



# CORRELATES OF TECHNOLOGY ORIENTATION, SOCIAL MEDIA USAGE AND ETHICAL DISPOSITION OF GENERATION Y EMPLOYEES IN DELHI NCR

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## ABSTRACT

*This paper attempts at studying the frequency and pattern of Social media usage by generation Y workforce; specially focussing on their perceptions regarding allowing the use of social media by the employer. The study was conducted in Delhi NCR region on a sample of select employees from companies in IT, Finance, Consultancy and Education sectors (N=103). Data was collected by administering self-made questionnaire. The study specifically targets those employees who have spent a few years of employment- employees from lower and middle management level. The analysis aimed at investigating varying levels of perceptions between male and female respondents on their technological orientation as well as their ethical disposition.*

*The data analysis focuses on the correlates of perceptions that companies should allow social media usage with actual usage of social*

*media ( $r = 0.576, p = 0.01$ ), awareness of the risks in use of social media ( $r = 0.394, p = 0.01$ ), perceptions of stress if unable to access social media at work ( $r = 0.233, p = 0.05$ ) and hindrance in employee productivity (no relationship found), etc.*

*The paper debunks certain popular myths surrounding the generation Y employees with respect to their technology orientation and workplace characteristics.*

**Keywords :** Work life Policies, Women Executives, Social and Family Problems, Personal Support System, NCR.

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## INTRODUCTION

Globally, the term Generation Y (also popularly known as gen next, iGen, gen Y, millennial, echo boomers, etc.) is used to refer to the demographic cohort, born to parents belonging to Generation X or 'baby boomers'. The Oxford Dictionary refers to the term Generation Y as the generation born in the 1980s and early 1990s, describing predominantly the children of the baby boomers and the ones that are characteristically observed as being inclined towards digital and electronic technology. Nevertheless, it is absolutely mistaken to assume that the generations are equivalent across geographical and cultural boundaries. So, we see West representation of generation X and generation Y par taking almost standard birth dates for the demographic units stretching from 1960s to 1990s. In comparison, China, Japan and South Korea speak of 4-6 generational clusters which have been defined differently and with different names and birth periods during the same time span respectively. In the Indian context, there is no consensus on what really consists of India's generation X and generation Y as these are mere terms to represent youth of country in general; meaning thereby that they are not airtight compartments separated by decades, rather overlapping demographic groups. So it would be over simplistic to assume that gen Y in China or India is equivalent to that of gen Y in the US, Germany or Europe.

As per a study on "Live Births and Birth Rates by Year," ([www.infoplease.com](http://www.infoplease.com)), gen Y is considered the most rapidly growing workforce segment; currently making up for almost 25% of workforce all over the world. Recently published study of 2013, "PwC's NextGen: A global generational study" declared that almost 80% of its workforce by 2016 will be comprised of millennials, so it is imperative for the companies (including PwC) to understand the distinctive characteristics of the group and their unique expectations so as to formulate effective systems and processes incorporating their needs, desires and attitudes which successfully engages and motivates them.



## NEED AND RATIONALE

This paper attempts at identifying distinguishing characteristics of Generation Y, their technological preferences and ethical perceptions and also their expectations from their organizations. It is evident from the earlier studies that Generation Y is different than any other generation the world has faced. Their exposure to technology at an early age has given them unique characteristics; collaboration, sharing and learning are the key principles that are imbued in their psyche. Millennials are considered to be tech savvy, use smart phones and find it important to have information available at their fingertips. They believe in multi-tasking and work even while being mobile. As per a recent study by the research firm Millennial Branding and financial giant American Express, although the Generation Y employees are prized for their perceived competence with technology and social media but 47 percent of the bosses surveyed believed that millennial have poor work ethic. This forms the core of our study.

Further the paper examines as to why it is important for the

enterprises to figure out a way to extend the traditional workplace into unconfined work environments; realising the importance of social media in the challenging business environment of today (Mittal, 2012) and also provide social media platforms for their employees. It also attempts to investigate the ethical disposition of the millennial in the light of findings of earlier studies.



## LITERATURE REVIEW

There is considerable deliberation regarding the boundaries of Generation Y. Whatever may be the age range but the advent of Generation Y – individuals born between mid-seventies to end-nineties as a demographic cohort (source: Wikipedia), is the first generation to have been liberally exposed to digital technologies and have effortlessly adopted these technological tools as their primary mode for communication, information gathering and sharing. The literature review aims at studying the important relevant terminology and understands the background and technological bent of the employees.

### Generation Y and its characteristics

The term "Generation Y" first came out in the early 1990s. An editorial of a marketing trade magazine, Advertising Age, has been credited with coining of this term in 1993, as a way to distinguish between the Generation X and Y. There is a lot of variations in the definitions of who comprises of Gen Y. As per Aite group, gen Y is sued to define as individuals born between 1979 and 1990, i.e, between ages 21 and 31. Yet an additional method slots groups of individuals born during overlapping 20-year periods as baby boomers (1945-1965), Gen X (1961-1981) and Gen Y (1979-1999).

