Employee Commitment and Retention
A Moderated Mediation Role of Psychological Meaningfulness and Y Gen Psychographics

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Abstract

Purpose - The extant research on employee retention has focused on many observed antecedents in the workplace, However many fundamental questions remain unanswered. The research has yet to consider what factors accelerate the retention when different workforce cohorts with different needs and wants reach the organization. The purpose of this paper is to investigate the relationship between employee commitment and employee wellbeing with mediating effects of psychological meaningfulness and moderating effects of Y Gen psychographics in IT organizations of Kochi, Kerala. The authors used causal research designs and tried to establish relationships between the variables from a sample of 385 Y Gen IT employees to test the Hypothesis. By integrating employee commitment and employee retention with the conservation of Job characteristic and Job Resource theory, the authors found evidence of an indirect effect of experienced Psychological meaningfulness on their retention. The results of moderated mediation show that the positive relationship between employee commitment and employee retention is low when experienced psychological meaningfulness was high and the positive relationship between psychological meaningfulness and employee retention is even higher with the inclusion of Y Gen psychographics.

Keywords - Employee retention, psychological meaningfulness, Y Gen.

"The most valuable asset of a 21st century institution is its workforce, their retention and productivity". (Peter F. Drucker, 1999)

I.   INTRODUCTION

As we begin 2021, organizations worldwide have left the economic downturn in the rear view mirror and are keeping themselves progressively for growth. Slow movement has given way to speedy expansion. Divestment has been replaced by investment. Taking bold actions are the need of the hour. 21st-century has a new workforce. They are highly connected, demanding, global and technology-savvy. Its workforce is ambitious, youthful, purposeful and filled with passion. India will become the youngest country by 2021. Y generation will form 75 percent of the employee group by 2025 in India.

Y Gen otherwise be called as Millennial have higher career expectations, always demand meaningful work, and seek for constructive feedback and positions to influence within their organizations (Twenge and Campbell, 2008). So creation of meaningful experiences is a major area of research today to enhance Y Gen retention.

The employees who have born after 1982 with at least one year of experience with the current employer only were considered for the study. IT organizations of Kochi are selected for the study. The questionnaires were distributed to 434 Y generation IT employees and 385 employees consented to the request.

The analysis shows that Indian IT Y Gen employee's experiences of psychological meaningfulness have significant positive influence on employee retention.

Over the last few years, there is a paradigm shift in the workforce demographics with continued influx of Generation Y employees (born between 1981 and 2000) (Lancaster and Stillman, 2010). Their work values, ethics, and working style are remarkably different from Generation X and Baby Boomers (Naim and Lenka, 2017). Despite shift in workforce dynamics, there is no significant change in HRM practices, which are less appealing to Generation Y employee, causing higher attrition rates (Davidson et al., 2011).

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1.   Generation Y employees of IT Industry
          By 2020 India alone will host roughly 464 million Generation Y employees, with an average workforce age reaching 29 years (Rajendram, 2013). 50% of the total Y Gen employees are expected to be from IT sector by 2020 in India and 75% by 2025 (Rajendram, 2013). Enormous competition across the sectors and lucrative offers from competitors has compounded the issue of retention (Hartman and McCambridge, 2011). Retention requires urgent industry attention as their representation would be approximately 50 per cent by 2020 (Saxena and Jain, 2012)

2.   Challenges faced in managing the workforce
          Generational differences in the loyalty intentions are a great concern for today's managers (Blythe et al, 2008). Comparing the counterparts, Y Generation is found to leave their work place in large numbers. (Wan Yusoff et al., 2013; Raman et al., 2011; Sujansky et.al. 2009; Hastings, 2008; Knight, 2007; Martin, 2005). Y Gen looks for meaningful experiences at work, as a major force for their stay intentions (Cekada, 2012; Sayers, 2008; Swenson, 2008; Toracco, 2000). According to Toracco (2000), lack of a supporting system for the retention of the Y generation knowledge workers in the information technology sector is often a matter to be overlooked immediately because of the changing complexities of business environment. Macky et al. (2008) in their studies advised managers to focus the organizational design in a priority to different generational cohorts especially the Y Gen.

