What is The Effect of Millennial Identity on Work Values?

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HROB*4100 - Group 4
December 4th, 2015

Abstract

This paper will examine and explore the question: what is the effect of millennial identity (the extent to which one embodies the characteristics of a stereotypical millennial) on your work values? By exploring and researching how important work values are to millennials and which values are most important, we will define the relationship between how "millennial" you are in relation to the individual's work values. Understanding what work values you possess are important and can help find a career that suits your needs and preferences, but can also help employers understand which values attract, retain, and motivate millennials. By understanding the work values, employers can embed the values into their culture, work environment, and integrate the values into the jobs. Our study asked 124 millennial participants about their individual characteristics, age, gender, education, and work experience. Our study found that prestige/status and extrinsic/instrumental work values were significantly positively related with millennial identity. Both social/altruistic motivational work values and intrinsic/cognitive motivational work values had no significant relationship with millennial identity. Females were rated with a higher stereotypical millennial identity than men and rated extrinsic/instrumental and social/altruistic work values higher than males who rated intrinsic/cognitive and prestige/status as their highest work values. A millennials work values also changed depending on the number of years they have worked, changing from valuing intrinsic/cognitive values, to extrinsic/instrumental, to social/altruistic work values, to prestige/status values as their years worked increased. Furthermore, prestige/status and extrinsic/instrumental work values had the greatest

correlation with millennial identity because millennials are highly motivated in achieving

a monumental status in the workplace.

Introduction

As the baby boomers, the generation that represents the largest portion of the work force,

moves towards retirement, employers find themselves in need of hiring more and more

millennial workers to take their positions and fill a large void left by retired workers. This void

has left employers in great need of understanding millennial identities and millennial work

values however a useful relationship between them has yet to be determined. Millennials are

anyone born after the year 1980 and they typically receive negative stereotypes, which can

negatively affect the way they are perceived by managers and coworkers in the workplace.

Millennials have also been perceived as having different work values than previous generations

present in the workplace (Wey Smola & Sutton, 2002). Some of these work values include being

more multicultural, having a stronger global connectivity, affinity with technology, tolerant and

more proactive (Loughlin & Barling, 2001). Every person's individual work values differ from

each other and these differences form trends amongst groups of people based on the year they

were born.

Research suggests that millennials have higher expectations than previous generations

when it comes to pay, authority, expectations of co-workers, and responsibility. Millennials are

proven to be most motivated by the amount of the money they make (Ng, Schweitzer & Lyons,

2010). Understanding a broad spectrum of work values and how they are influenced based on

generations can help develop a deeper understanding of how to motivate and retain different

generations (Jenkins, 2008). Generational differences and stereotypes present a significant

problem for managers in today's workforce in which they find themselves trying to understand,

hire, and manage younger generations. The negative stereotypes about millennials held by older generations who are currently in more senior positions makes it difficult for managers to effectively attract, retain, and manage millennial workers and have them work alongside older generations effectively.

Employers need to understand millennial workers in terms of their characteristics and work values in order to effectively attract prospective employees, design compensation systems, and organize work in a way that motivates these millennial workers leading to improved job satisfaction and increased work output. Finding the characteristics that millennials possess along with which work values they feel are most important can help managers understand the millennial generation and allow them to develop strategies to manage and motivate them. The goal of this study is to determine the effect of millennial identity and personal characteristics on work values for the millennial generation. Our study is different from other studies about millennial work values because we are attempting to link work values to specific elements of the millennial identity. Rather than assuming that all individuals defined by a range of dates of birth are just a homogeneous group that is all the same, our study takes into account the fact that not every millennial fully embodies the characteristics and stereotypes of the rest of their generation.

Literature Review

Millennial and Generational Identity

The millennial generation consists of anyone who was born after 1980, currently aged 35 or younger. Each generation has been defined by a range of birth years that has been significantly different to those of other generations. The differences in the birth years of these generations result in certain characteristics that are broadly embodied by a generation as a whole