Aite Group defines the term as anyone born between 1979 and 1990, or those who are currently between ages 21 and 31. Yet an additional method proposed by Javelin (2012) uses overlapping 20-year periods, such as baby boomers (1945-1965), Gen X (1961-1981) and Gen Y (1979-1999). This puts Gen Y between ages 13 and 33 in 2012.

Avid researchers on Gen Yers, Howe and Strauss (2007) define this group as entitled, sheltered, confident, realists, conventional, time sensitive, and achievement centred. Trunk (2007) talks of dominance of workplace and its mechanisms by the techno-savvy, digitally inclined generation comprising of twenty to thirty year olds. Pekala (2001) in her article on Generation Y found that this generation appears to be deficient in key skills such as listening, communication, independent thinking, time management, team work, job commitment and good work ethic. Multi-tasking being a way of life, Generation Y are simultaneously surfing the web, texting friends, listening to their iPods while also watching TV (Shaw & Fairhurst, 2008); being in touch with personal contacts while doing work (Lewis, 2003).

### Social Media and Generation Y employees

While the terms Social Networking and Social Media are used



interchangeably in the common parlance, there are some fundamental differences between the two. Social media is a way to share information with a broad audience akin to a communication channel like TV, radio, newspaper, etc., whereas social networking essentially is an act of engaging like-minded people having common interests through online community building exercise, so it has a two-way communication. Social media can be defined as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, which allows the creation and exchange of user-generated content” (Kaplan & Haenlin, 2010). It is a web-based tool that is optimized solely by the use of its public.

The life of a Gen Yer seem to have been colossally impacted by social media. Interestingly, Derek Vicente (2012) placed the importance of social media just above the physiological needs in relation to Maslow's Basic Hierarchy of Need. Lenhart (2009) further argued that social networks are primarily used for establishing and maintaining personal or professional contacts, making plans such as by organizing an event or a cause, and simply flirting. It is but imperative for the organizations to stop disregarding the evolution of social media and its infiltration in the workplace, considering that in order to retain the young workforce the companies need to acclimatise to the new trends and social media wave.

Social networks like Facebook, Twitter, LinkedIn, MySpace, YouTube, etc. have found ardent takers in the form of the new workforce who have grown up using these social tools and expect it to be available at the workplace too. The new age workforce utilise these tools effectively to enhance their awareness by filling the gaps in their current level of knowledge; further to disseminate and collect information as well as to collaborate with virtual teams in real time. Their preference is to have strong networking relationships with their colleagues, both within their team and those located across the world so as to collaborate and communicate; the world to them is a global village. It has been often concluded that the attention span of generation Y is low and because of their focus in multiple things outside their work realm, there is great chance of loss of productivity (Mittal, 2012). According to a 2011 study conducted by harmon.ie, a social email software provider, \$10,375 in productivity is wasted each year by a typical employee using social media sites.

Most importantly the younger workforce looks at social business as the way forward and favours working for those companies who have adopted enterprise social collaboration tools for their daily operations. Prof. Eisner (2005) in her paper “Managing Generation Y” declares that Gen Y was socialized in a socially wired world, which is more than being technically literate – it means remaining continually underwired, plugged in, and connected to digitally streaming information, online entertainment, and virtual contacts. A late 2012 survey by the Pew Research Centre's Internet & American Life Project shows that in the USA alone, an average generation Yersends and receives around 88 texts a day and 70% check their phones every hour. As cited by Eisner (2005), Weiss (2003) went up to the extent in saying that Gen Y tends to consume more hours of

social media, through multi-tasking, than there are actual hours in the day.

### Ethics and Generation Y

Ethics and morality are often used interchangeably, but they don't have the same meaning. Eisner in her 2005 article mentioned that Stout and Weiss (2003) have described morality as a value system consisting of standards that define good versus bad, right versus wrong, whereas ethics is the application of these moral principles through decisions and actions. Miller et al (2002) defines work ethics as a set of beliefs and attitudes reflecting the fundamental value of work.

A recent research by Ethics Resource centre (NBES, 2011) examined the difference in attitudes towards ethical issues among the four generational groups – Traditional, Boomers, Gen X and Millennials. The study concluded that the youngest workers are significantly more likely than their older colleagues to break ethical rules. Millennial observed a whopping 49% of workplace misconduct such as “personal business on company time”, “lying to employees”, “abusive behaviour”, “company resource misuse” and “discrimination”. Another alarming finding which was revealed through the study was that the extensive use of social networking pose severe challenges as significant number of Millennial post questionable information such as “Feeling about their jobs”, “Bad joke told by Boss”, “work on a project”, “Picture of a co-worker drinking”, annoying habit of a co-worker”, “Opinion about a co-worker's politics”, etc.

