A STUDY ON JOB SATISFACTION AMONG MILLENNIALS IN DEGREE COLLEGES OF BANGALORE SOUTH

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Abstract

In a dynamic world where job is essential for survival how institutions support employees in professional growth, an empirical study is made if there is any generational differences and gender biases exists and its impact on job satisfaction level amongst faculty millennials. Baby boomers are in the stage of retirement and industry is not able to match the standards with Gen x, hence there is a high demand for skill full millennials. Though millennials are well known for their job-hopping attitude, favourable organisational environment will lead to job satisfaction followed by retention of the employee. Elder generations have always found the fault in younger generations, the same is continued to millennials. In our study Millennials are way forward then other generations, since they are grown with technology, handling technology is ease, they connect easily through social media, smart phones and laptop. Even in educational institutions millennials have an innovative way to approach students. A survey is made to know the job satisfaction of faculties at degree colleges of Bangalore south.

Keywords: *Job satisfaction Millennial work force Generations Human resource*

INTRODUCTION

To sustain competitive advantage, institutions should see beyond economies of scale, resources as this can be imitated. Institutions should count on the richer culture of human capital for sustaining competitive advantage. Due to drastic changes, there is demographic shift as well as labor force fluctuations which is causing generational changes.

Education institution's main aim is to provide excellent education to student; hence it is essential to recruit and retain promising faculties. Every year there are new millennial faculties joining the institution, management should focus more on its working culture and leadership qualities and ensure new entrant is being felt satisfied at work environment. Job satisfaction and employee retention is influential by work environment. However certain factors like work life balance, work flexibility and management style vary from different generations. The faculty distribution amongst the institutions have shifted from full time employees to more of contract faculties. Most of the parttime workers at education institutions do the equivalent work as full timers or even more but the benefits available to them is minimum. Admissions of the

students might be in good number yet due to budget constrain management might not think of inve[...] or quality of the institution. Comparison between Gen X and Millennials (Gen y) at the work place in [...] as millennials tend to perform well in the organization. Identifying the motivating factors for job satisfa[...] generations, especially for youngsters as job hopping is common.

(Droussiotis and Austin, 2007) considering millennial employees who are known for transient and [...] well educated, career oriented and ambitious personalities. Therefore, knowing more about characteri[...] and enriching job satisfaction make good research. (Bovis, Cardoso, Wright & Gott, 2017) By 2025 glo[...] might be over half of the population in workforce.

Comparing state owned institutions and private education institutions, private institutions face financia[...] are dependent on tuition fee, endowments and grants for survival. This reliance is the cause for economic a[...] shift. It is difficult to address the challenges faced by aged workforce, institutions can work on retaining a [...] faculties who in turn perform well for development of institution. Young employees look forward to stay [...] the institution. Certain motivational factors which drive employees for career continuation are difficult to [...]

The aim of the research is to find out the differential variation amongst the gender, generatio[...] employment status in education sector. If management were aware about employee satisfaction levels, th[...] framed strategies to resolve retention issues.

REVIEW OF LITREATURE

Aga Hutama Tirta Amelia Enrika (2020)

According to author millennials holds different work values compared to Gen x and baby boomers. H[...] much preferred by millennials followed by recognition and reward which gives positive impact on job [...] employee indirectly associated by employee retention.

Belal A. Kaifi, Wageeh A. Nafei (2012)

Retirement of Baby boomers will give way to other generation to enter and takeover. Author has surveyed f[...] employees with regard to job satisfaction out of which male employee show positive commitment and satis[...] than female employees. Generational differences occur at workplace due to which managing work beco[...] millennials with graduate degree will be retained more rather than the non-graduate. Comparing to othe[...] millennials possess high technical knowledge.

C. Christopher Lee, Young Sik Cho (2016)

Author points out leadership style of any organisation plays major role in retaing employees, transformatio[...] can bring in maximum job satisfaction and millennial retention in turn it leads to promotion of positive activities.

Danielle Sommerfeldt (2019)

Author highlights on relationship between job satisfaction and well-being of millennials. In a dynamic [...] employees concentrate on high standard of living, millennials are aware about general health disorder caus[...] pressure, hence they look forward for health benefits and retirement plans in an organization for healthier fun[...] choose quality life over money. Well-being is the main factor which will keep them aside from other gene[...]

