Revisiting Career Aspirations of Panmillennials: An Exploratory Study

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Abstract

This study aims to explore the career aspirations of Panmillennials, a unique intersection of the millennial generation that entered the workforce during the transformative impact of COVID-19. Millennials are a highly sought-after workforce in today's job market. Their career aspirations, work attitudes, and technological adaptability are shaping the culture of the 21st-century workplace. The research design involved an extensive literature review and qualitative study using an adapted version of the snowball sampling technique on LinkedIn. The methodology used in this study was robust and well-suited to exploratory research. The study identified the top 5 career aspirations of Panmillennials, which include recognition and meaningful work, work-life balance, personal commitment and interest, learning and growth, and positive organizational culture. The study introduces the concept of "panmillennials," a generation that has entered the workforce during the pandemic, representing a significant contribution to the field of career and generational theories. The study also provides a framework for future research to explore the underlying factors that influence panmillennials' career aspirations and highlights the need to adopt a generational lens when investigating career aspirations.

***Keyword:** Millennials, Work Culture, Generations, Extrinsic Motivation, Intrinsic Motivation.*

INTRODUCTION

In today's business environment, multiple generations work together towards common commercial goals. However, managing a diverse workforce with varying needs, expectations, and attitudes towards work has become a challenge for business owners and human resource managers. In management literature, individuals born within the same chronological, social, and historical time frame are collectively referred to as a generation. A recent study by Bhagyashree (Barhate 2021) identifies five generations of employees: Silent Generation (born between 1925 and 1945), Baby Boomers (born between 1946 and 1964), Generation X (born between 1965 and 1980), Generation Y or Millennials (born between 1985 and 1997), and Generation Z or Post-Millennials (born between 1997 and 2012). The focus of this study is on Generation Y, also known as Millennials, who currently form a significant portion of the workforce. Millennials are the latest generation to enter the workforce, with the majority of them joining around 2017-2018. The COVID-19 pandemic has brought significant changes to the way people work, accelerating the shift towards remote work and forcing businesses to adapt to new ways of operating.

This has had a major impact on the career aspirations and employee experience of millennials, who are starting their careers during a time of uncertainty and rapid change. In this context, understanding this generation is imperative as they are known for being the most demanding workforce in the current job market. Millennials are a talented, collaborative, influential, and achievement-oriented group, with higher educational qualifications than previous generations.

As noted by Raines (2022), they are optimistic and open-minded, and they bring with them a unique set of expectations to the workplace. Millennials have grown up with smartphones, are well-versed in digital technology, and are highly connected through social media. As a result, their career aspirations, work attitude, and technological orientation are influencing the culture of the 21st-century workplace. Studying the career aspirations of this generation's talented employees is crucial for identifying effective retention strategies that keep them engaged and committed to the workforce.

Pandemic and Millennials: Introducing Panmillennials

The global outbreak of the pandemic has led to a significant transformation in work culture across almost all business sectors (Seetharaman, 2020). This crisis has not only challenged many organizations' survival but has also compelled them to adopt new strategies, such as transitioning to a hybrid work model, driving workforce transformation, and adapting to new work patterns to remain competitive. Millennials have experienced firsthand the social and economic shifts brought about by the pandemic, prompting a transition from traditional work practices to modern, flexible approaches. Researchers have noted a growing trend of evolving career patterns among millennials, increasingly characterized by a hybrid work culture (Demel, 2022; Debenedette, 2021). This scenario presents a unique intersection—where the millennial workforce and the pandemic converge, shaping the future of work. This "Panmillennials Cusp," a distinct generational boundary, has captured the attention of scholars and motivated this study to gain insights into this phenomenon.

The current state of literature reveals a conspicuous void in the scholarly discourse surrounding millennials and post pandemic work culture. It is imperative to bridge this gap and provide meaningful insights into this vital area of research. This study intends to fill this gap in literature by conducting an in-depth investigation into the career aspirations of panmillennials and their perceptions of the post pandemic work culture. As such, this study promises to make a significant contribution to the existing body of knowledge and provide valuable insights into the challenges and opportunities presented by the evolving world of work in the wake of the pandemic. It is important to note that this study represents an exploratory step in understanding the career aspirations of the panmillennial generation in the wake of the post-pandemic work culture. To the best of the knowledge of the authors, no prior study has explicitly examined the intersection of millennials and the pandemic's impact on work culture. Thus, this study aims to make a significant contribution to the literature by shedding light on this unexplored dimension. Through this work, authors hope to open up new avenues for research that will deepen the understanding of the evolving expectations and career aspirations of the panmillennial workforce.

DESIGN OF THE STUDY

The researchers employed a six-step procedure (Figure 1) to conduct their study on the career aspirations of Panmillennials. The first step involved conducting an extensive review of existing literature on the topic. This included academic journals, books, and other relevant sources that provided a comprehensive understanding of the subject matter. After reviewing the literature, the researchers identified and extracted common themes that emerged from the various sources. These themes served as the basis for the identification of variables of the study. The next step involved conducting a qualitative study using to gather data directly from Panmillennials about their career aspirations. This step aimed to provide a more in-depth understanding of the themes identified in the previous step. After collecting the qualitative data, the researchers analyzed it to identify any additional themes that emerged. They then extracted these themes and compared them to the themes identified in the literature review to determine their relevance and importance. The next step involved identifying the themes that overlapped or appeared in both the literature review and the qualitative study. These overlapping themes were considered to be the most significant and relevant to the study. Finally, the researchers identified the top five career aspirations of Panmillennials based on the overlapping themes that emerged from the previous steps. These career aspirations served as the main findings of the study.