In the modern scenario, money seems to be overruling everything. Gen Y has placed unrealistically high expectations towards their chosen careers, thus causing laziness and a lack of ethics, moral values and emotional intelligence amongst the Gen Y that have joined the competitive workforce (Thurasingam & Sivanandam, 2012). Hansen (2011) believed that Gen Y possesses poor work ethics as they consider no difference between work and life, both being seamless. Generation Y prefers work to be fun and flexible because work is the means to enjoy life. Furthermore, Boyd (2010) affirms that Gen Y sees no manipulative implications in its unethical or unconventional methods because “everybody” engages in these tactics to secure a job. It thus makes sense that gen Y is stringent about having work life balance; for them time is a valuable resource which they like to fill with all of their varied interests, projects, hobbies, families, and volunteering. Although they are prepared to put in hard work but it occupies only one slot in their lives; so they do not want to waste time as they find it a limited resource.

Looking at the sparse availability of literature in this area, the present study attempts to empirically explore the perceptions of Generation Y employees regarding the use of social media at work and their ethical disposition.



### RESEARCH QUESTIONS

This research aims to answer the following research questions and critically analyse the popular notions regarding generation Y

workforce:

- To study the usage and frequency of use of social media in the Indian workplace milieu
- To understand the perception of generation Y employees regarding acceptance and importance of social media in their lives
- Comprehend the role of Social media in its impact on generation Y employees
- To study the perceptions of generation Y employees regarding work ethics
- To analyse the challenges and opportunities faced by the organizations with respect to usage of social media; for effective management of generation Y employees



### YPOTHESES

Based on the above research questions and literature review, the study attempts to test the following null and alternate hypotheses:

H<sub>01</sub>: There exists no significant gender-based difference in generation Y employees as regards the use of Social Media

H<sub>a1</sub>: There exists a significant gender-based difference in generation Y employees as regards the use of Social Media

H<sub>02</sub>: There exists no significant gender-based difference in generation Y employees as regards their ethical disposition.

H<sub>a2</sub>: There exists a significant gender-based difference in generation Y employees as regards their ethical disposition.

H<sub>03</sub>: There exists no significant relationship between the perceptions of generation Y employees regarding the permission given by companies to use social media and actual usage of social media

H<sub>a3</sub>: There exists a significant relationship between the perceptions of generation Y employees regarding the permission given by companies to use social media and actual usage of social media

H<sub>04</sub>: There exists no significant relationship between the perceptions of generation Y employees in terms of social media usage as a stress buster and the permission given by companies to use social media

H<sub>a4</sub>: There exists a significant relationship between the perceptions of generation Y employees in terms of social media usage as a stress buster and the permission given by companies to use social media

H<sub>05</sub>: There exists no significant relationship between awareness of risks pertaining to use of social media and actual usage of social media.

H<sub>a5</sub>: There exists a significant relationship between awareness of risks pertaining to use of social media and actual usage of social media.

H<sub>06</sub>: There exists no significant relationship between the usage of Social Media at workplace and lack of productivity among the employees of the companies that permit use of social media.

H<sub>a6</sub>: There exists a significant relationship between the usage of Social Media at workplace and lack of productivity among the employees of the companies that permit use of social media.



### RESEARCH METHODOLOGY

This research initiative studies the perceptions of generation Y employees in the Delhi NCR region regarding the usage of social media in their workplace. It also tries to probe into differences in perceptions based on gender as regards their ethical disposition.

A comprehensive questionnaire of 40 items was developed for data collection on the topic of study. Part A of the instrument was purely focused on collecting demographic details while Part B mapped the perceptions of respondents as regards their technology orientation and social media usage and their ethical disposition. The questionnaire consisted of questions based on following measures:

- Demographic information such as age, gender, general education level, sector, etc.
- Self-designed questions on the tech-savviness of generation Y and their social media behaviour comprising of extent and frequency of social media usage, interactive and collaborative usage of social media, etc.
- Self-designed questions on the ethical disposition of generation Y

The questions were rated on Likert scale of five points ranging from 1 to 5 with 5 being the highest level of response (strongly agree) and 1 being the lowest (strongly disagree). Reliability of the self-constructed questionnaire was tested to be Cronbach alpha 0.91. According to Nunnally (1978) the instruments used in basic research have reliability of about 0.70 or better.

The target population was a selection of 10 employees in select three companies each across four industry sectors viz., IT, Finance (Insurance and Banking), Consultancy and Education. Researcher contacted HR Managers of all these companies and was handed over the coordinates of 5 employees from Lower management and 5 from middle management level. Finally out of 120 solicited participation numbers, 103 complete responses were received and utilised for the analysis, an 85% response rate.



