

Perceptions of Generation Y Undergraduate Students on Career Choices and Employment Leadership: A Study on Private Higher Education Institutions in Selangor

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ABSTRACT

The crucial step for organisations which are recruiting Generation Y into their workforce is to understand their perceptions and expectations. This would help organisations emerge with the right strategies to attract and retain the Generation Y cohort. The aim of this paper is to contribute to the body of knowledge base in respect of Generation Y expectations and perceptions on their career choices and its influence on leadership. However, due to lack of academic research on the career expectations and perceptions of Generation Y that deems to be important, popular literature and researches were included in this research (Vieira, 2010). The target sample and population were focused on Generation Y who is undergraduates within the Selangor area. A qualitative method was used in this study to gather perceptions. Although twenty participants were targeted as the sample, the findings and discussions of this research are based on fifteen responses due to the invalidity of the remaining five. The findings generated from the responses were found in line with the theories adopted and explained. Moreover, recommendations for both organisations in Malaysia and future researches are discussed..

Keywords: Generation Y, career choice, expectations, perceptions, leadership style

INTRODUCTION

Comprising babies born between the years of 1980 and 2000, Generation Y grew up in an era when the world was going through a period of adjustment, a tide of change. Their growing years were marked with phenomenal technological advancement, economic disruption and worldwide integration or globalisation. Thus, Generation Y-ers as they are referred to, have a vastly different outlook on life, not to mention their mind set and behaviours. This is basically due to the different experiences they grew up with (compared to their predecessors). According to Fernandez (2009), Generation Y is described with the characteristics of creating a fun working environment, non-monetary work perks, and flexible hours besides Martin (2005) addressed them as technology savvy, independent, self-reliant, and entrepreneurial thinkers.

Jahn, Riphahn & Schnabel (2012) commented companies are facing difficulties trying to find the right balance between creating a work environment suitable for the emerging younger employees and continuous engagement with senior staff helping them retain their skills and knowledge. Organizations are now adopting a new generation specific human resources coupled with contemporary leadership strategies

to develop and retain a modern workforce. Employers today may not have had experience in hiring and managing this generation for they do not know what to expect from them and what their possibilities are, thus treating Generation Y as a threat (Ng and Gossett, 2009). Amagoh (2008) stated that the ability of an organisation to manage and survive change is becoming increasingly important in an environment where competition and globalisation of markets are ever intensifying.

However, when leaders show a commitment, employees are encouraged to proof their loyalty to their organization as their contributions are being acknowledged by the leadership from time to time. Managing employees by inflicting fear amongst them will create a lot of unwarranted stress that will eventually affect their brain function. The quality of work produced employees is also different when they are guided by acknowledgement and appreciation. In other words, employees produce better quality if work when they are recognised by leaders. Generation Y has the capability to encourage the best out their team, advocate for their team, show support for training and development that is beneficial to them. Decades ago, some of the trends included the creation of newer leadership styles and recognition of how important a leader's emotional attachment with subordinates for instance intellectual leadership style. Ever growing recognition for leadership development that now includes greater focus on how leadership is developed, thoughtful consideration on how to use competencies better and a balance between work/life. In the future, the trends of leadership development may take into consideration advances of globalisation, technology, new ways defining leadership and its development.

Generation Y will demand less command and control from their superiors and prefer a more cooperative type leadership that gives them more autonomy and freedom of choice in the way their work is done. Such changes will certainly test the organization in newer ways (Kerr & Robinson, 2011). Flexible team based approach will need to be adopted. There will be no more room for multi-layered designs where managers manage managers. A more purpose based work groups are established with flatter reporting structures which in turn will result in a new workplace culture that can adopt a transformational workforce.

Problem Statement

Generation Y seems to be highlighted as the reason for the issue of employee turnover (Queiri et al., 2014) Therefore, it has been the concern of organisations, especially HR managers, regarding the high turnover stream from the Generation Y employees. Besides retaining, there is also the concern of organisations on recruiting current and future Generation Y graduates.