3.   Psychological Meaningfulness as role significance
          Y Gen looks for meaningful experiences at work, as a major force for their stay intentions (Cekada, 2012; Sayers, 2008). Y Gen employees are meaning seeking individuals with a desire to improve life of others they work for personal success (Swenson, 2008). May et al. (2004) conducted an investigation on three psychological states and its impact on internal work motivation which ultimately reflects positively in retention and found that meaningfulness has the strongest (positive) relationship with work motivation.

4.   Research Questions
*   Is there a shift in terms of workforce requirements from the Y Gen employees of IT organization?
*   Would psychological meaningfulness of Y Gen employees influence their retention in IT context?
*   Which are the factors that influence/contribute to psychological meaningfulness experience of Y Gen employees of IT organization?

II.   LITERATURE REVIEW
2.1 Dependent variable : Employee Retention
          For utilizing employee's knowledge to produce value added products and services and to use it for a long run, employee retention is very essential. (Vandenberghe et al. 2004; Maertz, 2004; Döckel,2003; McNee et al., 1998, Amabile et al. 1996; Glynn 1996; Morrison, 1994; Von Glinow & Mohrman, 1990). For utilizing employee's knowledge to produce value added products and services and to use it for a long run, employee retention is very essential (Von Glinow & Mohrman, 1990). Employees consider organization more relevant than supervisor and leaders when they think about their membership decisions. (to Vandenberghe et al. 2004; Maertz, 2004; Morrison, 1994). Studies conducted by found certain primary factors that have to be utilized for retention of information technology employees. Amabile et al. (1996) and Glynn (1996), found a perceptual difference regarding the retention factors between engineers and non-technical employees. Retention of technical employee on a long run is highly influenced by their work content (Amabile et.al. 1996).

2.2 Psychological Meaningfulness
          Generation of work meaningfulness reduces turnover (Suadicani et al., 2013; Dimitrov, 2012). Psychological meaningfulness of work does not influence intention to quit in satisfied and committed individuals. (Shamir, 1991; Schneider, 1987). Job resources are viewed as a positive motivational process which fosters organizational commitment (Bakker & Leiter, 2010; Hackman and Oldham, 1980). Task characteristics (e.g., variety and autonomy), role characteristics (e.g., role fit), and work interactions (e.g., supervisor support) are the influential factors of meaningfulness (Kahn, 1990). When the meaningful experience is stronger, it will lead to changes in commitment outcomes which result in decreased turnover intentions (Bakker et.al. 2010; Johns et al., 1992; Caldwell, Chatman and O''Reilly, 1990; Fried et.al. 1987; Colarelli, Dean and Konstans, 1987; Hackman et.al.1976, Greenhaus; 1971). The Y Gen employees are always driven by their inner self and ethics to extend a care for society and like to make a difference to the environment (Atkinson, 2008). Task characteristics (e.g., variety and autonomy), role characteristics (e.g., role fit), and work interactions (e.g., supervisor support) are the influential factors of psychological meaningfulness according to Kahn (Kahn, 1990; Marsh and Mannari, 1977). Work that have the job characteristics of skill variety, task identity and task

significance are the one that ensure meaningfulness and personal growth (Randall, 1987; Cascio, 1982; Hackman and Oldham, 1980).

2.3 Linkages between the variables

Psychological meaningfulness can increase the effect on stay intentions among those who already experience positive levels of organizational commitment (Scroggins, 2008). Psychological meaningful experience at work is an influential and important state that impact employee retention (Janik et.at., 2015; Prouse, 2010; Martela, 2010; Chalofsky et.al., 2009; Scroggins, 2008; Cartwright et.al., 2006; May, 2003; Leiter et.al., 1998; Hackman et.al.1980). The job resource dimension that creates meaningful experiences are skill variety, task significance, task identity, autonomy, feedback, supervisor relations, co-worker relations and work role fit and is supported by most research on its validity (Price & Muller, 1986).

