

**Millennial Stereotypes and Career Expectations**

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Group 1

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## **Abstract**

The purpose of this study is to evaluate possible Millennial stereotypes with a medium-sized sample and whether these stereotypes directly affect the Millennials' career expectations and potential goals. The study is not meant to be a direct comparison of the Millennial generation to other generations, rather, the study will simply be documenting the Millennial generation's responses to the notion of these stereotypes. This paper aims to address the question of whether Millennial identity has a significant impact on compensation expectations. The responses obtained throughout this study are meant to indicate the expectations of Millennials in the workplace. The results of this study will benefit academic researchers, practitioners, clients involved in generational analysis, and the general public's understanding of the topic. The findings in the study suggest that although males and females have similar starting pay expectations, but vary differing peak pay expectations, males anticipated more than double the salary females anticipated. Pay expectations based on discipline studied was categorized into five disciplines. Participants were asked six questions based on entry and peak salaries, where no pattern of data was shown if certain disciplines have higher expectations than others. The data collected also suggests that Millennials are in favour of work-life balance over increased pay when given the option. We were unable to find any conclusive evidence as to whether males or females place a greater importance on work-life balance and whether work experience positively correlated with starting or peak salary expectations. Overall, the study effectively measures career-related outcomes, expectations, goals, and work-balance priorities of Millennials who are entering or have recently entered the workforce. The recommended use for this study is to guide upper-year management without experience in working alongside the millennial generation.

## **Introduction**

The control variables taken into consideration throughout this study are age, gender, work experience, and educational discipline. In this study, the Millennial generation is defined as individuals between the ages of 18 and 29 years old. The data was obtained through a survey of 44 questions with a sample size of 125 people. These questions were carefully developed to investigate the ways in which Millennial identity affects compensation expectations in the workplace.

This paper is divided into different categories in order to effectively explain variables that make up Millennial identity, and how this correlates to salary and benefits expectations. Under the literature review section, the conceptual framework and hypothesis are described. This is followed by the methodology which includes information on sample, measure and analysis procedures. The results are provided as well as a discussion on the findings, followed by the limitations and directions for future research. A conclusion, references, and appendices of supplemental materials are also presented. This paper will help clarify any myths that are present about this generation.

Contributions of this study are intended to: 1) help better define Millennial identity and clarify false stereotypes; 2) provide hiring managers a better understanding of Millennial needs and goals; 3) documenting career-related outcome expectations, goals, and priorities of Millennials.

## **Literature Review**

As previously discussed, the objective of this study is to measure the ways in which Millennial identity impacts a Millennial's compensation expectations in the workplace. In this case, Millennial identity serves as the independent variable, while salary and benefit expectations

operate as the dependent variable. The contributing variables in this study are: age, gender, work experience, and educational discipline. We believe that Millennial identity will have a positive relationship with greater expectations in terms of monetary compensation and workplace benefits. We posit that age, gender, work experience, and educational discipline will further influence this relationship. This literature review synthesizes previous research on the given subject in order to further illustrate what is already known about the topic, and the ways in which this study contributes to further knowledge.

### **Expectations in the Workplace**

#### ***Compensation***

The Millennial generation is often considered to be drastically different from the previous generations, including Generation X and the Baby Boomers. As previous literature suggests, the Millennial generation has greatly different expectations in the workplace regarding compensation, including both salary and benefits (Campbell et al., 2004). There are a number of variables that have been sourced throughout relevant literature in an effort to explain the ways in which the entitlement of the Millennial generation affects compensation expectations. While the Millennial generation does have high expectations for their career trajectories, it is found that they are generally realistic when it comes to initial employment post-graduation (Ng, Schweitzer, & Lyons, 2010). Opportunities for advancement in combination with opportunities for promotion and compensation increases were found to be apparent for Millennials, but there was no found relation between grade-point average and career expectations (Ng, Schweitzer, & Lyons, 2010). This study sets out to examine educational disciplines and how one's education affects their anticipated starting salary, peak salary, and a fair peak salary. Furthermore, it inquires whether

those of certain disciplines tend to have a higher anticipated starting salary or peak salary than other disciplines.

Salary expectations of Millennials were measured using the Jackson model. This model was used to measure the participant's expectation differences among salary across the variables established. It uses seven open-ended questions regarding salary expectations such as: expected earning potential, salary comparisons, peak pay, and fair starting wage (Jackson, Gardner, & Sullivan, 1992).

### **Influences on Millennial Characteristics**

#### ***Globalization***

In order to further illustrate the differentiating characteristics of Millennials in the workplace, recent literature suggests that the Millennial generation may be impacted by the contemporary changes in globalization, economic fluctuations, and increases in technologies (Myers, 2010). These rapidly changing factors were not as prevalent during the Baby Boomer and Generation X generation periods. The older generations are encouraged to understand the ways in which Millennials value trust and support in workplace relations and interactions because Millennials are going to continue to be more valuable to the workplace (Myers, 2010).

