



A SURVEY REPORT **LEADING MILLENNIALS**

Every generation has peculiar set of qualities so as Millennials and this report blinks at the characteristics of youth in Pakistan.





Foreword

A recent UNDP report says, "Pakistan is currently one of the youngest countries in the world and the second youngest in the South Asian region. Its 64% of population is below the age of 30 and 29% of population is between the ages of 15 - 29 years". These age profiles are evident that managers have to lead a relatively young work force who are called "Millennials". Realizing importance and need of huge number of millennials at work place, ASK organized a series of conferences on "How to Lead Millennials". This exercise enabled us to deliberate more on the subject and we decided to conduct a study on behavior of millennials at work place. The study aims to help managers to supervise, coach and lead better to make their organizations more productive.

I am pleased to present the report with sense of realization that it will help managers, team leaders and academicians to further develop tools and guidance to engage our young workforce.

ASK Development fully acknowledges the valuable contributions of number of individuals who spared their precious time and filled out the online survey on voluntary basis.

ASK team led by Dr. Asmat Ullah who shouldered the responsibility at every step of the process and ensured the quality standards for completing this report deserves special applauds. I also appreciate Mr. Khurram Ali Khan, COO, ASK for facilitating the conduct of this study.

Last not the least important is to thank all those colleagues, opinion leaders, intelligentsia and policy makers who supported and enriched us with their valuable suggestions to accomplish this study.

Now, report is yours, please write us your feedback.

Arshad Akif
CEO, ASK Development



Executive Summary

Every generation has different set of qualities so as Millennials. This study on millennials, focused on understanding generational issues that in result would help devising strategies to lead millennials in the best of their interest along with enhanced organizational performance. Online survey-based results of 232 respondents (male 80%, female 20%; regular employees 70%, contractual 21%) in the first quarter 2020 shows that majority of the respondents is unsatisfied of the economic and political situation of the country; Y generation values their social networking as 83% have their profile on social network; often or less often 28% used cell phones while driving; 87% use modern communication technology frequently or most frequently; 51% find internet useful in their professional pursuits; 71% prefer doing social work on voluntary basis; internet and radio is the most widely used tool of information/news gathering; 47% endorse organizational role in their career development; 25% switch over jobs within five years while 41% prefer continuing with the initial job; 70% leave the job due to inappropriate pay structure; 29% prefer working with public sector while 30% with private sector and 22% in entrepreneurship; 65% consider mismanagement and 57% highlight non-supportive organizational environment to innovation and creativity as being the major problems of their work environments.

This study provides an opportunity to the People concerned to evolve mutually supportive mechanism based on looking into the millennials dimensions of personal sphere, organizational sphere and contextual sphere that could facilitate strong and sustainable nexus between the two generations (X, Y) followed by Z that could tread hand in hand for national development.



About ASK Development

ASK Development is an ISO Certified, Research, Personality Assessment and Testing Service, BPO (Business Process Outsourcing), Training & Capacity Building, HR Consulting, Project Management and Management Consultancy organization with a mission of “Maximizing human potential by cultivating Attitude, Skill and Knowledge” (ASK). It is a pool of qualified and result-oriented professionals who believe in sharing and distributing knowledge.

ASK team has proved its professionalism, ability to effectively and timely dispensation of different assignments for our client organizations from various sectors of the economy. We have served clients from corporate, public and private sectors of the economy to entrepreneurial and civil society fabric. Motivated team with progressive leadership is part of ASK Development to meet the most of the requirements for HR projects including general recruitment, psychometric testing, developing Human Resource policies, procedures and SOPs for routine HRM services. In addition to the permanent staff, ASK also possesses a pool of consultants and experts, whose varied experience is instrumental in catering the needs of diversified projects and quality performance certificates from our clients is our recognition.

ASK's Services



HRM & Management Consultancy

- HR Policies and Procedure Developemnt
- Turn Key recruitment
- HR Outsourcing
- Organization Development (OD)
- Management Surveys

Training & Development Consultancy/Programs

- Training Needs Assessment
- Impact Studies
- In-House Customized Interventions
- Open Enrollment Trainings
- Conferences & Seminars

Project Management

- Social/Development Sector Projects
- Project outsourcing service including logistics, Finance & HR
- Project Evaluation and Impact Studies
- Procurment related services

Human Development Projects

- Social/Development Sector Capacity Building
- Youth Training and Development Programs
- Employment Projects
- Livelihood Programs
- Women Empowerment Projects

Financial Management Services

- Budget preparation and supervision of execution
- Pay-roll Management
- Financial reporting
- Maintaining books of accounts

Research and Publications

- Data collection and analysis
- Baseline and impact studies
- Management Surveys
- Research Journal
- Organizational and HR Research

Personality Assessment & Testing Service

- Sale Position Test (SPT)
- Management Postition Test (MPT)
- Personality and Aptitude Test (PAT)
- Student Admission Test (SAT)
- Customized Test
- Career Aptitude Test (CAT)

About the Study

ASK often shoulders responsibilities to dispense with substantial contributions for the uplift of the country less profiteering considerations. This study is one among the other such tasks accomplished at multiple occasions and levels with the sole intention to serve the nation under corporate social responsibility spectrum.

This study is to sensitize the present generation (Millennials) and the employers for the set of qualities Millennials would require to have and to focus on understanding issues that are assumed to be faced in the employment market placed ahead. This study presents the online survey that was carried out to know the generic viewpoint of respondents on Millennials issues and their suggestive solutions.

GENERATION CONCEPTS



Baby boomers



Generation X



Millennials



Gen Z

There exists different generations in the world. They are known as baby boomers, Generation X, Millennials (Y Generation), and Generation Z.

The Federal Reserve Board, USA defines Millennials as "members of the generation born between 1981 and 1996", as does the American Psychological Association and Ernst and Young. Millennials also known as Generation Y, are the demographic cohort following Generation X and preceding Generation Z. Researchers and popular media use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years, with 1981 to 1996 a widely accepted defining range for the generation. The study is important in different ways like identifying the concerns and issues of the generation under study and the strategic accommodation in the industry for productivity.

This study would unfold and provide an opportunity to higher authorities to evolve mutually supportive mechanism that could facilitate strong and sustainable nexus between the two generations (X, Y) followed by Z that could tread hand in hand for national development.

