

Millennials can they ever be satisfied? A Study

Sai Keerthana A

Student

School of Business and Management CHRIST (Deemed to be University), Bangalore

Email-id: sai.a@mba.christuniversity.in

Dr. Archana Singh

Associate Professor

School of Business and Management CHRIST (Deemed to be University), Bangalore

Email-id: archana.singh@christuniversity.in

Abstract:

Strategic goal achievement in every sector of a company relies fundamentally on the firm's employees. It is much more difficult to improve co-worker relationships than to improve pay, working hours, or vacation time. Employees individually assess their peers, establishing partnerships centred on personality compatibility, mutual priorities and goals, and several other highly individualised purposes. Specifically, this study aims to examine the effect on **job satisfaction as dependent variable** and **independent variables such as work-life balance, job flexibility, pay satisfaction, career growth and stress**. It is normal to note that young people are still hopping for positions in the workforce. It is often said that "A happy employee is a productive employee". The assumption was that among the factors (Job Flexibility, Opportunities to take decisions, Pay Scale, Career growth, Stress, Work Life balance), Pay scale has the strongest influence to impact job satisfaction. The conceptual model was verified, Online survey form was circulated for measuring job satisfaction on the basis of Frederick Hertzberg's two factor theory. The study attempts to analyse the opinions of IT working professionals towards factors influencing Millennials and job satisfaction.

Keywords: Millennials, Job Satisfaction, Work life balance, career growth, pay scale, Employee performance

Design/methodology/approach

Data presented in this study is secondary data via online surveys across tier 1 IT companies in India. Around 200 responses were collected for the study via online google form survey.

The data analysis was performed via SPSS, IBM SPSS Statistics 20 (or commonly referred to as Statistical Package for Social Sciences). The data analysis was used to evaluate the respondent demographic profile and mean of variables, factor analysis to assess the data quality, reliability analysis to measure the repeatability of the measuring instrument and regression analysis to assess the impact of independent on dependent variable (job Satisfaction). The study focused on understanding the strong influence on job satisfaction among the variable considered as it was predicted that by 2025 half of the workforce will be millennials.

Findings:

The results showed that three independent variables were significantly related to the dependent variable (job satisfaction). Majority of the millennials are satisfied with their job, determination and confidence to accomplish work goals are at forefront. Similar to overall employees, pay satisfaction stands high as it strongly influences job satisfaction compared to other variables considered.

Introduction

Job satisfaction is generally interpreted as an emotional reaction to an individual worker's value decision arising from the perceived fulfilment of the significant work interest of the employee (Angeline, T.2011). Thus, if the role values of the employee are met, there is a positive emotion of appreciation, but the work values are neglected, the unpleasant emotion of dissatisfaction is felt. In today's business world, human capital is one of our greatest assets that pushes many business firms to success or failure, as it plays an important role in improving the competitiveness of an enterprise (Gursoy et al., 2013). There is no denying that companies need to look beyond capital, economies of scale or technology to maintain competitive advantage, because they can all be easily imitated. Instead, organizations or top management should assess human capital's unique and valuable culture to maintain competitive advantage (Droussiotis and Austin, 2007). Recently, the composition of the workforce is also transforming rapidly due to the global demographic shifts, which also appears to impact the generational shift. Much of the workforce in companies today is made up of millennials who were born between 1984 and 2000.

In addition, millennials are also expected to consist of more than half of our workforce population globally by 2025 (Bovis, Cardoso, Wright & Gott, 2017). The total workforce participation was the highest among age groups between the ages of 25 and 34. It is also believed that Millennials has been and will be today and, in the future, the fastest growing population (Goh, 2012). Millennial workers, however, are often said to be one of the least committed to staying in the same company compared to the other generations. Many organizations have reported that job hopping is in fact a phenomenon, particularly among millennial workers, who are identified as the future generation of employees (Lee,2012).

