90841	538
Colleague	4.0000	1.12552	538
WorkCond	4.2280	.98537	538
Salary	3.7989	1.16398	538
Remuneration	3.7644	1.13403	538
JobTitleStatus	3.8908	1.09682	538
WorkLifeBal	4.2625	.88390	538
CompPolicy	4.2701	.93031	538
Supervision	4.1130	.98971	538

Further in the ***Table No. 4.93*** correlation coefficient has been calculated between level of motivation and extrinsic factors of motivation. It would be seen from the table that all the factors are positively correlated with the level of motivation. This means

one unit change in extrinsic factors influence the overall level of motivation positively.

Table No. 4.93

Correlations

		LevelMotive	JobSec	WorkEnvi	HelpGuide	Colleague	WorkCond	Salary	Remuneration	JobTitleStatus	WorkLifeBal	CompPolicy	Supervision
Pearson Correlation	LevelMotive	1.0											
	JobSec	.24	1.0										
	WorkEnvi	.44	.20	1.0									
	HelpGuide	.44	.31	.45	1.0								
	Coleague	.31	.21	.29	.46	1.0							
	WorkCond	.41	.19	.45	.57	.40	1.0						
	Salary	.18	.28	.37	.29	.36	.46	1.0					
	Remuneration	.25	.24	.10	.15	.09	.21	.08	1.0				
	JobTitleStatus	.32	.24	.28	.16	.15	.29	.25	.42	1.0			
	WorkLifeBal	.42	.13	.39	.36	.36	.33	.27	.15	.25	1.0		
	CompPolicy	.40	.22	.34	.29	.22	.47	.37	.13	.36	.43	1.0	
	Supervision	.45	.20	.38	.34	.32	.46	.42	.16	.35	.62	.54	1.0

In the ***Table No. 4.94*** summary of the proposed regression model of motivation has been mentioned. In a summary value of 'R' that is group correlation has been observed as 0.637 implies that the model proposed is a good fit to the data along with good predictions. Also considering the value of R-Square (0.406) it may be mentioned that variability in the level of motivation is 40 per cent explained by the extrinsic factors.

Table No. 4.94

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**.637[a]**	**.406**	**.393**	**.40034**

a. Predictors: (Constant), Supervision, Remuneration, JobSec, Colleague, WorkEnvi, JobTitleStatus, Salary, CompPolicy, HelpGuide, WorkLifeBal, WorkCond

In the ***Table No. 4.95***, Analysis of Variance has been presented as one of the requirements for the proposed regression model of motivation of Generation-Y employees. The *F*-ratio in the **ANOVA** table tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(31.663, 410) = 31.663$, $p < .05$ (i.e., the regression model is a good fit of the data).

Table No. 4.95
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	**55.823**	**11**	**5.075**	**31.663**	**.000[b]**
	Residual	**81.740**	**510**	**.160**		
	Total	**137.562**	**521**			

a. Dependent Variable: LevelMotive

b. Predictors: (Constant), Supervision, Remuneration, JobSec, Colleague, WorkEnvi, JobTitleStatus, Salary, CompPolicy, HelpGuide, WorkLifeBal, WorkCond

The ***Table No. 4.96*** below gives the details on estimated model coefficients.

Table No. 4.96
Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.369	.126		18.841	.000	2.122	2.616
	JobSec	.030	.019	.062	1.622	.105	-.006	.067
	WorkEnvi	.117	.024	.202	4.788	.000	.069	.165
	HelpGuide	.098	.026	.174	3.737	.000	.047	.150
	Colleague	.029	.019	.064	1.564	.118	-.008	.066
	WorkCond	.034	.026	.066	1.339	.181	-.016	.085
	Salary	-.081	.019	-.185	-4.368	.000	-.118	-.045
	Remuneration	.042	.018	.094	2.411	.016	.008	.077
	JobTitleStatus	.036	.019	.076	1.837	.067	-.002	.074
	WorkLifeBal	.055	.027	.095	2.039	.042	.002	.108
	CompPolicy	.068	.025	.123	2.762	.006	.020	.116
	Supervision	.082	.026	.158	3.161	.002	.031	.133

a. Dependent Variable: LevelMotive

Thus, considering the significance value to be less than 0.05, it is to be mentioned that (a) work environment, (b) help and guidance, (c) salary, (d) remuneration, (e) work-

life balance, (f) company policy and (g) supervision are the accepted factors as per the t test. Though, the beta values are significant in case of (a) work environment - 0.111, (b) help and guidance – 0.098, (c) salary – (-)0.081, and (d) supervision – 0.082.

Model with Reduced Factors

Now considering all the above discussion the second trail of the regression model has been proposed and provided below with the reduced significant factors (4 factors).

Below ***Table No. 4.97***, provides model summary and ***Table No. 4.98*** provides beta values of the reduced four factor model-

Table No. 4.97
Four Factor Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**.591**[a]	**.349**	**.344**	**.41541**

a. Predictors: (Constant), Supervision, HelpGuide, Salary, WorkEnvi

Table No. 4.98
Four Factor Model with Reduced Variables- Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	**2.801**	**.110**		**25.379**	**.000**	**2.584**	**3.018**
	WorkEnvi	**.148**	**.024**	**.254**	**6.044**	**.000**	**.100**	**.196**
	HelpGuide	**.148**	**.023**	**.261**	**6.427**	**.000**	**.103**	**.193**
	Salary	**-.054**	**.018**	**-.123**	**-3.024**	**.003**	**-.089**	**-.019**
	Supervision	**.162**	**.021**	**.313**	**7.604**	**.000**	**.120**	**.204**

a. Dependent Variable: Level Motive

Now, finally considering the significance value to be less than 0.05, from the Table No. 4.98 above in case of all the variables, present study offers four factor regression model as noted below-