#### ***Technology***

The Millennial generation has shown to also benefit from increasing changes in technology in terms of workplace potential. Examples of this include better multi-tasking abilities, increased responses to visual stimuli, and greater capability of filtering out unnecessary information. The same study also describes Millennial tendencies to make career decisions based on a work-life balance perspective that allows for general stability (Hershatter & Epstein, 2010).

Overall, literature indicates that Millennials differ greatly in their expectations and attitudes in regards to expectations for compensation in the workplace in comparison to their older counterparts. Millennials have greater expectations for promotion and rapid pay increases compared to Generation X or Baby Boomers. Millennials also face a change in characteristics due to globalization and modern technological increases. However, these changes have also allowed for Millennials to exhibit skills, such as multi-tasking, that are beneficial for workplace interactions.

## **Methodology**

### ***Sample***

A critical trait of our sample is that all participants were between the ages of 18 and 29. This was to ensure that we were measuring the compensation expectations of Millennials, and not anyone that may belong to other generations. The survey that we created ended if the respondent answered “no” to question 9 of the survey, which asked, “Are you between the ages of 18-29?”. All survey respondents answered this question. Participants were asked to specify their area of study in question 10. We used these results to categorize our respondents into five categories: Bachelor of Commerce, Bachelor of Arts, Bachelor of Science, Bachelor of Engineering, and Diploma Programs.

Participants were recruited using a variety of methods. Some of the student investigators were enrolled in MGMT\*4000, a capstone course for fourth-year business students at the University of Guelph. These students emailed the survey link to their respective sections of the course. Social media played a very large part in the recruitment of participants. The survey link was posted in public Facebook groups within the Guelph network. Potential participants were

also recruited individually, through the use of Facebook private messaging, texting, and simple in-person communication.

### ***Measures***

Our dependent variable is compensation expectations. We examined two forms of compensation: salaries and benefits; they were measured through comparative measures. The questions about salary expectations compared entry-pay expectations to peak-pay expectations. Individual expectations versus a the perception of a “fair” salary are also able to be compared. Benefits expectations were assessed based on asking the importance of various types of work-life balance options and asking whether individuals preferred increased pay to added non-monetary compensation.

Salary expectations are measured in questions 13 to 18 of our survey. These questions are derived from Jackson, Gardner, and Sullivan’s (1992) study on gender differences in self-pay expectations. To learn about these expectations, the set of questions focus on entry-pay first, followed by peak-pay questions. The entry-pay questions were, “How much money do you expect to earn in your first year working full-time?”, “How much money do you think most people with your level of education earn in the first year working full time in this type of job?”, and “What do you think is a fair starting salary for this type of job?”. The peak pay questions were, “How much money do you expect to earn as an annual salary when you have reached your peak career salary?”, “What do you think is a fair peak salary for your field of work?”, and “What do you think is a fair peak salary for this type of job?”. Respondents typed their answers into text boxes provided below each question.

Expectations of benefits were measured in the following three questions of the survey. The measure used was first introduced by Karen T. Smith in her article *Work-Life Balance:*

*Perspectives of Marketing Professionals in Generation Y* (2010). Generation Y is another term that makes reference to the Millennial generation. The questions were separated into three sets. The first set, of five questions, is presented in question 19 of the survey. A five-point Likert-scale was used to allow our respondents to indicate their levels of agreement or disagreement with the statement; the rating options within the survey ranged from strongly agree to strongly disagree. The second set of questions also used a five-point Likert-scale, asking respondents to rate how important the availability of the following benefits would be in a future job: flex-time, part-time work, work at home options, special summer or holiday hours, and telecommuting.. Finally, the third question stood alone. It asked participants to identify which benefit they would prefer when given a choice between a four-percent bonus, more vacation time, or an arrangement that allowed for flexible work hours.

The independent variable in this study is the Millennial identity, measured through questions 1 to 12. These questions assess the degree to which our respondents were compatible with traits deemed generally applicable to Millennials.

### ***Analysis Procedures***

Our analysis consisted of assessing the correlation between the Millennial identity and the compensation expectations expressed by our participants. Three control variables were also utilized in our analysis: gender, area of study (as per the categories created by the student investigators), and the amount of work experience respondents had. Each of these control variables were used to calculate the means for the respective groups, in an attempt to find correlation. The standard deviations of each option were calculated and then compared to each other to determine significance.