Figure 1: 6 step procedure of research (Source-: Self-constructed by authors)

Extensive Literature Review and Identification of Variables

In recent years, researchers have devoted significant attention to understanding the work motivation and career aspirations of the millennial generation. Eddy S.W. Ng (2010) notes that work motivation is a multifaceted construct that includes intrinsic and extrinsic factors, with intrinsic motivation emphasizing the internal desires to perform a given activity, such as recognition, success, and innovation. According to this study, millennials emphasize intrinsic aspect of their jobs. Scholars have also suggested that public service motivation (PSM) plays a role in shaping the career aspirations of millennials, with (Ertas 2015) positing that those in the public sector are more likely to be driven by intrinsic rewards than those in the private sector. According to (Barhate 2021), the attitudes, self-perceptions, relationships, and motivations of Generation Z have a significant impact on their career aspirations. For example, while this cohort values relationships at work, it is unclear whether they prefer to work in teams or independently. Interestingly, in this study salary was not reported as a significant factor in stabilizing their job aspirations, with Generation Z regarding it as a motivational hygiene factor. Rhung (2019) suggests that managers and organizations need to identify the extrinsic and intrinsic factors that drive millennials' career aspirations and make necessary changes to meet their needs. In a study by Khan et al. (2021), Millennials' interest in innovative and challenging work was found to be a significant predictor of career aspirations. Additionally, the study found that high-quality feedback and appraisal meetings were important intrinsic factors influencing career aspirations among Millennials. Similarly, environmental factors, such as work-life balance, were also found to be important intrinsic factors affecting career aspirations (Chaudhary & Rana, 2021). The need for recognition and success were identified as important intrinsic factors influencing Millennials' career aspirations in a study by Raghavendran and Joshi (2021). Additionally, the study found that personal commitment, interest, and meaningful work were significant predictors of career aspirations among Millennials. Furthermore, employment experiences, high-quality feedback, and recognition were also found to be important intrinsic factors affecting career aspirations (Tariq et al., 2021). There are a few more researchers who indicated intrinsic factors as the career aspirations of millennials (Gorczyca, M., & Hartman, R. L. 2017; Heyns, M. M., & Kerr, M. D. 2018). On the other hand, extrinsic factors such as wages, money, and benefits were identified as important factors influencing career aspirations among Millennials in a study by Kumar and Bhardwaj (2021). The study also found that personal motivation related to past experiences, monetary and non-monetary benefits, stability, and learning opportunities were significant predictors of career aspirations. Organizational culture, mentoring, and growth opportunities were also identified as important extrinsic factors influencing career aspirations (Srivastava & Bhandarker, 2021).Wages, money, and benefits were identified as important extrinsic factors influencing career aspirations in a study by Parmar and Chawla (2021). Additionally, the study found that personal experience, compassion, work-life balance, and organizational culture were significant predictors of career aspirations among Millennials. Furthermore, monetary and non-monetary benefits, stability, learning, mentoring, and growth opportunities were also found to be important extrinsic factors affecting career aspirations (Yadav and Kumar, 2021). Furthermore, Yadav and Singh (2021) found that familial factors, such as parental support and guidance, were important extrinsic factors influencing career aspirations among Millennials. Additionally, the study found that attitudes towards work and self-perception motivation were significant predictors of career aspirations. The study also identified work-life balance, stability, and growth opportunities as important extrinsic factors affecting career aspirations. Other studies indicating extrinsic factors as career motivators for millennials are Hee, O. C., and Rhung, L. X. 2019 ; Mahmoud, A. B; et.al 2020; Linda, I. 2010; Gerard, N. 2019; Evangeline, and E. T., and Ragavan, V. G. 2016.

Looking ahead, more comprehensive studies that explore the various dimensions of career aspirations, such as intrinsic, extrinsic, career expectations, and perceived career

development, are needed. In conclusion, the literature on work motivation and career aspirations of the millennial generation provides valuable insights into the complex and multifaceted factors that drive their career choices. However, further research is needed to develop a more nuanced understanding of the career expectations and development perceptions of this cohort, which can inform efforts to meet their needs and improve their performance in the workplace. After the comprehensive literature review, a set of career aspiration variables were identified and organized into clear themes that reflect the intrinsic and extrinsic drivers of career choices (Refer Table 1). The identified variables were classified into two themes, namely extrinsic and intrinsic variables. Extrinsic variables pertain to external rewards and benefits, such as salary, job security, and work-life balance. In contrast, intrinsic variables relate to internal factors, such as job satisfaction, autonomy, and the need for recognition and innovation. The categorization of career aspirations under these two themes provides a conceptual underpinning for understanding the complex interplay between external and internal factors that drive career choices and job satisfaction among panmillennial.

Table 1: Literature Supported themes adapted from Sharma, P., & Srivastava, S. (2022).

S.No	Themes	Sub themes
1.	**Intrinsic factors**	Need for recognition, Success, and Innovation, Personal Commitment, Interest, Employment Experiences, Meaningful Work, High Quality Feedback, Appraisal Meetings, Recognition, Attitudes, Relationship, Self-Perception Motivation, Environmental and Familial considerations, Work life balance through Redesigned Jobs,
2.	**Extrinsic factors**	Wages, Money, and Benefits, Personal Experience, Compassion, Personal Motivation Related to Past Experience, Monetary and Non-monetary Benefits, Organizational Culture, Work Life Balance, Stability, Learning, Mentoring, Growth

A Qualitative Study

Despite the extensive literature review on the career aspirations of millennials, an important aspect has been overlooked. Specifically, the review failed to consider the unprecedented impact of the COVID-19 pandemic on the contemporary work environment. As a result, it left a critical

gap in the understanding of the current aspirations and expectations of the panmillennial generation. It is imperative to note that the researchers will be employing the term "panmillennials" throughout this paper to refer to the broader cohort of individuals born between the early 1980s and the mid-1990s. However, it is essential to highlight that in discussions relating to the literature cited, the term "millennials" will be utilized due to the current dearth of research on the impact of the COVID-19 pandemic on contemporary career aspirations. This intentional use of terminology underscores the urgent need for further inquiry into the career goals and expectations of the panmillennial generation in the post-pandemic work environment. Such research is critical for achieving a comprehensive understanding of the modern workforce and identifying strategies to support the career development of this demographic.

