Professional Ethics: under 30 perspective

By: Team CEA

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Introduction

Morals and Ethics help us form a code of conduct for our personal as well as professional lives. Our personal values have a crucial role to play in our professional careers. They are reflected in our daily decisions which shape our professional careers. One can better understand complex human interactions by sorting out good and bad with the help of the principles of ethical reasoning.[1] Especially in the rapidly transforming world where the competition is only increasing, it is necessary for professionals to understand professional ethics and practice it. India currently finds its place in the "lower middle income country" category of theWorld Bank and is referred to as a 'developing' nation. Our effort to become one of the strongest and most promising economies is well-known. In this essence, there is a need to have fair competition and combat unethical practices. Globalization of business can be one reason which has led to an increase in unethical conduct in companies, and both the employer and employee should work in tandem to make the business ethical by placing a code of ethics at the highest standards.[2]

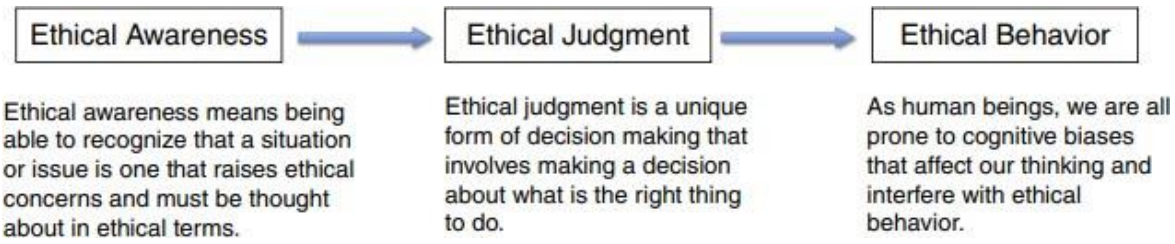
An unethical conduct of an employee can cost a company not only in terms of business but also in terms of reputation and tarnish its goodwill. Harm to the reputation of the organization can have a long-standing impact on the company's business and growth.

A few components that professionals are expected to follow in their professional careers are – honesty, sincerity, hard/smart work, confidentiality, trust, loyalty, integrity. Awell-defined code of conduct, having these principles mentioned, is necessary to regulate workplace ethics. Every profession is expected to evolve a set of ethical principles to guide the conduct and behaviour of its members. These ethical principles provide the basis to differentiate between desirable and undesirable professional conduct and behaviour. While, ethics deals with moral principles, usually accepted voluntarily by an individual or a group, the Professional Ethics (PE) code is a set of self-regulated professional ideals and principles, necessary for the attainment of professional excellence and self-satisfaction. A PE is generally based on two principles, namely, professional integrity and ideals of service to society and community to which it belongs. Apart from PE codes, there are multiple ways in which PE can be reinforced in an organization *viz.* through, training and development, educating and reinforcing policies, displaying positive leadership behavior, promoting ethical behaviour, performance system management system as well as various support mechanisms for professional in the workplace.

[1] A. C. Fernendo, Business ethics and corporate governance (2012)

[2] Zainal Abu Zarim & Hafizah Omar Zaki, *Ethics and integrity in building employee's perceptions*, 4 Management Studies (2016).

When the ethical code of conduct is followed, it benefits the organization as it promotes good for society, improves profitability, improves employee productivity, reduces penalties from regulators and public authorities, etc. According to Kohlberg's theory[3], an individual's moral upbringing plays a crucial role in making ethical choices or action, thereby affecting and determining the moral and ethical integrity of an individual while doing the work. It has been extensively researched and proven that socio-cultural backgrounds have a role to play in the decision-making of an individual.