## Results

### Compensation Expectations

#### *Pay Expectations Based on Gender*

The *Table 1* chart focused on examining the differences in pay expectations between males and females. The questions that focused on expected peak salary and what they believe to be a fair peak salary for that type of job produced significantly higher means for male than females, suggesting that males have higher salary expectations than females. For question 13, what they believed to be a fair peak salary, the mean for males (\$197,750) was more than double the average for females (\$90,090). For question 17, what individuals believed to be a fair peak salary for their desired type of job, the mean for males (\$262,222) was again more than double the average for females (\$121,820). For question 18, what they believed to be a fair peak salary for their desired type of job, the mean for males (\$153,333) was quite a bit more than the average for females (\$111,669).

The questions which focused on starting salary yielded results for males and females that were not statistically different. For question 14, which asked how much money you expect to earn in your first year working, the average for males was (\$46,636) and the average for females was (\$43,500). For question 15, which asked how much they believed most people with their level of education earned their first year working, the average for males was (\$40,000) and the average for females was (\$39,695). Question 16 asked what they believed was a fair starting salary for their expected type of job, the average for males was (\$49,500) and the average for females was (\$43,592). The closeness of these numbers suggests that there is virtually no difference between males and females, with respect to starting salary expectations.

The results for the various statements asked of question 19, which all focused on various aspects of work-life balance (see *Table 1*), had no statistical significance, meaning that there were little difference in answers based on gender.

**Table 1: Work-Life Balance Measures for Male and Female**

	Q4.0 What is your gender?							
	Male			Female			Total	
	Mean	Standard Deviation	Count	Mean	Standard Deviation	Count	Mean	Standard Deviation
Q13 How much money do you expect to earn as an annual salary when you have reached your peak career s...	194750.00a	143359.44	30	90090.91b	34012.48	95	118000.00	89523.26
Q14 How much money do you expect to earn in your first year working full-time? Please state the value...	46636.36a	16983.95	30	43500.00a	16019.01	95	44485.71	16143.42
Q15 How much money do you think most people with your level of education earn in the first year worki...	40000.00a	14142.14	30	39695.65a	15618.85	95	39794.12	14941.87
Q16 What do you think is a fair starting salary for this type of job? Please state the value in terms...	49500.00a	8644.20	30	43592.50a	18171.50	95	45438.59	15909.72
Q17 What do you think is a fair peak salary for your field of work? Please state the value in terms o...	262222.22a	287087.87	30	121820.68a	115380.09	95	162582.42	188399.02
Q18 What do you think is a fair peak salary for this type of job? Please state the value in terms of...	153333.33a	87607.08	30	111669.29a	112684.16	95	124168.50	106072.60
Q19_1 Work-life balance does not affect a person's quality of work.	2.28a	1.31	30	2.11a	1.20	95	2.15	1.22
Q19_2 Work-life balance leads to better job performance.	4.34a	.61	30	4.38a	.60	95	4.37	.60
Q19_3 Work-life balance leads to better ethical decision-making.	3.79a	1.15	30	4.02a	.75	95	3.96	.87
Q19_4 The availability of flexible work arrangements will affect my decision when choosing an employer.	3.79a	1.01	30	3.76a	.87	95	3.77	.90
Q19_5 The availability of flexible work arrangements is important to my long-term job satisfaction.	3.69a	1.23	30	4.07a	.75	95	3.97	.91
Q20_1 Flex-time	4.03a	.82	30	3.94a	.80	95	3.96	.80
Q20_2 Part-time work	2.72a	1.33	30	3.04a	1.04	95	2.96	1.13
Q20_3 Work at home options	3.59a	1.05	30	3.55a	1.06	95	3.56	1.06
Q20_4 Special summer or holiday hours	3.83a	1.10	30	4.02a	.76	95	3.97	.86
Q20_5 Telecommuting	3.45a	1.09	30	3.31a	1.00	95	3.35	1.02

***Pay Expectations based on Work Experience***

*Table 2* (below) examined how work experience impacted one's views on salary expectations, including questions on both starting and peak salary expectations. A mean salary was calculated for differing years of work experience from 0-6+ for questions 13-18. Nothing found within these questions was statistically significant as the none of the means increased with work experience and few respondents from the survey actually filled in these particular questions.

