



Exploring Managers' Perception Towards Generation Y Employees: A Case Study in an IT Company in Selangor

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ABSTRACT

This study was conducted to explore the manager's perception towards Generation Y employees particularly in the IT industry in Selangor. A case study approach was adopted in which data was obtained through semi-structured interviews. Purposive sampling technique was used and a total of eight (8) informants participated and interviewed. The data obtained from the interview were qualitatively analyzed. Data analysis was conducted by adopting a content analysis framework in which obtained data were divided into four (4) phases including condensation, code, category and inference and summarize. The findings showed majority of the managers perceived that openness to experience, conscientious and extraversion' are the most common personalities among Generation Y employees. Besides that, the findings also revealed that in terms of work ethics, Generation Y employees are perceived as accountable of own's actions, respect authority, transparency and loyal. The result of this study implicates the organization in terms of attrition and turnover rate among Generation Y employees and organizational branding. The result of this study provided some recommendations to HR practitioners and organizations in managing and handling at the workplace.

Keywords: Generation Y; Managers; Personalities; Work ethics; Work values

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BACKGROUND OF STUDY

Information and Technology (IT) market has evolved massively for the past 10 years and forecast to continuously grow. Just like how the world is evolving in high pace with the emergence of technology, the younger generations whom are growing up closely with the interference of technology; unknowingly they are starting to fill up the gaps in the workforce. As a result, demog-

raphy of workforce has changed rapidly among this few years as Generation Y employees' number are slowly adding up. Baby boomers, Generation X and Generation Y are currently being a part of majority in the workforce (Angeline, 2011). In agreement to that, Josiam, Crutsinger, Reynolds, Dotter, Thozhur, Baum and Devine (2009), mentioned that Malaysia workforce are currently made up of 50% Generation Y employees whereby Generation X employees

has slowly making their way up to senior management roles. Henceforth, sooner or later, the main pillar of Malaysia's workforce will be Generation Y employees while carrying the burden of realizing high income nation on their shoulders. So, it is important that the transition of knowledge; interventions of training and career development should be fully facilitating towards them. However, Twenge (2010), found out a consensus between theorist that this Generation Y requires a totally different set of HR strategy, practices and methods to recruit and retain them. Considine, Horton and Moorman (2009) mentioned that it is important to have a link in the technological world that Generation Y lived in with the working environment employers expect them to work in. However, as much as employers tried to link their world with the working environment or setting new methods to recruit and retain them, the real underlying issue is misunderstood their attitudes, personalities and their characteristics as a human being (Wong, Gardiner & Lang, 2008). Thus, this study aimed to further explore the personalities, work ethics and work values of Generation Y at the workplace particularly in IT industry.

PROBLEM STATEMENT

Zaslow (2007) mentioned that Millennials or Generation Y are being discussed as the "most praised" generation due to parental

raising that has positively boost their self-esteem and self-confidence. Prior to that, Twenge (2006) agreed that certain parental approaches towards the development of child has led them to being overconfident, arrogant and feels lie they deserved everything in the world. Problems occurred when labelling and stereotyping became an obstacle for the Millennials or Generation Y to land a job, receiving harsh treatment from their managers and being stereotyped in an organization. According to the Malaysian Statistical Department (2018), Generation Y employees made up over sixty eight percent (68%) of the total workforce in Malaysia yet the fact that about thirty eight percent (38%) of Millennials whom are at the age where they are applicable to work are currently unemployed and estimated of ten percent (10%) just recently lost their jobs. According to Giancola (2006), managing employees based on their age profile ranging from 18 to 80 are not the biggest challenges in an organization but to control managers' unconscious bias and stereotyping towards Generation Y might be the most difficult challenge to overcome. Additionally, a study by Hingginbottom (2017), concluded that negative stereotyping can never be escaped in a multi-diverse generational workforce. Being a part of the "Millennial age", younger workers are becoming stereotypes victims by employers (Bobbitt-Zeher, 2011). This unconscious stereotype had led employers in general to avoid hiring younger worker which is why adds up into making things harder for younger generations in landing a secure job (Allison, 2013). Although much has been written on Generation Y in the West namely on hospitality, services and business-related organization, little research has been done particularly in IT industry in Malaysia.

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