Source: Current Opinion in Behavioural Sciences[4]

The last three years of the pandemic (2020,2021,2022) in particular and after a number of lockdowns which brought a great shift in what we perceive and pursue as work, has made us question our professional ethic/s even more. The work was mostly carried out on a remote basis. The employees would be in the comfort of their homes and there was little to low or even no supervision. There were instances reported of malpractices and employees indulging in unethical activities. One could argue that the millennials who joined the workforce in these years were not exposed enough to professional ethics or the work culture in the strictest sense. Each new generation is stereotyped as they enter the workforce, therefore it is important to examine and understand their needs in order to have a robust code of conduct.

Methodology and Sample for study

The current research is an attempt to understand the demands and experiences of young professionals from the corporate sector ranging between the ages of 20 to 30 years. By means of an empirical research exercise, the data was collected from people who are currently employed (full-time and part-time) as well as those currently unemployed but had worked in the

[3] *Id*
[4] Francesca Gino, *Understanding ordinary unethical Behaviour: why people who value morality act immorally,* 3 Current Opinion in Behavioural Sciences (2015).

past. The ongoing research aims to explore, understand and explain the phenomenon of workplace likes and dislikes.

Professionals between the ages of 20 to 30 make up an increasing percentage of today's workforce. In order to work and engage with, manage and lead the younger generation, it is important to learn and understand their needs in order to foster renewed and robust code of conduct. As we add technologically advanced employees to our workforce, we are witnessing an increase in competition and malpractices amongst employees, within organizations. The recent study is focused on understanding professional workplace needs and behaviours and the associated ethics through the millennial lens.

Concepts and Definitions

To better understand the results of the study and its interpretation it is critical to understand some key concepts.

Morals are general welfare principles formulated by wise people, based on experience, wisdom, customs and traditions. In accordance with the development of knowledge, morals were changed and modified to suit geography.[5]

Ethics and Morals are most often used interchangeably, but, ethics are specific and descriptive. The term "Ethics" is derived from the Greek word "ethos" meaning "custom, habit". Sometimes referred to as "moral philosophy", it is a branch of philosophy that involved formulating concepts of right and wrong conduct addressing the issues of moral diversity.[6] According to the Cambridge Dictionary of Philosophy, the words "ethics" and "morality" are used interchangeably, but ethics is used more narrowly to mean the moral principles of a group or a tradition.[7] It is a process of inquiry into the situations to form a judgement and resolve it.[8] Ethics deals with moral principles, which are usually accepted voluntarily.[9] Ethics can be futher categorized into – Personal Ethics and Professional Ethics.

Personal Ethics are basic principles and human values that govern interactions with individuals. It is a category of philosophy that determines an individual's belief in right/ wrong and morality. It is different from professional ethics or business ethics, as they are closely connected individual's conscience. Social conditioning and individual experiences shape an idea of the

[5] R. S. Naagrazan,Professional Ethics and Human Values (2006)
[6] Ankita Brahmbhatt, *Managing Personal and Professional Ethics: A Step Towards Quality Life*, 2 International Journal of Multidisciplinary Research and Modern Education (IJMRME) (2016).
[7] *Supra note 4*
[8] *Supra note 5*
[9] G. Kannan, *A Prospective Study of Professional Ethics in Teacher Education*, 4 Shanlax International Journal of Education (2016).

individual about being right or being wrong.

Professional Ethics is a combination of personal and organizational standards of behaviour expected of professionals. Professionals working in any sector possess specialist knowledge, skills, and commitment[10] and are capable of making a judgement using their knowledge and skills that general public cannot[11]. Professional Ethics provides a behavioural code containing both imperatives and prohibitions. The meaning of PE arises from a group and the group may vary in size. The prohibitions and imperatives mentioned in a PE code may constrain an individual in their freedom, but it is important to understand that these are realised by individual(s) and function as a guarantee so that all members of a group may enjoy the greatest degree of freedom.