To address this research gap, the researchers designed a qualitative study to connect with panmillennials and gain a deeper understanding of their career aspirations in light of the changing workplace dynamics. The researchers employed the focus group interview method in this study. This approach involves conducting in-depth group interviews with carefully selected participants who represent a specific population and are centered around a particular topic (Thomas, 1995). At this stage, the researchers employed a systematic methodology to identify focus group participants, as detailed below.

To reach and engage with millennials, the researchers made extensive use of LinkedIn, applying a modified version of the snowball sampling technique (Biernacki & Waldorf, 1981). This approach was chosen for its effectiveness and reliability in research. LinkedIn, a widely recognized professional networking platform, has over 650 million users across approximately 200 countries (Totoro, 2017). It is extensively utilized by professionals to manage their careers (LinkedIn, 2019a), as supported by studies conducted by Sullivan (2021), Leonardi (2012), and Utz (2016). Additionally, recent research by Joanna Davis (2020) emphasizes the advantages of LinkedIn for career management and professional growth.

In social science research, snowball sampling—also referred to as chain-referral sampling—is a non-probability sampling method in which current participants assist in recruiting future respondents (Babbie, 2016). In this study, potential participants were identified through the

professional networks of the researchers' acquaintances. The researchers utilized LinkedIn as the primary recruitment platform for the proposed study, leveraging the platform's networked relationships to reach a substantial sample of panmillennials. This approach can be viewed as an adapted version of snowball sampling, which is a widely used technique for identifying and recruiting hard-to-reach populations (Atkinson and Flint 2001). This strategy proved effective, as it allowed the researchers to recruit participants who had already entered the workforce, witnessed the pandemic, and experienced workplace transformations in the post-pandemic phase. The technique provided access to participants who were easily not identifiable through other sampling methods and allowed researchers to build trust with participants through referral by someone they knew and trusted (Biernacki and Waldorf 1981). Using the adapted version of snowball sampling, researchers downloaded 500 career profiles of panmillennials from LinkedIn networked relationships. After extensive analysis, 264 profiles were shortlisted based on the respondents' impulsive job-hopping behavior, indicating their vulnerable career aspirations. This research finding aligns with previous studies, such as Ivanović's (2019) work, which suggests that professionals with such job-hopping behavior exhibit more susceptibility to career risks. The researchers then contacted the identified professionals, resulting in a relatively low conversion rate of 13%, and finally included 40 participants, carefully selected to ensure intra-homogeneity among the groups. The virtual focus group interviews conducted via the Zoom platform was overseen by authors and qualified facilitators, who ensured a rigorous and unbiased process. Importantly, the inclusion of human resource professionals and academicians/researchers provided a comprehensive understanding of the panmillennial workforce, highlighting the relevance of inter-professional collaborations in understanding modern career aspirations. After the formation of five homogenous groups, the participants were invited to join the Zoom meetings at different schedules. To ensure a fair and unbiased process, a debriefing session was conducted with each group before the actual interview process began. During the session, participants were made familiar with the process and were provided with an opportunity to ask any initial queries. The majority of the participants were concerned about the time to be taken for the entire exercise since most of them had time constraints. Once their queries were addressed, the actual process of interviewing began, similar to a group discussion exercise. The central theme of the exercise was to understand the career aspirations of the panmillennials. The participants were probed to provide information about their aspirations from their current and future careers. During the process, the terms career expectations and career motivations were used interchangeably. After their comments were recorded, they were further enquired about their current employee experience, and some questions led the discussion towards their turnover intentions. Throughout the discussion, special attention was paid to assure the participants about the confidentiality of their information as it was sensitive and vulnerable. The entire process of probing, raising appropriate queries, and managing the discussion flow was handled by qualified facilitators/moderators.

The average time taken in the discussion by each group was 60-75 minutes. As a total of five focus groups were conducted, the moderators were able to identify a specific pattern emerging from the first two groups. The subsequent groups provided a repetitive viewpoint about career aspirations, leading to theoretical saturation (Casey 1994). Finally, at the end of this stage, researchers were able to generate data based on the synergy of each group's interaction, which formed the basis of further analysis.
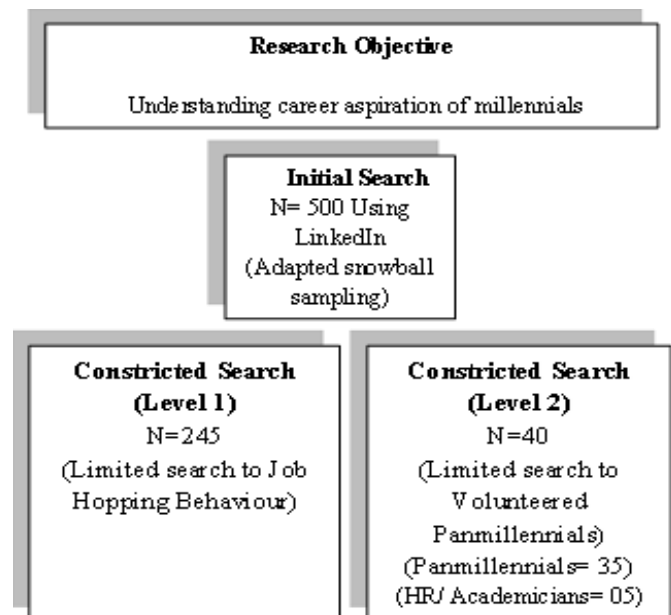