Objectives

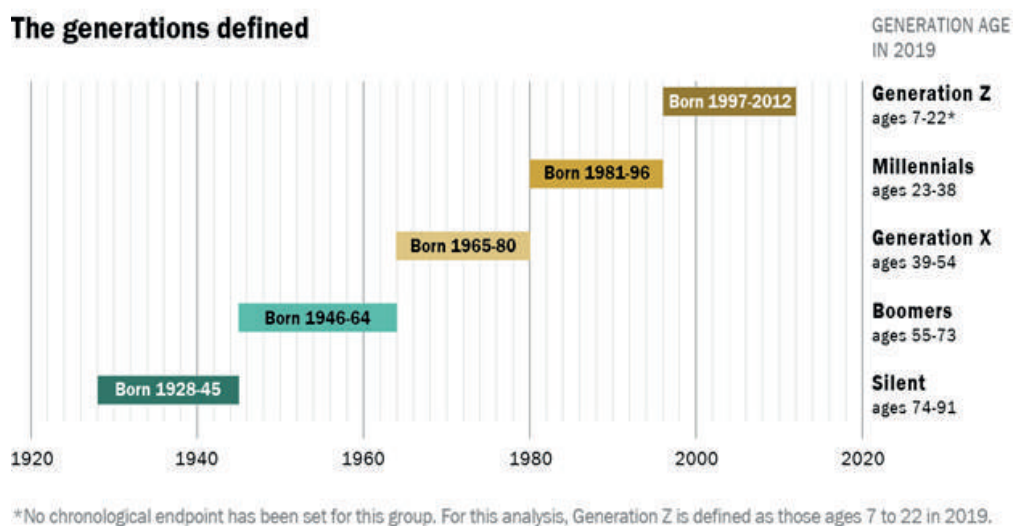
- Awareness/sensitization among generations
- Knowing millennials
- Leading millennials

Scope of work

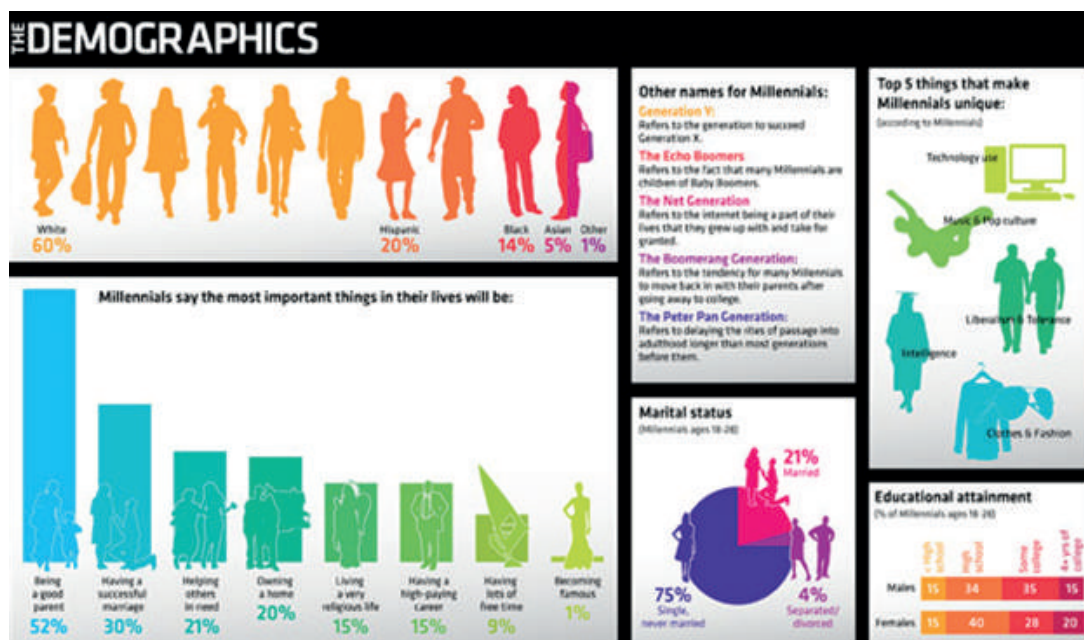
Understanding millennials on the spectrum of their specific needs, available opportunities and its withstanding in the market related to this generation and the expectations of employers from the millennials generation.

Methodology

This across generational international online survey study is based on 232 respondents through Survey Monkey technique the results have been compartmentalized into the personal sphere, organizational sphere and contextual sphere.



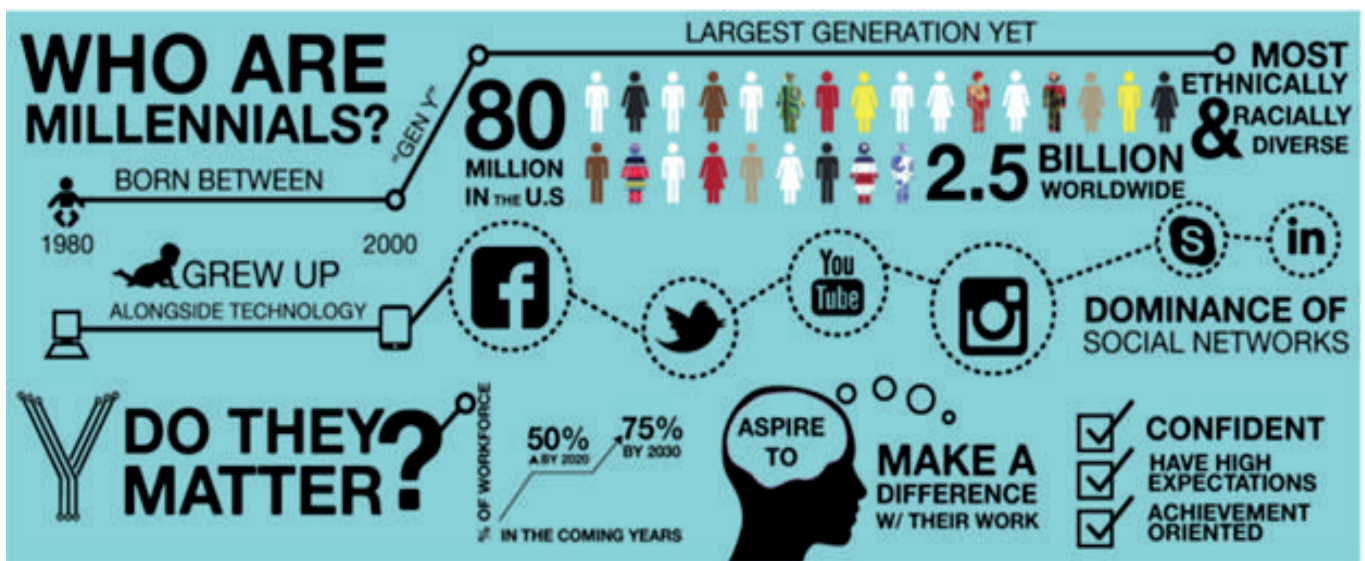
The above figure makes it easy to understand the generational cut points understanding different generations across time.