Integrity can be defined as unity of thoughts, words and actions and is a highly valued trait.[12] Integrity involves consistency in taking decisions and it is necessary for an individual to be truthful, honest and just in all the situation and especially to be true to oneself.[13] Professionals acting with integrity adhere strongly to code of ethics and it implies trustworthiness and incorruptibility. A professional with integrity, strives consistently to be the best in all interactions with others.

Code of Conduct contains the do's and don'ts that are job-specific. Such norms are usually drafted by a group of accredited practitioners within professional societies and must also reflect a consensus of opinion across the profession. The Professional Code has functionality within each Professional Group and also works for people outside the Professional Group[14]. The Professional Codes are used to:

- Protect the rights of clients or service users who rely on, but are unable to determine, the expertise of their interpreters.
- Protection of Professional Interests.
- Ensure quality standards in the practice of interpreting or translating.
- Promotion of occupation in a broad sense.

Professional Rules, Regulations and Reputation: The general importance and status of the profession is of particular importance to all members of a professional group. *A person who*

[10] Arockia Ruban, *Professional Ethics*, 1 Xaverian Journal of Marketing (2012).
[11] *Supra note 5*
[12] Stephen Byars & Kurt Stanberry, Business Ethics (2018).
[13] *Supra note 2*
[14] Leong Ko, *Fine-Tuning the Code of Ethics for Interpreters and Translators*, 2 Translation Watch Quarterly (2006).

violates professional rules not only damages the reputation of the individual but the reputation of the profession as a whole. The responsibility that practitioners have for their professional reputation is usually explicitly mentioned in professional regulations.[15] Professional rules may expressly state only the widely recognized general and profession-specific concepts, values, and norms that are accepted as the profession's "collective goods." Codified values and virtues automatically take higher status by formalization than values and virtues that are not recorded in professional codes. For this reason, professional codes can have a normative impact on practitioners, even among those who are not formal members of professional associations.[16]

Roots of Unethical Behaviour in the Workplace: We often question and ponder upon an individual's desire to indulge in unethical practices such as lying, bribery, coercion, conflicting interest, etc. There are various factors that tempt employees to act unethically, a few of them are pressure to balance work and family, ineffective and poor communication, ineffective and poor leadership, long working hours, heavy workload, lack of management support, pressure to meet sales or profit goals, little or no recognition of achievements, company politics, personal financial worries and insufficient resources to manage the outputs required.[17] Increase in competition, and volatile market and financial situations are also factors that influence the unethical behaviour of the employees.

Empirical Study

Objectives

1. This study aims at understanding *professional ethics* and *positive work culture* amongst employees who are *not older than 30 yrs*. *across professions*.
2. This study explores and explains some of the *nuances of professional ethics* experienced by employees under 30 yrs. at *post COVID workplace*.

Methodology

The purpose of this study is to understand the defined age group better- now that they have entered the workforce. To this end we incorporated technologies we believe this demographic is comfortable using. We conducted two surveys and the questionnaires were developed and administered online through google forms by Team CEA. The questionnaire used were similar. In the first survey, a mix of multiple choice questions and open-ended questions was posed to know in detail about work-related experiences.

[15] Jim Hlavac & Gernot Hebenstreit & Alexandra Marics, Professional Ethics and Professional Conduct (2017).
[16] *Id.*
[17] *Supra note 1*.

After receiving responses and feedback from the first questionnaire we decided to reduce the size of the questionnaire to make it a quick survey of three minutes. The stems of the questions were made crisper, tighter and less wordy. Open ended questions were also removed to make the analytical section quantitative.

We also removed questions which were tilted towards the individual as opposed to questions which were more based on workplace and about the organisation. The decision-making of individuals at the Self-level became less the focus of the study and the organisation/ workplace became the unit of analysis.

The data collected reflected challenges experienced by this group, their general expectations from the workplace, cultural values at the workplace, their career aspirations and their motivations to explore the workplace. The responses received were analysed through tabulation.
Sample size: A total of 238 responses (35 from the first survey, and 203 from second survey) were recorded through both surveys. Out of 238, 3 responses were found to be repeated and hence were discarded from the overall study. Therefore, a sample size of 235 was finalised and analysed. The data analysed from both the surveys is presented individually (from either of the survey) and combinedly (analysis from both forms) for better understanding.