Task significance and skill variety is hypothesized to prompt psychological meaningfulness experience as per the job characteristic model (Katsikea et. al., 2011). Greater amounts of autonomy and feedback dimensions of job are postulated to lead to stronger experiences of psychological meaningfulness (Coelho et.al. 2010; Poulin, 1994; Arches, 1991). Meaningful relation and interaction between worker and supervisor develop self-appreciation, sense of worthwhileness and dignity which is a matter of individual wellbeing and improved stay intentions (Kahn, 1990). Relations with other co-workers are considered as a valuable source of meaning in employee's life and will help them to meet these relatedness needs that will foster the commitment retention path (Olivier et.al. 2007; 2003; May et al., 1958; 2004). Work role fit exist will result in experience of psychological meaningfulness and engagement and in turn will lead to workforce retention (May et.al., 2004; Kahn et.al., 1990).

2.4 Sub group differences on the variables

With respect to years of service, employees with higher tenure may have familiarity with their work role than those employees with lower tenure. So People with more experience are less likely to quit (Sorensen, 2008). Age and gender, level of education or qualification is found to be positively associated with turnover suggesting that the more educated employees are, the more likely they are to quit.

III. RESEARCH GAP

Lack of a supporting system for the retention of the Y generation knowledge workers in the information technology sector is often a matter to be overlooked immediately because of the changing complexities of business environment. When Workforce retention activities in the Y Gen context started focusing on long term profitable relationships, Meaningful experiences that committed Y Gen expect in work has become an important area of research. Individually the new variables of psychological meaningfulness could only explain the variations in the employee retention between five to ten percentages. This situation points to the identification of combinations of the variables to explain variations in employee retention in a better way.

IV. RESEARCH DESIGN

4.1 Problem statement

The contribution of service sector to Gross Domestic Product (GDP) has exceeded the contribution of manufacturing sector both in developed countries and developing countries. Indian IT industry is having a context of Gen Y or Millennial workforce (born between 1982 & 2000), who are the first generation of digital natives and content creators. More than a third of Indian Y Gen specialists in IT industry are planning to look for a new job or accept a new position according to the 2017 -18 report of NASSCOM. Therefore, it becomes crucial for the Indian IT companies to understand the factors which may influence employee retention as to make the Y Gen stay longer with the organization. According to Meta-Analysis done by Meyer et al., employee's role specific organizational activities can boost their retention in the case of young employees. Hence it is a great learning that Gen Y embraces a differential work environment from which they try to find meaning in all that they do in organization.

4.2 Objectives of the Study

1. To study the direct effect of skill variety, task significance, autonomy and feedback, co-worker relations, employer relations and work role fit on IT Y Gen employee's psychological meaningfulness.
2. To study the direct effect of psychological meaningfulness on IT Y Gen Employees retention.
3. To study whether any difference occurred in Indian IT Y Gen employee's perception on the basis of the gender, age, experience and educational qualification in the above stated relationships.
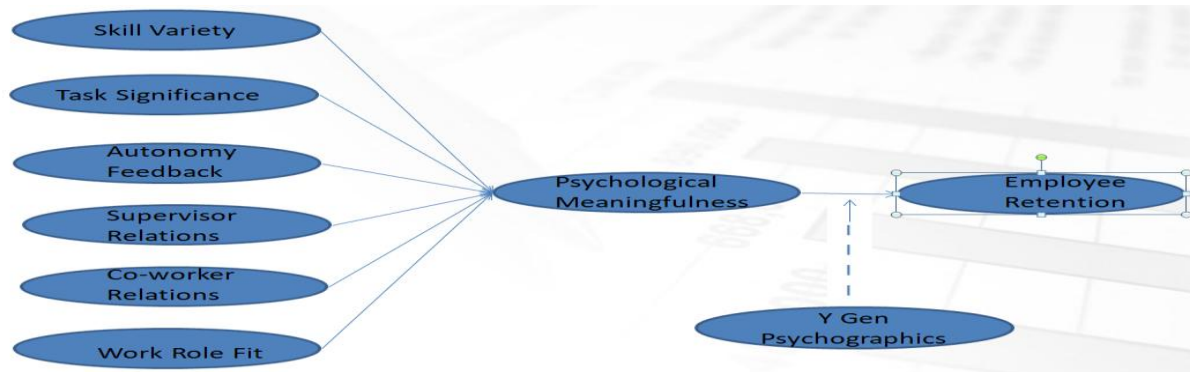
V. CONCEPTUAL MODEL OF THE STUDY

Fig 1.1: Conceptual Model of the Study

The conceptual model was presented to senior officials, employees from IT firms and experts from Academia for their opinion regarding the relevance of the study. They were also consulted with the questionnaires that would be used in the study to find out if culturally invalid items or semantic issues were present. No modifications were required in this regard to these pretested questionnaires.