As the generation of generation X gradually retires from the workforce, it is essential to give priority to the recruitment and retention of Generation Y. Therefore, this research is to determine the perceptions and expectations of Generation Y as a means to enhance the recruitment and retention process of organisations in Malaysia. The impact of non-availability of the suitable workforce and leadership qualities can bring negative impact of the overall growth of Malaysian economy and social status. Latest report (Star Business, 2016) had stated that a total of 600,000 graduates are expected to be jobless by 2018. This is mainly due to the fact that the graduate (who belongs to Generation Y) does not have the necessary skill to be employed by the employers, especially in the private sector and unavailability in measuring generation Y career expectations. Such unemployment rate affects image of Malaysia on managing human resources. This study is to fill the gap of research in terms of graduates' expectations in the beginning of early stages as employee on employment that may attract and retain them for period of time. This brings us to a more important question; do they have the rightful leadership quality which entails the organisational retention?

Research Objectives

- a) To study the expectations that Generation Y has towards their career choices.
- b) To understand the perceptions and attitudes that Generation Y has towards their career choices.
- c) To identify the perspective and driving forces of Generation Y towards their career choices
- d) To identify the perspective and driving forces of Gen Y towards change management and leadership.

Research Questions

- a) What are the expectations of Generation Y towards their career choices?
- b) What are the perceptions that Generation Y has towards their career choices?
- c) How can organisations in Malaysia improve their recruitment and retention process through the perceptions and expectations of Generation Y?
- d) What are the perspective and driving forces of Gen Y towards change management and leadership?

Significance of the research

Currently, there are three generations namely Generation Y, Generation X and Baby Boomers dominating the workforce in Malaysia. As suggested by Muthu. K and Ya Yee. T (2011), the generational differences between these three generations should be identified to eliminate failure to understand the demands of each generation that could lead to misunderstanding and conflict in organisations. According to Ng et al. (2010), organisations face a crisis as “they strive to recruit and retain the younger generations, who purportedly hold significantly different values, attitude and expectations from the generations of workers who preceded them”.

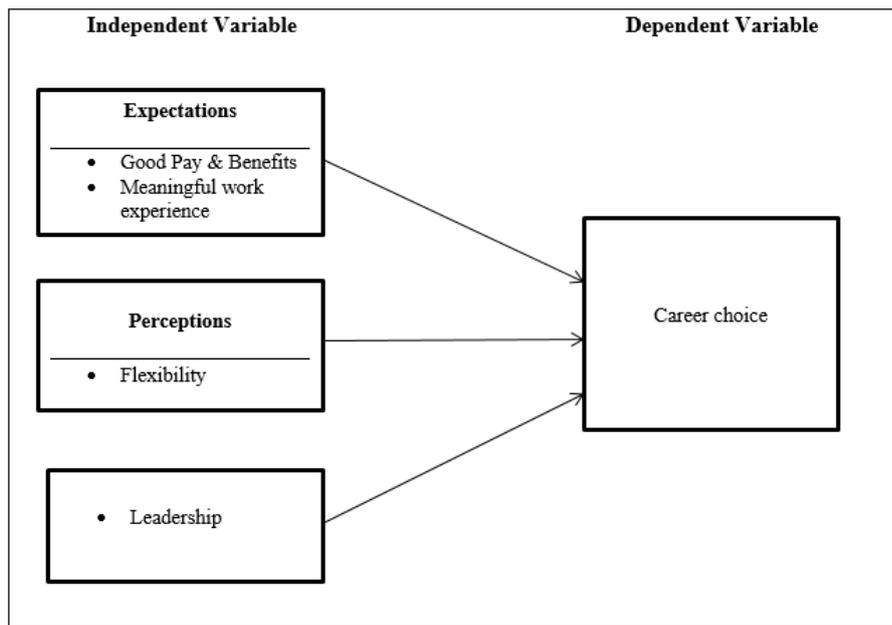
Therefore, this research would identify the expectations and perceptions of Generation Y specifically, to provide organisations in Malaysia with an overview of their characteristics and attitudes and how this will have an impact on organisation culture, especially leadership. The results from this research study would help improve the recruitment and retention process of those organisations. Ultimately, the management would be able to capitalise the skills of these potential graduates and generate maximum value for the organisation. Generation Y should possess certain qualities that will entail them to be a good leader in future.

Theoretical Framework

Generational theory by Strauss and Howe (1991) is the theoretical component of the framework from which this research is adapting (Linden. 2015). The generational theory is one of the studies that help to introduce and justify the concept of generational differences. Unlike other studies on this concept, the generational theory by Strauss and Howe (1991) argues that, “*as a result of significant life event experiences, each generation forms shared yet distinct frames of references, values, attitudes and traits making them unique*” (Radford. K and Shacklock. K, 2012, p. 4).