### DATA ANALYSIS

The first section of the questionnaire collected the demographic information of the respondents including gender, age, employment history and the industry segment and also their social networking habits.

### Demographics

The sample profile of the respondents was 68% male and 32% female. The age of the participants indicated that 39.8% were between the ages 25 to 30 years and 36.9% were between 30 to 35 years. The rest of 11.7% population each were less than 25 years and more than 35 years respectively. This essentially captures almost 77% of Generation Y that has been in the workforce longest and must have been able to respond based on their experiences. With respect to employment history, approx. 49.5% are on their first job only, whereas 24.3% are on their second job and 26.2% have already switched multiple jobs. The percentage of respondents from IT, Finance (Insurance and Banking), Education and Consultancy were 39.8%, 28.2%, 18.4% and 13.6% respectively.

### General Social media usage

The responses showed that 45.6% of respondents used Social Media for personal use only and a meagre 8.7% use it only for business purposes. On the other hand, a substantial 43.7% of participants confirmed the use of social media for both personal and business reasons. About 38.8% respondents

affiliations were YouTube, Picasa, Google+, etc.

### Data Analysis and Discussions

The analysis began with testing hypothesis H01 with application of Levene's t-test for equality of variances (Table 1 (a) and 1(b)). The results of t-test data reveals that there exists a difference in the male and female respondents as regards having multiple social media membership ( $t = -2.007$ ,  $p < 0.05$ ). The female respondents ( $m = 4.36$ ,  $s.d. = 0.60$ ) score higher than male respondents ( $m = 3.9$ ,  $s.d. = 1.26$ ). This finding is in line with Tüfekçi, 2008 study (cited by Mazma & Usluwel, 2011); which shows significant differences between males and females on the usage of social networks that females are more likely to use social networks to keep in touch with friends than the males. Although it contrasts the findings of study by Thelwall (2008) and Lenhart & Madden (2007) found that males tend to make new relationship in social network environments more than females do.

No difference between male and female respondents was found with respect to presence on multiple social media sites ( $t = 0.061$ ,  $p < 0.05$ ), inclination to freely share/ access content

**Table 1 (a): Group Statistics: Social Media usage among Male and Female employees**

	Gender	N	Mean	Std. Dev.	Std. Error Mean
Multiple social media membership	Male	70	3.9	1.26	0.15
	Female	33	4.36	0.60	0.11
Presence on more than one social media	Male	70	3.68	1.11	0.13
	Female	33	3.67	1.16	0.20
Freely share and access content on social media	Male	70	3.46	1.17	0.14
	Female	33	3.39	1.14	0.20
Adept to basic fundamentals of usage of social media	Male	70	3.8	0.82	0.10
	Female	33	3.82	0.68	0.12
Risk awareness pertaining to social media	Male	70	3.8	0.96	0.12
	Female	33	3.73	0.88	0.15
Use of social media for 25% of time daily	Male	70	2.33	1.08	0.13
	Female	33	2.58	1.23	0.21
Measurement of popularity in virtual friend circle	Male	70	2.84	1.27	0.15
	Female	33	2.97	1.29	0.22
Stress when unable to access Social Media	Male	70	2.75	1.28	0.15
	Female	33	2.55	1.00	0.18
Use of online access to attend to daily utility requirements	Male	70	4.26	0.90	0.11
	Female	33	3.36	1.43	0.25
Company should allow employees to use Social Media at work	Male	70	3.33	1.43	0.17
	Female	33	3.52	1.20	0.21
Seek a job through the social media	Male	70	3.43	1.35	0.16
	Female	33	3.58	1.42	0.25
Loss of productivity due to over-indulgence in Social Media	Male	70	3.19	1.38	0.17
	Female	33	3.01	1.23	0.21
Preference of latest laptops and gadgets to work better and faster	Male	70	4.23	1.00	0.12
	Female	33	3.97	1.24	0.22

reported spending between 30 minutes- 1 hour daily on accessing social media and another 31.1% reported spending between 1-2 hours daily. 15.5% confirmed spending 2-3 hours daily, whereas 6.8% reported remaining online round the clock. As per data, 30.1% confirmed their affiliation with at least one Social networking site, 29.1% were associated with two sites and 27.2% confirmed their active memberships with at least three social media sites. Of all the respondents, almost 99.8% established their presence on the extremely popular facebook and 59.2% admitted to their existence on the business social networking site – LinkedIn. The other popular

on social media ( $t = 0.284$ ,  $p < 0.05$ ), interest in postings made by others ( $t = -0.341$ ,  $p < 0.05$ ), adept at basics of social media usage ( $t = -0.129$ ,  $p < 0.05$ ), measurement of popularity in virtual world ( $t = -0.479$ ,  $p < 0.05$ ), extensive use of social media for 25% of waking hours ( $t = -1.015$ ,  $p < 0.05$ ), seek a job through social media ( $t = -0.487$ ,  $p < 0.05$ ), preference of online methods of training ( $t = 0.221$ ,  $p < 0.05$ ) and preference for latest gadgets ( $t = 1.144$ ,  $p < 0.05$ ).