VI. HYPOTHESIS FRAMED FOR THE STUDY

6.1   Influences on psychological meaningfulness

H1: There is a significant relationship between Skill Variety and Psychological meaningfulness of IT Y generation employees.

H2: There is a significant relationship between Task Significance and Psychological Meaningfulness of IT Y generation employees.

H3: There is a significant relationship between Autonomy and Feedback and Psychological Meaningfulness of IT Y generation employees.

H4: There is a significant relationship between Supervisor Relations and Employee Commitment Psychological Meaningfulness of IT Y generation employees.

H5: There is a significant relationship between Co-worker relations and Psychological Meaningfulness of IT Y generation employees.

H6: There is a significant relationship between Work-role fit and Psychological Meaningfulness of IT Y generation employees.

6.2   Psychological meaningfulness and employee retention

H7: Indian IT Y Generation employee's psychological meaningfulness influences their retention.

6.3   Demographic influences on the psychological meaningfulness and employee   retention

H8: There is Gender wise, difference in perception of Psychological Meaningfulness by IT Gen Y Employees.
H9: There is age wise difference in perception of Psychological Meaningfulness by IT Gen Y Employees.
H10: There is tenure wise difference in perception of Psychological Meaningfulness by IT Gen Y Employees.
H11: There is qualification wise difference in perception of Psychological Meaningfulness by IT Gen Y Employees.

H12: There is Gender wise difference in perception of Employee Retention by IT Gen Y Employees.
H13: There is Gender wise difference in perception of Employee Retention by IT Gen Y Employees.
H14: There is Gender wise difference in perception of Employee Retention by IT Gen Y Employees.
H15: There is Gender wise difference in perception of Employee Retention by IT Gen Y Employees.

VII. TOOLS FOR DATA COLLECTION

Pretested questionnaires were used for measuring all the constructs used in the study. The construct psychological meaningfulness is measured by using 6 Variables

* Skill Variety (4 Items)
* Task significance (4 Items)
* Autonomy and Feedback (5 items)
* Work role Fit (3 items)

- Co-worker relations (7 items)
- Supervisor relations (5 Items)
- Employee retention (6 items)

All items measured using 5 point scale (1= Strongly Disagree to 5 = Strongly Agree).

The research study involved both qualitative and quantitative research approaches. The study adopted qualitative research approach to identify specific dimensions capable of capturing the domain of psychological meaningfulness and employee retention. One to one interview helped in finalizing the antecedents. The quantitative stage of the research employed a structured questionnaire.

The pilot study was carried out with a small group of respondents from Info park, Kochi. 36 people from IT sectors were included in the study. The validity, Reliability and factor loadings were all found to be acceptable.

The questionnaire in this study was designed as closed-end questions, where the respondents have to make their response on a 5 point Likert scale varying from strongly disagrees to strongly agree. Demographic questions related to Gender, Qualification, Age, work experience and current tenure were included. The layout of the questionnaire was designed in to three sections.

A self-administered job resource questionnaire to measure experienced psychological meaningfulness of Y Gen after a detailed study of Job characteristics model, JDR model and Khans model. The variables comprises of 28 questions. After developing the questionnaire EFA was done to identify the factor structure and found to have a model fit.

Y gens intention to stay is measured by Intention to stay scale by Cowin (2002) and All questions were closed end questions and the concluding section of the data collection tool comprised of 5 items, which were not numbered, pertaining to the demographic profile. Final Data Collection Instrument has 34 items to measure psychological meaningfulness and So the questionnaire has 39 items in total.

VIII.   SAMPLING DESIGN

• Population - All Y Gen employees working for IT Service providers in Info park, Kochi with one year of experience with the current employer.