when compared to other generations (Wey Smola & Sutton, 2002). In the years since the start of the millennial generation, the world has changed drastically with incredible amounts of social progress on topics such as racism, gender equality, and discrimination, as well as unprecedented advancements in technology. This has led to the millennial generation developing their own unique set of characteristics when compared to other generations, such as the baby boomers (Wey Smola & Sutton, 2002). Millennials are believed to be influenced from factors such as multiculturalism, heroism, and patriotism resulting in them becoming more sociable, optimistic, talented, educated and open minded (Jonas-Dwyer and Pospisil 2004). It has been found that Millennials are well educated, multicultural, globally connected, tolerant, proactive, and technologically literate (Loughlin & Barling, 2001). Researchers have also found that Millennials are sociable, optimistic, talented, open-minded, collaborative, and achievement oriented when compared to other generations (Dwyer & Pospisil, 2004). The vast list of millennial characteristics have been grouped into a large amount of stereotypes that other generations hold against them and use to the Millennials' disadvantage. As Millennials are entering the workforce and getting jobs at the bottom of the organizational structure, the previous generations that occupy the jobs above Millennials can use their power and influence against Millennials. These generations believe in the Millennial stereotypes and can resent Millennials. This can be detrimental to Millennials and their opportunities for employment and promotion in the workforce.

Work Values

The characteristics of a generation can have an effect on many aspects of an individual's life including their workplace values (Wey Smola & Sutton, 2002). Work values are one's beliefs about the relative desirability of various aspects of work (e.g. pay, autonomy, working

conditions) and work-related outcomes (e.g. accomplishment, fulfilment, prestige) (Lyons et al., 2010). Workplace values are principles and beliefs that individuals possess that can influence the ways individuals behave at work. Values define what people believe to be fundamentally right or wrong, so work values apply this definition of right or wrong to the work setting (Smola and Sutton 2002). Values are learned during a person's formative and stay fairly consistent through their lifetime. These values are enduring, but can change over time (Lyons et al. 2007). These values define why an individual works and what they are working for. An individual's work values are based on their individual characteristics and may be different than everyone else's (Wey Smola & Sutton, 2002). The vast array of work values can be grouped into four main categories: instrumental, cognitive, social/altruistic, and prestige/status (Appendix A) (Lyons, 2003).

Motivation and retention factors are continuously changing because they are based on generational work values. Work values are constantly one of the top motivators for employee performance on the job and the intentions of prospective employees seeking employment. Understanding the different factors that attract, motivate, and retain different generations such as work values will help determine how to target each generation for recruitment and link their work to compensation strategies for increased motivation (Jenkins, 2008). Pay as a work value was found to be the most important motivational factor among Millennials. Millennials expect to have rapid advancement in terms of pay raises and promotions; therefore, they are motivated by chances for high pay and promotions when looking for employment or performing on the job (Ng, Schweitzer & Lyons, 2010).

Generational Differences

      In the same way that research had determined differences in characteristics among generations, it has been found that work values also differ between members of generation groups based on pre-determined age ranges (Parry & Urwin, 2011). As an individual grows older, their work values will change depending on changes in other areas of their life such as family planning or financial distress resulting in an increasing desire among workers to balance personal and work goals (Wey Smola & Sutton, 2002). Work values also differ among members of the same generation from different geographical locations. Millennials from a specific country, region, or part of the world possess a specific work values profile that differs from other members of the same generation in different locations, although they demonstrate some similarities to counterparts in other countries (Papavasileiou & Lyons, 2015). This difference in work values can be attributed to the varying elements of the person's formative years of life in their specific culture, lifestyle, and geographical region. Millennials have been found to value the work environment, comfort, security, and professional growth (Kowske, Rasch, & Wiley, 2010). Further research suggests that millennials value self-enhancement, promotion, status, freedom, independence, flexibility, a fun environment, and quick gratification/recognition in the workplace when compared to other generations (Parry & Urwin, 2011). Extrinsic work values were found to be the most important to Canadian Millennials, making them different from Millennials in other countries and parts of the world. This suggests that employers seeking to recruit, engage and retain young workers in Canada must tailor their offerings to the specific cultural context and the work values of the people that live their (Papavasileiou & Lyons, 2015). Expectations of co-workers are derived from millennial and generational workplace values. Stereotypes and experiences translate into the millennial work habits and behaviours that are

commonly perceived as inclusive of all members of the millennial generation by managers and individuals from other generations (Myers & Sadaghiani, 2010).