The Model-

Level of motivation = 2.801 + (Supervision*0.162) + (Help Guide*0.148) + (Salary * -0.054) + (Work Envi*0.148)

Testing and Application of the model

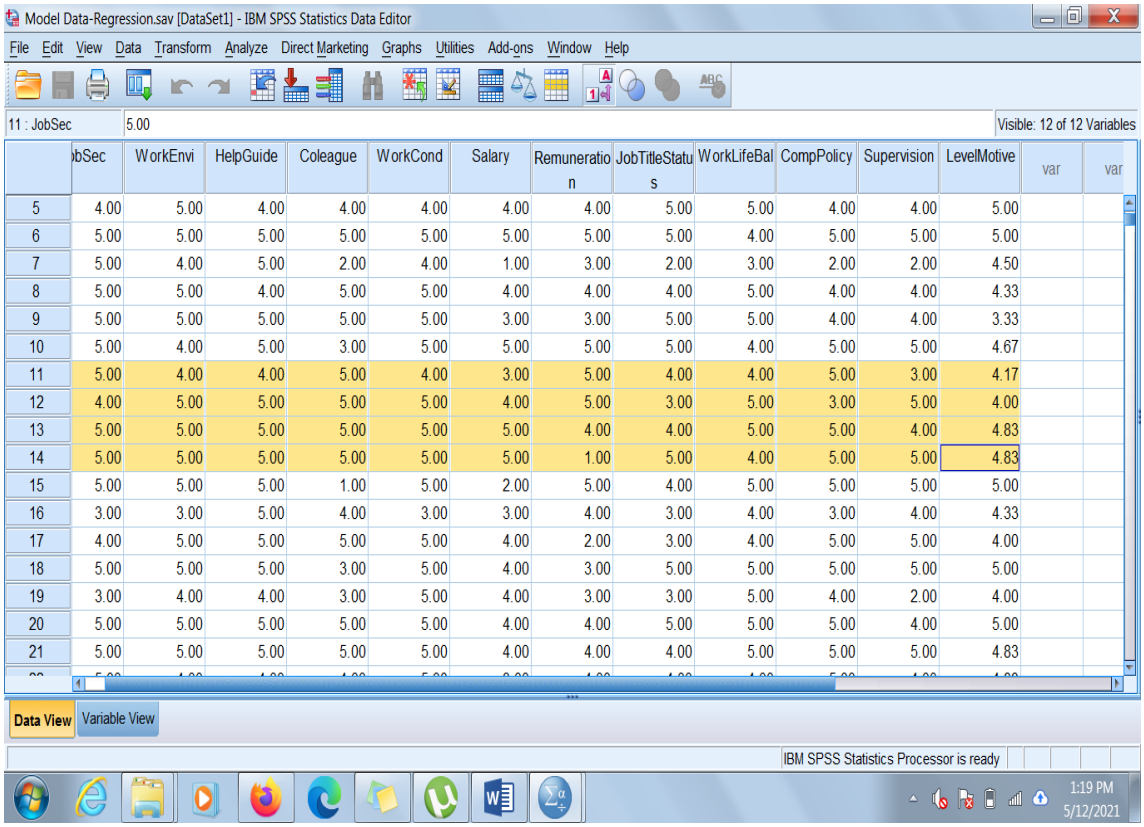
Above mentioned reduced four factor regression model has been applied to the existing data set to check its validity. For the purpose of this testing, 4 employees have been selected randomly to represent both the sectors. The necessary details obtained from the database and summarized in below ***Table No. 4.99***:

Table No. 4.99

Application of model and estimates based on the data

Sr. No.	Variables	Model Values	Employee1	Employee2	Employee3	Employee4
			Fast Food		Travel and Tourism	
1	Supervision	+0.162	3	5	4	5
2	Help Guidance	+0.148	4	5	5	5
3	Salary	-0.054	3	4	5	5
4	Work Environment	+0.148	4	5	5	5
5	Level of Motivation (Data)		4.17	4.00	4.83	4.83
	Calculated Level of motivation using model					
6	Level of Motivation (Estimate)		4.31	4.88	4.66	4.82
7	Variation in Estimated and data		0.14	0.88	0.17	0.01

The table above uses the data from the field investigation. The specific data used has been provided with the diagram below. Now, considering the details provided above it may be mentioned that the model proposed in this study is helpful to predict the level of motivation based on the four factors.



	JobSec	WorkEnvi	HelpGuide	Coleague	WorkCond	Salary	Remuneration	JobTitleStatus	WorkLifeBal	CompPolicy	Supervision	LevelMotive	var	var
5	4.00	5.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	5.00		
6	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00	5.00	5.00		
7	5.00	4.00	5.00	2.00	4.00	1.00	3.00	2.00	3.00	2.00	2.00	4.50		
8	5.00	5.00	4.00	5.00	5.00	4.00	4.00	4.00	5.00	4.00	4.00	4.33		
9	5.00	5.00	5.00	5.00	5.00	3.00	3.00	5.00	5.00	4.00	4.00	3.33		
10	5.00	4.00	5.00	3.00	5.00	5.00	5.00	5.00	4.00	5.00	5.00	4.67		
11	5.00	4.00	4.00	5.00	4.00	3.00	5.00	4.00	4.00	5.00	3.00	4.17		
12	4.00	5.00	5.00	5.00	5.00	4.00	5.00	3.00	5.00	3.00	5.00	4.00		
13	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	4.00	4.83		
14	5.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00	4.00	5.00	5.00	4.83		
15	5.00	5.00	5.00	1.00	5.00	2.00	5.00	4.00	5.00	5.00	5.00	5.00		
16	3.00	3.00	5.00	4.00	3.00	3.00	4.00	3.00	4.00	3.00	4.00	4.33		
17	4.00	5.00	5.00	5.00	5.00	4.00	2.00	3.00	4.00	5.00	5.00	4.00		
18	5.00	5.00	5.00	3.00	5.00	4.00	3.00	5.00	5.00	5.00	5.00	5.00		
19	3.00	4.00	4.00	3.00	5.00	4.00	3.00	3.00	5.00	4.00	2.00	4.00		
20	5.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	5.00	4.00	5.00		
21	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00	5.00	5.00	5.00	4.83		