As a result, it has become one of today's business organizations' most daunting tasks to recruit and retain new talent from millennial employees that organisations cannot afford to ignore (Twenge & Campbell, 2008). There is no question that the attrition trend among millennials is worrying because the rising sense of discontent felt in the workplace among them might have had negative repercussions for businesses, such as loss of profitability. Tarnished image, loss of memory of companies and increased pressure between Retained employees. In order to direct or direct themselves in terms of behavioural goals and preferences, Millennial employees prefer and expect different expectations in their workplace, based on the research outlined in this review (Shaw, Gupta & Delery, 2014). This also means that workforce growth opportunities and employee benefits can have such a positive effect on the level of employee job satisfaction that it can even compensate for the decreased levels of employee engagement that are perceived to be endemic to the millennial generation (Shaw, Gupta & Delery, 2014). As a result, this study seeks to provide an empirical rationale for the factor behind the job satisfaction of millennial employees , giving particular attention to satisfaction with employee growth, employee reward motivation, in view of the limitation of pragmatic evidence relating to job satisfaction of millennial employees and the relative competitive economic advantage to retain them (Twenge & Campbell, 2008).

LITERATURE REVIEW

A concise literature review concerning job satisfaction and independent variables such as Job Flexibility, Opportunities to take decisions, Pay Scale, Career growth, Stress of employees in order to understand the relevant information on the topic of this research.

JOB SATISFACTION

Owing to its major associations with many factors, the key aim as to why job satisfaction is so comprehensively researched. Employees with high levels of satisfaction can lead to work engagement, workplace commitment, self-productivity, enhanced physical and mental health, both on and off the work, and a strong quality of life (Miller & Monge, 2003). On the other hand, absenteeism would raise workplace dissatisfaction, resulting in labour problems. It can also be considered as the personal valuation of conditions prevalent in the job by the employee, so evaluation takes place in terms of factors that they consider essential to them Kong et al. (2010).

CAREER GROWTH

Employee production is shown to be conceptualised indifferent approaches across years of analysis and study. Training initiatives may have had the greatest impact on rising work satisfaction in the manufacturing industry (Sheahhan, 2008). This is because people who are well conscious of their primary goals with high self-perceived skill are more likely than those with low self-perceived skill to be higher achievers in task success. Through years of research and study, employee output is shown to be conceptualised, indifferent approaches Twenge

(2010). Training programmes may have had the greatest effect on the manufacturing industry's growing job satisfaction. This is because individuals who are well aware of their primary goals with high self-perceived ability are more likely to be more successful in task performance than those with low self-perceived ability. Conferences, seminars, conferences, rotation of jobs, in-house training and mentoring programmes are examples of organised growth opportunities (Sheahhan, 2008). This also helps to catalyse the growth of our nation's human capital and has also placed in motion many measures to encourage more registered businesses to register their workers with adequate training. This study will therefore investigate the impact of millennials on employee growth on job satisfaction across IT businesses in India. Millennials value their employers' great incentives for all the effort they have put into their jobs. In essence, millennials often prefer motivation incentives in the form of being proud of a work assigned to them and feeling pleased with what they have achieved successfully (Muthuveloo & Rose, (2005). For that purpose, this research aims to examine whether the employee compensation system has an enticing impact on adults working in IT in order to increase their job satisfaction and workplace performance Rieger & Roodt (2002).

H1: There is a positive correlation between career growth and job satisfaction among millennials working in IT company (Chennai)

WORK LIFE BALANCE

The work-life balance is largely regarded as a balance between the positions of work and non-work. Nowadays, management, corporations, legislatures, workers and their representatives around the world are constantly paying attention to the idea of work-life balance Poulston (2008). Because of its possible effect on workplace problems, such as employee turnover, job satisfaction, productivity of workers, and Events. In addition, work-life equilibrium is said to be sufficient for an employee to achieve overall life satisfaction. Flexible job scheduling, as well as increasing efficiency and morale, has also been shown to minimise absenteeism (Arnolds & Boshoff, 2001). This study also applies to the interpretation that economic factors contribute to the happiness of workers, such as work satisfaction. Work-life balance may also be called a type of overall compensation (Kong et al, 2010).