Millennial Identity and Work Values

Literature suggests that the work values of Millennials differ from those of other generations (Wey Smola & Sutton, 2002) ; however, Millennials have been broadly defined by when they were born and not their individual characteristics. Existing literature has failed to recognize how an individual's characteristics may affect their work values rather than assuming that all individuals born between specific time ranges are all the same. While Millennial work values have been well documented, the subject of Millennial identity lacks research and sound conclusions. A generalized list of stereotypes about a group of people born within a specific birth range is not sufficient to understand the individual characteristics of a Millennial. Therefore, a meaningful relationship between Millennial characteristics and work values has yet to be determined. Our study looks to fill this gap by determining the relationship between specific characteristics of the stereotypical millennial identity and work values.

Theoretical Model

Our study will determine the relationship between millennial identity (independent variable) and work values (dependant variable). There are also a number of control variables in our model, which include age, gender, occupation, years of work, and education. These moderating variables may be related to a person's work values and could affect the overall relationship between millennial identity and work values (refer to Appendix B). This can help employers understand what they need to offer in order to attract millennials, as well as increase the employee satisfaction amongst this demographic.

Hypotheses

Four hypotheses are made to determine the expected motivational work values Millennials will have a positive association with. The four hypothesized motivational values are extrinsic/instrumental, intrinsic/cognitive, prestige/status, and social/altruistic. Within these four motivational work values are a total of six individual work values that Millennials are expected to value in their work. Previous research has supported these hypotheses when comparing previous generations to Millennials. These work values can be expected to be of priority to Millennials due to the characteristics they possess.

Hypothesis 1: It is expected that Millennials will be positively associated with extrinsic/instrumental motivational work values. The individual extrinsic/instrumental work values that will be of importance are pay and promotion and quick gratification and recognition. Pay and promotion (extrinsic/instrumental) can be seen a value to Millennials because they tend to expect to have rapid advancement (Gilbert 2011; Ng et al., 2010; Parry & Urwin, 2011; Schweitzer & Lyons, 2010). They also have the stereotypical characteristic of being entitled, which can cause them to feel that they are entitled to increases in pay and promotion (Deal et al., 2010; Siegfried et al., 2012; Thompson & Gregory, 2012). Quick gratification and recognition (extrinsic/instrumental) is expected to be valued by Millennials because they were raised in a way that "celebrated mediocrity" and now expect it at work (Kowske, Rasch, & Wiley, 2010; Parry & Urwin, 2011). Millennials have the stereotype of neediness, therefore this can cause individuals to desire immediate gratification and recognition (Ng et al.,2010; Siegfried et al., 2012; Thompson & Gregory, 2012).

Hypothesis 2: Intrinsic/cognitive motivational work values are hypothesized to have the same positive association to Millennials as extrinsic/instrumental work values as they have the same number of individual work values. The individual intrinsic/cognitive work values that are hypothesized to be valued by Millennials are self-enhancement and flexibility and freedom. Self-enhancement (intrinsic/cognitive) is expected to be valued by Millennials because of their Millennial identity characteristics of being achievement-oriented and having high expectations of themselves, which can create the need for personal growth (Parry & Urwin, 2011; Raines, 2003). Also, Millennials feel a sense of pressure on themselves and feel like people place higher expectations on them, this can cause them to feel pressured to enhance themselves (Downing, 2006; Hoover, 2009; Kowske et al, 2008; Raines,2003; Wieck, 2008). Millennials are expected to value freedom and flexibility (intrinsic/cognitive) in their careers (Parry & Urwin, 2011). This can be connected to their sense of entitlement, neediness, and high expectations. Millennials also have the negative stereotypical characteristics of being self-oriented and narcissistic which can cause them to want the freedom and flexibility to do what they want (Kaifi et al., 2012; Deal et al., 2010; Downing, 2006; Myers & Sadaghiani, 2010; Twenge & Campbell; 2008).

Hypothesis 3: Prestige/status motivational work values is hypothesized to have the least association with Millennials because it only represents one individual work value. The individual work that will have a positive association with Millennials is having status in the workplace. Millennials want to be considered important and be given a sense of status (prestige/status) once they begin working. Cennamo and Gardner (2008) noted that status was more important to millennials compared to older generations because it may be "due to the career stage of the older group, as they no longer felt the need to earn status." (Parry & Urwin, 2011).

Hypothesis 4: Social/altruistic motivational work values is hypothesized to have the same significance to the Millennial generation as prestige/status values, as it values only one individual work value of having a fun work environment. This can be explained by their heightened sociability through their need for social interaction, their social mindedness, and high levels social activity (Gilbert, 2011; Glass, 2007; Smola & Sutton, 2002).