Heather C. Vaccaro (2020) The main aim of this paper was to determine if any generational differe[...] respect to job satisfaction, employment status and gender. survey is conducted to analyse. Through fram[...]

...NOVA, assumptions are being proved. The limitation of the study is they have highlighted only Council of ...Colleges and Universities. Studies show Gen x and Baby boomers have high level job satisfaction comparing ...nnials amongst which Female employees of baby boomers have greater commitment level then other two ...ons of Gen X and Gen Y. covid-19 has made a greater impact on job satisfaction due to online teaching

...r S. Stewart, Elizabeth Goad Oliver (2016)

...highlights the traits of generational differences with respect to organisational culture and work commitment. Gen ...different working environment. Generational difference amongst millennials and gen x is vast, Gen x tends ...ss orally whereas millennials (also gen y) tend to express through text. Attitudes differ with technology usage. ...sing the student behaviour academically Millennial students have different way of setting priority which can be ...observed at work environment, they work with their own new strategies, new work style which matches the trend. ...promotion can be gained by Gen y. Being loyal to the employer, retaining, self-performance and job satisfaction ...tes with the age (generational difference). According to baby boomers, if work environment is positive, both job ...tion and job commitment will be positive, whereas for millennials no such relationship exists between positive ...ment and job satisfaction. There are negative attributes about millennials which is challenging the management ...ck of indicative, laziness, defensiveness, not willing fully to work, disrespect to higher authority, seeming to be ...ted, arrogance, unpreparedness at work, impatience, lack of etiquette. Which is mentioned in many books Ukleja, ...sch, 2010; Caraher, 2015; Espinoza, Lancaster & Stillman, 2010 as an advice for managers to deal with millennials ...stead of fighting with generational difference an attempt is made to embrace the difference by highlighting ...on performance appraisal and modification in workplace culture. PricewaterhouseCoopers (2013, p. 8) millennials ...e that productivity depends on the outcome rather then the number of hours spent in organisation. Accordingly ...ghting employee with time spent on project will not match the employee contribution towards company goal. ...ity of the millennials expects to be rewarded and recognized very frequently comparing to other generations.

...EARCH GAP

...s in the past have explained the job satisfaction of employees in various sectors. This paper's novelty is to analyse ...b satisfaction amongst millennials in Degree colleges of Bangalore and also to segregate data on generational ...ences amongst the employees.

...ECTIVES

To analyse the generational difference among workforce at educational institutions

To analyse the factors which impact on job satisfaction of millennials in education sector.

...EARCH METHODOLOGY

...A ANALYSIS

...ich were you born?

Table: 1

Year	Respondents
1946-1964	00
1965-1980	04
1981-1997	92
1998-2000	04

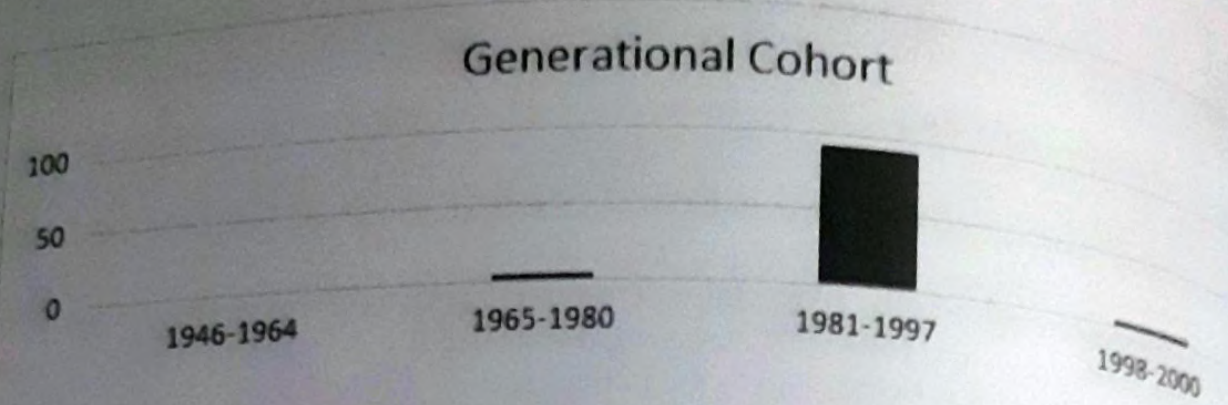Graph: 1

Generational Cohort

Table 1 and Graph 1 indicate the year in which the respondent was born in. 92% of the respondents were Gen y followed by Gen x and Gen z.