**Table 2: Pay Expectations based on Work Experience**

	0			2			1			2					
	Mean	Standard Deviation	Valid N	Mean	Standard Deviation	Valid N	Mean	Standard Deviation	Valid N	Mean	Standard Deviation	Valid N			
Q13 How much money do you expect to earn as an annual salary when you have reached your peak career salary?	112000.00a	60022.22	4	91666.67a	20412.41	6	136000.00	68775.00	5	176000.00	161823.98	7			
Q14 How much money do you expect to earn in your first year working full-time?	46000.00a	19165.94	4	45000.00a	19493.59	6	47000.00a	27294.69	5	44222.22a	13617.80	9			
Q15 How much money do you think most people with your level of education earn in the first year working?	45750.00a	19032.87	4	44166.67a	20836.67	6	37000.00a	23345.24	5	37222.22a	9391.19	9			
Q16 What do you think is a fair starting salary for this type of job?	51250.00a	10307.76	4	53333.33a	13291.60	6	42500.00a	22173.56	4	44250.00a	13371.08	8			
Q17 What do you think is a fair peak salary for your field of work?	152500.00a	99121.14	4	161666.67	127971.35	6	101250.00	66128.03	4	307857.14	344792.90	7			
Q18 What do you think is a fair peak salary for this type of job?	155000.00a	101488.92	4	140000.00	106583.30	6	87500.00a	57951.13	4	178571.43	165974.75	7			
Q19_1 Work-life balance does not affect a person's quality of work.	1.87a	.90	24	2.16a	1.46	19	2.23a	.93	13	2.25a	1.15	24			
Q19_2 Work-life balance leads to better job performance.	4.38a	.71	24	4.42a	.51	19	4.08a	.64	13	4.29a	.55	24			
Q19_3 Work-life balance leads to better ethical decision-making.	3.96a	.86	24	3.84a	.90	19	4.08a	.64	13	3.88a	.85	24			
Q19_4 The availability of flexible work arrangements will affect my decision when choosing an employer.	3.75a	.94	24	3.84a	.76	19	3.77a	.83	13	3.92a	.78	24			
Q19_5 The availability of flexible work arrangements is important to my long-term job satisfaction.	4.21a	.72	24	4.00a	.94	19	4.15a	.69	13	3.83a	1.01	24			
Q20_1 Flex-time	3.83a,b	.87	24	4.15a,b	.75	20	4.08a,b	.64	13	3.96a,b	.62	24			
Q20_2 Part-time work	2.71a	1.12	24	3.20a	1.06	20	3.08a	.86	13	3.13a	.99	24			
Q20_3 Work at home options	3.63a	1.21	24	3.15a	1.14	20	3.92a	.49	13	3.83a	.87	24			
Q20_4 Special summer or holiday hours	3.92a	.93	24	3.90a	.79	20	4.23a	.44	13	4.17a	.64	24			
Q20_5 Telecommuting	3.42a	.93	24	3.40a	.88	20	3.77a	.73	13	3.25a	1.03	24			
Q21 Assume you have a job that pays \$40,000 a year with two weeks paid vacation.	2.38a	.58	24	2.20a	.70	20	1.92a	.86	13	2.09a	.79	23			
Millennial I.D	3.13a	.30	26	3.25a	.34	22	3.29a	.28	18	3.29a	.29	25			
	3			4			5			6+			Total		
	Mean	Standard Deviation	Valid N	Mean	Standard Deviation	Valid N	Mean	Standard Deviation	Valid N	Mean	Standard Deviation	Valid N	Mean	Standard Deviation	Valid N
Q13 How much money do you expect to earn as an annual salary when you have reached your peak career salary?	80000.00a	14142.14	4	85000.00a	7071.07	2	90000.001		1	50000.001		1	118000.00	89523.26	30
Q14 How much money do you expect to earn in your first year working full-time?	38750.00a	8539.13	4	50000.00a	17320.51	3	43333.33a	10408.33	3	35000.001		1	44485.71	16143.42	35
Q15 How much money do you think most people with your level of education earn in the first year working?	32500.00a	2886.75	4	46666.67a	11547.01	3	42500.00a	10606.60	2	30000.001		1	39794.12	14941.87	34
Q16 What do you think is a fair starting salary for this type of job?	48750.00a	18874.59	4	25011.67a	21774.42	3	47500.00a	3535.53	2	40000.001		1	45438.59	15909.72	32
Q17 What do you think is a fair peak salary for your field of work?	100000.00a	14142.14	4	60018.33a	52883.84	3	120000.00	0.00	2	80000.001		1	162582.42	188399.02	31
Q18 What do you think is a fair peak salary for this type of job?	82500.00a	20615.53	4	42527.50a	60065.19	2	100000.00	0.00	2	50000.001		1	124168.50	106072.60	30

***Salary Expectations Based on Discipline of Study***

The results for questions 13, 14, 15, 16, 17 and 18 regarding salary expectations are found in *Table 3*. These results were based on discipline, which was categorized into 5 programs of Bachelor of Arts, Bachelor of Commerce, Bachelor of Engineering, Bachelor of Science and a Diploma Program. The results were made on the total of the salary amount divided by the

number of respondents (N) and used the mean salaries calculated from the “Salaries/N” column.