However, a significant difference was found in the male and female respondents regarding their comfort in attending to



daily utility requirements such as bill pay, bank access, trip arrangements, vacation planning through online access ( $t = 3.855$ ,  $p < 0.05$ ). Male respondents ( $m = 4.26$ ,  $s.d. = 0.90$ ) are more comfortable in using web for daily utility requirements than their female counterparts ( $m = 3.36$ ,  $s.d. = 1.43$ ). This clearly depicts that although females fare higher than males regarding owning multiple social media membership, yet they seem to be hesitant in using technology in money-based transactions. This essentially meaning the males are perceived to be far more tech-savvy than the females although the latter

seem to enjoy their presence on multiple social media sites.

Looking at the above, it can be concluded that the data inference does not completely support this assumption that there is a significant difference in the perceptions of male and female employees towards usage of social media. On some accounts it displayed difference but on most accounts it did not show any difference in perceptions based on gender. So, our null hypothesis  $H_{01}$  gets partially accepted.

**Table 1 (b): Independent Samples Test for gender-based differences regarding Social Media usage**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Conf. Interval of the Diff.	
									Lower	Upper
<b>Multiple social media membership</b>	Equal var. assumed	5.726	0.019	-2.007	100	0.047	-0.465	0.232	-0.925	-0.005
	Equal var. not assumed			-2.519	100	0.013	-0.465	0.185	-0.831	-0.009
<b>Presence on more than one social media site</b>	Equal var. assumed	1.033	0.312	0.061	100	0.952	0.014	0.238	-0.457	-0.486
	Equal var. not assumed			0.060	60.3	0.953	0.014	0.242	-0.470	0.499
<b>Freely share and access content on social media</b>	Equal var. assumed	0.012	0.911	0.284	100	0.777	0.070	0.246	-0.418	0.558
	Equal var. not assumed			0.286	64.5	0.776	0.070	0.244	-0.417	0.577
<b>Risk awareness pertaining to social media</b>	Equal var. assumed	0.252	0.617	0.352	100	0.725	0.070	0.198	-0.323	0.463
	Equal var. not assumed			0.364	68.9	0.717	0.070	0.192	-0.312	0.452
<b>Stress when unable to access Social media</b>	Equal var. assumed	5.419	0.022	0.823	100	0.413	0.208	0.253	-0.294	0.710
	Equal var. not assumed			0.895	78.6	0.373	0.208	0.233	-0.255	0.671
<b>Use of online access to attend to daily utility requirements</b>	Equal var. assumed	22.391	0.000	3.855	100	0.000	0.897	0.233	0.435	1.359
	Equal var. not assumed			3.300	44.5	0.002	0.897	0.272	0.349	1.445
<b>Company should allow employees to use Social Media at work</b>	Equal var. assumed	4.045	0.047	-0.631	100	0.530	-0.182	0.288	-0.754	0.390
	Equal var. not assumed			0.671	74.1	0.504	-0.182	0.271	-0.722	0.358
<b>Seek a job through the social media</b>	Equal var. assumed	0.045	0.832	-0.487	100	0.627	-0.141	0.289	-0.715	0.433
	Equal var. not assumed			-0.478	60.3	0.634	-0.141	0.295	-0.730	0.449
<b>Loss of productivity due to over-indulgence in Social Media</b>	Equal var. assumed	2.564	0.112	0.670	100	0.504	0.188	0.281	-0.370	0.746
	Equal var. not assumed			0.698	70.2	0.487	0.188	0.270	-0.350	0.727
<b>Preference of latest laptops and gadgets to work better and faster</b>	Equal var. assumed	1.163	0.283	1.144	100.0	0.255	0.262	0.229	-0.193	0.717
	Equal var. not assumed			1.062	52.8	0.293	0.262	0.247	-0.233	0.757

A second t-test was carried out to compare the gender wise difference between perceptions of generation Y employees towards ethical behaviour at work. The data findings in table 2(a) and 2(b) were used to test the hypothesis  $H_{02}$ .

It was found that there exists a significant difference in the perceptions of male and female generation Y employees with respect to the belief that one should bring no physical or psychological harm to others ( $t = -1.813$ ,  $p < 0.05$ ). As table 2(a) shows that females ( $m = 4.58$ ,  $s.d. = 0.79$ ) score higher than the males ( $m = 4.23$ ,  $s.d. = 0.94$ ). One explanation that is used to explain this difference in the perceptions is the diverse socialization of males and females, with men taught to emphasize competition and women taught to emphasize social relationships (Beutell & Brenner, 1986). Women by their basic nature are perceived to be softer and empathetic towards their fellow beings and this is clearly visible in our study. Furthermore, males ( $m = 3.49$ ,  $s.d. = 1.17$ ) were observed to score lesser than female respondents ( $m = 1.06$ ,  $s.d. = 0.9$ ) on the question that whether they feel that moral standards are simply personal rules that indicate how a person should behave and are not to be applied in making judgments of others ( $t = -2.458$ ,  $p < 0.05$ ). The reason of this could be that

women are more compassionate and have respect for others than their counterparts; they do not impose their viewpoints and this could be because they are better socialized.