CHAPTER-5

Summary of Findings, Conclusions and Suggestions

In current scenario it is the need of an hour for human beings to spend their entire day at workplace. This significant portion of time spent on performing various duties and tasks is expected to be spent in an efficient way. There are basically two stakeholders involved at the workplace such as employees and employers; and both are spending their time at the workplace, directly or indirectly. Now, employers are having their expectations from employees to give a maximum output to the organization during their presence at workplace and if employees succeed in giving maximum output to the organization in minimum inputs or remuneration then this aspect has been defined as the efficiency. On the other hand, employees tend to express the opposite behavioral pattern such as minimum work and maximum remuneration.

In this particular situation, attaining greater efficiency required some sort of stimuli. This stimulus may be referred to as motivation. Moreover, it is not to be neglected that employees and their resources such as skills and knowledge are not separable. Reflecting that, every employee carries personal traits at the workplace which impact efficiency of the employees. These traits are developed into human beings due to the impact of society, culture, and parenting and economic conditions etc.

The challenge of motivating these employees rests into understanding all these parameters mentioned earlier. The scholars have put their efforts in establishing the relationship between these variables and their impact on human behavior. These kinds of studies are generally referred to as generational studies. In generational studies, first attempts have been made to classify the entire living population based on certain criteria. Naturally, the entire population may be classified into different sets of groups considering twenty years of time span called generation. Abundant quantities of literature are available on generational studies. The detailed discussion on this aspect has been provided in the chapter of literature review. Though, in case of present study the entire behavioral patterns of generations have been classified into two categories namely, general behavior and workplace related behavior. In the present study an effort has been made to investigate behavioral patterns of generations explaining these two categories. To summarize this entire discussion, it has to be noted that industrious

activity is the output of employer's expectations and employees' motivation to provide an outcome in an efficient way.

In the current scenario a total 64 per cent of the workplace has been occupied by the employees who have been born between 1980 and 2000. This age band of human beings is referred as the Generation-Y. Certain behavioral qualities have been assumed and also expressed by this Generation-Y. This has provided certainty to predict the behavior of the generation with few details. Now in this view of matter, present study raises three questions such as;

(a) Whether all the Generation-Y members are expressing the same behavioral qualities?

(b) Is there any difference in behavior of the Generation-Y members in terms of general behavior and workplace related behavior?

(c) The third question addressed in the present study is whether there are differences in behavior of Generation-Y specific to the various sectors?

These questions have been addressed in the present study with the help of motivation theory.

In the history of workplace motivation many authors have put their efforts in explaining and identifying the motivation behavior of employees. The fundamental theory has been considered by many scholars is Maslow's need hierarchy theory. This theory highlights a need as a motivating factor for the employees. Now considering the situation pertaining to baby boomers and generation X employees, this theory has been found successful for explaining the motivation. Present study basically intended to investigate the motivation of Generation-Y employees. Thus, considering Generation-Y employees, it is to be noted that hierarchy theory may not be efficient at explaining the factors of motivation. Thus, present study has made an investigation with the help of Herzberg Two Factor Theory. In this theory Herzberg has classified all the motivating factors into two categories. Each category has its own and unique significance, namely hygiene factors and motivating factors. In the present study this theory has been found suitable in explaining the motivation of Generation-Y employees.

Keeping in mind the detailed discussion made in chapter 3 Research Methodology, in the present study limited its scope to the geographical boundary of Pune municipal corporation and Pimpri Chinchwad Municipal Corporation. The study also brings to the notice that the service sector is having the highest contribution to the GDP of Indian economy. These aspects highlight the importance of service sector activities and it also to be noted that Pune is not the exception for this assumption. This reality has been reflected in defining the scope of present study. Thus, the study of Generation-Y is limited to the service sector operating in Pune city. Even if this practice is narrow in the scope of research, the volume of the service sector is found to be huge. Thus, the entire service sector of Pune city has been represented by two industrial activities such as, Fast Food industry and Travel & Tourism industry.

These two industries have been studied with the help of six business brands selected on certain criteria. Such as the brand have maximum retail outlets in Pune and should be having an international presence, in case of selected Fast Food industries. Now in the tourism industries six brands have been selected based on the criteria on international tours. The list of selected business units from both the industries is provided in the below table.

Table No. 5.1

List of Unit selected

Sr. No.	Fast Food	Travel & Tourism
1	KFC	Kesari
2	McDonald	TBI
3	Pizza Hut	Thomas Cook
4	Dominos	Veena World
5	Burger King	Sadguru
6	Subway	Make My Trip

Source: Field investigation

The employees of these selected Fast Food and Tourism industries have been approached for scientific investigation of the motivation. The respondents were limited to include only Generation-Y. Simple random sampling method has been adopted for collecting data. A pilot tested questionnaire has been used for collecting primary data from the respondents. Total 371 employees have participated in this

study representing the Fast Food industry while total 167 employees have participated in this study representing the Travel & Tourism industry. The questionnaire used for the study is constructed using five point Likerts scale and classified in four sections, accommodating generation information of respondents, general behavior of respondents, Intrinsic motivation factors and Extrinsic motivation factors.