Methodology

Sample/Participants

The participants were 124 Millennials (aged 18-34) who were recruited online. The participants were asked numerous questions based on their current situation and how important certain values are to them based on a ranking system. By asking specific and personal questions such as education and gender, it can help to analyze the data in order to create more detailed conclusions. All submissions were anonymous to ensure confidentiality of personal information. All participants had the option of withdrawing from the survey at any point. The survey was operated through the University of Guelph Qualtrics.

Respondents were also asked to indicate their year of birth to determine if the participant categorized within the millennial age group. Work experience was asked to determine if there is a relationship between lengths of years worked and work values. Individual work values differ from each other. Understanding a broad spectrum of work values and how they are influenced based on generations can help develop a deeper understanding of how to motivate and retain different generations (Jenkins, 2008).

Figure 3 (see Appendix) represents the gender of respondents and displays that 38% of respondents were male, and 62% were female. Figure 4 pertains to the respondent's current education status and displays that slightly more than half of the respondents were full-time university students, while non-students were the second greatest category of respondents at ~30%. The remaining 8% of respondents differentiated among part-time university students, full-time college students, high school students, and part-time college students. Figure 5 exhibits the years of work experience that each respondent has, indicating that 30.9% of respondents have 5-7 years, 21.3% with 2-4 years, 18.6% with 8-10 years, while 10% of respondents have more than 10 years, and a mere 2.1% have 1 year of work experience.

Measures

To measure the Millennial Identity of respondents, participants were asked various questions and to indicate the degree in which it is representative of oneself and one's views and/or behaviours. Respondents answered the various attitudinal questions through a scale that measured how closely they related to the statement; five options were provided from 1= Not at all like me to 5= Just like me. Following are three sample items of these questions that were used in the survey; "I can easily shift my attention from one task to another without losing focus", "It is difficult for me to understand why people feel the way they do", "Even though I'm technically an adult, I still feel more like a kid". As a group, with the help of Sean T. Lyons of the College of Management and Economics, University of Guelph, Guelph, Canada, we developed what we perceived stereotypes about millennials through research as well as our own experience. In doing so, we generated items to ask participants that would measure the extent of their millennial identity. We tested the items that were generated through each of us doing the survey, and reduced the items to only the most accurate in order to identify those that would best

measure millennial identity. This determined the item set that would be included in the actual survey administered to participants.

The measurement of work values was asked through utilizing *Lyons Work Values Survey* (LWVS; Lyons, 2003). This measurement allows for the categorization of work values into four value types: intrinsic/cognitive, extrinsic/instrumental, social/altruistic, and prestige/status values. "The 25 items used in the study are grouped for the purpose of presentation into four broader work value factors: extrinsic/instrumental (nine items), intrinsic/cognitive (eight items), social/altruistic (four items), and prestige/status (four items)." Categorizations of each work value into the four broader motivational work values are seen below in Table A (see appendices).

Respondents were asked 25 work value questions in which they consider important in their work. They were asked to indicate how likely of the work values they consider to be of top priority in deciding to accept a job or stay in a job. Respondents used a scale to indicate how likely particular work values are of importance: 1= Highly Unlikely to 6= Highly Likely. Following are three samples of these questions that were used in the survey; "Having the authority to organize and direct the work of others", "Working in an environment that is lively and fun", "Having management that provides timely and constructive feedback about your performance."

Analysis Procedures

Millennial identity was compared to each work value and each of the four factors through analyzing the Pearson inter-item correlations. This determines whether the various work values vary significantly with millennial identity. The results from the survey are given in the next

section and they were used to determine whether or not there is a correlation between millennial characteristics and work values.

Results

The results were able to give our group a lot of information based on Millennials and how work values are related. Overall, the mean Millennial Identity score of both men and women was reported as 3.26. The means of the four motivational work values were reported as follows: intrinsic/cognitive 5.02; extrinsic/instrumental 4.98; social/altruistic 5.08; prestige/status 4.53.

Four hypotheses were made to determine the expected motivational work values Millennials will have a positive association with. The results gathered from the study proved/disproved our hypotheses as listed below.

Hypothesis 1 Results

Millennials were expected to be positively associated with extrinsic/instrumental motivational work values. Our hypotheses was correct because the correlation between Millennial identity and extrinsic/instrumental work values was .255. Extrinsic/instrumental motivational work values are: benefits, feedback, job security, hours of work, balance, information, salary, recognition, and supportive supervisor. Extrinsic/instrumental motivation scored second highest in relation to millennial identity and had a score of .255. Of the individual work values within the extrinsic/instrumental category, salary and recognition scored highly.