The generational theory could be used to predict attitudes and behaviours of generations (Linden. 2015). This theory could also be used by organisations to meet job expectations of the Generation Y graduates (Strauss and Howe, 1991; Linden. 2015).

Table 1: Research Framework



Source: Developed for Research

LITERATURE REVIEW

Good pay and benefits

In accordance to McClelland (1965, p. 7), “the person with a high need (for achievement) is interested in money rewards or profits primarily because of the feedback they give him as to how well he is doing... the money reward is not the incentive to effort” (McClelland, 1965, p. 7). Thus, the expectation of good pay and benefits may also reflect the sense of entitlement of which Generation Y desires (Ng et al., 2010). In the study by Ng et al. (2010), it mentioned that pay was found to be the single most important motivational factor for the Generation Y cohort (Ng et al., 2010). However, according to Hill (2002), the term ‘ability-performance nexus’ is used to describe the “disconnect between what Generation Y expect to achieve and what they are capable of achieving” (Hill, 2002). In addition, according to Ng et al. (2010), previous researches by Bartol and Martin (1987), Roth (1996) and Vinchur et al. (1998) has stated that “higher grades and achievement motivation are indeed related to graduation salaries and higher job performance” (Ng et al., 2010).

Lyons, Duxbury, and Higgins (2005) have found that the benefits Generation Y expects include a high salary and a prestigious title, while Dries, Pepermans, and De Kerpel (2008) suggested that “markers of wealth and prestige are less important to Millennials than their overall satisfaction”. However, it is agreed upon that good pay and benefits are the expectations of Generation Y, as it is also one of the themes adapted by this research from Ng et al. (2010).

Meaningful work experiences

Generation Y is said to be a generation who seeks a much more returns for their hard work, besides just a pay check (Ng et al., 2010). According to Yang and Guy (2006), Generation Y tends to seek for work that is meaningful and fulfilling, thus their search for companies with values and missions that goes beyond simply making money (Yang and Guy, 2006). Moreover, to some individuals of the Generation Y cohort, meaningful work experiences would mean availability of opportunities to broaden their horizon through

job mobility and international assignments (Ng et al., 2010). Besides that, according to the Corporate Leadership Council (2005), the Generation Y cohort would also define meaningful work experiences as being assigned and trusted with challenging assignments (Corporate Leadership Council, 2005). In support to that, one of the main concerns of Generation Y is “what can the organization do to help them to lead more purposeful and meaningful lives” (Corporate Leadership Council, 2005; Ng et al., 2010, p. 283), therefore, reflecting Generation Y’s sense of global engagement and responsibility (Kyra Friedell et al., 2013).

Moreover, researches have also found the desire of Generation Y to be given direction and support by their employers (Kyra Friedell et al., 2013). Similarly, according to Hauw and Vos (2010), the Generation Y expects job training and career development resources to be provided as part of their work experiences. The results of the research by Hauw and Vos (2010) also identified the probability for Generation Y employees to leave the job if those expectations are not met especially on career development.

Flexibility

According to Lindsay and Norman (1977), perception is “*the process by which organisms interpret and organize sensation to produce a meaningful experience of the world*” (Lindsay and Norman, 1977). Lloyd (2007) identified three perceptions namely (1) *a desire for flexibility*, (2) *a desire for continual learning*, and (3) *a preference for team-oriented work* (Lloyd, 2007). Therefore, the study on perceptions by Lloyd (2007) is the variable in which this research is working upon. From the perceptions by Lloyd (2007), one of the three was chosen as the independent variable for this research study.

According to Lloyd (2007), Generation Y desires work flexibility where they believe they can ‘do more with less’ (Lloyd, 2007). In other words, Generation Y prefers to work for fewer hours while still taking up challenging jobs (Lloyd, 2007). As the Generation Y cohort lives in the era of technology, they believe that they can work more efficiently and eliminate non-essential efforts such as, face-to-face interaction (Brown et al., 2009). As a result, with the fading boundaries, the Generation Y cohort is said to be more integrated in their personal life compared to their professional life (Kranenberg, 2014). However, as Generation Y becomes too accustomed with flexibility, issues of job hopping may occur. In support to that, the study by Cruz (2007) has stated that the Generation Y cohort has indeed “shown a willingness to change organizations when they perceive new opportunities that may offer greater levels of appreciation” (Cruz, 2007).