This table shows how salary expectations can range between the disciplines and whether it is focused on a starting salary or a peak salary. A starting salary is the amount an individual will be paid in the first year of their career, and a peak salary is the amount at which an individual will receive the most in their career.

**Table 3:** Salary Expectations per Discipline

	Q13 How much money do you expect to earn as an annual salary when you have reached your peak career salary?		Q14 How much money do you expect to earn in your first year working full-time?		Q15 How much money do you think most people with your level of education earn in the first year working?				
	Mean	Valid N	Salaries/ N	Mean	Valid N	Salaries/ N			
<b>Bachelor of Commerce</b>	670000	5	134000.0	375000.0	8.0	46875.0	300000.0	7	42857.14
<b>Diploma Program</b>	790000	5	158000.0	170000.0	5.0	34000.0	150000.0	5	30000.00
<b>Bachelor of Arts</b>	720000	7	102857.1	275000.0	7.0	39285.7	205000.0	7	29285.71
<b>Bachelor of Science</b>	677000	9	75222.2	405333.3	11.0	36848.5	376333.3	11	34212.12
<b>Bachelor of Engineering</b>	284000	3	94666.7	130000.0	3.0	43333.3	127500.0	3	42500.00
	Q16 What do you think is a fair starting salary for this type of job?		Q17 What do you think is a fair peak salary for your field of work?		Q18 What do you think is a fair peak salary for this type of job?				
	Mean	Valid N	Salaries/ N	Mean	Valid N	Salaries/ N			
<b>Bachelor of Commerce</b>	330000	7	47142.86	920000	6	153333.33	760000	5	152000.00
<b>Diploma Program</b>	179000	5	35800.00	1275000	5	255000.00	340000	5	68000.00
<b>Bachelor of Arts</b>	325000	7	46428.57	1095000	7	156428.57	1075000	7	153571.43
<b>Bachelor of Science</b>	350035	9	38892.78	1045055	9	116117.22	1015055	9	112783.89
<b>Bachelor of Engineering</b>	125000	3	41666.67	425000	3	141666.67	275000	3	91666.67

Our results for question 13 from *Table 3* show the results for the expected annual salary when they have reached their peak career salary per discipline. Those enrolled in a Diploma program have the highest mean (\$158,000), followed by Bachelor of Commerce, (\$134,000), Bachelor of Arts (\$102, 857.10), Bachelor of Engineering (\$94,666.70), and lastly Bachelor of Science (\$75,222.20).

The results for question 14 from *Table 3* show the results for participants' expectations in their first year of working. All the disciplines were in the same range between (\$34,000 - \$46,000) for a first year's salary.

The results for question 15 from *Table 3* shows the results for a starting salary with their level of education for their first year working. Bachelor of Commerce students had the highest mean (\$42,875.14), followed by Bachelor of Engineering (\$42,500.00), Bachelor of Science (\$34,212.12), Diploma Programs (\$30,000), and Bachelor of Arts (\$29,285.71).

Question 16 from *Table 3* shows the results of a fair starting salary based on discipline. Bachelor of Commerce, once again had the highest mean (\$47,142.86), followed by Bachelor of Arts (\$46,428.57), Bachelor of Engineering (\$41,666.67), Bachelor of Science (\$38,892.78), while the Diploma Program students had the lowest overall mean (\$35,800.00).

Question 17 from *Table 3* shows the results for a fair peak salary for the respondents' field of work. Diploma Program had a the highest mean (\$225,000), followed by Bachelor of Arts (\$156,428.57), Bachelor of Commerce (\$153,333.33), Bachelor of Engineering (\$141,666.67), and lastly Bachelor of Science (\$116,117.22).

Question 18 from *Table 3* shows the results for a fair peak salary for the respondents' type of work. Bachelor of Arts had the highest average mean (\$153,571.43), followed by Bachelor of Commerce (\$152,000), Bachelor of Science (\$112,783.89), Bachelor of Engineering (\$91,666.67), and lastly Diploma Programs (\$68,000).

**Table 3.1:** Measures of the Impact and Achievement of Work-life Balance

	Total		
	Mean	Standard Deviation	Valid N
Q19.1	2.15	1.22	111
Q19.2	4.37	.60	111
Q19.3	3.96	.87	111
Q19.4	3.77	.90	111
Q19.5	3.97	.91	111
Q20.1	3.96	.80	112
Q20.2	2.96	1.13	112
Q20.3	3.56	1.06	112
Q20.4	3.97	.86	112
Q20.5	3.35	1.02	112

Table 3.1 indicates that Millennials strongly believe that the availability of flexible work arrangements will impact their long-term job satisfaction, indicated by a mean score of 3.97 out of 5. Additionally, Millennials also feel that the ability for an employer to offer flexible work arrangements will significantly impact their tendency to choose a workplace, indicated by a mean score of 3.77 out of 5. A rather low mean score of 2.15 out of 5 indicates that Millennials feel the availability of work-life balance will impact one's quality of work. To further this idea, a high mean score of 4.37 out of 5 suggests that Millennials strongly believe work-life balance leads to better job performance overall. In terms of options for flexible work arrangements, Millennials favour special summer or holiday hours, with a mean score of 3.97 out of 5, followed by flex-time, work at home possibilities, telecommuting, and lastly, part-time work, indicated by a mean score of 2.96 out of 5.