Figure2: Steps of Qualitative Data Collection Adapted from Makeram (2020)

Data Analysis of the Qualitative Study

The analysis of data was conducted through the employment of the framework analysis technique, a rigorous and systematic approach for analyzing qualitative data. It is noteworthy that the process of qualitative data analysis occurred simultaneously with data collection, allowing for a more dynamic and iterative approach to the research

process. In line with the guidelines proposed by Ritchie and Spencer (1994), the data analysis involved several interconnected stages, as illustrated in Figure 3.
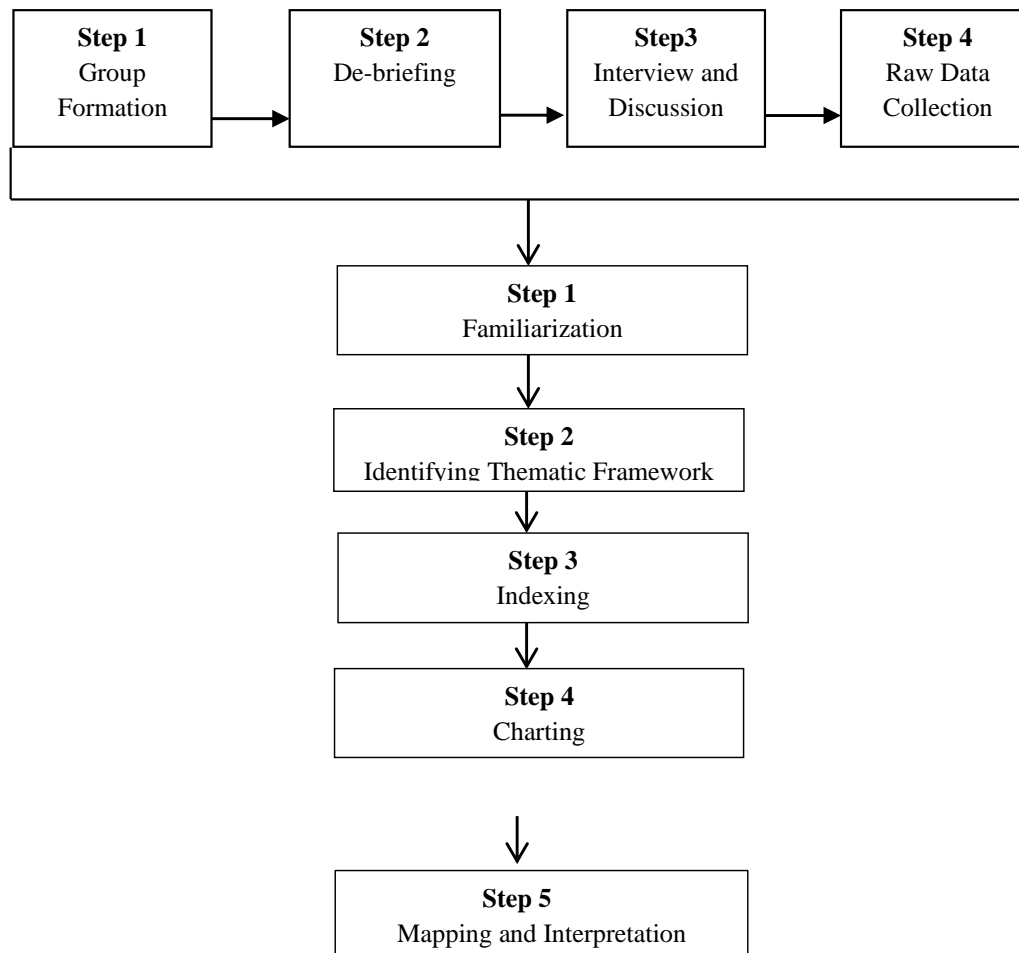
Figure3: Steps of Group Formation, Data Collection and Analysis Adapted from Richie and Spencer (1994)

The data analysis process began with a familiarization phase, during which transcripts and observational notes were carefully examined to extract raw data from the interviews. Summary notes were recorded immediately after each session, creating an overlap between data collection and processing. Initial participant responses indicated that they had predefined career goals when joining the organization and were likely to seek alternative opportunities if these objectives were not met. While most respondents viewed salary as a fundamental necessity, it was not considered a determining factor for long-term job stability.

During the interviews, participants were encouraged to share their employee experiences, with interviewers using prompts to gather more detailed and clarifying responses. A significant number of respondents expressed a desire to leave their organization due to low job satisfaction and unmet career aspirations, highlighting concerns that prolonged tenure in a similar work environment could result in career stagnation.