Are you a millennial /Gen y born in the year 1981-1998?

Table 2

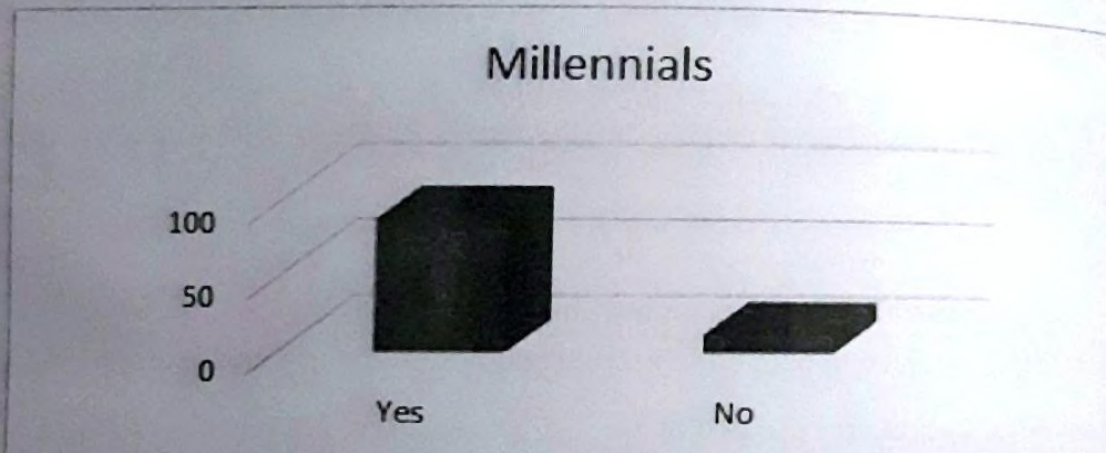| Particulars	Respondents
Yes	88
No	12

Graph 2

Millennials

Table 2 and Graph 2: survey was done to compare different generations and job satisfaction amongst them, are millennials/ Gen y and 12 % belong to other generations
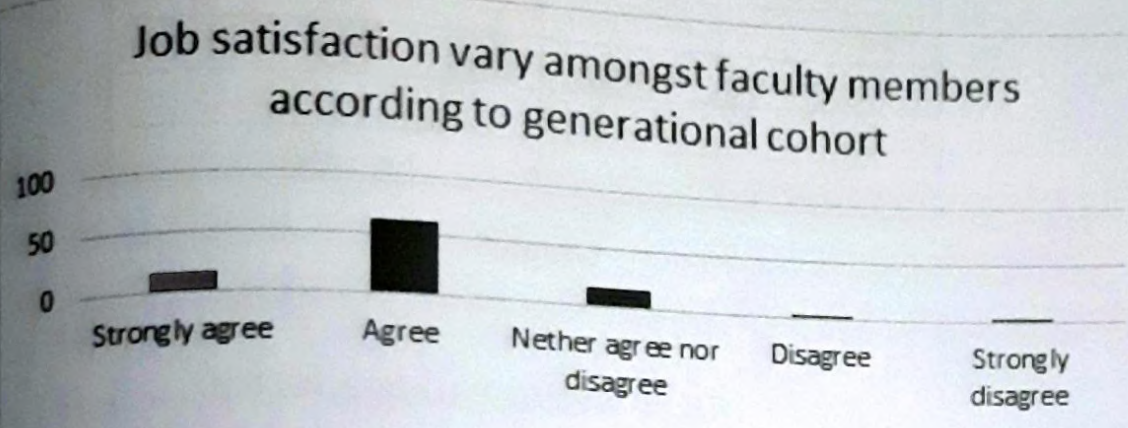
Does job satisfaction vary amongst faculty members according to generational cohort