Besides that, according to Lloyd (2007), individuals of Generation Y are more associated to the types of work which they perform and less with the particular organisation that employs them. Similarly, Generation Y also places more importance towards family relationships rather than work place relationship, thus the idea and interest in working from home (Brown et al., 2009). Ultimately, with the advancement of technology today, it is possible for the Generation Y cohort to fulfil their desires (Brown et al., 2009).

Leadership

Based on the survey conducted on Generation Y by London Business School in 2009, 54% of respondents have committed loyalty to the organizations they work for. The figure 54% can’t be accounted as a majority figure, it is however considered as a significant number despite huge portion of respondents are in this favour. This turns the classic idea of employer value proposition on its head. There is a greater responsibility than ever for team leaders and department heads to consciously and proactively develop team cohesion, a tangible community. Today, long-term company benefits such as pension, steady but gradual promotion, means less to the Generation Y employee than immediate challenge, development, opportunity, and meaning (Adam, 2010).

Change management has been implemented across various industries, despite this, a large number of leaders have still not equipped themselves to carry out and execute change fearing for business disruptions (Glenn, 2014). For Majority of the organizations advance preparations always starts with leadership involvement , it should encompass all the levels in the organization and it should also contain crystal clear clarification with its purpose and focus it must further also be synchronised with organizations

goals, strategy and resolution.

One of the greatest stumbling blocks in implementing change in management is that their existing policies make it impossible for them to have a unanimous agreement at all the levels of leadership. This occurs even when the organization needs an urgent change management implementation. This is one of the reasons why organizations lose their grip when change comes at a slower pace and eventually lead to their rivals overtaking the organization in the market place Glenn (2014) in his article "Change Management Requires Leadership Clarity and Alignment" had argued that Generation Y may not tolerate such policies.

It would be impossible for any business organization to have a clear direction when the key leadership team remain disconnected and not unified, instead of combining each other's expertise and intelligence to move the organization forward the team is however severely disconnected from each other.

Amagoh(2008) commented that it would be difficult to cultivate a work environment that is clear in its direction when the leadership itself lacks transparency. It becomes even more challenging to implement management change when the leaders across all the levels are reluctant to contribute their intellectual capital to enhance the overall organization. Leaders most often are very cautious and reluctant to share intelligence that they have contributed towards their individual success. They hold on to information due hidden agenda, they refuse to share information that can contribute towards a healthier growth for the organization.

Due to the above mentioned reasons, that is why it is compulsory that leaders come up with a clear purpose, focus, strategic philosophy, resolutions and end goals as objectives for their change management. It is a must that there is commonality that leads to the execution, progress monitoring and allows for corrections along the implementation (Andrea, 2004). A culture must be created whereby leaders would voluntarily share their intelligence capital with everyone for the betterment of the organization in addition , this said culture should also ensure that leaders will play importance to teamwork and breaking down barriers . There most important fact is , there must be a clear cut and carefully defined strategy as a background to management change activity and it must also detail when and how the organizations begins the change and what they want to achieve with management change (Glenn, 2014).

METHODOLOGY

This section introduces the appropriate method to collect and the analysis of this is based on interview methodology. Research approach refers to which technique that had been adapted to conduct the research.

As the objective of this research is to explore the 'why', 'which', 'when' and 'how' questions related to Generation Y and their career choices, Lim Kee Choon (2014) has suggested that the preferred approach is to use a qualitative methodology According to Lim Kee Choon (2014, p. 91), the qualitative approach "*makes the informants more human and related to people's environments instead of comprising objective statistics with no emotions and feelings attached*" (Lim Kee Choon, 2014, p. 91). The qualitative approach is adopted to serve the objective of obtaining direct contributions from participants (Generation Y undergraduates) to the research interpretations and findings, and not just based on the analysis, deduction and evaluation of the researcher (Bryman and Bell, 2007; Lim Kee Choon, 2014).