The next stage, indexing, involved organizing and filtering the data, followed by the charting phase, where interviews were transcribed and mapped onto a predefined thematic framework. The researcher systematically coded

each participant's career trajectory, assessing their job transitions over a three-year period. After this initial discussion, further questions were posed to understand the key factors influencing their willingness to remain with the organization long-term. Throughout the qualitative study, several critical factors emerged as essential in understanding participants' career growth and development. These insights were derived through systematic data analysis and interpretation (Figure 4).
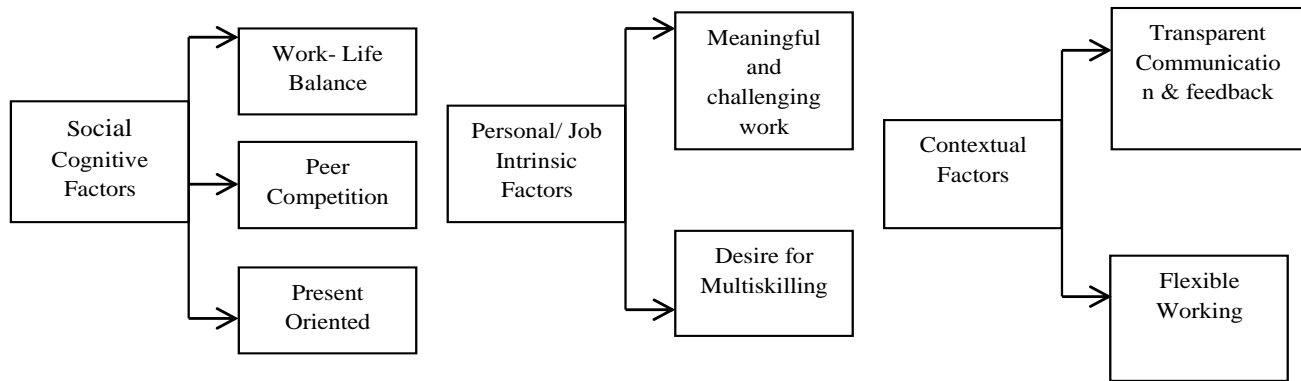
Figure 4: Themes and Sub-themes Derived from Qualitative Study (Source: Sharma, P., & Srivastava, S. (2022))

Firstly, the study revealed the importance of the social cognitive career development paradigm, which emphasizes the role of individual inputs, environmental affordances, and socio-cognitive variables in shaping professional interests, career objectives, and behaviors. This factor highlighted the significance of external influences on career development. Secondly, personal/job intrinsic factors emerged as a key theme. These factors represent the participants' goals and aspirations for their work life in the future. This theme revealed the importance of individual values and interests in shaping career trajectories. Finally, the study identified the significance of contextual factors, which encompassed a wide range of variables that can impact wellbeing, safety, and physical activity engagement. These variables included personal, social, cultural, economic, and political influences. Mapping and interpreting the data required not only recognizing the connection between these factors but also a creative and analytical approach to making sense of the various viewpoints. The identification and analysis of these factors have contributed to a deeper understanding of the career development of the participants and provided valuable insights for future research in this area. Based on the qualitative study conducted, sub themes also emerged which influenced the career aspirations of the participants. The sub themes related to social cognitive factors encompassed work-life balance, peer competition, and a present-oriented mindset. The participants expressed their desire for a balance between their personal and professional lives, while also acknowledging the impact of competition with their peers. They also displayed a present-oriented mindset, focusing on their current situations rather than

long-term career objectives. The second set of sub themes pertaining to personal/job intrinsic factors comprised of meaningful and challenging work and the desire for multiskilling. The participants emphasized the importance of engaging in work that is meaningful and provides a sense of challenge. They also expressed their interest in acquiring multiple skills to enhance their job prospects. Within the third theme of contextual factors, two sub-themes emerged. These were transparent communication and instant feedback, and flexible working arrangements. Transparent communication and instant feedback are essential for effective teamwork. Flexible working arrangements, such as remote work options and flexible hours, promote work-life balance and attract top talent. The themes mentioned in the Figure 4 have been enumerated in the order of intensity shared by the participants. Notably, the interviewer actively guided participants throughout the process by asking relevant questions and using appropriate techniques to gain insights into their backgrounds. It is essential to highlight that while compiling the summary notes, distinct thematic patterns emerged, along with a clear causal relationship between various topics. This was the first recorded group discussion, during which the interviewer carefully observed and documented information that supported these connections.

Every effort was made to ensure that unbiased reviewers could assess the participants' career aspirations objectively. Table 2 Presents representative transcripts corresponding to each identified theme.

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Table 2: Sub-themes and Representative Transcripts (Self- constructed by authors)

S.No	Themes	Thematic cluster	Thematic Code	Excerpts from the transcript
1	Social Cognitive Factor	Work Life Balance	WLB	1. *"I experience more anxiety and stresstherefore I equally prioritize mental-health benefits and work-life balance."* 2. *"I value work-life balance above all other work characteristics because I don't want hostile working as the previous generation use to do."*
		Peer Competition	PC	1. *"Millennial are considered more demanding and to have higher expectations than their more experienced colleagues"* 2. *Me and my friend started working together we possess same qualification but he getting higher pay in another company but am still at the same position and not getting good hike."*
		Present Oriented	PO	1. *"When the epidemic hit, we witnessed people who valued loyalty at work being immediately fired. We became the job-hoppers of today when loyalty suddenly stopped appearing to be rewarded as it should have been".*
2	Personal/ Job Intrinsic Factor	Meaningful and Challenging work	MCW	1. *"I don't find my role very challenging and I has to follow the SOPs kind of work which is very monotonous.(job rotation is missing)"* 2. *"Opportunity to learn and grow is extremely important for me. Also I look for the more challenging work rather than monotonous kind of work."* 3. *"If I understand the value of my work for organization's mission I will definitely work for the organization for longer time period."*
		Desire for Multiskilling	DM	1. *"I would stay in a company if I am given different roles to play."* 2. *"I would like to get involved in various tasks at job. This will enhance my skills"*
3	Contextual Factor	Transparent Communication & Feedback	TCF	1. *"I will interact with the brands that are open, transparent, and stand for more than just their bottom line."* 2. *"I want to feel good about my work. I value authenticity and therefore want to work with companies that help me to create some impact on society."* 3. *"I want to understand as much as possible about my workplace, so that I feel more committed to the organization which in turn produces trust, impedes corruption and politics".*
		Flexible Working	FW	1. *"For me the demotivational factor in MNC's is less holidays on the festival and occasion also the long working hours on the occasion."*