Our group predicted that pay would be values of importance and that was also correct as, "SAL Doing work that pays a large SALARY" was positively correlated with Millennial identity: .305. Also, our group predicted that gratification and recognition would be of importance and we were correct with this hypothesis because there was a positive correlation of .318 with, "REC Working where RECOGNITION is given for a job well done."

Hypothesis 2 Results

Our group hypothesized that intrinsic/cognitive motivational work values would also have a positive correlation with Millennial identity. Our group was again correct because intrinsic/cognitive work values were correlated with Millennial identity: .041, although this is a lower correlation than that of extrinsic/instrumental values. Our group hypothesized that freedom would have an important correlation with Millennial identity and, "FRE Having the FREEDOM to make decisions about how you do your work and spend your time," was positively correlated with .172. Another hypothesis regarding these motivational work values is that personal enhancement and flexibility would be important to Millennials, and although it was, the correlation was not very significant: "ADV Having the opportunity for ADVANCEMENT in your career" had a .025 correlation, and "VAR Doing work that provides change and VARIETY in work activities" had a .033.

Hypothesis 3 Results

Our hypothesis regarding prestige/status was that it would have the least correlation with Millennial identity, and we were proved wrong. Prestigious/status motivational work values are: impact, authority, prestige, and influence. The correlation between prestigious/status work values and millennial identity was .316, which was the highest of all four motivational factors. We were correct however in hypothesizing that having status in the workplace would be of importance as, "PRE Doing work that is PRESTIGIOUS and regarded highly by others" had a positive correlation of .350. The individual work values within the prestigious/status category that scored highly and had a significant relationship with the millennial identity was having authority and prestige within the workplace.

Hypothesis 4 Results

Our group hypothesized that social/altruistic motivational work values would be less significantly associated with Millennial identity and we were correct in assuming so as, social/altruistic had a correlation of .070 with Millennial identity; this is the second lowest correlation, above intrinsic/cognitive. We were also correct in assuming that "FUN Working in an environment that is lively and FUN" would be of importance within this category as it was the highest correlation with .166.

Overall Results

Of the four motivational factors consisting of: 1.extrinsic/instrumental; 2. intrinsic/cognitive; 3. prestige/status; 4. social/altruistic; the results indicated that prestige/status and extrinsic/instrumental were significantly positively related with millennial identity. Both, social/altruistic motivational work values and intrinsic/cognitive motivational work values had no significant relationship with millennial identity with the scores of .070 and .041 respectively. The above results concerning the four motivational factors are displayed and can be found in Graph F (see appendices).

There are 6 individual work values that were found to be significantly related to millennial identity, 4 of which fall under the categories of prestige/status and extrinsic/instrumental motivational work values. Prestigious, which evidently falls under the category of prestige/status, is described as doing work that is prestigious and rewarded by others. The statistical significance between this individual work value and millennial identity scored .350, which is the highest amongst all other individual work values under all four categories. Authority, also falling under the category of prestige/status, involves having the authority to

organize and direct the work of others. This individual work value scored second highest in relation to millennial identity with a score of .328.

Following these two work values, are recognition and salary, which are both extrinsic/instrumental motivation work values. Recognition entails working where recognition is given for a job well done, and has a score of .318 in relation to millennial identity. Doing work that pays a large salary is related to millennial identity with a score of 305.

The 2 individual work values that do not fall under prestige/status and extrinsic/instrumental motivational work values, fall under intrinsic/cognitive motivational work values. These values are challenge, which involves working on tasks and projects that challenge your abilities, and work independently, which is being able to work independently, without having to rely on others. Challenge is related to millennial identity with a score of .264, while working independently received a score of .198.

These results suggest that prestige, recognition, salary, and independence work values aligned with the hypotheses made based on evidence presented from academic research regarding millennial characteristics and typical millennial work values.

Discussion

Our literature review suggests that the work values of Millennials differ from those of other generations; however, Millennials have been broadly defined by when they were born and not their individual characteristics. As the extent to which one embodies the stereotypical millennial identity increases, the amount to which they value the stereotypical millennial work values of self-enhancement, promotion, status, freedom, security, independence, flexibility, fun environment, competitive pay, quick gratification, and recognition will also increase.