Millennial working adult applicants strongly agree that it is critical for long-term job satisfaction to have flexible working arrangements available. Holidays or flexible working hours is considered by millennials to be flexible working hours. Compared to elevated salaries in organisations, flexible hours Noe, Wilk, Mullen, and Wanek's (1997). Therefore, while flexible work structures might not be feasible for all types of employment, an organisation's employers or management should certainly have prioritised this element of work-life balance when evaluating how to optimise job satisfaction for millennials. Work-life balance programmes can also be effective for organisational progress and dedication Robbins and Judge (2013).

Millennials is a challenge for managers or executives to inspire and educate them to ensure that their talents become a profitability for the organisations. Therefore, it is clear that

Millennials look for a work-life balance fit for career success and personal independence to gain a greater focus on work-life balance (Johnson, 2010).

H2: There is a positive correlation between Work-life Balance and job satisfaction among millennials working in IT company(Chennai)

JOB FLEXIBILITY

Just what it sounds like is a versatile workplace: an employer who acknowledges the needs of workers outside of his or her employment. This may indicate the freedom to work from home, change schedules as needed, or even work part-time (William, 2010). The connexion between flexibility in the workplace and job satisfaction says a lot about what's important to employees. Evidence can demonstrate that work satisfaction and mobility are connected to productivity (Chauvin & Ash, 2005). If they seek to become more flexible as an option, employers have a real opportunity for improvement. Flexibility alone, however, is unable to attain full work satisfaction. It is certain that finding the right combination of attributes in the workplace would lead to greater versatility and, eventually, a greater sense of job satisfaction (Hull, 2013).

In order to understand the influence versatility in the workplace has on job satisfaction, it is best to start with how to assess that satisfaction. It means nothing if the satisfaction of an employee with their job is just speculation (Erbasi & Arat, 2012). There are, however, a few ways in which managers can better consider their workers' preferences. Offering anonymous employee surveys is one of the easiest ways of measuring work satisfaction Paine (2014). It is more probable that an anonymous questionnaire has truthful input because there is no risk of consequences. There will certainly be a few that refuse to take it seriously, as with any anonymous contact, but those are normally easy to root out (Howe andStrauss, 2013).

Flexibility in the workplace has a great impact on efficiency. Not only does general satisfaction shine from the work of an employee, but a more flexible schedule ensures that he or she will work the most efficient hours of his or her own. While some people do most of the work in the morning, others do their best in the evenings Robbins and Judge (2013). Where a typical 9 to 5 workday requires all individuals to be efficient within the same time span, a flexible workplace encourages workers to work more effectively when the work is done. Where a typical 9 to 5 workday requires all individuals to be efficient within the same time span, a flexible workplace encourages workers to work more effectively when the work is done McCarthy, Darcy & Grady (2010). Working a work that has a beneficial effect on an individual or the environment has a positive impact on job satisfaction. Most individuals want to do some form of work that in some way benefits others.

This may be something small, such as helping a client find the right dress for a big event, or something bigger, such as running a charity Smith (2010). The employee doing a job that he or she likes is an element of job satisfaction that businesses are usually powerless to alter. Just as

a skydiving instructor could get bored sitting for 8 hours a day at a desk, if their work bores them, an employee is likely to be unsatisfied (Faisal & Al-Esmael, 2013). For all personality styles, there is a career out there, but few organisations have the opportunity to position a current employee in a new role that will work well for them. Evidence suggests that job satisfaction is strongly affected by versatility in the workplace. Measuring the happiness of the workers of a organisation begins by listening to the workers' opinions. Although it should be necessary for employers to boost employee satisfaction, the motivation to enhance it is seen in improved productivity with a higher job satisfaction score Westerman and Yamamura (2007).