Now in this chapter the efforts have been made to conclude the observations and the results of scientific investigation made in this study. To accommodate all these aspects of this research study, the present chapter has been classified into four sections namely, in ***Section-(a)*** summary of research and findings has been mentioned while in ***Section-(b)*** conclusions based on the analysis has been offered. Suggestions to the research problems handled in this study have been offered with the help of ***Section-(c)*** and in ***Section- (d)*** Scope of further study have been interpreted of the present chapter.

Section- (a)

Summary of finding

The present section elaborates the detailed summary of the findings based on analysis made into the chapter of data analysis. There are two categories of respondents who have been interviewed for the purpose of the present study representing the Fast Food Industry and Travel & Tourism Industry. Thus, this section is based on analysis of opinions collected from 538 respondents. To accommodate this discussion the present section has been detailed out with the help of two subsections. In subsection- (I) finding the Fast Food Industry is summarized and in subsection- (II) finding from the Travel & Tourism Industry is summarized.

Subsection-(I)

Summary of finding from Fast Food Industry

General and workplace behavior

- In the case of the Fast Food industry gender equality has been observed for employment. This has reflected from equal proportion of male and female respondents.
- In the Fast Food industry majority of the employment is found in the young age band. It is observed that almost more than one half portion of respondents belongs to the age category between 20 and 30 years.

- Normal observations have been made in the Fast Food industry in regard to the academic qualification of the respondents such as, 60 per cent of respondents are educated up to higher secondary. It has been seen from the data that the majority of the graduate employees have been employed in Dominos while a very small portion of the graduate employees have been employed by Pizza Hut.
- In the Fast Food industry further job roles are offered, namely manager, crew members, team member, staff and trainee. Though in the present study sandwich artists and guest representatives also have been interviewed.
- In this research, to the extent of the Fast Food industry almost 92 per cent responding employees have experience up to 5 years. This aspect reflects the significant level of reliability for the conclusions drawn in the present study. Apart from the total experience of these respondents almost 95 per cent of respondents have experience exactly into the Fast Food industry.
- It has been observed that Generation-Y employees' working in the Fast Food Industry assumes higher education is an incredible expense. Moreover, Generation-Y employees in the Fast Food Industry are capable of taking decisions regarding their education; also these generations are capable of taking all the necessary decisions regarding their courier by themselves. Further the financial decisions regarding courier and education also made on their own by Generation-Y employees. In summary it is to be noted that the behavioral pattern of responding Generation-Y employees working in the Fast Food industry are expressing the qualities of general Generation-Y employees.
- It has been assumed that Generation-Y employees are having a socialistic approach. In simple words Generation-Y employees are giving higher preferences for socializing themselves. This has been reflected from the analysis that majority of the respondents enjoy the time spent with their families; also these generations found enjoying the time spent with their friends, and peers. This generation is really found family oriented and this is reflected from the aspect that they contribute to the family financial need. Generation-Y is not only supporting the family by providing financial aids but also takes the family responsibility. This is again in line with the general behavioral parameters of Generation-Y employees.

- Generation-Y employed in the Fast Food industry has been assumed to be techno -savvy and the same has been reflected from the analysis that this generation is found to prefer electronic medium for communication.
- In general it has been observed that Generation-Y employees are liked to be supervised at the workplace, though this generation working in Fast Food industry preferred flexibility of timing at workplace. Moreover, this generation is observed to believe in skill building and networking as an essential thing at the workplace and also attracted towards challenging jobs.

Intrinsic factors of motivation

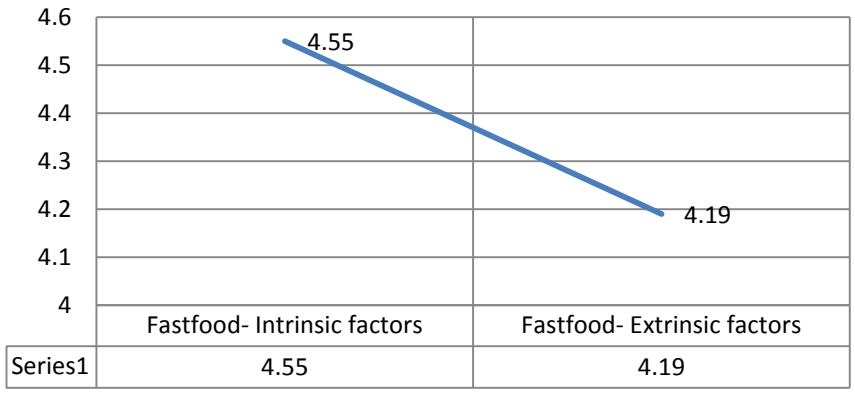
- Intrinsic factors refers to the stimuli of doing or acting on something without expecting any reward. Now in the case of Generation-Y employees working in the Fast Food industry have been found motivated by intrinsic factors as per Herzberg's Two Factor Theory. The detailed summary of these findings is provided in further sections.
- The quantified details have been provided the sufficient ground for concluding that this generation is feeling motivated when achieving their own targets. Also majority of the respondents have mentioned that recognition of work contributed to the organization is a significant stimulus for their motivation.
- This generation particularly working in the Fast Food industry is observed to work for personal growth and also looking for opportunity for further growth. This has reflected that this generation is preferring career advancement as their motive.
- Sharing of family responsibility is made up of professionals amongst Generation-Y employees and this has led them at the workplace to take more responsibilities. Altimetry taking more responsibilities is the natural behavior expressed by Generation-Y employees but this aspect has become the motivation at the workplace. Apart from responsibilities, the Generation-Y employees are expected to do interesting work at the workplace. Thus, policy makers should keep in mind that Generation-Y can be efficiently utilized by providing interesting work.