Likewise, significant difference was found in the perceptions of males ( $m = 3.55$ ,  $s.d. = 1.06$ ) and females ( $m = 3.94$ ,  $s.d. = 0.75$ ) regarding their belief that a lie can be judged to be moral or immoral depending on the circumstances surrounding the action ( $t = -1.874$ ,  $p < 0.05$ ). This finding is in sync with the above observation as women are not judgmental about the actions of others and are not quick in labelling other individuals as liars; they are ready to give others leeway in terms of justifying their activities based on circumstances.

However no difference was found in the perceptions of male and female respondents as regards their ethical and moral idealism in the following questions: "My actions never intentionally harm others" ( $t = -0.047$ ,  $p < 0.05$ ); "No risks to others, however small" ( $t = -1.813$ ,  $p < 0.05$ ); "refrain from any action which may harm an innocent person" ( $t = -1.031$ ,  $p < 0.05$ ); "Dignity and welfare of people is the most important concern of the society" ( $t = -1.512$ ,  $p < 0.05$ ), "No ethical principles are so important as to be a part of any code of ethics"

( $t = 0.081$ ,  $p < 0.05$ ), “Believe what is ethical varies from one situation and society to another” ( $t = 0.877$ ,  $p < 0.05$ ), “Moral standards are individualistic, i.e., what one person considers

to be moral may be judged as immoral by another” ( $t = -0.092$ ,  $p < 0.05$ ), and “Different types of morality cannot be compared as to “rightness” ( $t = -0.793$ ,  $p < 0.05$ ).

**Table 2 (a): Group statistics: Ethical disposition of Male and Female employees**

	Gender	N	Mean	Std. Dev.	Std. Error Mean
My actions never intentionally harm others	Male	70	4.48	0.70	0.08
	Female	33	4.48	0.57	0.10
Believe that one should not physically or psychologically harms others	Male	70	4.23	0.94	0.11
	Female	33	4.58	0.79	0.14
Feel that there should not be any risks to others, however small	Male	70	4.03	1.08	0.13
	Female	33	4.36	0.78	0.14
Refrain from an action which might harm an innocent person	Male	70	4.22	1.04	0.13
	Female	33	4.42	0.71	0.12
Dignity and welfare of people is the most important concern in the society	Male	70	4.35	0.98	0.12
	Female	33	4.64	0.70	0.12
Deciding whether or not to perform an act by balancing the positives against the negative consequences of the act is immoral	Male	66	3.58	1.16	0.14
	Female	32	3.53	1.02	0.21
No ethical principles are so important as to be a part of any code of ethics	Male	66	3.33	1.19	0.15
	Female	32	3.31	1.18	0.21
Believe what is ethical varies from one situation and society to another	Male	69	3.96	1.12	0.13
	Female	33	3.76	0.97	0.17
Moral standards are individualistic, i.e., what one person considers to be moral may be judged as immoral by another	Male	69	4.04	0.95	0.11
	Female	33	4.06	0.70	0.12
Different types of morality cannot be compared as to “rightness”	Male	67	3.75	1.04	0.13
	Female	33	3.91	0.81	0.14
Moral standards are simply personal rules that indicate how a person should behave and are not to be applied in making judgments of others	Male	69	3.91	0.81	0.14
	Female	33	4.06	0.90	0.16
Believe that a lie can be judged to be moral or immoral depending on the circumstances surrounding the action	Male	67	3.55	1.06	0.13
	Female	33	3.94	0.75	0.13