H3: There is a positive correlation between Job Flexibility and job satisfaction among millennials working in IT company(Chennai)

PAY SCALE

It is obvious that when selecting a profession, a high pay and work satisfaction are highly significant considerations to consider. They cannot come as a kit often, though, and you have to make a choice Robbins & Judge (2013). Even though they do not enjoy what they do, some people are fulfilled with a high income, and others are content to do what they are passionate about, even though their monthly account balance is not where they would like it to be. Different people have different philosophies that they hold dear to them in every work environment (Muthuveloo, R and Teoh, A.P., 2017). For example, once they know that the work may in some way tamper with their own path to happiness, someone might choose to turn down a high salary. This may be in a scenario in which someone would consider considerations more relevant than the high salary they stand to earn, such as their faith, political status or personal values (Ferri-Reed, 2010).

These are some of the few variables influencing how the income of a person relates to the happiness they earn from doing what they enjoy. Ideally, it's a sign of achievement and job satisfaction to get a highly paid pay check for something you're passionate about (Ferri-Reed, 2010). However, that is not always the case, but finding a way to be happy with your pay check and your work can be a way to overcome both. Often, you may find yourself at a crossroads in your career Kilber et al. (2014). It doesn't cost you much for your work and you are happy with it. But, are you supposed to keep doing something you like, but you don't pay well? What if, without thinking about finances, you need to be financially secure enough to start your own company or be able to take your family on holiday?

It can have a negative impact on your entire being to spend so much time doing work that does not make you feel happy or enjoy it. A lack of trust, stress and anxiety may result from working in an environment that does not agree with your strengths, interests or values (Sayers, 2007). Research shows that in a harsh world, working long hours can also lead to problems with burnout and relationships. It may rely on many variables to choose money over your job

satisfaction. It may be family factors, your financial autonomy, wishes, etc. But, aside from a high salary, you have to remember several other stuffs (Suleman & Nelson 2013). The majority of people chose to spend most of their adult life in paid jobs. The reasons people dedicate themselves to work are numerous, and self-concept variables are cited for several (i.e., one's job is a source of one's identity. However, when people are asked why they work, money is one of the most frequently cited reasons.

H4: There is a positive correlation between Pay Scale and job satisfaction among millennials working in IT company(Chennai)

STRESS

Policymakers and scholars have attracted significant attention to the method of recruiting more health professionals to work in these regions. In addition, the retention of trained health professionals who have served and lived in these rural and remote areas has been seen as another primary problem that needs attention. Various risk factors, such as low salaries, lack of career development opportunities and continuing education, and poor working and living conditions (Sekaran & Bougie, 2010). Employees' ability to properly manage stress in the performance of work can have a major impact on individual outcomes, especially job satisfaction. Although the relationship is significant, less attention in organisational stress research literature has been given to the role of work-related stress as an important determinant Devi et al (2013).

Stress is often classified in nature as a form of uncountable and nonvisible pressure. Stress is described as the physical and emotional harmful responses that are evoked when the job 's requirements do not meet the worker 's capacities, resources, or needs. In general, stress is the body's non-specific negative reaction in attempting to meet the workplace 's requirements Sypniewska's (2013). Due to pressure from internal and external sources that exerts someone for an outcome that is beyond the capacity of a person to fulfil it by any means, the feeling of uneasiness manifests. Organizational stress is often referred to as work-related stress in terms of its association with individuals.

Occupational stress is often related to poor work results and health outcomes, and has become a significant concern for both workers and organisations. There are several theories which explain the incidence of occupational stress. In addition to specific occupational stressors, psychosocial work characteristics are also important causes of occupational stress, and psychosocial work characteristics are identified by the other two commonly used occupational stress theories (Faisal & Al-Esmael, 2013).

The Effort-reward imbalance (ERI) model, however, emphasises that the lack of reciprocity between efforts (e.g. demands and obligations) and rewards earned (e.g. income and esteem) might lead to persistent reactions to stress.