In contrast with the quantitative method, the qualitative approach results verbal data, and not numerical. According to Mack et al., (2005), research questions in the nature of qualitative approach have the ability to affect responses that are (1) *meaningful and culturally salient to the participant*, (2) *unanticipated by the researcher*, and (3) *rich and explanatory in nature*, which are advantages to exploratory researches. Moreover, Guba & Lincoln (1994), and Lincoln & Guba (1985) proposed that trustworthiness and authenticity are used in qualitative research as an alternative to reliability and validity, which are used in quantitative research (Lim Kee Choon, 2014). The variables of trustworthiness and authenticity were among the few discovered by Lincoln and Guba (1985) (Bryman and Bell, 2007). Thus, the methodology process of this research would be done through taking of notes, to ensure authenticity of data.

The method for gathering data for this research is through individual interviews. Individual interview or also known as personal interview is one of the data collecting methods, which is conducted by the researcher through *“a rigid procedure and seeks answers to a set of pre-conceived questions”* (Kothari, 2004). The output of this method typically depends on the ability of the researcher in carrying out the interview in a structured way (Kothari, 2004). According to O’Leary. Z (2004, p. 164), a structured interview uses *“pre-established questions, asked in a predetermined order”* (O’Leary. Z, 2004, p. 164). The interview questions are adopted from the research study **‘Work-Values Differences within Generation Y: Recommendations for HR Management in the Hospitality Industry’** by Ellis Kranenberg (2014).

Sampling

According to Kothari (2004), random sampling is also known as chance sampling or probability sampling *“where each and every item in the population has an equal chance of inclusion in the sample and each one of the possible samples, in case of finite universe, has the same probability of being selected”* (Kothari, 2004). Therefore, the sampling chosen for this research would be random sampling.

The sampling population targets Generation Y’s who are currently still studying at either the public or private higher educational institutions in Selangor including colleges, universities, and university-colleges (Woon Kong Yik, 2012). In other words, this research aims towards undergraduate students to understand their point of view on aspects of their career choices.

In support to that, researchers suggested a sample of not more than twenty for, *“this number gives them the experience of planning and structuring interviews, conducting and partially transcribing these, and generating quotes for their papers”* (Baker and Edwards, 2012). According to Kothari (2004), the size of sample in a research refers to the number of participants selected from the whole population to constitute a sample (Kothari, 2004). Moreover, as the participants for this research are entitled to be an undergraduate of the Generation Y cohort, the focus age group would be 15-24 years old born between years 2001-1992. As conveyed by the Department of Statistics Malaysia, there would be a total of 1 million people (precisely 1,028,000) in the Selangor district for the year 2015 (Department of Statistics Malaysia, 2015).

The target location in search for the participants is within the Selangor district for according to Woon Kong Yik (2012), *“many of the younger generations from all over Malaysia will be concentrated in Kuala Lumpur and Selangor due to the opportunity to work and availability of many prestigious higher educational institutions”* (Woon Kong Yik, 2012)

Twenty participants of Generation Y are who are currently still studying at private higher educational institutions in Selangor were interviewed for the findings of this study. However, due to the invalidity and inappropriateness of some answers, five out of twenty interview responses were excluded, as they were not in relation with the questions. Therefore, the findings and discussions in this chapter are based on the remaining fifteen interview responses.

Analysis

A total of thirteen interview questions were asked by the researcher to the participants. The first three questions were titled **Generation**. In this section, participants were asked general questions regarding generations in general and the Generation Y cohort. The purpose of these questions was to understand their insights on generational knowledge. However, with the different opinion and mind-sets, naturally the answers of each participant differ from the other.

Although, the one question which obtained mutual agreement from all the participants, is the question concerning the major happenings in the world and its influence on Generation Y. The fifteen participants agreed that technology were the main influential factor as the advance of technology today has enabled an easy and convenient lifestyle.

The subject of monetary rewards was one of the questions asked. When asked about the importance of pay or monetary rewards, every participant agreed that it is highly important. They reasoned their

answer stating that monetary rewards play a role in influencing their motivation and commitment in a workplace. In justification to that, the author Ng et al. (2010) has mentioned that pay was found to be the single most important motivational factor for the Generation Y cohort (Ng et al., 2010). Besides the motivation factor, a number of participants have added that monetary rewards also fuels their sense of entitlement, thus making them individuals with a high need for achievement as money reward is not the only incentive to effort (McClelland, 1965, p. 7). Other benefits expected by the participants were mentioned. Some of the participants are interested in a relaxing workplace which provides them with traveling benefits, additional leaves, and company trips.