Our study was able to created conclusions based on four main categories, extrinsic/instrumental, prestige/status, cognitive/intrinsic, social/altruistic. Since prestige/status and extrinsic/ instrumental were the most significantly and positively related to millennial identity, we could suggest that millennials are more self-seeking and have high expectations in the workplace, including quick advancement and high paid expectations. The highest rated work values were having authority, directing work to others, recognition, and high salary expectations. This predicts that millennials value having authority over others (highest score, 0.350) versus environment of the workplace. This could suggest that there is a shift for more of authoritative roles within the workplace, rather than roles that have have a good environment.

The aging baby boomer population is moving into retirement and Millennials will start to flood the work force and take their jobs. As Millennials enter the workforce, managers and HR professionals can use the conclusions drawn from our study to better attract and retain prospective millennial employees. Understanding Millennials' work values and the changing work values will allow management to appease their increasing job satisfaction, motivation, and employee retention.

The work values of Millennials were also correlated with the number of years in which they have worked. This confirms that a person's work values will change over time and will not stay constant throughout their working life. Our research shows that as the number of years a Millennial works increases, their work values change from intrinsic/cognitive values, to extrinsic/instrumental, to social/altruistic work values, to prestige/status values in that order. This means that work values are continuously changing as an individual ages, valuing different values are you mature and grow within the workplace.

Limitations/ Directions for Future Research

Limitations

The small sample size made it hard for relevant and accurate conclusions. The sample consisted mainly of participants that were born after the year 1990, not the full age range of 1981-1997. There were more female respondents than male. The respondents were mainly full-time university students and some non-students. This makes it difficult to measure whether or not education levels plays a role in affecting one's work values. In order to make the research more reliable and to create more accurate conclusions, more samples would be needed to create a more in-depth analysis. Theses samples should include approximately the same amount of men and women, including all education levels, and all age ranges.

Directions for Future Research

The most important direction for the future is to gain more participants of all the age ranges. For further explanations and more in-depth responses, interviews could be conducted to gather more information. If there is a link between particular millennial characteristics and certain work values, more questions could be asked and further research to create more and in-depth conclusions. Research should also be done to understand how and why millennial workplace values change as the number of years they work increase. Determining the cause of the changing work values can help employers to manage millennials effectively as they work for them for long periods of time.

Conclusion

In conclusion, a relationship between millennial identity and millennial work values were determined. We found that prestige/status was the highest rating related to millennial work values followed by extrinsic/instrumental. The prestige/status category has a strong focus on

status work values, which include impact, authority, prestigious, and influence. This conclusion means that Millennials are highly motivated and highly value status in the workplace. This could also suggest that Millennials are more egocentric than previous generations as they have a strong focus, emphasis and need for status.

The second highest category in the study was extrinsic/instrumental values that are instrumental work values. These include benefits, feedback, job security, hours of work, balance, information, salary, recognition, and supportive supervisors. These values relates to the individual's security within the workplace/job such as including factors as hours of work and salary. These values are related with their position.

While a relationship between millennial identity and work values was determined, it is important to understand that not all Millennials have the same characteristics or work values. Stereotyping an employee because of their age range can be a detrimental practice for managers looking to hire millennial workers in the future. Millennial's work values may differ from other Millennials due to their gender, number of years worked, or simply because of their individual characteristics that differ slightly from the stereotypical Millennials. While there are some similarities and generalizations, not all Millennials are the same and therefore require different methods of compensation to attract, retain, and motivate them effectively.

Understanding Millennials and the generational differences will be an ongoing research matter. In the future, to further the study and gather more information to create more accurate conclusions, the selection and recruitment of participants should be more precise. It is important to include all ages in the millennial age category to ensure that the responses are unbiased by certain age groups or by gender. By creating a recruitment system that includes 50% males, 50%

females, ranging from 1981-1997, this could help to receive more accurate data, which will create more accurate conclusions.

Millennials are motivated and attracted by different factors than previous generations and understanding the relationship between millennial identity and millennial work values can help understand what values they are attracted to, motivated by, and what values they are searching for in the workplace.