H5: There is a positive correlation between stress and job satisfaction among millennials working in IT company(Chennai)

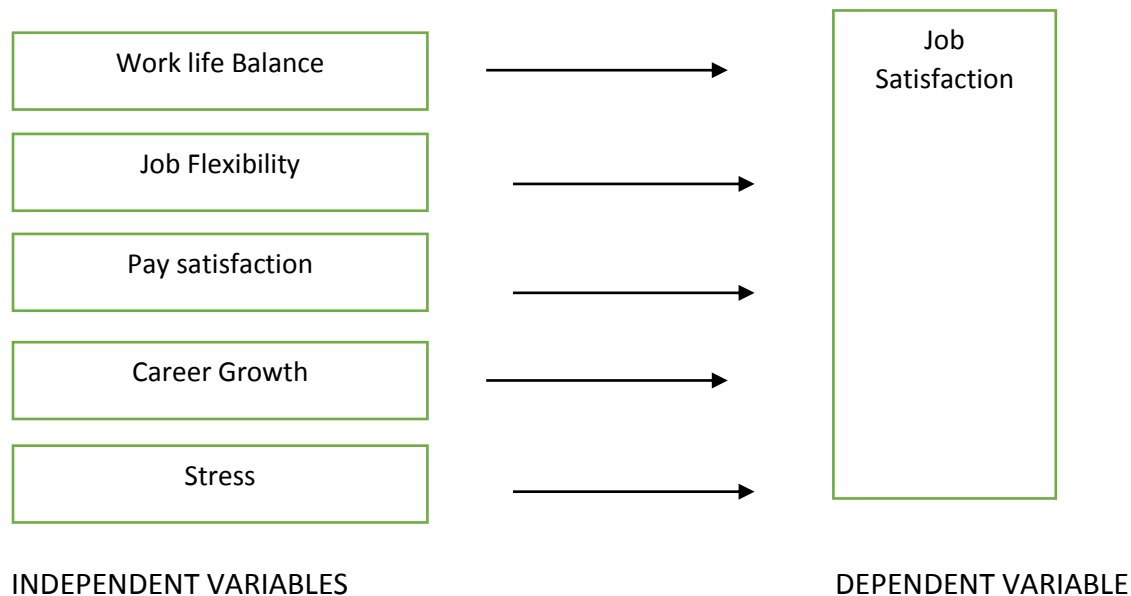
Theoretical framework

The theoretical framework for this study was built based on past literature reviews from previous research, as shown in Figure 1. The dependent variable for this study will be job satisfaction, while the independent variables are Stress, Pay scale, Job Flexibility, Work life balance and career growth.

This study will investigate the

Correlation - between the independent variables

Regression – More than 1 independent variable, hence perform Multiple Linear Regression



This Study is conducted among millennials working in IT Industry at Chennai.

Research Methodology

This analysis will involve both descriptive and hypothesis testing using a quantitative approach using a survey questionnaire adopted as a major part of the research instrument by previous authors. The analysis unit (UOA) can be defined as the level of aggregation of data gathered during the subsequent process of data analysis (Sekaran & Bougie, 2010). The unit of research for this study was young individual millennial adults employed in IT Companies in Chennai.

Also since the issue statement focuses on the perceived job satisfaction of millennial workers, we are primarily interested in millennial employees in different IT organisations specifically in Chennai. This is because the state is well-developed urban centre where most international

corporations are headquartered and play a prominent role; they also understand that they have one of the largest labour forces. As most developed multinational corporations are currently headquartered there most millennials are drawn to begin their careers in these states.

This research is also a **cross-sectional study**, in which a survey was performed between May 2020 and November 2020. The targeted demographic comes from millennial workers who were born between 1980 and 1995, concentrating primarily on Chennai's IT firms.

The selected population approach is focused on availability and cost efficiency. In addition, the suggested sampling approach used was non-probability sampling, and convenience sampling is the preferred technique (Lewis, Saunders, & Thornhill, 2012).. In this analysis, convenience sampling was carried out and can also be distinguished as availability sampling that involves randomly selecting cases because of the most convenience and easily accessible in terms of sample selection. In addition, snowball sampling is also included, as respondents could introduce others to participate in this study's survey.