### **Work-Life Balance**

*Correlation 2 Chart* shows the correlation between different work-life balance (benefits) aspects. These questions were asked to be completed by 125 individuals. The first column and the first row of the table show the questions and the associated numbers, and within the table are

the correlations between the answers of the questions respectively. As you can see there are 1's among the diagonal because there is a perfect correlation between the answers of the same question. In the chart, each answer of the table was given through a 5 point Likert-scale.

**Correlation 2 Chart:** Correlation for benefits and work-life balance

Correlation for Benefits and Work-Life Balance												
#		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
1	Millennial ID	1										
2	Work-life balance does not affect a person's quality of work.	.257**	1									
3	Work-life balance leads to better job performance.	-.005	-.152	1								
4	Work-life balance leads to better ethical decision-making.	-.060	-.293**	.614**	1							
5	The availability of flexible work arrangements will affect my decision when choosing an employer.	.096	-.049	.160	.450**	1						
6	The availability of flexible work arrangements is important to my long-term job satisfaction.	-.005	-.332**	.234*	.457**	.578**	1					
7	Q20_1 Flex-time	.145	.007	.280**	.244**	.487**	.360**	1				
8	Q20_2 Part-time work	.184	-.028	-.015	.072	.327**	.255**	.257**	1			
9	Q20_3 Work at home options	.178	.031	-.032	.052	.292**	.196*	.289**	.309**	1		
10	Q20_4 Special summer or holiday hours	.001	-.290**	.083	.301**	.379**	.393**	.284**	.276**	.353**	1	
11	Q20_5 Telecommuting	.108	-.093	-.119	.157	.333**	.284**	.235*	.241*	.386**	.379**	1
	* Somewhat high correlated											
	** Highly correlated											

A high correlation, either close to 1 or -1 means a strong correlation (positive or negative) or highly correlated, while something closer to 0 becomes less correlated. In the chart, this is denoted by an asterisk \* for a somewhat high correlation, and by two asterisks \*\* for a higher correlation. We see that there is a very high correlation between the answers obtained from *Correlation 2 Chart* for questions 3 and 4, and 5 and 6. This is because they are in general quite

similar due to the high correlation factor seen in the chart (0.614 and 0.578, respectively). Meaning that there is a high correlation between the Millennials that responded that work-life balance leads to better job performance, and those who identified that work-life balance leads to better ethical decision-making. Similarly, there was found a high correlation between those who believed that the availability of flexible work arrangements will affect their decision when choosing an employer, as well as Millennials who thought that the availability of flexible work arrangements is important to their long-lasting job satisfaction. However, the opposite can be seen on the same chart with the answers of questions 2 and 6, where the opinions lie in the opposite sides of the spectrum. That is, there was found a high negative correlation between individuals who believed that work-life balance does not affect a person's quality of work, and Millennials who thought that availability of flexible work arrangements is important to their long-lasting job satisfaction.

*Correlation 2 Chart* also shows how other topics do not really relate to one another to the Millennials. For instance, the answers given for question 2, when compared to the answers of questions 7, 8, 9, and 11 did not have a strong enough correlation. For example, Millennials whose opinions were that work-life balance does not affect a person's quality of work did not have any type of correlation with those Millennials who answered that flex-time was considered important. In other words, people answered very differently and no trend or significant relation could be found.

### ***Work-life Balance Based on Future Career Trajectories***

Similarly, *Table 3.1* addresses question 19, which measures the impact of work-life balance on future career trajectories, and question 20, which measure the preferred methods of maintaining work-life balance in the following order: flex-time, part-time work, work-at-home,



special holiday or summer hours, and telecommuting. According to the data, the majority of Millennials believe that achieving a work-life balance will lead to better overall job performance, indicated by a mean of 4.37 out of 5, followed suit by allowing for ethical decision-making at work with a mean of 2.15 out of 5. A mean score of 3.77 out of 5 indicates that most Millennials believe an employer’s ability to offer flexible work arrangements will impact their decision in selecting a suitable employer. Furthermore, a mean score of 3.97 out of 5 implies that the opportunities for flexible work arrangements will impact a Millennial’s long-term job satisfaction.