Extrinsic Factors of motivation

- Extrinsic factors are those variables which are influenced by external situations. As per Hertzberg the factors controlled by organization at the workplace are referred to as extrinsic factors. The first factor under the classification of extrinsic factors is job security. Now in the case of Fast Food industry Generation-Y employees are found motivated if provided with job security.
- Healthy work environment is also observed as one of the motivating factors in case of the Generation-Y employees along with help and guidance from superiors.
- Generation-Y employees are observed as socialistic citizens thus, freedom for sharing their feelings and expressions with colleagues, superior, subordinate is observed to be a significant factor for motivation.
- Generation-Y in the Fast Food industry is expecting an appropriate salary as compared to the quantum of work and this has become a key factor of their motivation. The absence of appropriate salary is observed to be reflecting dissatisfaction of the employees.
- Further in case of extrinsic factors Generation-Y employees working in Fast Food industry are found motivated because of social status provided by the job title, appropriate work life balance, healthy employment policies and appropriate supervision.

In a summary the analysis of this study provides significant evidence to note down that Generation-Y employees in the Fast Food industry are highly motivated by intrinsic factors and positively reactive to the extrinsic factors due to their natural behavioral qualities developed as members of Generation-Y. This aspect has been supported by ***Chart No. 5.1.***

Chart No. 5.1
Intrinsic and Extrinsic factors comparison- Fast Food Industry



Subsection- (II)

Summary of finding from Travel & Tourism

The summary of the finding has been provided in this subsection based on analysis of the quantified responses presented in the chapter of analysis.

General and workplace behavior

- In the Travel & Tourism industry more female employees have been employed as compared to the Fast Food industry.
- In the Travel & Tourism industry, opportunities have been provided to the employees who have graduated and preference has been given post graduate candidates. This has been supported by the analysis made upon field investigation. Thus, the Travel & Tourism industry has been observed equipped with higher educated employees than the Fast Food industry. Among the six business units considered for the present study, Veena World and Satguru Travel have observed with most of the graduate employees. Ultimately it is to be noted in the case of the Travel & Tourism industry that a significant portion (85 per cent) employees are found educated at-least up to graduation.
- Present study has included the opinions of executives, sales executives and travel consultants. Apart from these roles there are other job openings which have been mentioned in the analysis chapter.

- Now it has been observed that almost 94 per cent of respondents possess experience up to 5 years and it is significant to note that all this experience is related to the Travel & Tourism industry.
- Apart from the well education of these respondents, contradictorily it is to be mentioned that majority employees have responded that higher education is an incredible expense.
- Generation-Y employees engaged in the Travel & Tourism industry have been observed to be feeling independent to make financial decisions regarding academic purpose. Also these respondents observed to be making their own decision in regards to their courier. Moreover, it is also to be noted that the decision made by this generation is influenced by their families. This is exactly similar to the behavioral pattern of general Generation-Y members.
- As has been stated earlier Generation-Y members tend to be socialistic. This assumption was found affirmative in the case of employees working in the Travel & Tourism industry. The evidence for this assumption has been reflected from the observations such as this generation enjoys time spent with family, friends and peers. These generations behave and express similar patterns of socialism at the workplace too. This is observed in the analysis and reflected from the preference given to networking.
- The Generation-Y also found techno-savvy and this is reflected from the observation of preference to the electronic medium of the communication.
- This generation also observed to be preferring to be supervised at the workplace and there are certain other observations in regards to the workplace such as the Generation-Y engage in Travel & Tourism industry are preferring flexible work timing also found believing in skill building and giving higher preference for challenging jobs.

Intrinsic factors of motivation

- In case of intrinsic factors influencing motivation of the Generation-Y employees engaged in the Travel & Tourism industry six parameters have been analyzed. In the outset, respondents from the Travel & Tourism industry are observed to be motivated because of intrinsic factors. A detailed finding in each factor has been provided in below sections.

- This generation is found to be motivated by achieving their own targets. The highest proportions of respondents are found motivated because of recognition of work contributed to the organization. This generation also found motivation if provided with opportunities for personal growth and the potential for future growth at the workplace. The growth is intended as career advancement. This aspect is found highly influential as the motivating factor for the employees to engage in the Travel & Tourism industry.
- This generation is found responsible. This is reflected from the observations of taking responsibilities for families. This general behavior is simply reflected at the workplace and becomes the motivating factor. In simplistic fashion it can be mentioned that Generation-Y employees are motivated by responsibilities assigned at the workplace. Also apart from this responsibility Generation-Y employees are expected to provide work of their interest. Thus ultimately it is noted that Generation-Y employees working in the Travel & Tourism industry are motivated because of intrinsic factors.