For independent and dependent variables, the analysis adopted a **five-point Likert-type measurement scale**, ranging from **1 (Strongly Disagree) to 5 (Strongly Agree)**

Table 1: Measurement of Variable Instruments

Dependent Variables	Questionnaires Adopted from Previous Authors	5 Points Likert Scale
Job Satisfaction	Weiss, Dawis, England and Lofquist (1967)	1 (Strong Disagree) 5 (Strongly Agree)
Independent Variable		
Career Growth	Chew & Chan (2008)	1 (Strong Disagree) 5 (Strongly Agree)
Job Flexibility	Armstrong & Kamdi (2010)	1 (Strong Disagree) 5 (Strongly Agree)
Pay Scale	Ringle, & Sarstedt (2013)	1 (Strong Disagree) 5 (Strongly Agree)
Stress	Fey & Denison (2003)	1 (Strong Disagree) 5 (Strongly Agree)
Work-life Balance	Fisher- McAuley et al.(2003)	1 (Strong Disagree) 5 (Strongly Agree)

Analysis

The Statistical Kit for Social Science (IBM-SPSS) is used in this research as a statistical method for the interpretation of outcomes. The descriptive statistics on demographic information were carried out using SPSS software tool and the common measures used to characterise a data set. In particular, the demographic data gives an overview of the profile of respondents under study. Such details, such as gender, age, current job role, marital status, current company experience Hair Jr, Hult, Ringle, & Sarstedt (2013).

The collected data was then subjected to a series of checks for reliability and validity. IBM-SPSS provides new metrics for reliability testing that take into account the various external loadings of composite reliability on the indicated variables

According to Hair Jr, Hult, Ringle, & Sarstedt (2013), Cronbach's alpha suggests that if composite reliability value is greater than 0.7, it is considered appropriate. Next the theories were all subjected to different measures. The Social Science Statistical Package Version 20 (IBM-SPSS) method was chosen in this analysis to test both independent and dependent hypotheses. Testing of the hypothesis was carried out using IBM-SPSS tools. This research would provide a different view or clearer interpretation of the type of construct by running a multiple regression model, which will have a greater effect on the dependent variable of job satisfaction.

For this test, the decision rule is to

Accept the H1:

If the P- value is less than 0.05 at a confidence interval of 95 percent

Rejects the H1:

If the P-value is greater than 0.05 at the 95% confidence interval, In addition to the IV-DV correlation testing, was also tested in this analysis in order to analyse the relative influence of those three independent variables on the dependent variable of work satisfaction of millennials.

Findings

This research result will illustrate the respondents demographic profile. Cronbach's Alpha

It was observed that 59.5% of respondents were female and 40.5% of respondents were male. Most of them are between 25 and 29 years of age, with a 64.7% percentage. This shows that the respondents were fairly competent enough to understand the questionnaire and answer it accordingly. Most of them have worked in a business for about 1-3 years (61.3), followed by 3-5 years (23.5 %) and more than 5 years (14.7 %). Our millennial respondents currently work in IT companies in Chennai

Cronbach’s Alpha’s Reliability Test

For the 5 study variables, the estimated Alpha value of the Cronbach. It could be the data collected for this study was convincingly concluded to have very good internal consistency, as the measured Alp ha value of Cronbach for all 5 constructs is > 0.7

Table1: Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.739	21

The value obtained is 73.9%, which determines that, questions considered for the study are good to proceed with.

Descriptive Statistics

Table A displays the findings of the descriptive study for both independent and dependent variables in the overall sample of 200 questionnaires. Ratings ranging from a minimum of 1.0 (least favourable) to a maximum of 5.0 (most favourable) were registered in all five research variables.