Findings and Discussion

Findings: The findings are categorized into two parts –

General Observations* and *Principles of Professional Conduct.

Structure of Professionally Ethical Organizations

Most codes have common fundamental principles which have been abstracted and condensed into *four principles of Professional Conduct*. The four principles, their characteristics as well as the survey findings (quantitative) have been discussed qualitatively and in detail below:

Principles of Professional Conduct:

1. Responsible Practice
2. Positive Workplace
3. Integrity
4. Responsible Organisation

General Observations: The pandemic changed the definition of work and the lockdown forced us to explore ways in which we could complete a given task virtually. We were compelled, rather forced to adapt to the virtual world. During the trying times, most people were losing jobs, there were widespread economic concerns and hardships. As the economy slowly opened up and started working from the office again, we were posed with new workplace challenges. Some companies adopted a hybrid mode and let their employees work from the office and from home, a few companies informed their employers to work from the site, and the rest adopted a complete virtual work model.

This became the key impetus for us to refresh the studies on Professional Ethics amongst the generation under 30 years of age. While we were about to start working, many employees requested their employers to adopt a more flexible and hybrid model of work as they found it to be more productive and efficient.

As per our findings, 216/235 are employed and 202/235 are working full-time. As we start operating from the office, we observe that 125/235 are currently working from the office. There can be various reasons to work from an office like: employer mandate, choice of the employee or better access to resources, etc. But when they were enquired about their preferred mode of working a majority of them 123/235 chose to work in a hybrid setting. It can therefore safe to assume that this sample in particular and the younger generation, in general, would prefer to work for an organization that helps them manage their on-site working days. The findings can be interpreted in multiple ways, for example, one of the reasons to prefer working in hybrid mode could be to have access to office resources and also to save travelling time or daily exhaustion. It was also revealed that 97/200 respondents believe that working from home (WFH) increases

the productivity of an individual.[18] However, it cannot be concluded that WFH decreases productivity. To this extent, our study reveals that 51/200 respondents believe that it does not have any impact on productivity.

Overall, we can conclude, that approximately 53% of the sample are working from office regularly; and about 52% of our sample prefer hybrid mode of working. From the second part of our study, we can conclude that 48% of our sample believe that productivity increases whilst working from home. The other findings are ambiguous, a closer in depth study of this phenomena may be conducted in the future to extend the findings more conclusively.

Principles of Professional Conduct:

Responsible Practice

Below mentioned are a few characteristics of Responsible Practice

- The focus of this principle is to limit your practice to your field of expertise and competence. If unable to perform a task, refuse and refer the task to another professional. Rejecting is better than producing poor quality work. A professional's capacity to say 'yes' or 'no', both determine and contribute to responsible practice. This characteristic enables organisations to foster role clarity, boundary management and reduced ambiguity, overlaps and uncertainty in the practise of professionalism, thereby, attracting higher quality of work outcomes are possible.
- You must have the appropriate knowledge and skill before undertaking an activity.
- Undergo relevant training and adhere to best practice.
- Keep abreast of new developments in your field.

As per our first survey, 32 out of 35 respondents would prefer to work for an organization that would give them the **freedom and autonomy to work and be innovative**. As mentioned previously, intellectual capital is thereby valued which gives rise to healthy competition. Competition is necessary to foster growth and innovation. An individual would like to be innovative and would want an organization to recognize and/or reward their ideas. Both reward and recognition play an important role as it re-assures and makes an individual feel valued in the organization. It is a positive reinforcement that could encourage an individual to upgrade

[18] Productivity or its characteristics were not mentioned in the survey. To maintain objectivity, the survey did not enquire about individual's perception of productivity. A focused and targeted study can be taken up to understand it.

their knowledge and skills.