Table

Particulars	Respondents
Strongly agree	16
Agree	62

Nether agree nor disagree	
Disagree	16
Strongly disagree	02
	04

Graph 3

## Job satisfaction vary amongst faculty members according to generational cohort

Graph 3 : when asked respondents is generational cohort impact on job satisfaction majority of 88% agree express the difference occur dur to generational difference.

influencing Job satisfaction

Table 4

Particulars	Respondents
Supportive colleague	12
Fair renumeration	31
rewards and recognition	50
Non- monetary benefits	7

Graph 4

Factors influencing Job satisfaction
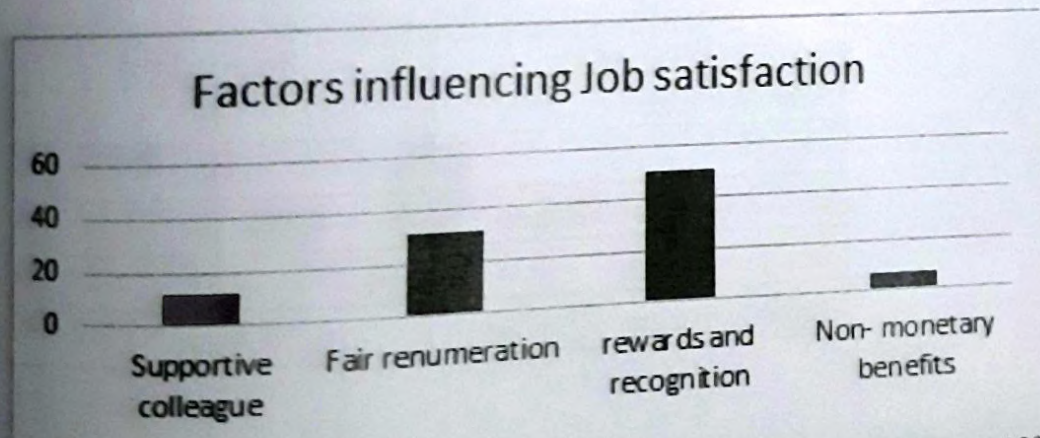
Graph 4: Rewards and recognition 50%, Fair renumeration 31%, supportive colleagues 12% and other non-benefits 7% are the factors influencing Job satisfaction

Do you experience any differences with your colleagues due to age factor?

Table 5

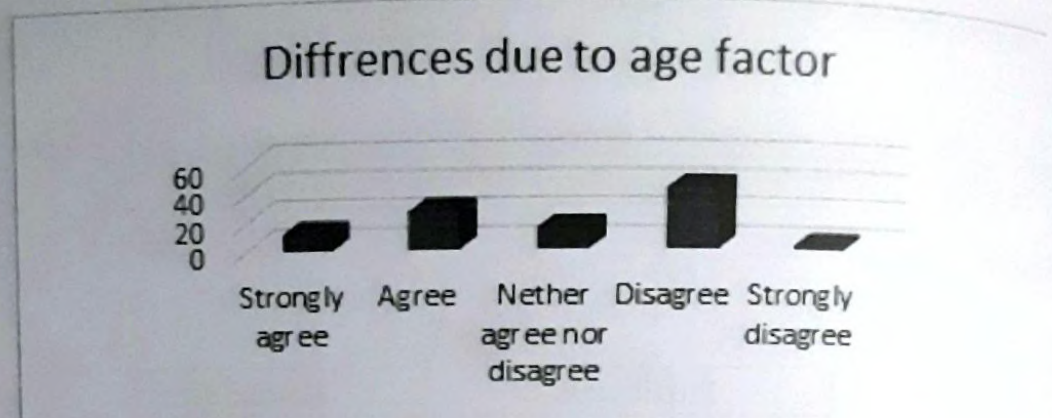| Particulars	Respondents
Strongly agree	12
Agree	27
Nether agree nor disagree	15
Disagree	43
Strongly disagree	03