***Work-life Balance based on Gender***

Table 4 looked at how gender affected the importance of work-life balance, via question 21, which asked respondents if they preferred increased pay, increased vacation time, or increased work flexibility, should their employer present them with those options. There were no significant variations between males and females, but many more respondents chose increased vacation (45%) or flexibility (38.5%) rather than increased pay (16.5%). This suggests that the majority of respondents place greater importance on work-life balance.

**Table 4:** Measure of Work-Life Balance

		Q4.0 What is your gender?					
		Male		Female		Other (please specify)	
		Count	Column N %	Count	Column N %	Count	Column N %
Q21 Assume you have a job that pays \$40,000 a year with two weeks paid vacation. If your employer off...	4% more pay (\$1,600)	7a	24.1%	11a	13.8%	01,2	0.0%
	2 weeks more vacation	11a	37.9%	38a	47.5%	01,2	0.0%
	Flexibility to work your 40-hour workweek on any days or times of your choosing	11a	37.9%	31a	38.8%	01,2	0.0%

## **Discussion**

### **Compensation Expectations**

#### ***Pay Expectations based on Gender***

*Table 1* provides an opportunity to draw some conclusions as to differences in pay expectations between males and females, despite the fact the results were not statistically significant due to the lack of respondents who answered the questions pertaining to current and future pay expectations in their field of work. The findings found are consistent with the notion that males feel more entitled than females when it comes to salary. The numerical values individuals put were, by comparison, very high in terms of their expectations placing them where a small percentage of the Canadian workforce is actually at (in terms of annual income). To be able to draw more concise conclusions we would have to collect a larger sample to verify our current findings, as it would better account for outliers within the data, but we believe the results would still be similar.

#### ***Pay Expectations based on Work Experience***

Unfortunately, no accurate conclusions from *Table 2* data were gathered, as there was no correlation between work experience and pay expectations. In the study, it was also difficult to draw any conclusions due to the lack of respondents who answered questions concerning pay expectations. The findings obtained may suggest that the lack of correlation means that those with more work experience have been out of school longer, which may suggest that they have less education, as they chose to enter the workforce sooner. This would account for the fact that the majority of those surveyed were university-aged students within the Millennial age bracket, thus those with multiple years of work experience were either recent graduates or had not completed university, or had chosen a shorter or different educational route. General research

would suggest that there should be a positive correlation between work experience and pay expectations, thus more extensive research would likely yield similar results. To further investigate, we would need a much larger base of respondents as well as comparing years of work experience to education, as education will affect ability to obtain work experience and may affect the pay expectations of the Millennial cohort.

### ***Pay Expectations based on Discipline Studied***

*Table 3* shows us the results of fair and peak salaries based on discipline studied in school. There is no pattern of data to show if certain disciplines have an influence on pay expectations for salaries more than others due to an unexpected low response rate. As shown in the results section for question 13 from *Table 3*, students who are in a Diploma Program have the highest expectations of an annual salary when they have reached their peak career salary of a mean of (\$158,000). Bachelor of Commerce comes in second with (\$134,000). Also, it is evident that all disciplines were fairly close in range for a salary in their first year working full time. The five disciplines ranged between (\$30,000 - \$46,000) which shows us that all individuals who participated have similar expectations, and that not one has a much higher expectation than the rest. Question 15 shows us that Bachelor of Commerce students have the highest expectations of a starting salary with their level of education in their first year working with a mean of (\$42,875.14). The other disciplines had lower means but none were outliers as they all had a reasonable starting salary. Question 16 shows us that Bachelor of Commerce had the highest mean of (\$47,142.86) for a fair starting salary based on discipline, while the lowest mean was the Diploma Programs at (\$35,800). Unfortunately, it is difficult to come to conclusions, as this is what the participants feel they expect to earn with their level of education. Question 17 shows us that all disciplines have a high expectation of a fair peak salary for their field of work. That is, all

disciplines had a mean salary that was above (\$100,000) which shows that they have a high expectation for their peak salary. Question 18 shows us that the peak salary expectations based on the type of work, which is an individual's position within a specific field. Three disciplines had high expectations with means of over (\$100,000), but the lowest mean was (\$68,000) which was from the Diploma Programs discipline. This can show us that certain disciplines have a higher expectation for their peak salary based on their position than others.

### **Work-Life Balance**

The participants that had a strong opinion about the work-life balance affecting the quality of work did not find flex-time, part-time work, or work-from-home and telecommuting options important. The results show that there is neither a positive or negative correlation. In other words, all these factors are benefits, however Millennials either value having a work-life balance or appreciate having factors such as telecommuting, flex time, part-time work or work at home options, but not simultaneously. On the other hand, participants that had an opinion with telecommuting have the same opinion with flex time.