Millennials constitute the generation that is nurtured and pampered by parents who see them devoid of the previous generations therefore Millennials are:

- Confident,
- Ambitious,
- Achievement-oriented.
- have high expectations of their employers,
- Tend to seek new challenges at work
- Aren't afraid to question authority.

Demographics of the Millennials are very clear from the above image, their marital status, educational attainment, importance of things in their lives etc.



The above image shows their characteristics, importance in the present scenario, their existing proportion world-wide, and dominance in the social media.

The description of the characteristics along with the graphical representation is give as under:

1. Understanding Millennials: Personal Sphere:

Gender

232 responses

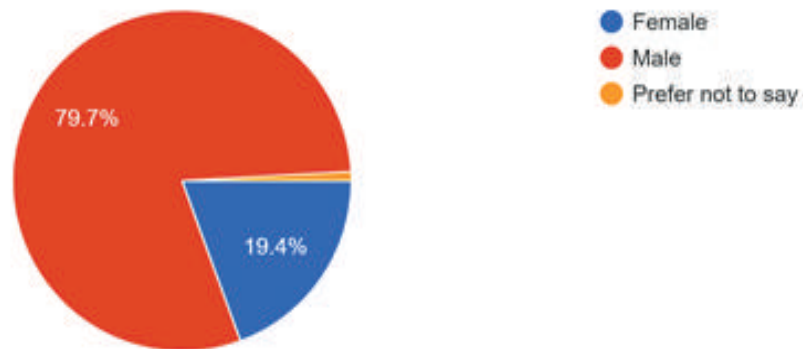


Figure 1. Gender of the participants

The above figure shows that majority of male gender participated in the study which is about 80 % of the total participants and female representation is about 19 %. To us it indicates that media use varies among female and male users or to that extent we may say the ratio of voluntary response to such online survey is tilted towards male gender. However, the existing scholasticism projects it differently as being “women are more likely to participate than men (Curtin et al 2000 ; Moore & Tarnai, 2002)”, similarly, it could also be looked into through this study that younger people are more likely to participate than older people (Goyder, 1986).”

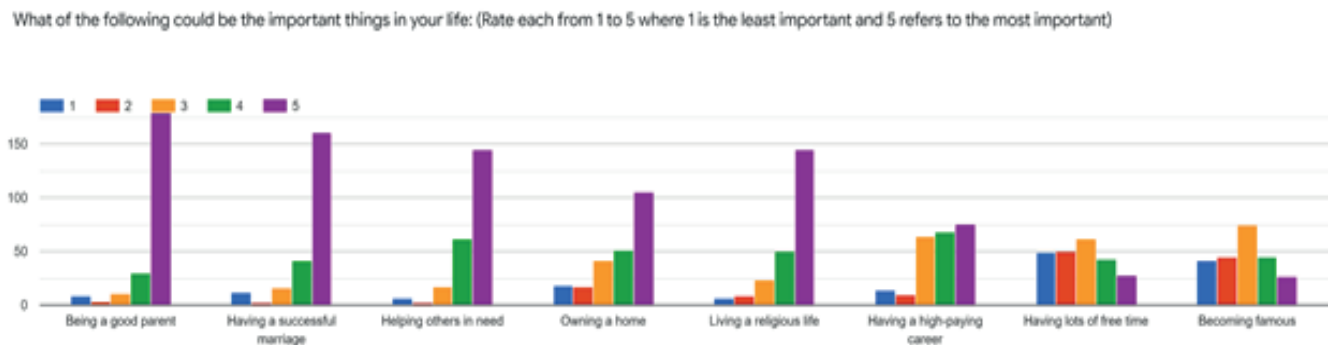
Marital Status

232 responses



Figure 2. Marital Status of Participants

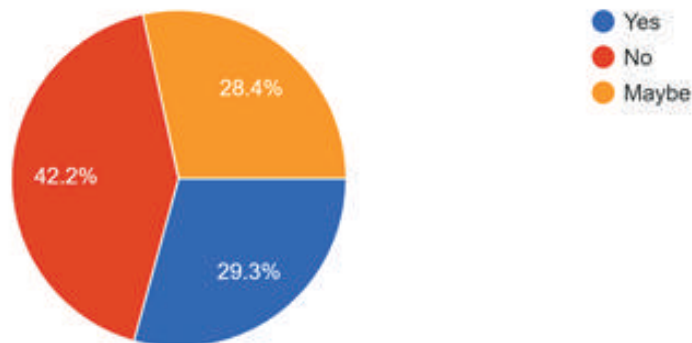
Figure 2 represents the marital status of the participants where majority (71%) is married and about 28% is unmarried. A few participants represent unique responses as mentioned above in the pie chart. The responses of this study be seen in the light of married respondents in regard to rest of the observations.



Participants were asked about the important things they considered in their lives and majority considered parenting as primarily important, then successful marriage, then helping others etc.

Do you see young people more responsible than ever before

232 responses



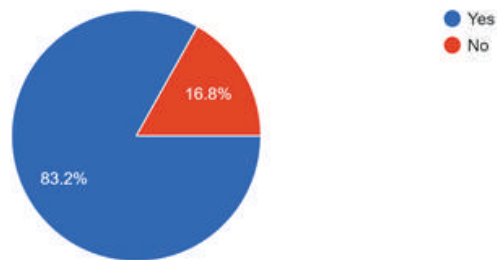
Responsibility is the characteristic on which work depends. Respondents were asked about how responsible they see the young generation to which negation (42%) was more than affirmative responses (where 28% said yes and 29% said may be). This clearly indicates that the current generation is not seem responsible enough according to majority respondents.

¹ Curtin, R., Presser, S., & Singer, E. (2000). The effects of response rate changes on the index of consumer sentiment. *Public Opinion Quarterly* 64: 413–428.