Graph 5

Diffrences due to age factor

Table 5 and Graph 5: when asked employees due to age diffrence will there be in any difference, 39% agreed makes a diffrence but there are 46% of employees respondend that age doesn't matter for employees.
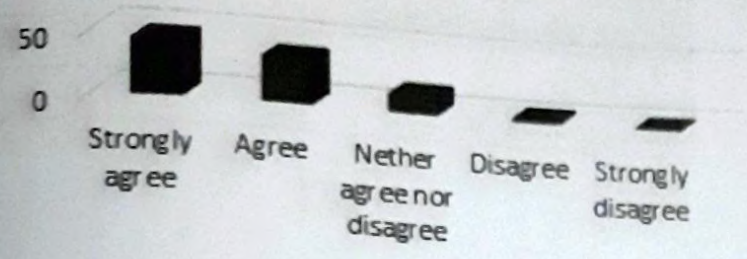
Do you consider remuneration provided by institution will impact on job satisfaction?

Table 6

Particulars	Respondents
Strongly agree	45
Agree	37
Nether agree nor disagree	15
Disagree	03
Strongly disagree	00

Graph 6

Remuneration provided by institution will impact on job satisfaction

Graph 6: Remuneration is the vital part for job satisfaction, when asked employees 72% of employees to it. And only 18% of employees don't agree to it.

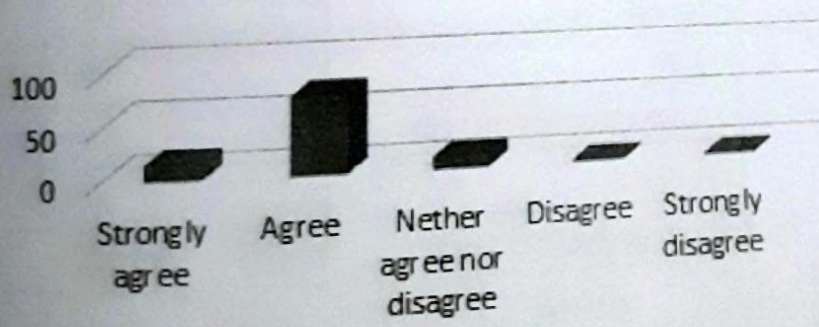colleagues in organization count for job satisfaction?

Table 7

Particulars	Respondents
Strongly agree	15
Agree	74
Nether agree nor disagree	11
Disagree	00
Strongly disagree	00

Graph 7

Supportive colleagues in organization count for job satisfaction

Graph 7: since employees spend eight hours of time at work environment, 90% of employees feel supportive impact for job satisfaction.

interest in subject will matter for faculty to job satisfaction and retention

Table 8

Particulars	Respondents
Strongly agree	38
Agree	42
Nether agree nor disagree	10
Disagree	10
Strongly disagree	00

Graph 8

Students interest in subject will matter for faculty to job satisfaction and retention
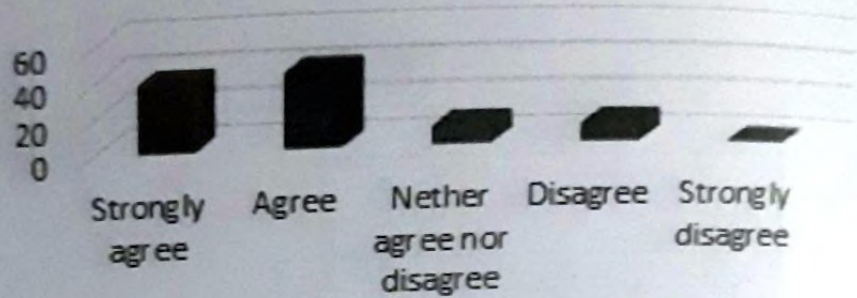

Table 8 and Graph 8: Teaching staff in education sector relay on student intreset to learn the subject, 60% of feel student intreset in subject will make an impact for job satisfaction and for retaintion.

Reward and recognition of employees will lead to job satisfaction and job continuation.