• Sampling frame – Fifteen IT Companies were identified based on number of employees. These offices were contacted, requesting permission for data collection and 14 branches granted permission. Within the offices all the Y Gen who met with the inclusion criteria were considered for the study. Y Gen employees who have born after 1982 till 2000 with at least one year of experience with the current employer from fifteen IT service providers from the list of Info Park form the population of the study. Though the population is finite, it is not manageable and approachable hence a sample survey method is ideal to draw conclusion about the population

•Unit of observation - The employees who have born after 1982 till 2000 with at least one year of experience with the current employer only were considered for the study whose area of operation is Kochi.

•Inclusion criteria - Employee with minimum one year of experience of which one year in the present organization were considered to be included.

•Sample Size - Distributed to 434 Y Gen IT Employees and 385 consented to the request.

IX.   DATA ANALYSIS

9.1   Analysing the Quality of Data

Quality of data for further analysis is carried out through five steps. All the variables fall under the kurtosis value from -0.8 to 0.1, inferring Normality in this research. leverage values were above 0.1019 that ensured absence of multivariate outliers. In frequency test, No missing responses were identified. Runs test established the randomness of data. Durbin Watson value established the data independence. Common method variance bias test gave a value less than 50% which concluded the absence of CMV bias

9.2 Results of Reliability analysis

The accepted method for estimating internal reliability is the Cronbach"s Alpha (R) test of reliability. In this study, Cronbach coefficient alpha value is found to be above 0.7 displaying scale reliability for all constructs.

Skill Variety	.813	4
Task Significance	.809	4
Autonomy and Feedback	.826	5
Co-worker Relations	.832	7
Supervisor Relations	.776	5
Work Role Fit	.801	3
Employee Retention	.837	6

Table 1: Reliability Statistics

9.3 Confirmatory Factor Analysis of psychological meaningfulness

Before carrying out the confirmatory factor analysis for the model developed to test the effect of psychological meaningfulness, the validity and reliability tests were carried out and the results are provided in the above table. Psychological Meaningfulness measurement scale has twenty eight items in the scale. When the confirmatory factor analysis is done it is important to check the model fit. Standardized estimates, residual moments and modification indices are observed.

Individual item inspection is done. Some items shown low loadings which is anticipated to cause a trouble with model fit. CMN DF is just below the upper threshold of 5; P CLOSE and RMSEA were not acceptable. So the study was having model fit issues. To understand the problem, co-variances between errors in modification indices are checked and decided to co-vary those items which comes in the same factor. It is found that je2,je3 of Skill variety factor; je10, je12 of autonomy and feedback factor; rr2, rr3 items of co-worker relations factor; rr11, rr12 of supervisor relation can co-vary to improve the model fit. The researcher did not find any difficulty to co-vary as it showed normal values of limit in standardized residual co-variances table. So the researcher co-varies the items found in the psychological meaningfulness scale for the purpose of improving the model fit. Hence the psychological meaningfulness scale with 28 items is considered for the analysis.

	AVE	MSV	ASV	SV	TS	AF	CWR	SR	WRF
Skill Variety(SV)	.646	.487	.063	**.804**					
Task Significance (TS)	.652	.615	.069	.04	**.807**				
Autonomy & Feedback (AF)	.6	.614	.066	.334	.281	**.775**			
Co-worker Relations (CWR)	.624	.279	.047	.536	.057	.462	**.79**		
Supervisor Relations (SR)	.533	.580	.076	.378	.038	.047	.229	**.73**	
Work Role Fit (WRF)	.835	.553	.056	.378	.092	.422	.326	.116	**.914**