**Table 2 (b): Independent samples test for gender-based differences regarding Ethical disposition**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Conf. Interval of the Diff.	
									Lower	Upper
My actions never intentionally harm others	Equal var. assumed	1.373	0.243	-0.05	100	0.962	-0.007	0.14	-0.28	-0.27
	Equal var. not assumed			-0.05	76.57	0.96	-0.007	0.13	-0.27	-0.251
Believe that one should not physically or psychologically harms others	Equal var. assumed	2.092	0.151	-1.81	100	0.073	0.344	0.19	-0.72	-0.033
	Equal var. not assumed			-1.93	74	0.048	-0.344	0.178	-0.7	0.012
There should not be any risks to others, however small	Equal var. assumed	2.196	0.141	-1.58	100	0.116	-0.335	0.211	-0.75	0.084
	Equal var. not assumed			-1.77	84.23	0.08	-0.335	0.189	-0.7	0.041
Refrain from an action which might harm an innocent person	Equal var. assumed	3.535	0.063	-1.03	100	0.305	-0.207	0.201	-0.61	-0.191
	Equal var. not assumed			-1.18	88.06	0.243	-0.207	0.176	-0.56	0.143
Dignity and welfare of people is the most important concern in the society	Equal var. assumed	4.418	0.038	-1.51	100	0.134	-0.289	0.191	-0.67	0.09
	Equal var. not assumed			-1.7	85.24	0.093	-0.289	0.17	-0.63	0.049
Deciding whether or not to perform an act by balancing the positives against the negative consequences of the act is immoral	Equal var. assumed	0.979	0.325	0.185	96	0.854	0.045	0.241	-0.43	0.523
	Equal var. not assumed			0.194	69.62	0.847	0.045	0.23	-0.41	0.503
No ethical principles are so important as to be a part of any code of ethics	Equal var. assumed	0.277	0.6	0.081	96	0.935	0.021	0.256	-0.49	0.529
	Equal var. not assumed			0.082	62.31	0.935	0.021	0.255	-0.49	0.53
Believe what is ethical varies from one situation and society to another	Equal var. assumed	1.785	0.185	0.877	100	0.383	0.199	0.227	-0.25	0.649
	Equal var. not assumed			0.922	71.92	0.36	0.199	0.216	-0.23	0.629
Moral standards are individualistic, i.e., what one person considers to be moral may be judged as immoral by another	Equal var. assumed	0.875	0.352	-0.09	100	0.927	-0.017	0.185	-0.39	-0.351
	Equal var. not assumed			-0.1	82.23	0.919	-0.017	0.167	-0.35	0.316
Different types of morality cannot be compared as to “rightness”	Equal var. assumed	2.829	0.096	-0.79	98	0.43	-0.163	0.205	-0.57	0.245
	Equal var. not assumed			-0.86	79.71	0.391	-0.163	0.189	-0.54	0.213
Moral standards are simply personal rules that indicate how a person should behave and are not to be applied in making judgments of others	Equal var. assumed	4.35	0.04	-2.46	100	0.016	-0.568	0.231	-1.03	-0.11
	Equal var. not assumed			-2.7	80.14	0.009	-0.57	0.211	-0.99	0.15
Believe that a lie can be judged to be moral or immoral depending on the circumstances surrounding the action	Equal var. assumed	8.003	0.006	-1.87	98	0.064	-0.38	0.207	-0.8	0.023
	Equal var. not assumed			-2.11	86.08	0.038	-0.387	0.184	-0.75	-0.02

This is in contrast to the earlier findings of Smith, Davy and Rosenberg (2009) who had developed and tested a theoretical model on the differences in the behaviour of women and men in their willingness to behave in unethical or immoral ways, with women being more ethical and less likely to be political. Becker and Ulstad (2007) in their study on Gender Differences in Student Ethics, did find significant differences in males and females. Although our data analysis did exhibit differences in perceptions in a few areas but no difference in most of others. It becomes clear thus that the data analysis does not completely support the hypothesis that significant differences exist in the perceptions of male and female generation Y employees with respect to their moral and ethical disposition. This leads us to the conclusion that  $H_{02}$  is supported by the findings of the data.

Pearson moment's correlation was used to evaluate the perceptions of employees that companies should allow social media usage and the actual social media usage. Table 3 shows a significantly high positive relationship between the two; thereby depicting that those people who are pro for allowing social media in companies themselves display a considerably high usage of social media. This means that the individuals who are high on use of social media expect their organizations to fulfill their need for collaboration, instant gratification and multi-channel connection with the outside world (Mittal, 2012). Soumi Rai (2012) in her study on Indian Generation Y contends that it is imperative need for a focus on integrating the expectations of Generation Y employees towards their work organizations (which is viewed by them as an extension of their social life), to their psychological needs of expression and acceptance through collaborating on Social Media platforms and connecting to the outside world. This connectivity is the lifeline of Millennial which allows them to share, collaborate and grow. So, the null hypothesis  $H_{03}$  that there is no significant relationship between the perceptions of generation Y employees regarding the permission given by companies to use social media and actual usage of social media is rejected.