² Moore, D. L., & Tarnai, J. (2002). Evaluating nonresponse error in mail surveys. In: Groves, R. M., Dillman, D. A., Eltinge, J. L., and Little, R. J. A. (eds.), *Survey Nonresponse*, John Wiley & Sons, New York, pp. 197–211.

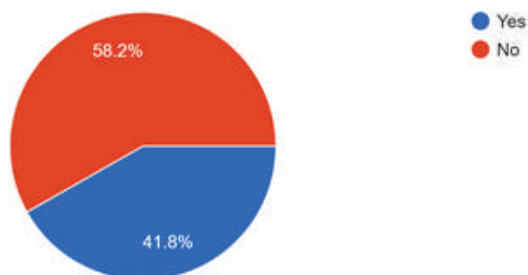
³ Goyder, J. (1986). Surveys on Surveys: Limitations and Potentials. *Public Opinion Quarterly*, 50, 27-41.

Do you have your own social networking profile?
232 responses



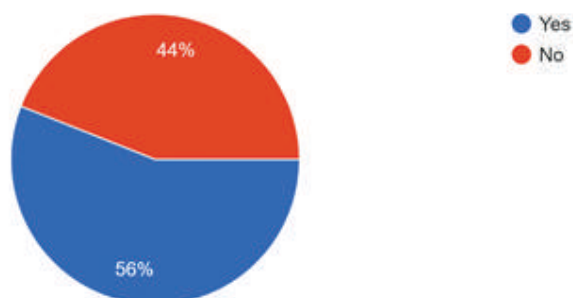
The current era is technological era. Whole world is centralized on media. In this current technological world, every single person is pivoted with technology to be updated and synchronized with the outer world and also for socialization. Surprisingly 18% of the respondents were not having any social network profile, while majority (83%) had their profile on social media. All of the respondents not having social media profile were from the elder generation, youngsters were updated and had synchronized their selves through social media.

Do you go through some sort of exercise on regular basis to keep you healthy?
232 responses



Technological era demands a high input to catch up with the current pace for the desired output. For this reason, their health is ignored and much unhealthy life style is opted to follow the pace of the growing world. This question was asked to know whether they opt a healthy lifestyle or not. The entire universe is confined to a screen (computers or cell phones) and hence long seating is required to do the work which ruins the healthy routine. Majority of the respondents from both generations (young and old) agreed that they are not following healthy routine whereas only about 42% were having a healthy routine from both generations.

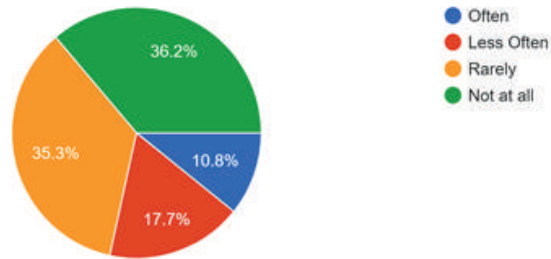
If not is it due to over-engagement at work place?
218 responses



The reason was asked from respondents who were not following healthy routine to which 56% reported over-engagement at work place is the reason while others negated this reason.

Do you use cell phone while driving?

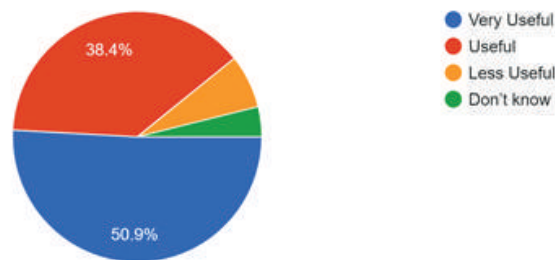
232 responses



Multiple study reports suggest that majority of the road accidents are because of cell phone usage during driving. Accidents has been increased surprisingly and majority are young drivers which suggests that this generation is much fond of using cell phones during driving. As the report focused on Millennials so it was much important to know about their phone usage during driving. 36% of the total respondents said they do not use cell phones during driving and majority were from generation X. other respondents using cell phone were from Millennials.

What do you think about the usefulness of websites in professional pursuits?

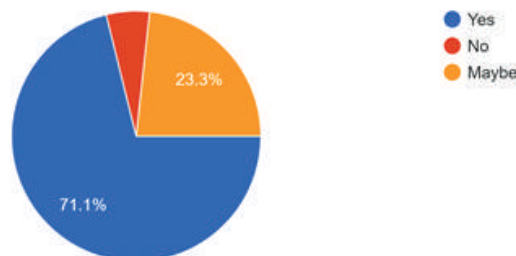
232 responses



Majority of the population from both generations finds it very useful or useful to use websites in professional pursuits. Very few individuals did not appreciate the usefulness of websites in professional pursuit.

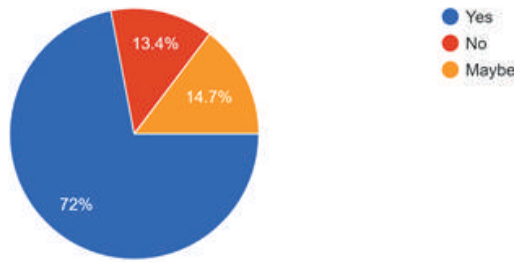
Do you prefer social work on volunteer basis?

232 responses



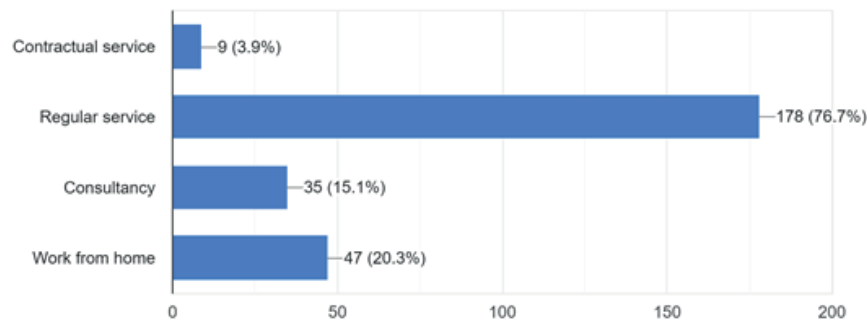
Volunteerism has immensely increased and social work has been trending (71%) on volunteer basis. Participants of the study also agreed to the volunteerism for social work where majority of the respondents were from millennials (generation Y). A few participants refused clearly and 23% still had a chance volunteer participation in social work.