				2.	*"9 to 5 working seem monotonous sometime as I have to go to office cube there should be some flexibility in working hours."*

DISCUSSION OF RESULTS

The objective of this study was to explore the career aspirations of panmillennials by conducting an extensive literature review and a qualitative study. The literature review revealed that the career aspirations of millennials are influenced by both intrinsic and extrinsic factors. The intrinsic factors, such as personal commitment, interest, and meaningful work, are essential for their career development, while extrinsic factors such as wages, money, benefits, and work-life balance, and learning and growth opportunities are also critical to millennials. On the other hand, the qualitative study emphasized the significance of social cognitive, personal/job intrinsic, and contextual factors such as work-life balance, peer competition, meaningful and challenging work, transparent communication, instant feedback, and flexible working arrangements in shaping panmillennials' career aspirations.

One of the key differences between the findings of the literature review and the qualitative study is the emphasis on personal and social cognitive factors. The literature review primarily focuses on extrinsic and intrinsic factors such as wages, money, benefits, personal commitment, interest, and meaningful work, while the qualitative study highlights the importance of social cognitive factors such as peer competition and present-oriented factors such as work-life balance. This difference underscores the significance of exploring the impact of social cognitive factors and present-oriented factors on panmillennials' career aspirations, which have not been widely explored in the literature.

Another significant difference between the findings of the literature review and the qualitative study is related to the emphasis on personal growth and development. The literature review primarily focuses on learning and growth opportunities as extrinsic factors, while the qualitative study highlights the importance of personal/job intrinsic factors such as desire for multiskilling and meaningful and challenging work that contribute to personal growth and development. This difference underscores the significance of exploring the role of personal/job intrinsic factors in shaping panmillennials' career aspirations, which have not been widely explored in the literature.

Lastly, the literature review focuses on the importance of organizational culture and stability as extrinsic factors, while the qualitative study highlights the significance of flexible working arrangements and transparent communication as contextual factors that influence panmillennials' career aspirations. This difference also underscores the importance of exploring the role of contextual factors such as organizational culture and transparent communication in shaping panmillennials' career aspirations and the need for organizations to develop strategies that take into account these contextual factors to attract and retain millennial talent.

Table 3: Comparison of Themes Derived from Literature and Qualitative Study (Source: Sharma, P., & Srivastava, S. (2022).)

Factors influencing Millennials' career aspirations	Literature Review	Qualitative Study
Intrinsic Factors	Need for recognition, success, and innovation, personal commitment, interest, employment experiences, meaningful work, high-quality feedback, appraisal meetings, recognition, attitudes, relationship, self-perception motivation	• Meaningful and challenging work, • Desire for multiskilling

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Extrinsic Factors	Wages, money, and benefits, personal experience, compassion, personal motivation related to past experience, work-life balance through redesigned jobs, monetary and non-monetary benefits, organizational culture, work-life balance, stability, learning, mentoring, growth	• Work-life balance, • Transparent communication and instant feedback • Flexible working
Social Cognitive Factors	N/A	• Work-life balance, • Peer competition, • Present-oriented
Contextual Factors	N/A	• Transparent communication and • Instant feedback, flexible working

The Table 3 presents a comparison of the career aspirations of panmillennials, based on the factors identified in the literature review and the qualitative study. The table consists of three columns and several rows, with each column representing the different factors that influence career aspirations. The first column of the table presents the intrinsic factors that influence millennials' career aspirations. The factors identified in the literature review are listed in the first row, while the factors identified in the qualitative study are listed in the second row. The second column of the table presents the extrinsic factors that influence millennials' career aspirations. Again, the factors identified in the literature review are listed in the first row, while the factors identified in the qualitative study are listed in the second row.

The third column of the table presents the contextual factors that influence millennials' career aspirations. The factors identified in the qualitative study are listed in the second row of the third column.

To extract the overlapping themes from Table 1 and 2, researchers first looked for commonalities between the two sets of themes and identified six overlapping themes based on the similarities in the sub-themes listed in both tables (Table 4). These overlapping themes are:

Table 4: Overlapping Themes (Source: Sharma, P., & Srivastava, S. (2022).)

S. No.	Overlapping Themes	Subthemes
1	Work-life balance	Redesigned jobs, Flexible working
2	Meaningful and challenging work	Meaningful work, High quality feedback, Appraisal meetings
3	Personal commitment	Personal commitment, Desire for multiskilling
4	Recognition	Need for recognition, Recognition, Attitudes
5	Transparent communication and feedback	Transparent communication & Instant feedback
6	Learning and growth	Mentoring, Growth

1. Work-life balance: This theme emerged from Table 2 and overlaps with the sub-themes "Redesigned jobs" and "Flexible working" from Table 1. This suggests that millennials value work-life balance and are interested in jobs that allow them to maintain a healthy balance between their work and personal life.

2. Meaningful and challenging work: This theme emerged from Table 2 and overlaps with the sub-themes "Meaningful work," "High-quality feedback," and "Appraisal meetings" from Table 1. This suggests that millennials are looking for jobs that are engaging,

meaningful, and provide opportunities for growth and development.

3. Personal commitment: This theme emerged from Table 1 and overlaps with the sub-theme "Desire for multiskilling" from Table 2. This suggests that millennials are committed to their personal and professional development and are interested in jobs that provide them with opportunities to learn new skills.

4. Recognition: This theme emerged from Table 1 and overlaps with the sub-themes "Need for recognition" and

"Recognition attitudes" from Table 1. This suggests that millennials value recognition and acknowledgment for their work.