Extrinsic Factors of motivation

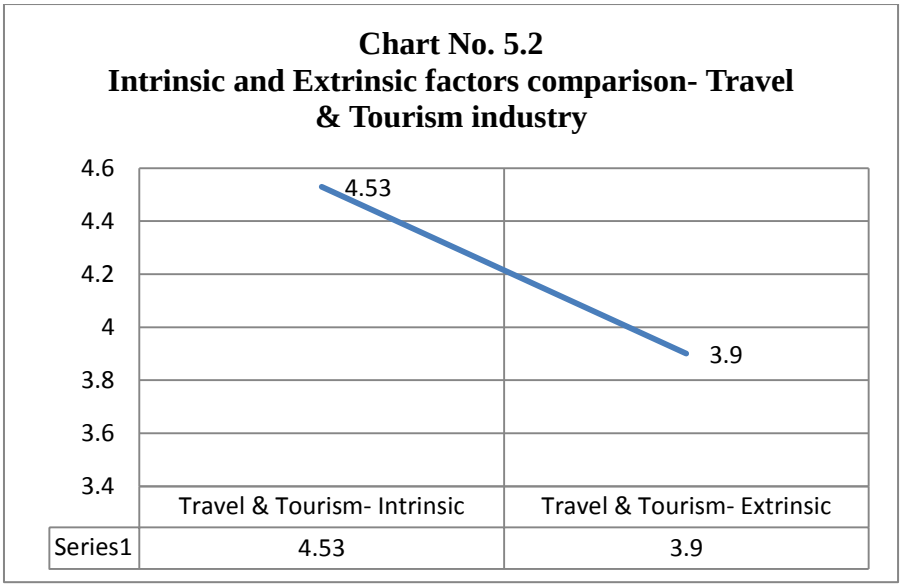
- In the present study, an effort has been made to investigate extrinsic factors influencing motivation of Generation-Y employees. In this section a detailed summary of findings have been provided in regards to Travel & Tourism industry employees. This aspect has been studied with the help of eleven parameters.
- The first factor studied under extrinsic classification is job security provided by the organization. It has been seen that Generation-Y employees in the Travel & Tourism industry are motivated if provided with job security.
- Healthy work environment is also found as a motivating factor in a way that facilitates the concentration of employees on the job performance. These respondents also have mentioned that help and guidance from superior is also a key element for stimulus to the motivation.
- Based on the assumption that Generation-Y employees are socialistic human beings, the same has been observed in case of Travel & Tourism employees. This aspect of the socialistic pattern of Generation-Y employees is highlighted from the fact that expression of own feeling and reaction with colleagues, superior, subordinate provides motivation to this generation. Apart from this

social networking, good facilities and working conditions also found significant in motivating this Generation-Y. Significant portion of the respondents have mentioned that an appropriate salary compared to the quantum of work is also observed as a motivating factor.

- Apart from salary the entire remuneration such as facilities, discount and perks also witness a significant level of motivation among this generation. In the extrinsic factors job title has also been considered as a token of social status and prestige. It has been found during investigation that the social status because of job title is the important aspect for motivating Generation-Y employees working in the Travel & Tourism industry.
- As has been indicated earlier and observed that this generation is found to prefer social networking, the motivation for the generation has been seen if provided with an appropriate work life balance. This provision of work life balance may be reflected from the healthy policies of the organization. Though in general this generation is found sensitive towards healthy employment policies and their motivation and influenced by employment policies.
- It is truly observed that this generation expects freedom at the workplace but at the same time they also like to be supervised. Supervising them should be in terms of providing guidance and appreciation with the aim of providing career advancement and future job growth.

A summary of intrinsic factors and extrinsic factors for the Travel & Tourism industry is provided with the help of further ***Chart No. 5.2.*** It would be seen from the chart that Generation-Y employees working in this industry are motivated by intrinsic factors and moderately reactive to the extrinsic factors.

Chart No. 5.2
Intrinsic and Extrinsic factors comparison- Travel & Tourism industry



Section- (b)

Conclusion based on the analysis

Keeping in mind the entire work of scientific investigation carried out and completed in this research study also considering the summary of findings discussed in above section along with rigorous analysis made for hypothesis testing; concrete conclusion offered in this section. The conclusions offered in this section are basically in line with the research objectives decided for this study and presented in chapter 3 of this research work. The conclusions made in this study are output of deductive reasoning methodology. Further, it is to be noted that this entire work of research is based on the objective approach of relative realism under ontology of research.

In India several factors are impacting the behavioral qualities and patterns of every individual such as culture, society, language, education, etc. though, all these parameters may not be explained in a single construct. Though, many scholars have put their efforts in explaining and estimating the behavior of the human being with the help of generational studies. In the present research Generation-Y has been considered to study workplace behavior to the extent of motivation in two different settings called the Fast Food industry and Travel & Tourism industry. The behavior of motivation has been explained with the help of Hertzberg's Two Factor theory of motivation. Now in consideration of the ***first objective*** of the present research an effort has been made to study whether the Generation-Y employees of the service

sector are demonstrating the behavioral qualities of members of Generation-Y. Based on the analysis it may be concluded that the Generation-Y employees in the service sector represented by the Fast Food industry and Travel & Tourism industry are demonstrating all general and workplace behavior of normal Generation-Y members. This aspect was also tested with the help of One Sample 't' Test under hypothesis-H1. It has to be inferred that because of significance values of all the factors observed to be less than alpha (0.05); Generation-Y employees of the service sector demonstrate all the behavioral qualities of Generation-Y.

This conclusion is summarized with the help of the below mentioned table.

Table No. 5.2

Demonstration of General behavior

Sr. No.	Behavioral parameter	Fast Food	Demonstrate	Travel & Tourism	Demonstrate
1	Education to be incredible expense	3.21	Yes	3.60	Yes
2	Take own financial decisions regarding academic	4.06	Yes	4.02	Yes
3	Take own financial decisions regarding career	4.36	Yes	4.38	Yes
4	Family influences decisions	3.73	Yes	3.80	Yes
5	Enjoy time with family	4.58	Yes	4.51	Yes
6	Enjoy time with friends	4.30	Yes	4.44	Yes
7	Enjoy time with peers	4.29	Yes	3.87	Yes
8	Prefer electronic medium of communication	4.38	Yes	4.11	Yes
9	Contribute to family's financial needs	4.41	Yes	4.31	Yes
10	Share family responsibility	4.34	Yes	4.11	Yes
11	Like to be supervised	3.98	Yes	3.68	Yes

Sr. No.	Behavioral parameter	Fast Food	Demonstrate	Travel & Tourism	Demonstrate
12	Prefer flexible work timings	4.13	Yes	4.22	Yes
13	Believe skill building is essential	4.42	Yes	4.57	Yes
14	Challenging job is attractive	4.35	Yes	4.59	Yes
15	Networking is essential at workplace	4.35	Yes	4.40	Yes
16	Prefer routine work	4.16	Yes	3.33	Yes

The behavioral parameters are quantified by using Likert scale and acceptances of demonstrated qualities are decided as average of 3. The average observed >3 is the accepted quality of behavior and mentioned as 'demonstrated'.