Do you think your academic credentials supportive to professional underta
232 responses



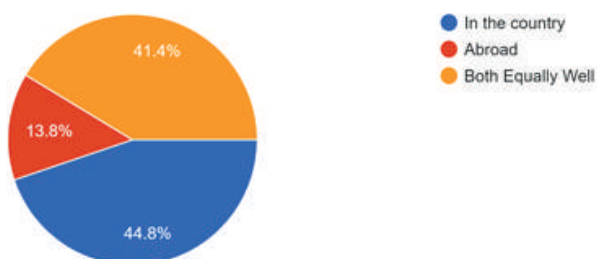
Education is important consideration in seeking a job. It was asked to know the participant's viewpoint about the importance of educational credentials. Clear affirmation has been reported by the Millennials and the generation X did not find academic credentials supportive to professional undertaking.

What do you think is more preferable type of employment?
232 responses



Type of employment preferred by the employers are regular service represented by 77% of the participants. Work from home was the second preferred option showing 20% of the responses, consultancy being third preference and lowest responses were for contractual service representing 4% of the total responses.

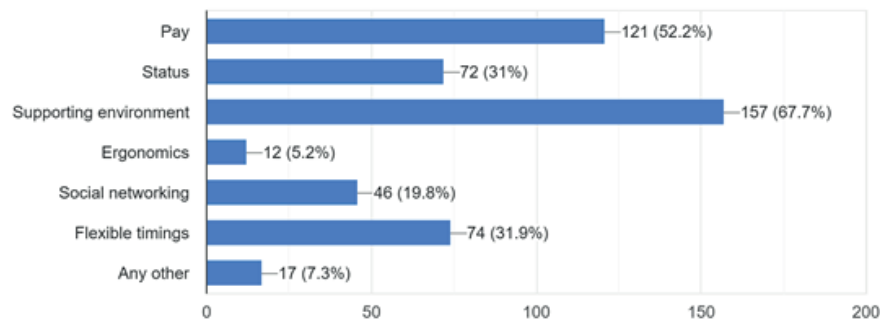
What do you think doing job in the country is fine or you prefer going abroad for employment?
232 responses



Country which is preferred for job was asked to which equally responses were achieved for the given options "in country" and "both equally well", but very less responded to serving abroad. Although there is a common understanding that people tend to move abroad to seek better career opportunities but the scenario was quiet different in the light of the curren

What motivates you in the job?

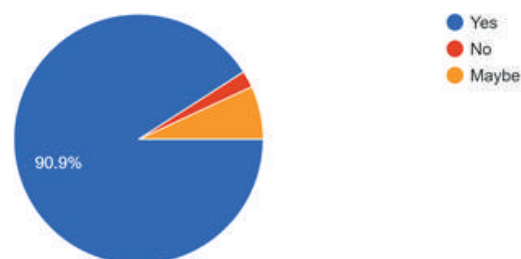
232 responses



Workplace has its environment and every individual expects some characteristics in the jobs that motivates them in the job. The current study focused on the motivational factors of the participants to perform better to which the most frequent response representing 68% of the responses was supporting environment. A good salary package was the second most frequent reason identified by the participants (52%). Flexible timings and job status comprised of approximately equal frequencies. Other options (e.g., social networking, ergonomics, etc.) were found less important for the participants.

For excelling in your job would you like learning new on-the-job skills?

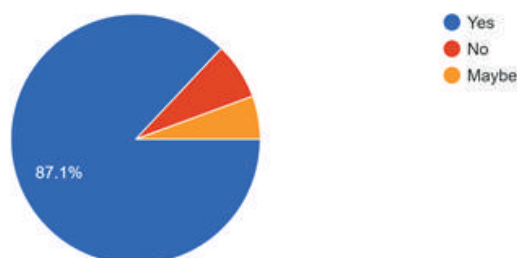
232 responses



Millennials are found to be interested in learning as they do not prefer monotonous routines and tend to grow themselves on the job. Keeping this viewpoint, the participants were asked about their willingness for new learning to which 91% responded in favor, few responded to maybe and very low responses were for the refusal. The acceptance for learning new tasks were from both generations X and Y, so both of them are energetic for on-the-job skill training.

Do you prefer savings on monthly basis to meet your family needs in future?

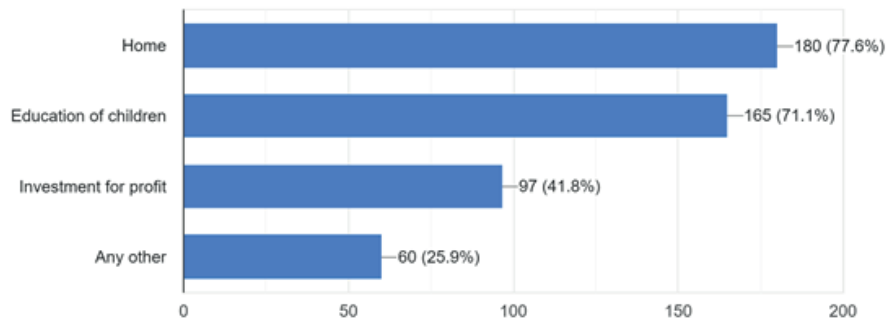
232 responses



Generation X was expected to save for their future while Y generation wasn't expected to be able to do so as they preferred luxury and comfort for their present. This expectation was challenged by the responses of the participants where majority tend to prefer savings for their future needs. Still some participants from the young generation did not prefer to save for their future or for the needs of their family in future.

If yes what sort of family needs?

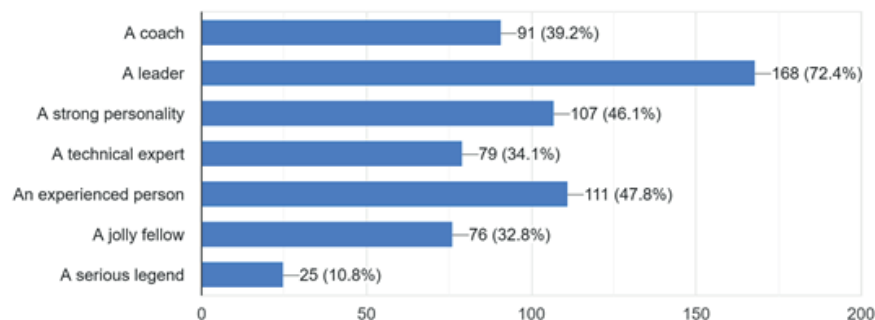
232 responses



This question was conditional, asked in continuity of the previous question. The major family needs identified were home (78%), Education of children (71%), Investment (42%), and others (26%).