Table 9

Particulars	Respondents
Strongly agree	38
Agree	50
Nether agree nor disagree	02
Disagree	10
Strongly disagree	00

Graph 9

Reward and recognition of employees will lead to job satisfaction and job continuation
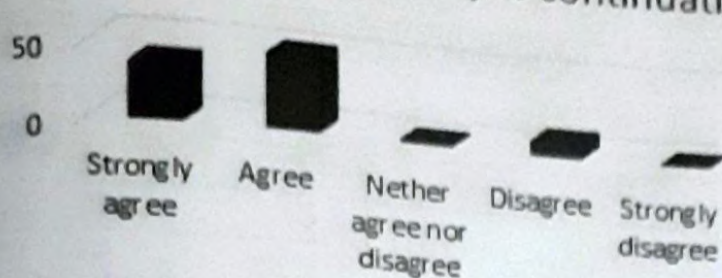
Graph 9: According to survey 88% of employee states that reward and recognition is one of the main factors
satisfaction and job continuation.

nal growth in any organization is important for employee job satisfaction and to serve the institution for long

Table 10

Particulars	Respondents
Strongly agree	44
Agree	56
Nether agree nor disagree	00
Disagree	00
Strongly disagree	00

Graph 10

Professional growth in any organization is important for employee job satisfaction and to serve the institution for long term
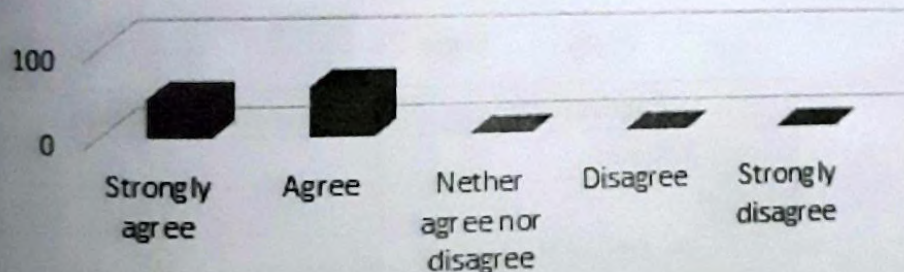
Table 10 and Graph 10 ,Respondents agree that educational insituion should give priority for profes[...]
employee only then employee can have job satisfaction and serve the instituion for long term.

Flexible work culture is one of the motives for employee job satisfaction

Table 11

Particulars	Respondents
Strongly agree	57
Agree	43
Nether agree nor disagree	00
Disagree	00
Strongly disagree	00

Graph 11

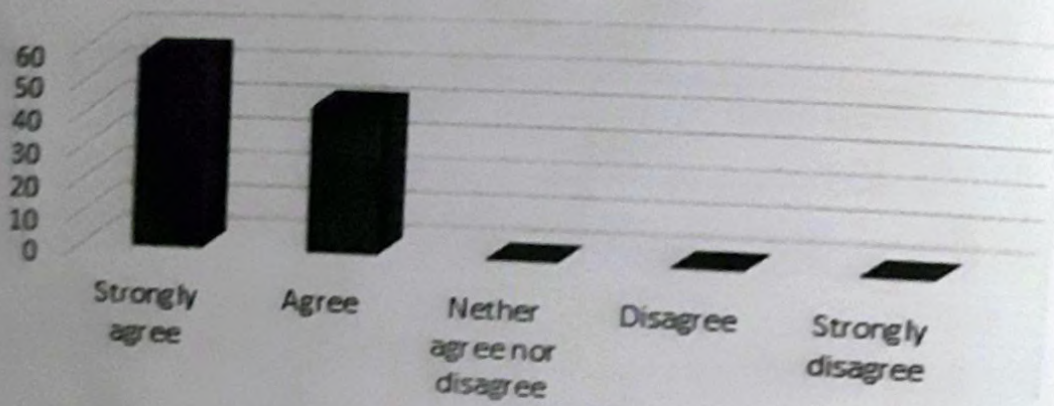### Flexible work culture is one of the motives for employee job satisfaction

ble 11and Graph 11: employees strongly agree that there should be flexible timing given to employee which in [...]
ds to job satisfaction.

your organization frames strategies to retain employees by providing non-monetary benefits like (Insurance, Holi[...]
s, promotions etc.?