Based on the above conclusions it may be noted that Generation-Y employees in the service sector are demonstrating significant behavioral qualities such as enjoying time with family and a challenging job is attractive.

According to a ***second objective*** of the present study an effort has been made to analyze extrinsic factors and intrinsic factors affecting motivation of the Generation-Y employees belonging to the service sector in Pune city. This specific objective covers two significant aspects of research questions addressed in the present study. Understanding the existing level of extrinsic and intrinsic factors is a first research question whereas finding the most influential factor for motivation is the second research question.

With reference to above discussion it has to be concluded that Two Factor Theory is quite efficient in explaining and estimating the motivational behavior of the Generation-Y employees working in the service sector. Moreover, it needs to be concluded that the Generation-Y employees working in the service sector are more influenced by intrinsic factors. This conclusion has been supported by the test conducted under hypothesis- H2. A 't' test for comparing arithmetic mean of two

factors namely; intrinsic and extrinsic, has been carried out. Since the alpha value has been found less than 0.05 it may be concluded that intrinsic factors play a vital role in explaining the motivation of Generation-Y employees.

The level of intrinsic and extrinsic factors to the extent of present study has been provided in below ***Table No. 5.3***.

Table No. 5.3

Level of intrinsic and extrinsic factors of motivation

Sr. No.	Motivating Factors	Fast Food	Travel & Tourism
1	Intrinsic factors	4.55	4.53
2	Extrinsic factors	4.19	3.90

Based on the table above it may be concluded that employees of the Fast Food industry have been significantly influenced by intrinsic motivational factors while this industry has observed a considerable influence of extrinsic factors as well. While in the case of the Travel & Tourism industry extrinsic factors have not seen significant influence as compared to intrinsic factors.

Apart from all the above discussion an effort has been made to find out the most significant factors influencing motivation of Generation-Y employees. Rigorous analysis has been made by applying factorial analysis for finding the most significant factors. Based on the result of factorial analysis presented in the analysis chapter it is to be concluded that, in case of service sector employees (Generation-Y) all the intrinsic factors are found significant. Though, the factorial analysis has been proved that Job security and working environment among extrinsic factors are found most significant factors influencing motivation of Generation-Y employees.

With respect to the ***third objective,*** a mathematical model has been presented in the chapter of data analysis for explaining and estimating the motivating behavior of the Generation-Y employees. The regression model suggested in the data analysis chapter has been reproduced here-

Level of motivation = 2.801 + (Supervision*0.021) + (HelpGuide*0.023) + (Salary * -0.054) + (WorkEnvi*0.148)

Section- (c)

Suggestions

In anticipation of the conclusions made above and the summary of findings detailed in this chapter two concrete suggestions have been offered in this section. The suggestions are intended to provide policy level measures to the policy makers of the Fast Food industry and Travel & Tourism industry. These suggestions are basically limited to its certain specificities such as time specificity, activity specificity and phenomenon specificity.

The time specificity of present research is limited to the time span of 2018 to 2021. This time span covers the survey conducted during this research study though, suggestions offered are having legacy to this time period.

Activity specificity in case of suggestions offered in this study is limited to the service sector represented by Fast Food Industry and Travel & Tourism Industry. Thus, the suggestions are specifically provided to the service sector of Pune though, these suggestions may be applied to other economic activities with appropriate modifications.

The phenomenal specificity belongs to the Hertzberg's Two Factor Motivation theory. Thus, the suggestion drawn in this study are based on the Two Factor Theory and supported by Multiple Regression Model. Ultimately these suggestions need to be implemented under the limitations of Two Factor Theory.

The below suggestions have been offered in the present study considering the macro perspective of the policy decisions.

- The policy makers of Fast Food and Travel & Tourism industry are suggested to focus on intrinsic motivating factors such as interest work, work for responsibility, career advancement, work for personal & future growth, recognition and achieve own targets to motivate Generation-Y employees.
- Further it also has been suggested to provide work life balance, flexible work time and challenging work assignments to the Generation-Y employees for keeping their level of motivation at a higher level. Further to the extensions of this suggestion policy makers may plan for career advancement and future growth for the Generation-Y employees. It is also suggested to involve the

family of the employees may be at the time of cultural gathering, may be specifically organized for this generation.

- Apart from the focus on intrinsic factors, the study also suggests maintaining the extrinsic factors up to the acceptable level and should try to match and expectations of this Generation-Y.
- Generation-Y is found more sensible for the remuneration such as discount, offers, etc. Keeping this in mind, the study further suggests offering family discounts to this generation with the aim to attain work life balance.
- Specific suggestions also have been offered to the policy makers of both the industries to focus on job security and a healthy working environment.

Finally, it needs to be mentioned specifically that this research was undertaken with the intention of contributing to the understanding of the factors influencing motivation of Generation-Y employees working in the service sector operating in Pune to offer probable solutions and a tested mathematical model in the light of findings. This study has added to the current body of knowledge relating to motivational factors and regression models for explaining motivation, also it has provided insight into areas that warrant further exploration. These possibilities have been addressed as the future scope of research study in further sections.