What qualities do you like to see in your supervisor? Select only 3.

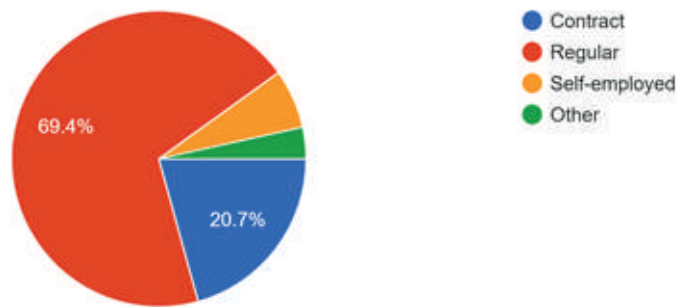
232 responses



Expectations are associated from a supervisor differently. Each individual has his/her own sets of expectations from the supervisor. This question indicates the characteristics important for the subordinate in a supervisor. Being a leader is the most expected characteristic of a supervisor that is equally important for both generations. The characteristics expected in a supervisor along with the percentages are shown in the above graph.

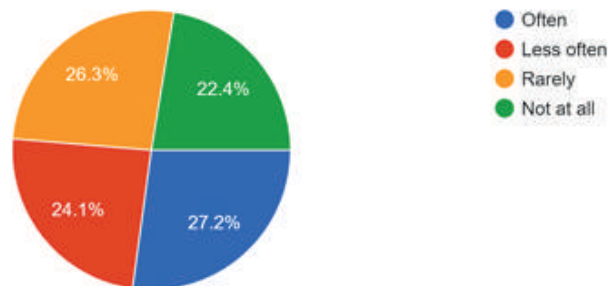
2: Understanding Millennials: Organizational Sphere:

Type of Employment
232 responses



Majority of the participants were regularly employed representing about 70% of the participants and 21% were employed on contractual basis. Some of the participants were self-employed as shown in the pie chart. According to Shirkat Gah (2013) approximately half of Pakistani women are married before 18 years of age and nine per cent of girls begin childbearing between 15-19 years.

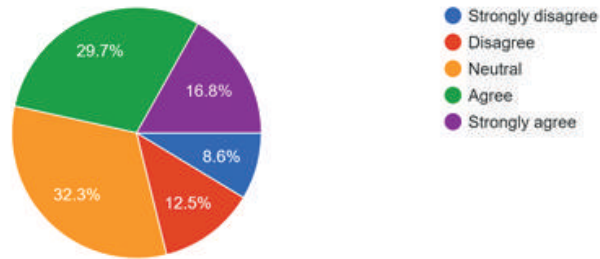
Do you think over-work is due to lack of provision of training by the organization?
232 responses



Over-engagement was thought to have different reasons but the most related with work environment was lack of training. Although majority reported that they do smart work but still there seems to be lack of management. More or less same responses were given by the respondents on every option; 22% reported that this is not because of the lack of provision of training, 26% said rarely, 24% said less often while 27% said often. The individuals seem to have subjective differences for this query.

Is your organization really concerned with your career development?

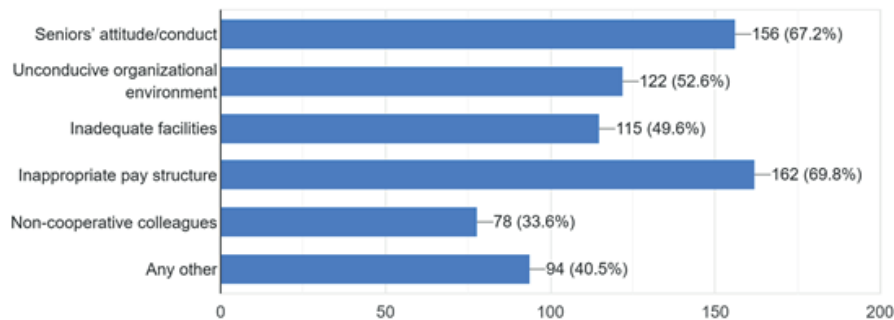
232 responses



Organizations has become centralized and focus on the output of work more. The participants were asked about the organizations to be concerned with career development or not. There were mixed responses, about 46% agreed on the organizational concerns, 32% had neutral response and 21% did not agree.

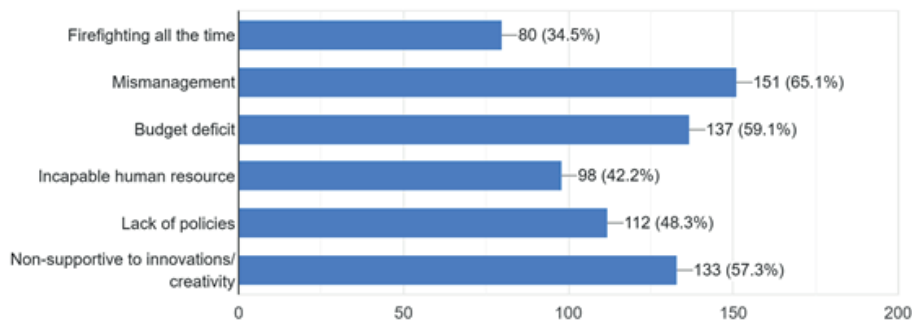
What could be the reason for your switching over the job(s)? Select at least 3.

232 responses



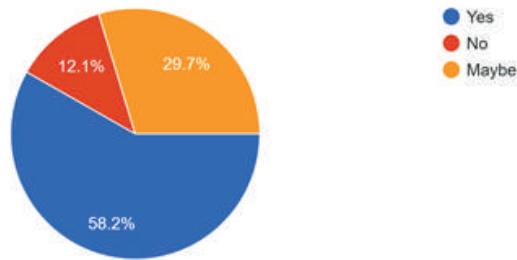
What do you think are the major problems of your organization today? Select any 3

232 responses



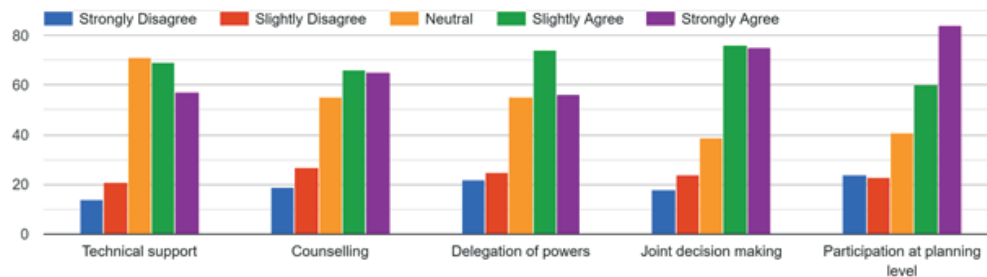
Organizational problems have been asked from the participants to which majority responded for mismanagement (65%) to be the major problem of organizations. Budget deficit (59%) was rated at the second level, creativity (57%) on third. Others included lack of policy (48%), incapable human resource (42%), and firefighting (34%) were rated respectively.