As per our overall study survey, 163/235 believe that both **reward and recognition** are both important. Therefore, we can conclude employees value both rewards and recognition equally. Since, about $1/5^{th}$ of the sample chose recognition over reward. (52/235 believe in recognition), steps like reaffirmation, kind gestures, and words of motivation should be taken more often to recognize the efforts taken by the employee. These steps shall also contribute towards building a positive workplace and making employees feel valued. Yet, without a sound and robust compensation package, employees are likely to feel devalued. Reward is ranked by most as a crucial part of responsibility of the employer towards the employee.

Recognition can be words of assurance or appreciation, or it could be in any other form, like a pat on the shoulder, or mention in a town hall or open email etc. Freedom and autonomy would also need for an individual to be responsible, one should be aware of their skills and limitations in terms of knowledge and managing capacity. We believe when autonomy is assured there might be lower tolerance for failure. Best practice and performance would be expected at all times of the individual. A lower tolerance for failure can also hamper the organization's growth as it leads to various unintended consequences like a decrease in motivation and productivity, and lead up to creating a negative environment at the workplace. We also assume that freedom will lead to professional differences and issues.

A responsible individual would be one that will **strive to resolve differences**. Our study reveals that 124/200 individuals would be willing to report and resolve the differences. But a majority 123/235 of them would like to keep their identity **anonymous while reporting** an issue/difference. This could also be perceived in multiple ways, but we believe one of the reasons for maintaining anonymity could be to avoid stereotyping or being an outcast. Actually, in such organisations, penalties for raising issues/differences need to be examined. Overall individual psychological safety needs to be fostered within the culture of the organisation.

One half of the people surveyed are willing to resolve the differences or report them. Conflict at the workplace is a natural phenomenon and there are many personal and professional reasons for a conflict to arise. Conflict if not resolved appropriately and in a timely manner can lead to negative consequences in terms of finances and human relations. Conflict avoidance (less reporting of conflict/issue) cannot and should not be mistaken for no conflict or a positive workplace. Avoidance should be alarming for any organization as their employees lack faith in the internal mechanisms or are worried about negative consequences.

Conflict resolution can be curbed by having access to information, transparency and openness

in an organization. According to an HBR study 39% of conflicts arise out of a lack of clear communication channels. While resolving a conflict there should be transparency and openness in the system. Parties to the conflict should believe that their conflict was resolved in a fair way and their issues were addressed appropriately. Considering the nature of the conflict it is necessary that a few of them should be kept confidential. Therefore, a person usually involved in resolving conflict should be aware of their biases.

Another study from The Myers-Briggs Company[19] found that 25% of workers believe that their manager's address the conflict either poorly or very poorly. The study also reveals remote working employees have reported the issue of lack of transparency more often.

As per our study, we concluded that the young workforce is more inclined towards working in a hybrid mode. Therefore, the organization should explore how these employees would have access to information and mechanism to resolve any conflict that might persist.

Positive Workplace

There are many characteristics of a positive workplace. We have taken up three critical ones, according to our study.

- Respect for work-life balance etc.
- Information sharing at work place
- Voice of the employee

We started by inquiring if individuals believe positive work culture is important for them and whether they would be willing to help an organization to create a positive sustainable footprint in terms of working hours. As per our survey, 228/235 believe **positive workplace** is an important criteria during their course of employment, and 31/35 respondents were willing to help their employer organizations in establishing positivity. It was also enquired if the work-life balance is a critical aspect they consider while joining the company. A majority 32/35 responded that they would prefer a company that would allow them to maintain their work life balance. Our data reveals majority of millennials 132/235 would want to work for **standard working hours (8 hours)** and then manage the rest of their personal time to maintain a better **work life balance**. However, the rest, i.e 103/235 maintain that there should be **flexible working hours** in accordance with their deliverables. As per our first survey questionnaire, 18/35 chose to have flexible working hours in accordance with their deliverables, and 32/35 were of the view that organisations should focus on deliverables and discuss those with them. But as the sample

[19] https://www.prnewswire.com/news-releases/new-research-time-spent-on-workplace-conflict-has-doubled-since-2008-301652771.html

size increased, we were assured that more people were interested in working for standard timings.