Table 2: Validity test result for psychological meaningfulness model

With the 28 items, EFA was conducted to identify the dimension structure. After identifying the dimension structure, it need to be confirmed using CFA. CFA involves a two stage procedure, in the first stage measurement models for the latent constructs were validated and in the second stage the structural model linking all the first order dimensions was validated on verification with model fit indices. Confirmatory factor analysis was done for the psychological meaningfulness model comprising of six variables namely skill variety, task significance, autonomy and feedback, co-worker relations, supervisor relations and work role fit. The RMSEA, CFI and normed alpha, were above the permissible level. Error correlations were added between indicators considering the theoretical grounds. A good-fitting model is finalized based on these procedures explaining the psychological meaningfulness variables. The diagram is provided as figure 4 below along with values which are reported in table.
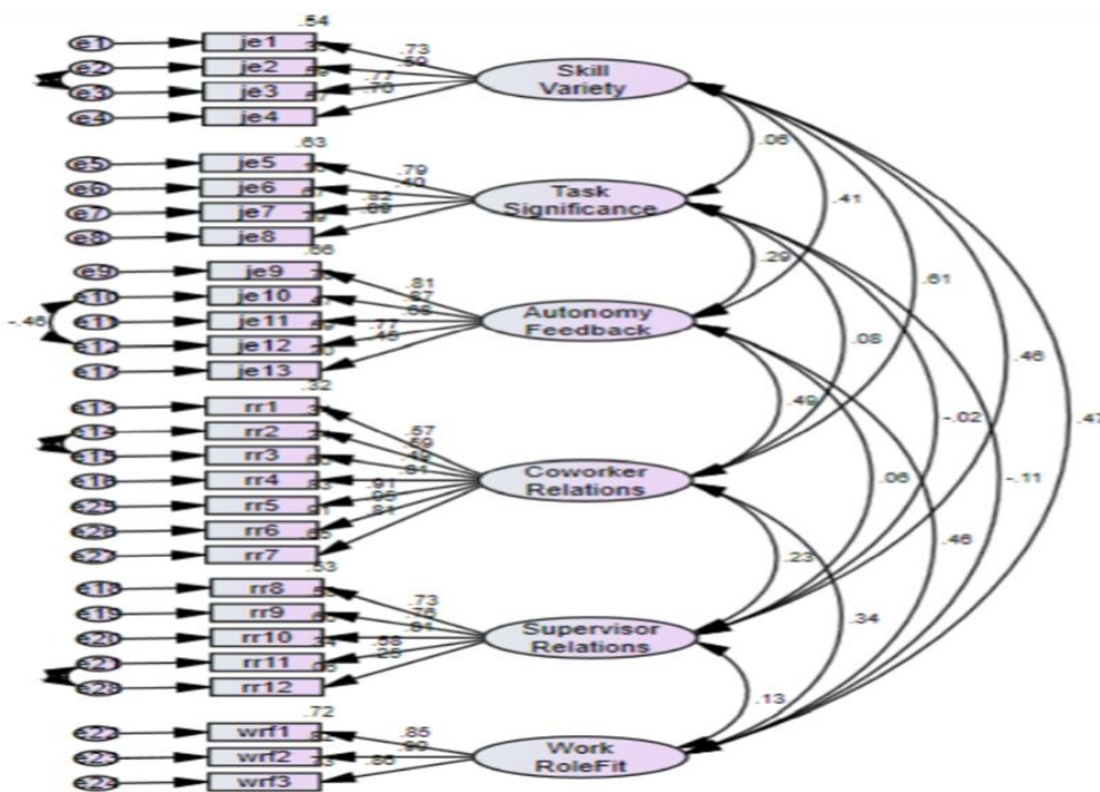
Fig 2: Measurement model for psychological meaningfulness construct

CFI	GFI	RMSEA	AGFI	TLI
.952	.904	.046	.882	.945

Table 3: Results of CFA of Psychological meaningfulness construct

The values obtained from the confirmatory factor analysis carried out for psychological meaningfulness reveal that the model is acceptable as the values fall within the acceptable ranges. CFI reporting a value of .952 with both GFI and AGFI are close to 0.9. Six variables of psychological meaningfulness i.e. skill variety, task significance, autonomy and feedback, co-worker relations, supervisor relations and work role fit are found to fit well in the model psychological meaningfulness. These results establish that the indicators have more in common with the construct they were coupled with than they do with other constructs.

9.4 Demographic Analysis

51.4% of the sample was males and the remaining 48.6% were females. When the qualification of the respondents was analysed it was observed that 171 people belongs to under graduate category (44.4%), 56 people with SSLC (14.5%), 86 people are having graduation as qualification (22.3%) and 72 people with post-graduation (18.7%). Of the total responses, 141 respondents were in the age group of 20 to 25 yrs (36.6%), 114 in the age group 26 to 30 yrs (29.6%) and 130 respondents were between 31 to 35 yrs (33.8%).