Is your workplace in accordance with observing code of ethics in letter and spirit?
232 responses



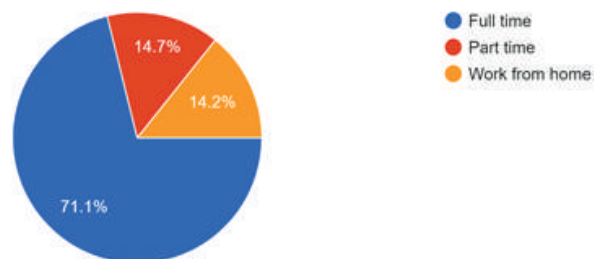
Workplace ethics were inquired from the participants. Majority of the participants (58%) agreed that their workplace observe rules and ethical codes as defined by the law authorities. 30% responded that they may be observing the rules while 12% responded that their workplace does not obey rules.

In which areas you look forward to have support from your seniors? Mark on the basis of level of agreement to each area in which you seek support.



Team work and collaboration is needed in every organization to work smoothly. Support is needed as every individual is not an expert in every aspect, so this was asked from the participants. The responses of the participants showed participation at planning level, decision making, counseling, and technical support needed cooperation and support from the seniors. Hence, support is required in every aspect to work in collaboration and build team.

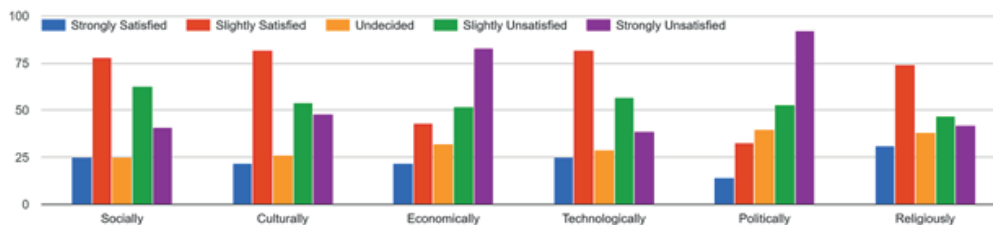
What sort of job setup you prefer to work in?
232 responses



Preferences were taken for the job setup to which majority responded in favor of full time (71%), and equal responses were given on part time and work from home option. Hence, full time job is equally important for both generations X and Y.

3: Understanding Millennials: Contextual Sphere:

Select the level of agreement for each of the following. Are you satisfied with the way things are going in this country today?



Many people are not satisfied with the current situation of the country, so a question was asked about how much satisfied they are from the current situation of the country, to which majority responded to be satisfied with social, cultural, technological and religious situation of the country. On the other hand, people were not satisfied with the economic and political situation of the country. On the other hand, people were not satisfied with economic and political situation of the

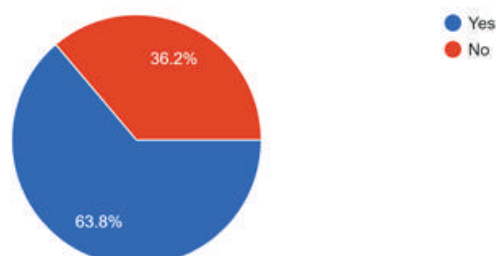
2. What Makes Your Generation Unique of the following: (Rate each on the basis of level of agreement)



Every generation is unique in certain aspects. Participants were asked about the unique characteristics of the generation they belong to, where they were supposed to respond to limited options given to them. Technology, working ethics, respect, and honesty were among the strongly agreed domains and slight agreements were on smart work, conservativeness, and morality. Young generation responded that technology, work ethics and smart work were their key aspects and majority of people from elder generation were pointing towards the key aspects as their characteristics like, working ethics, conservativeness, morality and honesty.

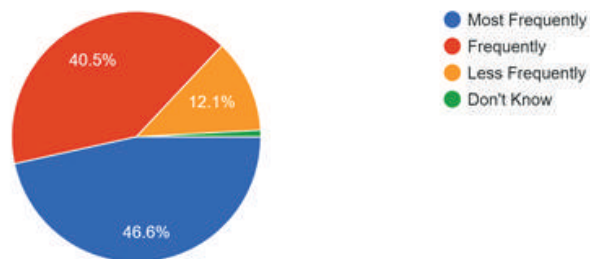
Sometime our jobs are not completely fulfilling our needs and requirement therefore do you depend on family for financial assistance?

232 responses



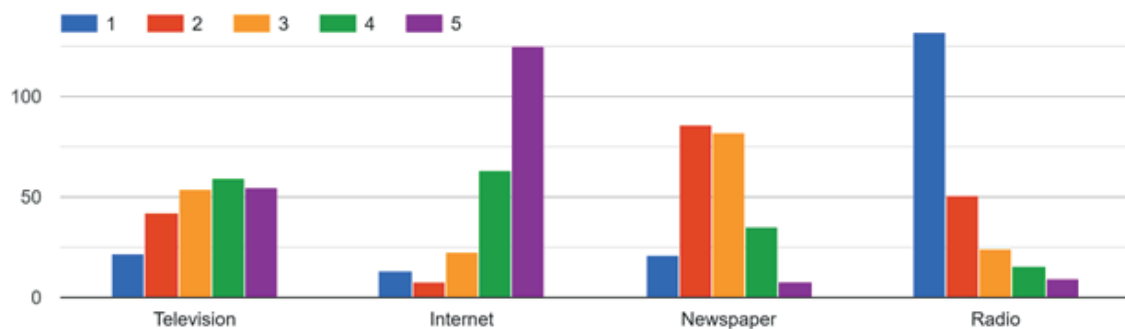
Economic satisfaction has already been asked and majority were not satisfied with the current economic condition of the country but individually also people were observed to be facing troubles in fulfilling needs. To know the real situation of the respondents the economic dependency on their family was asked. About 36% individuals are still depending on their family although they were all employed which is a big number and consists of the elder as well as the younger generation who are depending on their families. Majority were independent financially as it represents 64% of the population.