Work-life balance is an important criterion for millennials, there can be several reasons to maintain a work-life balance. In past, there have been studies that have suggested a positive impact of work-life balance on employees' productivity, as the employees use this time to undertake activities that ensure their overall well- being, satisfy them and give them peace of mind. Increased **mental health awareness** in the millennials could be one of the reasons why they prefer to maintain a work-life balance. According to a survey carried out by Deloitte[20], most millennials feel stressed and anxious almost all the time. 6 out of 10 employees are hesitant to **voice their concerns** to their leaders. From an organizational perspective, it is important that a work-life balance should be maintained. Organizations should have a better division of labor and allow employees to spare time for themselves, to increase productivity and efficiency. According to a paper published by Barrett Values Centre, post pandemic studies depict that among values which employees cherish, **well being** has notched up way higher than pre-pandemic.

Another characteristic of a positive workplace as perceived by the individuals is transparency and access to information. The majority of the individuals 224/235 millennials value **transparency, openness and free access to information**. The millennials are also keen to share their ideas and thoughts on various issues. 229/235 would prefer an organization where they feel their **voice is being heard and their opinions are valued**[21]. As mentioned previously, in the wake of globalization, intellectual capital has gained importance. When there is transparency, openness, and access to information, individuals are motivated to deliver their best. Access to information essentially would ensure the **free flow of information** within the organization, fostering discussion and exchange of ideas.

Integrity

Below mentioned are a few characteristics of Integrity

- The power of the relationship is unbalanced between the professionals, even after having the knowledge and skill thereby leaving employers vulnerable.
- Professional codes expect professionals to act with integrity

[20] Millennials, gen Z and mental health Deloitte, https://www.deloitte.com/global/en/about/people/social-responsibility/millennials-gen-z-and-mental-health.html

[21] Frederic Laloux, Reinventing organizations (2016).

- For professionals to be accepted in society and successful in their profession they need to be trusted. Therefore, trust is a critical aspect to ensure integrity.

Trust in the workplace means your employees enjoy a culture of honesty, psychological safety, and mutual respect. They are proud of where they work and are more willing to go above and beyond for their organization. Trust in the workplace also helps employees feel secure in their jobs and, in turn, increases retention. As per our study, 223/235 believe it is necessary to **build trust with your colleagues** to ensure better functioning of the organization as well as the individual. Another aspect that would help to build trust would be to ensure participation in decision making process. Involving a person in decision making would reassure that person of the trust that the employer lay in them and make them feel valued. Therefore, our study reveals that 212/235 respondents would prefer an organization/leaders with a **participative (democratic) leadership** style and would like to be part of decision making.

Honesty and dedication are characteristics of Integrity. For an individual to be termed as a person of integrity, it is necessary that the individual is honest and dedicated to their work. Feedback ensures the quality of work as it is a form of constructive criticism. A person with integrity will always welcome positive criticism of his work and will improve the qualityof work. 221/235 of the respondents surveyed indicated that they need **regular feedback** to improve the quality of their work and 218/235 shared that they should be **mentored/coached** by senior members of their employer organization. It is also believed that coaching/mentoring exercises would help them build trust with their colleagues and it would add to the productivityof the organization at large.