Gender	Frequency	Percentage
Male	198	51.4%
Female	187	48.6%
Total	385	100.0
Qualification	**Frequency**	**Percentage**
Under Graduate	171	44.4%
SSLC	56	14.5%
Graduate	86	22.3%
Post Graduate / Professional	72	18.7%
Total	385	100.0
Age	**Frequency**	**Percentage**
20–25	141	36.6%
26–30	114	29.6%
31–35	130	33.8%
Total	385	100.0
Work Experience	**Frequency**	**Percentage**
1 to 3 yrs	146	37.91%
3 to 5 yrs	129	33.5%
Above 5yrs	110	28.5%
Total	385	100.0
Current tenure	**Frequency**	**Percentage**
1-3 Years	123	32.1%
4 to 7 yrs	64	16.6%
8 to 12 yrs	101	26.2%
More than 12yrs	97	25.1%
Total	385	100.0

Table 4: Demographic details

Regarding the working experience of the respondents, 146 people were having an experience of 1 to 3 yrs (37.91%), 129 people with 3 to 5yrs (33.5%) and 110 people with above 5yrs (28.5%) of working experience. When the current tenure of the respondents was analysed it was observed that 123 people had been working in the current organization for 1 to 3 yrs (32.1%), 64 people were having experience in the present organization for 4 to 7 yrs (16.6%) and101 people with experience ranging from 8 to 12 yrs (26.2%) and 97 people were there with the current organization for more than 12yrs (25.1%).

X. FINDINGS OF THE STUDY
- **Objectives Revisited**
1. To study the direct effect of variables like skill variety, task significance, autonomy and feedback, co-worker relations, employer relations and work role fit on IT Y Gen employee's psychological meaningfulness.
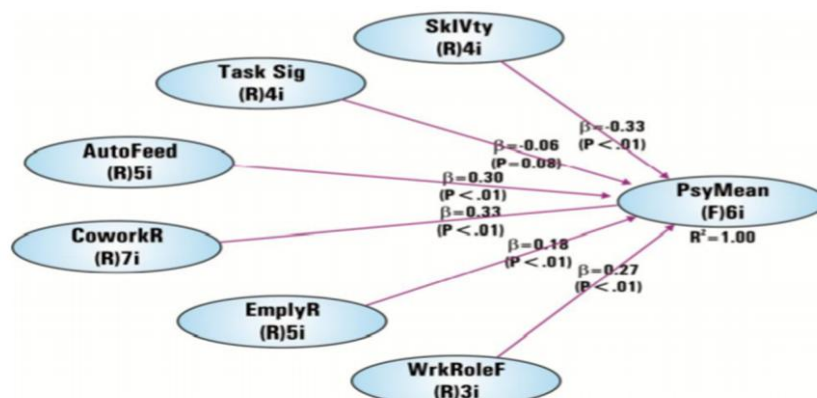
Fig 3: Estimated Model with path coefficients and corresponding P values

For Y Gen IT employees Skill Varity (SklVty, β=0.33, p<0.01), Autonomy and feedback (AutoFeed, β=0.30, p<0.01), co-worker relations (CoworkR, β=0.33, p<0.01), employer relations (EmplyR, β=0.18, p<0.01) and work role fit (WrkRoleF, β=0.27, p<0.01) are influencing psychological meaningfulness. Task significance as a variable to psychological meaningfulness among Y Gen IT employees is insignificant (β=-0.06, p=0.08).

2.   To study the direct effect of psychological meaningfulness on IT Y Gen Employees retention.
The inclusion of psychological meaningfulness of Y Gen IT employees on the retention outcome shows a value of 70 % in predicting employee retention. The psychological meaningfulness of IT Y Gen employees explained 77 percentage of variation in their retention. Psychological meaningfulness of IT Y Gen employees is found to have a significant influence on their retention (p<0.01). When psychological meaningfulness of IT Y Gen employees increases the retention of them also increases (β=0.79).

3.   To study whether any difference occurred in Indian IT Y Gen employee's perception on the basis of the gender, age, experience and educational qualification in the above stated relationships.