How frequently you use modern communication technology in your life today?
232 responses



Usage of modern technology is known to every individual. The generation X and Millennials are mostly using modern technology in their lives.

What are your sources of getting news? (Show your preferences 1 is least used and 5 is mostly used source).



Technology has replaced the mode of news reception. In the past, radio was mostly followed for the news, then the trend converted to newspaper and respectively to televisions. Technology is the most trending for news now as could be seen in the graph. The trend has reversed altogether. Now the most trending mode of receiving news is internet, then television, then newspaper, and at last is the radio. The reason is that, the more the generation Y is taking over the world, the more the trends tend to change and replace the older trends which were from the generation X.

How often do you switch over jobs?

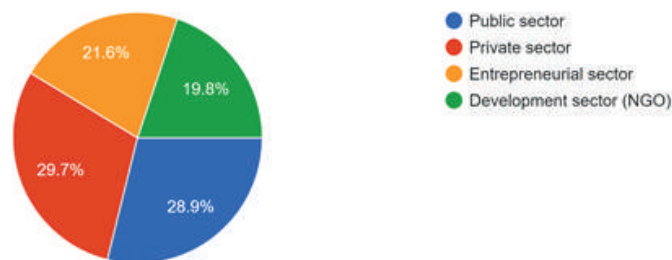
232 responses



Job switching attitude is different, majority were on their 1st job yet, 25% tend to change within 5 years, 17% changed after 5 years and very few responses indicated a change within a year. Other responses are negligible as they represent only 1-2% each.

What sort of employment do you like most to serve with?

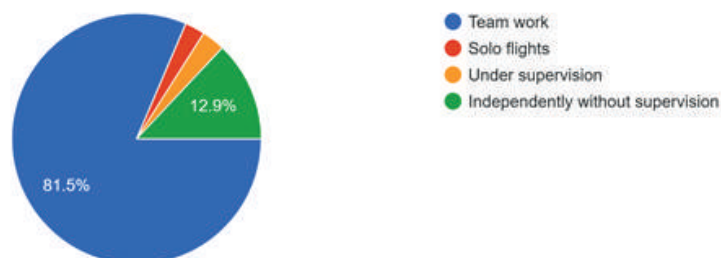
232 responses



This question was in continuation of the previous question and the sort of employment liked by the participants was almost equal for private and public sector (30 and 29% respectively). But the other two were also not much different representing 22% for entrepreneurship and 20% for the liking of the development sector.

31. You like working in an environment based on

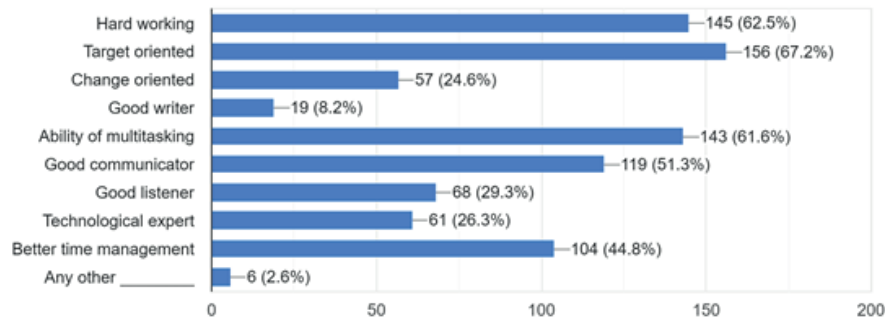
232 responses



This question was asked to know about the working environment basic typology liked by the jobier. Most frequent response option chosen was team work (82%) while all other options had lower responses as shown in the above pie chart.

What qualities do you like to see in your subordinate? Select 4 at the most.

232 responses



Supervisor's qualities and characteristics were assessed and leadership was the most opted among the other characteristics. Subordinates also have some responsibilities and are expected to have certain characteristics. The most expected among them were target oriented having the highest frequency and percentage, hardworking secured second rating, multitasking being the third, and communication ability secured fourth place. Among the lower ratings, technical expertise, writing skills, listening capability etc. were included.



Conclusion

This study has been conducted to understand millennials on the spectrum of their specific needs, available opportunities and its place in the market along with expectations of employers from the millennials generation at work place may they be attitudinal or behavioral.

It is of value to note that Generation X was usually believed to think more about savings and concerned about the generation to come but this study describes that Y generation though prefers luxury and comfort for their present, however, it also tend to prefer savings for their future needs as well as of their families. Millennials are found to be interested in learning as they do not prefer monotonous routines and tend to grow themselves on the job. Substantial majority of Y generation favor new learnings to perform better and earn better.

It has been observed that young generation like supportive work environment, good salary package, flexible timings and job status comprised of approximately equal frequencies. Other options (e.g., social networking, ergonomics, etc.) were found less important for the participants. This if be seen in the current situation of COVID-19, the organizations would like to assign their staff working at home as this would cut substantial expenditure maintain large buildings and work places.

The survey points out that Y generation evaluates organizational problems as mismanagement being the highest followed by limited organizational resources, lack of creativity, ineffective policy, incapable human resource, and the culture of firefighting.

The trend of job switching attitude towards those organizations that are rich in innovativeness, use new tools of information and work under flexi-times stand high. One quarter of the surveyed identified job change over within five years span. Survey also affirmatively clears that millennials did not find academic credentials supportive to professional undertaking. They pinpoint academics and industry liaison is weak and ineffective. The organizations are more focused on output from employees that's why organizations now value career development aspect of their employees.

The survey looks into the credentials of subordinates in the way that top on the ladder is target orientedness followed by hardworking, multitasking, communication ability, technical expertise, writing skills, listening capability and so on.

It is of importance to note that the earlier consideration of employees to be onboard with public sector organization is waning now and this generation is equally attracted towards private sector and entrepreneurship. Based on these facts the future course of employment would have to address the particular likes and dislikes of this generation for productivity and performance that could very well be the hallmark of competitiveness and sustainability.

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