Table 12

Particulars	Respondents
Strongly agree	11
Agree	57
Nether agree nor disagree	14
Disagree	08
Strongly disagree	10

Graph 12

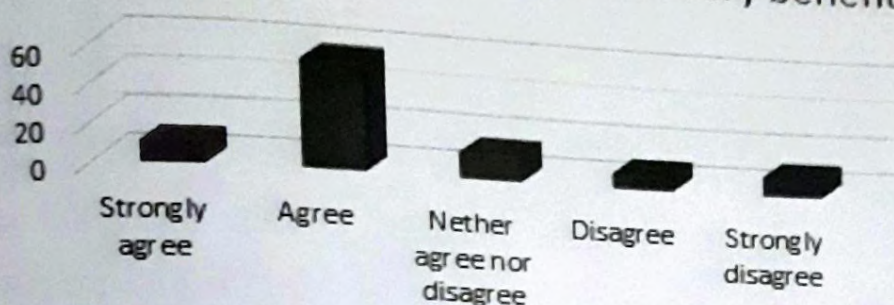### Organization frames strategies to retain employees by providing non-monetary benefits

ble 12 and Graph 12: Majority of institutions support employees by providing non-monetary benefits like insurance, oliday trips and promotions, which is also strategies framed by institutions to retain employees for a long term.

oes your institution support you for academical development like (publications, Research work)?

Table 13

Particulars	Respondents
Strongly agree	11
Agree	58
Nether agree nor disagree	15
Disagree	15
Strongly disagree	1

Graph 13

Institution support you for academical development like (publications, Research work)
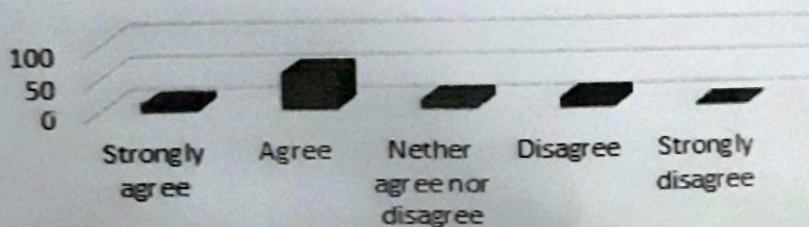

Table 13 and Graph 13: Around 69% of the educational institutions in bangalore support employees in there academic development like, publications, Research work etc. which is one of the factors for job satisfaction.

My organization provides me satisfactory environment

Table 14

132

Particulars	Respondents
Strongly agree	39
Agree	20
Nether agree nor disagree	26
Disagree	8
Strongly disagree	7

Graph 14

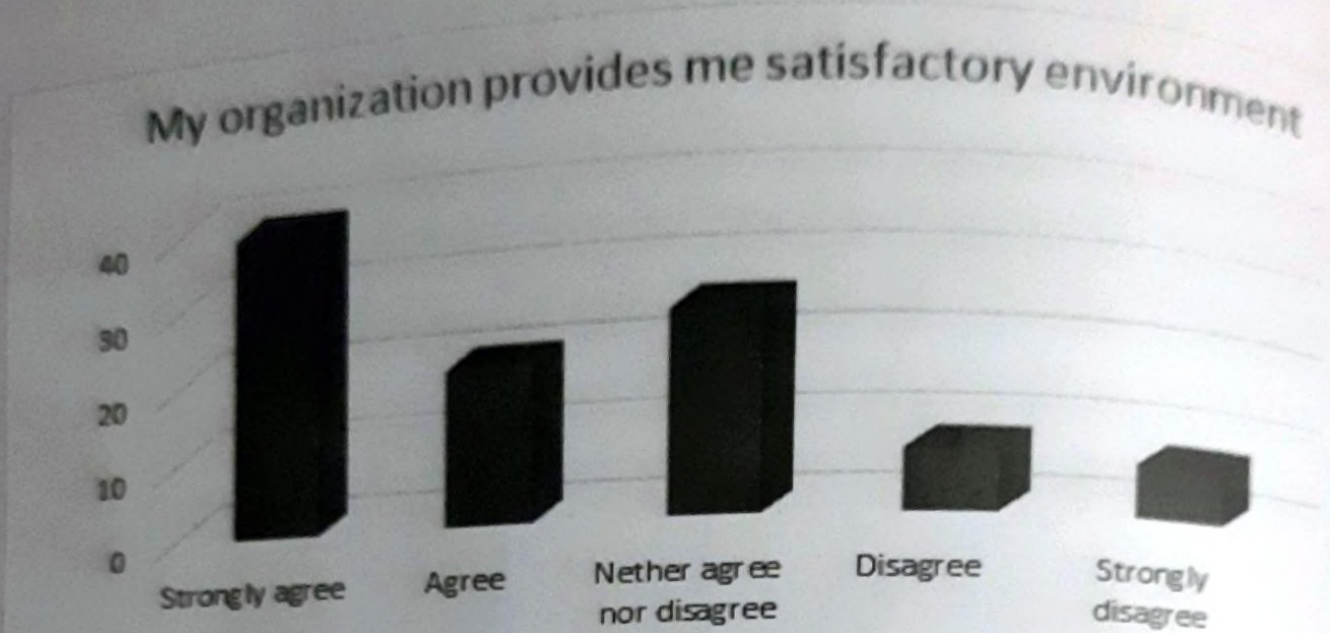My organization provides me satisfactory environment