5. Transparent communication and feedback: This theme emerged from Table 2 and overlaps with the sub-theme "Transparent communication & Instant feedback" from Table 1. This suggests that millennials are looking for open and transparent communication channels that provide them with constructive feedback.

6. Learning and growth: This theme emerged from Table 1 and overlaps with the sub-themes "Mentoring" and "Growth" from Table 2. This suggests that millennials value learning and growth opportunities and are interested in jobs that provide them with opportunities to develop their skills and advance their careers.

The overlapping themes provide insights into the factors that influence the career aspirations of millennials. The themes suggest that millennials are interested in jobs that offer work-life balance, meaningful and challenging work, personal development opportunities, recognition, open communication, and learning and growth. The identification of these overlapping themes can help organizations to design jobs and work environments that meet the needs and aspirations of millennials.

Based on the above discussion, it is clear that millennials' career aspirations are influenced by a variety of intrinsic, extrinsic, and contextual factors. The overlapping themes identified in the comparison chart highlight the key factors that are most significant in shaping millennials' career aspirations. Personal commitment, interest, meaningful work, recognition, work-life balance through redesigned jobs, and organizational culture are the factors that emerged as significant in both the literature review and the qualitative study. These factors emphasize the importance of creating a work environment that provides opportunities for personal and professional growth, meaningful work, and recognition, while also enabling a healthy work-life balance through flexible work arrangements. The differences identified between the literature review and the qualitative study suggests that there is no one-size-fits-all approach to understanding Panmillennials' career aspirations. However, the overlapping themes provide useful insights for organizations seeking to attract and retain millennial talent. The comparison chart and the analysis of overlapping themes can guide organizations in creating a work environment that aligns with millennials' career aspirations and supports their personal and professional development.

Based on the previous analysis, the top five career aspirations of millennials have been identified as follows:

1. Recognition and meaningful work: Both the literature review and qualitative study identified recognition and meaningful work as top career aspirations for millennials. This includes the desire for fulfilling and purposeful work, as well as receiving acknowledgment and appreciation for one's efforts.

2. Work-life balance: Achieving work-life balance through flexible work arrangements and redesigned job roles was also a top career aspiration for millennials identified in both the literature review and qualitative study.

3. Personal commitment and interest: Millennials are committed to achieving their career goals and are interested in areas of work that they find appealing. This was highlighted as an important intrinsic factor in both the literature review and qualitative study.

4. Learning and growth: The desire for continuous learning and opportunities for growth were identified as important career aspirations for millennials in the literature review. The qualitative study also highlighted the importance of multiskilling and challenging work.

5. Positive Organizational culture: Both the literature review and qualitative study emphasized the importance of organizational culture as a contextual factor that impacts millennials' career aspirations. This includes the values, norms, and practices of an organization that can either support or hinder career development.

It is essential to acknowledge that the top 5 career aspirations mentioned have been identified based on the overlapping themes only. However, during this process, two significant aspects were given due consideration. Firstly, the aspirations shared by panmillennials were given more weightage as they were based on first hand experiences and insights. Secondly, a more comprehensive approach was adopted while selecting the aspirations. For instance, instead of emphasizing transparent communication and feedback as separate entities, the broader concept of positive organizational culture was considered more relevant and suitable. Therefore, it can be concluded that these top 5 career aspirations are a result of a thorough and thoughtful analysis of the data obtained, incorporating both the direct input from panmillennials and a holistic perspective.

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Career Aspirations of Panmillennials vs. Previous Generations: A Comparative Analysis

Previous generations have been found to prioritize job security, stable income, and traditional career paths (Kowske et al., 2010). However, the top five career aspirations of millennials identified in this study - desire for work-life balance, meaningful and challenging work, opportunities for growth and development, flexibility in work arrangements, and desire for a positive organizational culture - suggest a departure from these traditional values. These findings are consistent with previous studies that have identified millennials as valuing work-life balance and opportunities for growth and development (Ng et al., 2010) Twenge, (2010). This shift in values may be attributed to a number of societal and economic factors, including the rise of technology and the gig economy, which have allowed for more flexibility and autonomy in work arrangements (Deloitte, 2021). Additionally, the ongoing COVID-19 pandemic has highlighted the importance of work-life balance and meaningful work, as many individuals have re-evaluated their priorities in the face of uncertainty and adversity (Barnes et al., 2021).

Overall, the identified top five aspirations of millennials suggest a departure from traditional career values and a greater emphasis on work-life balance, personal growth, and a positive organizational culture. These findings have important implications for employers and policy makers in terms of creating a workplace that caters to the unique values and aspirations of millennials.

Table 5: Career Aspirations of Panmillennials vs. Previous Generations (Source: Sharma, P., & Srivastava, S. (2022)

Career Aspirations	Millennials	Previous Generations
Job Flexibility	Millennials highly value job flexibility, including remote work options and flexible schedules, which enable them to achieve a better work-life balance.	Previous generations placed greater emphasis on job security and stability, often prioritizing traditional 9-5 office jobs.
Career Development	Millennials prioritize career development opportunities such as mentorship, training, and learning and development programs that will allow them to acquire new skills and advance in their careers.	Previous generations placed greater emphasis on job security and seniority, often remaining in one company or position for an extended period.
Work-Life Balance	Millennials prioritize a work-life balance that allows them to maintain their physical and mental health, pursue personal interests, and spend time with family and friends.	Previous generations were often willing to sacrifice personal time for career advancement and financial stability.
Social Responsibility	Millennials often seek out companies that align with their personal values and prioritize social responsibility, including ethical business practices, environmental sustainability, and community involvement.	Previous generations often prioritized financial stability and job security over a company's social responsibility practices.
Entrepreneurship	Millennials are more likely to value entrepreneurship and starting their own businesses, often seeking to create a career path that aligns with their personal interests and values.	Previous generations often prioritized job stability and the security of a traditional career path over entrepreneurship.