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Appendices

Figure 1: Categorized chart with the work values

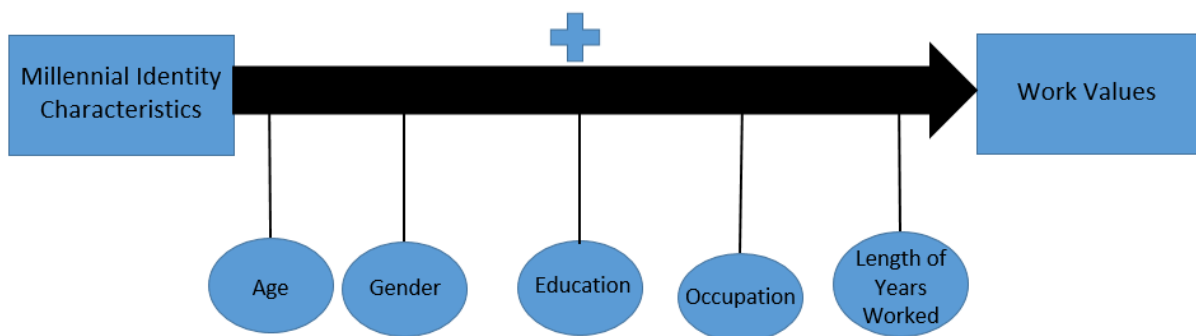| Instrumental	Cognitive
Benefits (BEN)	Challenge (CHA)
Feedback (FBK)	Continuously Learn (CLN)
Job security (SEC)	Freedom (FRE)
Hours of work (HRS)	Variety (VAR)
Balance (BAL)	Use Abilities (ABI)
Information (INF)	Advancement (ADV)
Salary (SAL)	Achievement (Ach)
Recognition (REC)	Interesting work (INT)
Supportive Supervisor (SSU)	
Social/Altruistic	**Prestige**
Co-workers (COW)	Impact (IMP)
Fun (FUN)	Authority (AUT)
Social Interaction (SOC)	Prestigious (PRE)
Help People (HLP)	Influence (IFL)

Figure 2: Theoretical Model

Figure 3: Gender

- Males 38%
- Females 62%

Figure 4: Current Education Status

- Full-time Univeristy Student
- Part-time University Student
- Full-time College Student
- Part-time College Student
- High School Student
- Non-Student
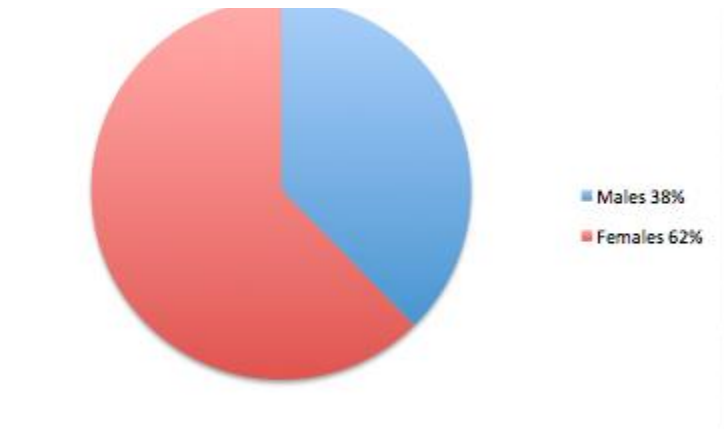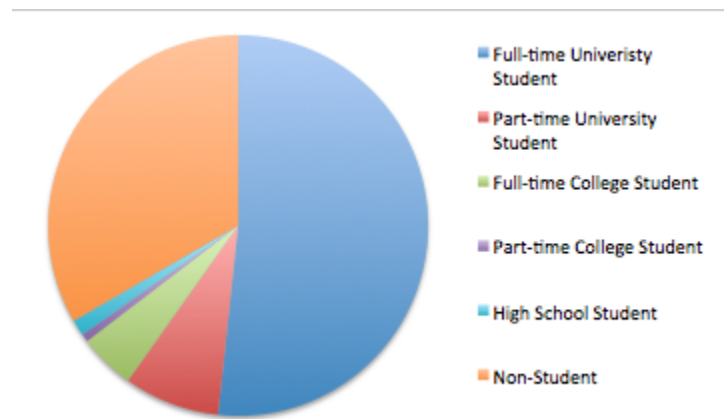
Figure 5: Years of Experience

Chart Area

- 1 Year 2.1%
- 2-4 Years 21.3%
- 5-7 Years 30.9%
- 8-10 Years 18.6%
- More than 10 Years 10%