Independent sample t test and ANOVA were run to examine whether there were any differences in the scores of employee commitment, psychological meaningfulness, employee retention and Y Gen psychographics among people belonging to different demographic groups

There is gender wise difference in perception of psychological meaningfulness by gen Y employees	**P>.05**	**Rejected**
There is gender wise difference in perception of employee retention by gen Y employees	**P<.05**	**Supported**
There is age wise difference in perception of psychological meaningfulness by gen Y employees	**P<.05**	**Supported**
There is age wise difference in perception of employee retention by gen Y employees	**P<.05**	**Supported**

There is tenure based difference in perception of psychological meaningfulness by gen Y employees	**P>.05**	**Rejected**
There is tenure based wise difference in perception of employee retention by gen Y employees	**P<.05**	**Supported**
There is qualification wise difference in perception of psychological meaningfulness by gen Y employees	**P>.05**	**Rejected**
There is qualification wise difference in perception of employee retention by gen Y employees	**P<.05**	**Supported**

Table 5: Sub Group Differences

XI.   IMPLICATIONS OF MY STUDY

- My research contributed to the theoretical up deepening of retention research from a generational perspective.
- The study is so grounded on psychological contract theory and incorporated new variables of meaningfulness as enablers of Gen Y's retention.
- Study filled the gap of Literature that has limited empirical basis which illustrates the lack of depth in contemporary understanding of psychological meaningfulness as a variable.
- Importantly the job characteristic has not been studied in the context of Gen Y employees.
- The present study addresses the gap by developing the proposed relationship between psychological meaningfulness and retention of Y Gen employees which results in employee commitment itself translating to retention.
- Like most previous studies, the present study also conceptualized the construct psychological meaningfulness as multi-dimensional (Demerouti et al. 2001; Schaufeli et al, 2004; Hackman et al., 1980; Fredeickson, 2001) variable which fosters retention relationship (Hackman et al., 1980; Bakker et al., 2010; Swart et al., 2012).
- The present study also supports the works of Westerman and Yamamura (2007) that generational differences at the workplace are an important criterion to be considered for setting retention strategies

Limitations of my study
- The sample is selected from only IT company of Info Park, Kochi for the study.
- Only the responses from the Y Gen employees are considered for the study. It would have been more meaningful if a formal supervisor response was collected.
- Psychological meaningfulness and Personality constructs were only considered for the study. There could be many more variables that could influence Employee retention.
- Turbulent market conditions (Policy changes by the government, strikes by the unions, changing organizational work policies) would have influenced the perceptions of the Y Gen employees.

Scope for Future Research
- Further studies can focus on incorporating employees from other ITeS and BPOs, which would improve strength and explanatory power of the model.
- Studies can also be designed by identifying other variables in the stated influences on Y generation retention and even by identifying new sets of influences.
- Studies can focus on testing the model in sectors other than information technology, so that better understanding with respect to the interplay of the variables can be obtained

- Longitudinal studies could be attempted to draw better insights on the causal relationships. This would help in unearthing the combined and interactive effects of various influences on the Y generation psychological meaningfulness and their retention.
- Studies could also be carried out by testing the model by grouping Y generation employees on the basis of their year of experience with the current organization. This could bring out the relevance of the model in understanding Y gen retention.
- More research is needed on the motivational underpinnings of the job resources to provide a better understanding of how and why job dimensions affect personal and work outcomes.
- Future studies can concentrate to understand the role of other two psychological states specified in the job characteristics model to understand its influence on employee retention.
- Future research should examine these psychological conditions other than meaningfulness their relationships with employee retention more closely to determine whether or not these constructs really do play a role in generation Y employee retention's nomological net.

XII.   CONCLUSION

By fostering a work environment that is suitable to this generation Y needs, Einstein once said that we cannot solve the problems by using the same thinking we use to create them. Managers should change the perspective of what these Y generation employees bring to the work place as generational differences are simply a powerful kind of diversity. And in that diversity managers need to leverage these differences by developing and utilizing them and by creating a better work place to work with. Managers should bear this factor in mind in order to improve employee retention: the more employees are committed through psychological meaningfulness, the less likely they are to contemplate leaving or seeking better employment alternatives elsewhere. So today's managers need to adapt and change for the new wave employees

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