This Table 5 highlights some of the key differences in career aspirations between millennials and previous generations, with millennials placing a greater emphasis on job flexibility, career development, work-life balance, social responsibility, and entrepreneurship. These differences may reflect changing values and priorities among younger workers, as well as shifts in the modern job market and economic landscape.

METHODOLOGICAL SUPERIORITY OF THE STUDY

The superiority of the methodology used in this study lies in its comprehensive approach to examining the career aspirations of panmillennials. By conducting both a literature review and a qualitative study, this research provides a more nuanced understanding of the factors that shape panmillennials' career aspirations. The literature

review allowed for a broad overview of the existing research on millennials' career aspirations, while the qualitative study provided in-depth insights into the experiences and perspectives of panmillennials themselves. Additionally, the qualitative study employed a rigorous sampling strategy to ensure a diverse and representative sample of panmillennials. The use of semi-structured interviews allowed for flexibility in exploring and eliciting the participants' perspectives and experiences, while also maintaining consistency across the interviews.

Overall, the methodology used in this study was robust and well-suited to exploratory research, allowing for a comprehensive and nuanced understanding of panmillennials' career aspirations. Thus, the study's innovative use of a mixed-methods design, combining a comprehensive literature review with qualitative interviews, showcases the power of using multiple methods to deepen authors' understanding of complex phenomena.

IMPLICATIONS OF THE STUDY

The present study contributes to the existing literature on panmillennials' career aspirations by providing a comprehensive analysis of the intrinsic, extrinsic, and contextual factors that shape their career goals. The findings of the literature review and the qualitative study indicate that panmillennials prioritize personal growth, work-life balance, and social impact in their career aspirations. Specifically, the top five career aspirations of panmillennials identified in this study are career growth and advancement, work-life balance, meaningful work, social impact, and autonomy. The overlapping themes between the literature review and the qualitative study further highlight the importance of personal commitment, interest, meaningful work, recognition, work-life balance through redesigned jobs, and organizational culture in shaping panmillennials' career aspirations. These findings contribute to a deeper understanding of the factors that motivate panmillennials to pursue certain career paths, which can inform the development of more effective talent management strategies in organizations. Moreover, the comparison of panmillennials' career aspirations with those of previous generations suggests a shift in values and priorities. While previous generations may have prioritized job security and financial stability, panmillennials place greater emphasis on personal growth and work-life balance. This highlights the need for organizations to adapt their talent management practices to better align with panmillennials' values and aspirations.

The present study also offers significant implications for researchers investigating career aspirations of panmillennials. Firstly, the identification of the top five career aspirations of panmillennials provides a framework for future research in this area. Researchers can use these findings to design and conduct studies that further explore the underlying factors that influence panmillennials' career aspirations. Secondly, the identification of the overlapping themes between the factors identified in the literature review and the qualitative study provides insights into the factors that have a significant impact on panmillennials' career aspirations. Researchers can build upon these findings to develop and test theoretical models that explain the complex interplay between intrinsic, extrinsic, and contextual factors that shape panmillennials' career aspirations. Additionally, the study's findings highlight the differences between the career aspirations of panmillennials and those of previous generations. This underscores the need for researchers to adopt a generational lens when investigating career aspirations. Future research should explore the factors that contribute to these generational differences and how they may evolve over time.

Finally, this study introduces a ground breaking concept that captures the unique intersection of the millennial generation and the transformative impact of COVID-19 on the workforce. Coined as "panmillennials", this term represents a logical cusp of a generation that has entered the workforce during the pandemic, witnessing and adapting to new and unprecedented changes in work culture. The introduction of this term to the literature represents a significant contribution to the field of career and generational theories, exemplifying the authors' commitment to advancing knowledge and understanding of the ever-evolving landscape of work.

FUTURE RESEARCH DIRECTIONS

This study highlights several promising avenues for future research. One potential area of investigation could be to further explore the impact of cultural and societal factors on panmillennials' career aspirations, including the role of globalization and technological advancements. Another area for future research could be to examine the effectiveness of different career development programs and interventions for supporting panmillennials in achieving their career aspirations. Additionally, given the increasing emphasis on work-life balance and flexible work arrangements, future research could focus on the potential benefits and drawbacks of such practices for panmillennials' career development and aspirations. Moreover, as the workforce becomes

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increasingly diverse, it would be valuable to investigate how factors such as gender, race, and ethnicity impact panmillennials' career aspirations and development. Furthermore, this study highlights the importance of exploring the intersectionality of different factors that impact panmillennials' career aspirations, including intrinsic, extrinsic, and contextual factors. Future research could delve deeper into these factors and examine their complex interplay in shaping career aspirations and development.

In summary, this study provides valuable insights into the career aspirations of panmillennials and highlights promising directions for future research. By addressing the gaps in the current understanding of the factors that impact panmillennials' career development, future research can help inform policy and practice aimed at supporting the career aspirations of this generation. Furthermore, the comprehensive and rigorous methodology employed in this study can serve as a model for future research on the topic.

CONCLUDING REMARKS

Given the on-going changes in the nature of work and the workforce, it is essential to continue exploring panmillennials' career aspirations, as well as those of other generations, to inform effective talent management strategies and enhance employee engagement and retention. Researchers should focus on exploring the interplay between macro-level factors, such as technological change and economic conditions, and micro-level factors, such as individual values and preferences, in shaping career aspirations. Additionally, researchers should explore the effectiveness of interventions aimed at promoting career development and enhancing job satisfaction, taking into account the unique characteristics and needs of different generations in the workforce.

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