Among the Independent variables –

Career growth has the highest mean with 3.746 with a standard deviation of 0.77743,

Job Flexibility with a mean of 3.6350 and SD of .78697

Stress with a mean of 3.4200 and SD of 0.81939

Work life balance with a mean of 3.3883 and SD of .68466

Pay Scale with a mean of 3.3150 and SD of 0.81800

The dependent Variable, Job Satisfaction has a mean of 3.3383 and SD of 0.91179

Table2: Descriptive Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
WLB	200	1.00	5.00	3.3883	.68466
JF	200	1.00	5.00	3.6350	.78697
CG	200	1.00	5.00	3.7467	.77743
PS	200	1.00	5.00	3.3150	.81800
Stress	200	1.00	5.00	3.4200	.81939
JS	200	1.00	5.00	3.3383	.91179
Valid N (listwise)	200				

Correlation

Correlation is a mathematical method that can explain when pairs of variables are related and how strongly. A measure of how well they are connected is the correlation between sets of data. The Pearson Correlation is the most common indicator of correlation in stats. Any statistical association, whether causal or not, between two random variables or bivariate data is a correlation or dependency. Any statistical correlation is correlated in the broadest sense, although it typically refers to the degree to which a pair of variables are connected linearly

Table3: Correlation Analysis

Correlations		WLB	JF	PS	Stress	JS	CG
WLB	Pearson Correlation	1	-.112	.289**	.370**	.330**	-.001
	Sig. (2-tailed)		.115	.000	.000	.000	.989
	N	200	200	200	200	200	200
JF	Pearson Correlation	-.112	1	.289**	-.208**	-.132	.360**
	Sig. (2-tailed)	.115		.000	.003	.062	.000
	N	200	200	200	200	200	200
PS	Pearson Correlation	.289**	.289**	1	.262**	.246**	.245**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200
Stress	Pearson Correlation	.370**	-.208**	.262**	1	.822**	-.132
	Sig. (2-tailed)	.000	.003	.000		.000	.063
	N	200	200	200	200	200	200
JS	Pearson Correlation	.330**	-.132	.246**	.822**	1	-.102
	Sig. (2-tailed)	.000	.062	.000	.000		.150
	N	200	200	200	200	200	200
CG	Pearson Correlation	-.001	.360**	.245**	-.132	-.102	1
	Sig. (2-tailed)	.989	.000	.000	.063	.150	
	N	200	200	200	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

By carrying out IBM SPSS Statistics Version 20.0.0, the hypothesis was tested. Hair et al. (2011) for hypothesis testing

Table 4: Regression

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.824 ^a	.679	.670		.52339

a. Predictors: (Constant), PS, CG, WLB, Stress, JF

The **R value** predicted in Model summary is **0.824** which indicates a good level of prediction

The **R Square** value 0.67 (**67.9%** of variance in dependent variables can be explained by independent variables)

Work Life balance showed a substantial and positive impact on just satisfaction with the t-value of 4,635 for the first independent variable, while Job Flexibility showed a positive and significant effect on job satisfaction with the t-value of 3,872 for another independent variable. Another Variable Career Growth showed a substantial and positive impact on work satisfaction at 3,295 with t-value. The other vector Stress showed an important and positive impact of t value 2.544 on work satisfaction. Lastly Pay scale showed a positive effect with t-value 3.321 on Job satisfaction

Table5: Regression Study

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.610	.326		2.186	.0283
	WLB	.381	.060	.290	4.635	.0356
	JF	.471	.054	.410	3.872	.0384
	CG	.152	.052	.130	3.295	.0468
	Stress	.906	.052	.814	2.544	0.000
	PS	.175	.053	.153	3.321	.0274

a. Dependent Variable: JS

All independent variables are significantly correlated, and work life balance is found to be highly correlated compared to other independent variables. A cross-over interaction may show that for a subgroup of the respondents, the correlation might be significant. Hayes Macro analysis also means that one-unit increase in each independent variable resulted in an increase in job satisfaction in IT companies in Chennai among millennials.