Section- (d)

Scope of further study

Service sector is the vast economic activity including various industries and services. It is to be mentioned here that the comparative study on Generation-Y has to be carried out on other industries under the service sector for enhancing better understanding of behavioral qualities of this generation.

The motivation is also a joint function of various factors and thus only one theory cannot explain it completely for exact measures to be taken for motivating the Generation-Y. Thus, the dimensions of motivations in regard to the Generation-Y need to be investigated by comparing at least two to three motivational theories.

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A Study of Factors Influencing motivation of generation Y with reference to 'Two factor theory' in service sector

Questionnaire- (for Employees)

Section A: Demographic information

1. Name of the respondent: (Optional)_____
2. Gender: a) Male □ b) Female □
3. Birth year: a) Between 1980 and 1985 □ b) Between 1986 and 1990 □
   c) Between 1991 and 1995 □ d) Between 1996 and 2000 □
   e) Any other: □
4. Education: a) Post-Graduation: □ b) Graduation : □ c) HSC: □
   d) SSC: □ e) Below SSC: □
5. Service Sector: Fast food chain □ specify _____
   Travels & tourism □ specify _____
6. Location/ Area/Branch : _____
7. Current position / designation: _____
8. Total experience : a) Up to 1 year : □ b) 1 to 3 Years: □
   c) 3 to 5 Years: □ d) 5 to 10 Years: □
   e) 10 to 20 Years: □
9. Experience in this sector :
   a) Up to 1 year: □ b) 1 to 3 Years: □
   c) 3 to 5 Years: □ d) 5 to 10 Years: □
   e) 10 to 20 Years: □

Section B: Generation Y- Behavioral parameters

10. (Select the appropriate level of agreeableness describing yourself (Strongly agree=5, Agree=4, Cannot say=3, Disagree=2, Strongly disagree=1)

Sr. No.	Parameters	5	4	3	2	1
10.1	I consider higher education to be an incredible expense					

Sr. No.	Parameters	5	4	3	2	1
10.2	I take my own financial decisions regarding academic					
10.3	I take my own financial decisions regarding my career					
10.4	My family influences my decisions					
10.5	I enjoy time with my family					
10.6	I enjoy time with my friends					
10.7	I enjoy time with my peers					
10.8	I prefer electronic medium of communication					
10.9	I contribute to my family's financial needs					
10.10	I share my family responsibility					
10.11	I like to be supervised					
10.12	I prefer flexible work timings					
10.13	I believe skill building is essential					
10.14	I think challenging job is attractive					
10.15	Networking is essential at workplace					
10.16	I prefer routine work					

Section C: Generation Y- Motivational factors

11. Select the appropriate level of agreeableness which motivate you at workplace (Strongly agree=5, Agree=4, Cannot say=3, Disagree=2, Strongly disagree=1)

Sr. No.	Qualities	5	4	3	2	1
11.1	***Intrinsic factors/Motivating factors***					
11.1.1	I really feel motivated when I achieved my targets					
11.1.2	Recognition of my work contributed to the organization is motivation for me					
11.1.3	I work for my personal growth and there are more opportunities for further growth.					
11.1.4	I prefer career advancement as my motive					
11.1.5	I work for responsibility					
11.1.6	I expect interesting work					

Sr. No.	Qualities	5	4	3	2	1
11.*2*	***Extrinsic factors/Hygiene factors***					
11.2.1	The job security of my organization impacts my motivation					
11.2.2	It is easy to concentrate on my work because of healthy work environment.					
11.2.3	I get required help and guidance from my superiors.					
11.2.4	I can express my feelings and reactions with my colleagues/superiors/ subordinates					
11.2.5	Working conditions (facilities) are good at my workplace					
11.2.6	I get appropriate salary compared to the quantum of my work					
11.2.7	Inadequate financial remuneration affects my job satisfaction.					
11.2.8	I work for social status provided by my job title					
11.2.9	Work-life balance is important factor for my motivation					
11.2.10	Company has maintained healthy policy that motivates me					
11.2.11	Appropriate supervision is provided in the company that motivates me					

ANNEXURE- II

Herzberg's Two Factor Theory

In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

Herzberg classified these job factors into two categories-

a. **Hygiene factors-** Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existant at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as **dis-satisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- Pay - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- Fringe benefits - The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.
- Physical Working conditions - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-

maintained.

- Status - The employees' status within the organization should be familiar and retained.
- Interpersonal relations - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- Job Security - The organization must provide job security to the employees.

b. **Motivational factors-** According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

    - Recognition - The employees should be praised and recognized for their accomplishments by the managers.
    - Sense of achievement - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
    - Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
    - Responsibility - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
    - Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

Limitations of Two-Factor Theory

The two factor theory is not free from limitations:

1. The two-factor theory overlooks situational variables.
2. Herzberg assumed a correlation between satisfaction and productivity. But the research conducted by Herzberg stressed upon satisfaction and ignored productivity.
3. The theory's reliability is uncertain. Analysis has to be made by the raters. The raters may spoil the findings by analyzing same response in different manner.
4. No comprehensive measure of satisfaction was used. An employee may find his job acceptable despite the fact that he may hate/object part of his job.
5. The two factor theory is not free from bias as it is based on the natural reaction of employees when they are enquired the sources of satisfaction and dissatisfaction at work. They will blame dissatisfaction on the external factors such as salary structure, company policies and peer relationship. Also, the employees will give credit to themselves for the satisfaction factor at work.
6. The theory ignores blue-collar workers. Despite these limitations, Herzberg's Two-Factor theory is acceptable broadly.