**Table 3: Correlations of perceptions that companies should allow Social media usage and Social Media usage**

		Companies should allow Social media usage	Social Media usage
Companies should allow Social media usage	Pearson Correlation	1	.576**
	Sig. (2-tailed)		0
	N	103	103
Social media usage allow Social media usage	Pearson Correlation	.576**	1
	Sig. (2-tailed)	0	0
	N	103	103

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

Furthermore, correlation data in table 4 shows existence of a relatively weak relationship ( $r = 0.233$ ,  $p = 0.05$ ) between perceptions that inability to use social media causes distress among employees and therefore the companies should allow social media usage. As Mittal (2012) puts it in his study on Infosys employees in Bangalore (India), the enterprises today need to understand the characteristics of a digital workforce –

the criticality for the employees to have collaboration, sharing and connect with the outside world. Its non-existence may cause disconnect and ultimately may result in its disengagement with the organization. This brings us to accept our fourth null hypothesis  $H_{04}$  that there exists no significant relationship between the perceptions of generation Y employees in terms of use of social media at work acting as a stress buster and its usage allowed at work, although the relationship is rather weak yet positive and significant at  $p \leq 0.05$ .

**Table 4: Correlations of perceptions that companies should allow Social Media usage and Inability to use Social Media leads to distress**

		Companies should allow Social media usage	Inability to use Social Media causes stress
Companies should allow Social media usage	Pearson Correlation	1	.233*
	Sig. (2-tailed)		0.017
	N	103	103
Inability to use Social media causes stress	Pearson Correlation	.233*	1
	Sig. (2-tailed)	0.017	0
	N	103	103

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Pearson's correlation was applied to further assess the relationship of awareness of risks pertaining to social media and the actual usage of social media by such employees (Table 5). The relationship was found to be positive and significant ( $r = 0.394$ ,  $p = 0.01$ ); which implies that generation Y are risk-taking individuals and despite being aware of the risks pertaining to social media they tend to have greater social media usage. This is in contrast with our hypothesis that greater the awareness of risks pertaining to use of social media, lower would be its usage. Hence  $H_{05}$  gets rejected as our data findings show a positive and significant relation between awareness of risks related to use of social media and its actual usage by generation Y.

**Table 5: Correlations of perceptions of awareness of risks pertaining to Social Media and actual Social Media usage**

		Social media usage	Inability to use Social Media causes stress
Social media usage	Pearson Correlation	1	.394**
	Sig. (2-tailed)		0
	N	103	103
Awareness of risks pertaining to Social media	Pearson Correlation	.394**	1
	Sig. (2-tailed)	0	
	N	103	103

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Data findings in Table 6 shows no relationship between the perceptions that the companies that allow usage of social media faces a loss of productivity in its employees ( $r = -0.066$ ,  $p = 0.01$ ). This is in contrast with the study by Mittal (2012), who has asserted that social media being appealing may entice employees to while away their time in unproductive chatting



with colleagues and friends in and outside their organization. In addition, they may inadvertently put their organization at risk if they connect to social network in public places. This is in sync with the findings of this study, so our null hypothesis  $H_{06}$  gets accepted as no significant relationship was found between lack of productivity due to over-indulgence in Social Media.

**Table 6: Correlations of perceptions that companies should allow Social media usage and overindulgence in Social media hampers productivity**

		Companies should allow Social media usage	Over indulgence in Social media hampers productivity
Companies should allow Social media usage	Pearson Correlation	1	-0.066
	Sig. (2-tailed)		0.503
	N	103	103
Over indulgence in Social media hampers productivity	Pearson Correlation	-0.066	1
	Sig. (2-tailed)	0.503	
	N	103	103



#### CONCLUSIONS AND IMPLICATIONS:

It can be easily noted that the intensely socially-networked youth of today live their lives with a transparency that is disconcerting. They have grown up with computers, abundant internet access and a range of web-based applications; it is challenging for the organizations to manage the expectations of this tech savvy generation. Only those organizations that understand the needs of generation Y of having instant gratification, collaboration and learning would do well. Hence, it is essential for the companies to understand the significance of social media in the lives of their young workforce and cater to it appropriately.

This study however, found no significant relationship between the perceptions of use of social media by generation Y and loss of productivity or the awareness of risks related to use of social media or that lack of inability to social media causes stress. Still, it cannot be denied that the organizations are in dire need of having an effective Social media policy incorporating people, process and technology framework as the ground reality might still be different. The issues like threats to leaking of an enterprise's proprietary information, choking of bandwidth by downloading heavy files, loss of productivity due to overindulgence in social media, etc. Organizations must identify social media risks (Mittal, 2012), create a special social media cell and a social media risk management program to form effective policies and governance model to check the levels of access and content type they would allow their employees to access.

As the study by Silkroad Technology (2012) rightly puts forth, the companies ought to recognise the importance of "the impact of social media on business agility, the proliferation of innovative social applications for industry, and the bright spotlight on worker productivity and social technology" as they tackle their approach towards social media.



#### LIMITATIONS

The sample for the study included respondents belonging to the northern part of India as the study was based in Delhi-NCR which is a cosmopolitan city based in North India. It may be worthwhile to capture the perceptions, views, behaviours and attitudes of generation Y in other parts of India, especially in tier II and tier III cities. So, future research could be carried out taking into account the geographical diversity to make the research more comprehensive and may even show more authenticated results.

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