Table6: Summary of Hypothesis and Result

Hypothesis	Std beta value	t- value	Result
<i>There is a positive correlation between Work life Balance and job satisfaction among millennials working in IT company(Chennai)</i>	.290	4.635	Supported
<i>There is a positive correlation between Job Flexibility and job satisfaction among millennials working in IT company(Chennai)</i>	.410	3.872	Supported
<i>There is a positive correlation between career growth and job satisfaction among millennials working in IT company(Chennai)</i>	.130	3.295	Supported
<i>There is a positive correlation between stress and job satisfaction among millennials working in IT company(Chennai)</i>	.814	2.544	Supported
<i>There is a positive correlation between Pay Scale and job satisfaction among millennials working in IT company(Chennai)</i>	.153	3.321	Supported

Discussion

The first hypothesis showed that among millennials employed in multinational corporations in Chennai, there is a positive association between WLB and job satisfaction. The hypothesis (H 1: $\beta = .290$, $p < 0.01$) has been shown to be important with research findings carried out among all millennials working in Chennai IT companies.

Work-life Balance is important from a millennial viewpoint as an indicator of whether or not they can achieve job satisfaction in their current workplace. This illustrated why it is important to work hours and time for personal life in order to be well prepared with expert knowledge for young employees and contribute to company productivity as well as professional self-satisfaction.

Also as cited by Craig, Kimberly, and Bouchikhi (2002), since there has been a change in terms of job security, businesses are now investing in work life balance as a way to minimise employees' probability of feeling the need to search elsewhere for better job opportunities and eventually stay loyal to the business itself. Prior study conducted by Kim's (2012) analysis. If individuals like their work, they would be less likely to leave.

Therefore, work-life balance should be a top priority for any employer that wishes to retain Millennials workers regardless of how it is done.

Hypothesis two indicated that career versatility was positively related to the work satisfaction of millennials in Chennai. Therefore with $\beta = .410$ and $p < 0.01$ (as shown in Table 5), H2 is supported. Job versatility, on the other hand, seeks to include processes and procedures in order to attract, maintain and inspire high-quality talent (Tietjen & Myers, 2008). An significant aspect that can contribute to organisational success may be a motivated business climate.

As workers of Millennials are inspired to perform at increasing productivity levels, the whole company performs more efficiently and its employees are the happiest to achieve their goals (Solnet, 2012). Among other similar studies conducted by Yousaf et al. (2014) and Tsai (2005), Work Versatility was also identified as a very significant capacity for top management to be successful in various industries that affect the status of job satisfaction of employees.

The third hypothesis (H3) indicates that employee career development is positively linked to work satisfaction. Usually, the term employee career development indicates an employee's achievement in balancing evenly between their jobs and personal life. To represent the true nature and scope of a practise in business organisations precisely, this detailed concept is required.

Employee Career Growth's β value is 0.130 with a p-value < 0.01 ; thus the hypothesis is acknowledged.

This can be explained by the importance of employee career growth in the perception that many young Millennial employees in Chennai, especially those employed in IT companies, would help them achieve job satisfaction and contentment. A realistic work-life balance and employee flexibility will increase employee morale, enhance retention of employee rates, reduce absenteeism, attract employee motivation, Fresh talent and the reduction in stress levels of workers (Twenge et al. (2010)). Consequently, according to Angeline T. (2011), understanding the need to find a balance for employees between both professional and personal growth could help a company improve its job satisfaction which in turn contributes to employee productivity and loyalty.

A similar result was obtained for other variables as well.

Conclusion

This study was a critical investigation in the field of IT employee job satisfaction. The aim of this study was to examine the variables that could impact Chennai IT companies' young working millennials in terms of their own job satisfaction. Lately, as we are in the midst of globalisation, in order to maintain young, talented and vibrant talents, businesses face tough competition. This study shows that stress, career development, job stability, pay scale and the balance of work life for workers have a direct, important effect on job satisfaction for millennials.

In conclusion, it is assumed that an awareness of factors influencing job satisfaction among millennials who will be our future leaders and drivers of our economy needs more research in the future. In order to improve and further empower themselves with information to be successful in attracting young working millennials, such research would serve as guidance.

It was justified that stress, career growth, job security, pay scale and work life balance were strongly linked to today's millennials' job satisfaction.

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