Furthermore, the participants were also asked about the kind of career advancement they are expecting and from their answers, they showed desire of the need for power. With the opportunity to advance in their career ladder, participants are anticipating the increase in responsibilities, pay and control over their work, therefore illustrating the expectation for a promotion.

For meaningful work experiences, before questioning the main question for this theme, the participants were asked about the importance of their family and friends. This is to understand the mind-sets of the participants and the significance of their family and friends, as it has an impact on the characteristics they aspire for, their career choices. As expected, the response from all fifteen of the participants was positive as they strongly agreed that family and friends are their priority and *"pillar of strength"*. They also play an important role in ensuring participants live in a work-life balance environment.

As much as work is important to the participants, they also added that it is not as important compared to their family and friends. Work is said to be important as it is a survival need for the participants especially with the increase in the standard of living. In relation to those responses, the participants were then asked about the kind of characteristics they aspire for, to experience a meaningful work life. A challenging work is the motivating factor of most participants as they desire for the sense of responsibility and achievement. In support to the responses, the researcher, Kyra Friedell et al. (2013) has also agreed that Generation Y desires the sense of global engagement and responsibility (Kyra Friedell et al., 2013).

However, two out of fifteen participants were not able to respond as they have not thought about their working life, as their current focus is to complete their undertaking education.

Whereas flexibility, participants added that their productivity is influenced by a less stressful working environment. Participants believed that a rather fun and interesting workplace could help enhance their creativity and productivity. In support to that, the researcher, Lloyd (2007) has also acknowledged that Generation Y desires work flexibility as they believe they can 'do more with less'.

The perception of flexibility was highly agreed upon by the majority of the participants, when asked about its importance. In reference to the responses on family and friends, participant's desire for flexible working hours as they would like to ensure that there is work-life balance. Participants also mentioned their priority of spending time with their loved ones therefore, supporting the findings of Kranenberg. E (2014) quoting that, *"the Generation Y cohort is said to be more integrated in their personal life compared to their professional life"*.

However, one out of fifteen participants prefers the old fashioned working hours (9 a.m. – 5 p.m.). That particular participant reasoned her answer stating that, the usual 9 a.m. – 5 p.m. working hours would provide her with *"something to look forward to, and something to achieve every day."*

Lastly, Majority of the participants agreed that a leader is very important in determining the pathway a company will take in ensuring its objectives are achieved. Participants believe that a leader will be able to influence their team to achieve a better result. However, there seems to be a variance in the importance of Emotional Intelligence aspect of a leader. Even though majority of the participants did agree that age and experience is important is for a leader, five participants are of the opinion that personality determines the ability of a leader Emotional Intelligence.

DISCUSSION

Generation Y has the priority of seeking the opportunity for advancements. It is an evidence of their *“ambitious and impatient nature, and also elevated expectations for rapid promotions and pay increases”* (Ng et al., 2010).

The need for good pay on the other hand, is driven by the increase in the standard of living. This factor reflects the **generational theory** by Strauss and Howe (1991) where significant life event experiences, shapes and differs each generation from the other (Radford. Shacklock 2012, p. 4). Besides that, Gen Y desires good pay to support their way of living, for they are willing to spend on entertainments.

One of the traits of the Generation Y cohort is the willingness *“to be loyal and work hard”* (PrincetonOne and Hobart, 2014). However, in return, Gen Y expects a workplace with the ability to enhance their skills, the delegation of interesting work or tasks, feedback and guidance from their employers, change to advance, and rewards for their hard work (PrincetonOne and Hobart, 2014). Though, there is the reputation for job hopping after a year or two, Generation Y can be the most loyal employees when they find an organisation of their best interest.

One of the common myths of the Generation Y cohort is how lazy they are. However, in reality, the advancement of technology today has enabled Gen Y to multitask and find shortcuts to achieve the desired task. As quoted by PrincetonOne and Hobart (2014), *“as Generation Y members tackle new tasks, they are constantly thinking about how to do them better and faster”* (PrincetonOne and Hobart, 2014). Consequently, the newest generation lives by the motto ‘working smarter, not harder’ (PrincetonOne and Hobart, 2014). Therefore, Gen Y desires for flexibility, as the freedom enhances their productivity and creativity.