<u>Responsible Organisation</u>

Below mentioned are a few characteristics of Responsible Organisations:

- Customers and Clients are clearly the first responsibility of a Responsible Organisation but professionals also have a responsibility towards society and there in the responsibility of the organisation comes into play.
- Decisions that will impact community more than an individual decision maker and examining business from social perspective rather than individual perspective, becomes the fulcrum of a Responsible Organisation

Examples of responsible social actions are to: Disperse information that can advance the profession, protect the public trust in the profession by “blowing the whistle” on non-professional conduct, assist in some instances where worthy causes cannot afford professional services and protect society from dangerous practices. It has been observed in this study that

millennials are more aware of the **policies of an organization and their rights**. Our surveys reveal, millennials prefer organizations that are **responsible and compliant**. This generation is also aware of social issues and are enthusiastic to bring change. They value and respect organizations and individuals who are **sensitive toward social issues** and are **willing to contribute to change**. Policies like CSR reflect the organization's involvement and concern towards social issues and the message the organisation wants to spread. Our study reveals 209/235 prefer an organization that has a **CSR policy** in place and actively works towards it. In the era of globalization and online work culture, anyone can work with any organization from any part of the world. Students travel globally for their education and find opportunities that suit them the best. Therefore, the workforce is not homogenous, it is diverse. It is important that we adapt policies that are **inclusive and respect diversity**. Our study reveals that millennials, 197/235 would prefer to work for organizations that have inclusive environments. Incidents of sexual harassment and poor grievance redressal mechanism can seriously hamper an organization's image. Similarly, increasing awareness regarding sexual harassment has helped organizations to create robust policies for the **prevention of sexual harassment**. We find 204/235 respondents would like to work for an organization that has a robust sexual harassment policy and a better **grievance redressal mechanism** in place.

Our study revealed that 132/ 235 participants were male. 204/235 believe in a robust sexual harassment policy. Most of the sample respondents are from the corporate sector and we see that there has been a rise in the number of reported cases of sexual harassment in corporates. We can further state that the awareness or training programs have contributed significantly towards the increased level of sensitivity towards the issue. This is a welcome change and suggests that there should be regular communication/training regarding sexual harassment and broadly speaking the challenges faced by women at the workplace.

A responsible organisation is also one that is agile, adaptive and considerate of employees' needs and demands and is continually revisiting its employee policies. We find 174/235 respondents believe that an employer must be **adaptive and agile**. These characteristics of a Responsible Employer would encourage better participation from the employees.

Conclusion and Recommendations

The relevance of this study, findings as well as qualitative and quantitative analysis have been presented in the above sections. It is evident from the foregoing discussions that Professional Ethics and Positive Work Culture are important aspects of the professional life of an employee under 30. Balancing professional duty and life/personal duties while upholding the values and morals (individual and organizational) is an ultimate challenge for a professional. The ways

might have changed but we understand from the study that dedication and the urge for excellence remain the same across generations. *Professional ethics* and *Personal codes of conduct* have been the foundation as well as cornerstones of great societies and businesses and this study recommends the following three parts as action steps for organizations.

1. Engage and Manage – Our study reveals that the engagement of employer and employee is critical. Organizations should strive to encourage participation and engage with employees on a frequent basis. Millennials believe that for better management of their personal and professional duties, it is necessary to engage with their organization. Organizations should be considerate to increase participation from the employees. Therefore, listening to their diverse voice is crucial.
2. Foster and Support – Organisations should provide a platform for budding professionals to work and think freely, and should support them by trusting their abilities and creativity. Organizations should also render their support by increasing the tolerance towards failure and by providing mentorship/coaching. Thereby, shifting gears from survival to becoming innovative engines for economic and community prosperity.
3. Respect and Care - Organisations should be respectful of individuals' choices. After experiencing the trauma of the pandemic, maintaining work life balance has become a priority. Therefore, organizations should adopt policies that would ensure better working hours and work life balance. Internal Policies of organisations like PoSH, CSR, Diversity and Inclusion and Grievance redressal should be robust as they affect individuals and society at large equally. Thus, a professional under 30 has the same need for overall well-being that other older employees crave, that of respect and care.