Table 14 and Graph 14 : Gives us the information as weather the millennials employees are satisfied doing the of employees agree that working environment is satisfying and they can serve the institution for long term.

SUGGESTION

The millennials born between 1980-2000 are huge in number, who will be leading the global workforce in ne Attracting and retaining them in any institutions is very critical for growth of the organization. Company generations, millennials have high career aspiration, ease with technology, adopting attitude towards work is work culture.

According to annual global CEO survey, millennials will be 50% of global workforce by 2025. Since baby are in the line of retirement and generation x in the short supply it is very challenging for organisations to bring young talents of millennials.

Millennials are turning out to be powerful generation of workforce specially people with good skills is complete demand. There priority would be for right recognition and reward with fair packages.

Identity of the millennials would be with technologies, this generation is grown with broadband, soci exposure, laptops and smartphone together and the ability to grasp things is high unlike with other generation

... recent survey of modern millennials speaks about uncertainty of their career. Hence millennials have ... with high expectations at workplace. Since Job hopping is quite common amongst this generation ... ... to be modified to retain the young talent.

... economic downfall, there were many compromises made by employees. Money isn't everything in a job, ... rewarding employee, flexibility in order to lead a work life balance education institution in Bangalore ... their HR policies accordingly to attract and retain young talents.

... are from degree colleges of Bangalore, if these surveys were held across the nation result would be more ... By studying various literature, focus group discussion and personal observation regarding millennials job ... Degree colleges there are more variables which contribute to job satisfaction like, work life balance, ... work place, colleague support, personal growth, reputation of institution, top management involvement, ... amongst colleagues and job security. Due to time constraint, we could study the impact of only few

... respondent's response has to be given based on trust hence assumption is made that all responses would be out ... opinion.

... number of participants were limited to 100 hence the data cannot be made generalized.

... survey was made at the time of covid-19/omicron viruses around hence respondents mental state would be ...

... generational cohort was one of the studies, we couldn't compare all the generations due to limited respondents ... study.

CONCLUSTION

... sector is no an exception for job satisfaction, the main aim of the paper was to observe if there is any ... between generational cohort and the impact of it on the job satisfaction and other factors influencing job ... of millennials.

Through the survey we could find out millennial females are more committed and job satisfaction level is high then ... employee.

Factors like, work culture, age factor and reward and recognition play a vital role for millennials to be satisfied with ...

Most of the institutions in Bangalore south, support employees academically by non-monetary benefits and this is ... one of the strategies to retain employees.

Comparing with other generations, millennials tend to show higher job satisfaction. They are leading workforce in ... the sectors of economy.

REFERENCE

Aga Hutama Tirta, Amelia Enrika Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia https://jbrmr.com/cdn/ issue_file/2021-03-23-10-41-21-AM.pdf#page=94

... survey of modern millennials ... about uncertainty of their career. Hence millennials have ... high expectations at workplace. Some job-hopping is quite common amongst this generation. ... modified to retain the young talent.

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CONCLUSION

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