The desire of flexibility is also driven by the *“high value on family, friends and leisure”* Generation Y has. Though, the Generation Y cohort may not seem to work as hard as previous generations, they do *“possess a good work ethic”* (PrincetonOne and Hobart, 2014).

As observed during the interview process, the participants have mutual agreements and responses on certain questions. This shows that the perspectives of the Generation Y cohort are to a certain extent, pretty similar. Depending on the findings and discussion of this research, it can be concluded that the Generation Y cohort in Selangor, have the expectations and perception of good pay and benefits, meaningful workplace experiences, and flexibility on their career choices. The responses from the participants, illustrated that Gen Y have certain criteria’s that would influence their motivation, productivity, commitment and so on. Also, for the purpose of this research, the findings could also generate recommendations for organisations which are or will be recruiting the Generation Y cohort into their workforce.

RECOMMENDATIONS

From the findings of this research, the main concern of the participants besides pay, were career advancements. Therefore, organisations in Malaysia are advised to consider programs that can enhance their work skills, such as *“training or professional development programs”* (Forbes, 2016). In addition to that, authors with similar findings such as Ng et al. (2010), have suggested recommendations to *“offer competitive salaries, interesting and challenging work, and opportunities for advancement, if they (organisations) are to attract the, be stand brightest of talents”* (Ng et al., 2010).

Moreover, the results from this research study would help improve the recruitment and retention processes of organisations in Malaysia. Though it may be a challenge for some organisations to recruit this generation, once the challenge is overcome, the new and upcoming workforce of Gen Y would be *“just the latest challenge and opportunity”* (Forbes, 2016). Ultimately, the management would be able to capitalise the skills of these potential graduates and generate maximum value for the organisation.

LIMITATIONS

One of the main limitations experienced since the start of this research is the availability of resources or journals, in terms of the lack of latest resources or journals. In addition to that, majority of the journals obtained were specified to an industry (nursing, retail, etc.). In support of Vieira (2010), there is lack of academic researches on generational cohort theory, therefore resulting in the adoption of independent variables from two separate studies.

The target sample of this research was focused on a specific location, Selangor. The reason being, "many of the younger generations from all over Malaysia will be concentrated in Kuala Lumpur and Selangor due to the opportunity to work and availability of many prestigious higher educational institutions" (Woon Kong Yik, 2012). However, the findings only represent a small number of the Malaysian population. Therefore, the results of the study may not apply to other parts of Malaysia such as Penang, Johor, Sabah or Sarawak, for naturally every individual have his or her own perceptions and expectations.

Time constraint is one of the other major limitations for this research. This research was concluded based on a research undertaken in a timeframe of 3 months. More research related-articles and journals could have been critically analysed should time was not an essence.

Directions for Future Research

Future studies on Generation Y's perception on career, leadership and organisational development could consider directing their focus on other geographical locations. Due to the limited time, this research was only conducted in the region of Selangor and within the perspective of undergraduates only. This may not represent the overall feedback of a more affluent group of participants. The future research should include employed staff so that a more variant feedback could be obtained.

With that, researchers could compare the findings and understand the perspective of the Generation Y cohort in a different location and background. Moreover, in the study of expectations and perceptions, this research adopted four themes as the independent variables. Therefore, future studies could look into other variables that were not included in this research.

Furthermore, with the availability of journals which are specified to an industry (nursing, retail, etc.), future studies could conduct a research on the expectations and perceptions of Generation Y towards a specific choice of career which will eventually determine their leadership skill and impact on organisational culture.

According to Sean Graber, Senior Consultant and CEO of Virtuali (2016), Generation Y is motivated by a desire to transform themselves, their colleagues, and the world around them. Study reflects that Generation Y respond and aspires to this type of transformational leadership. The future research could look into how this is viable and relevant to organisational culture.

CONCLUSION

Generation Y, while showing many characteristics typically associated with young age and little employment experience, are overall not very different from other generations of employees. They have similar hopes and fears, hope for development and career, and fear job loss and economic turmoil. This holds true for professionals and managers alike. However, organisations that look at the sustainability of their leadership pipeline can increase their attractiveness to Generation Y talent by offering a variety of learning opportunities, and offering them in attractive formats. When there is good interaction between the leader and subordinates, there will be contributions to team communication and collaboration, and encouragement of subordinates to accomplish the mission and objectives assigned by the organization, which in turn enhances job satisfaction.

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