When referring to *Correlation 2 Chart*, there is a negative correlation of (-0.293) between questions 2 and 4. This is the relation between Millennials not thinking that work-life balance affects a person's quality of work and they thinking that work-life balance leads to ethical decision-making. It means that ethical decision-making does not have anything to do with having a work-life balance.

It is evident that Millennials value benefits such as flexible work arrangements and consider this when choosing an employer. They believe this is necessary for long-term job satisfaction due to the high correlation between the two (0.578), as seen in *Correlation 2 Chart*. Similarly, there is a strong correlation between questions 3 and 4 meaning that Millennials stand

for the idea that work-life balance leads to better job performance and to better ethical decision-making. As a result, employers should take this into consideration for better outcomes. They could provide a variety of factors to make possible work-life balance since it will benefit the company.

It is very interesting to note that there is almost no correlation shown in *Correlation 2 Chart* between questions 3 with questions 8, 9 and 10, while there is high correlation between questions 3 and 7. This shows that there is no correlation between Millennials that think that work-life balance leads to better job performance, as well as valuing part-time work, work at home, and special summer or holiday hours. However, there is a high correlation between work-life balance leading to better job performance and flex time. Therefore, flex time is considered more important than part-time work, work at home and special summer or holiday hours when it comes to work-life balance. If flex time is given to Millennials as a form of work-life balance, they will have better job performance in the workplace. Likewise, questions 2 and 7 show that flex time is not correlated to those individuals with opinions that work-life balance does not affect a person's quality of work (0.007).

### ***Work-Life Balance Based on Gender***

*Table 4* provides interpretable data on the importance Millennials place on having a work-life balance but unfortunately no conclusions were drawn specifically with regards to gender. The findings suggest that Millennials definitely place more significance on increased vacation time or flexible work time over increased pay, suggesting that job expectations for Millennials go beyond that of monetary compensation. Although not significant due to the lack small number count, higher percentage males than females preferred increased pay over non-monetary compensation for their work. These findings are consistent with the increasing desire

of individuals to have compensation options within their job or career, and the importance Millennials have shown to place on family values and gratification beyond money. To further interpret these findings and be able to determine if there is a significant difference between the choices made by males and females it would be required to gather more Millennial participants for our study.

### ***Preferences for Work-Life Balance***

As dictated by the results of question 19 and question 20, Millennials strongly favour the possibility of achieving a work-life balance throughout their careers. The results from question 19 indicate that Millennials believe without achieving a means of work-life balance, their overall performances at work may not be as successful. Millennials also believe that their satisfaction at work is influenced by the opportunity for work-life balance, and that the millennial generation will actively seek out employers who offer these work-life balance options. Preference is given to benefits such as special hours in the summer or during the holidays, flex-time work possibilities, working from home, and telecommuting. Millennials least preferred the option of part-time work, indicating that the millennial generation prefers maintaining full-time work status, while having the opportunities to work hours that allow them to maintain flexibility in home life as well.

### **Limitations/Directions for Future Research**

After analyzing the results, there are a few aspects that may have limited the ability to accurately portray the Millennial generation's vision towards their salary and benefit expectations. Specifically referring to *Table 3*, out of the 125 participants no more than 33 answered questions 13, 14, 15, 16, 17 and 18, which were all related specifically to salary expectations. The lack of participants for these questions limits our ability to contrast and

compare expectations between different degrees or fields of work. This brought many problems to the study since it is hard to draw conclusions that can be generalized from the questions when not a sufficient amount of data was obtained. However, the responses gathered from this survey are true to Millennial expectations as by the nature of the participants. This limitation may have been caused by the design of the question, where participants were allowed to input their own dollar value as opposed to giving them specific options within a range. This would have eliminated any potential significant outliers in the responses and allowed us to have a more accurate and realistic preview of the salary expectations of Millennials.

Similarly, some participants may not have put a lot of thought into their answers for these questions, or have not done any research to make an informed decision for this question. That being said, multiple analyses were conducted, one of which contained the outliers and one of which did not. Due to the anonymity of our survey, there was no way to do any follow-up questions with the participants in order to find out and/or justify why they chose those salary values. Perhaps if a question was added asking participants to answer why, it may have had given a better understanding of their salary expectations. Due to the lack of research/information obtained, there is not a realistic idea of what each job's peak salary actually is, and cannot be compared accurately to the participants' answers. These limitations for the salary questions make it difficult to analyze properly and deduct and meaningful comparisons between them.

Due to the few participants in this part of the survey, there was a large, varying range of answers for specific fields of work. If at the beginning of the study responses were categorized into specific degree programs, it may have been easier to compare more closely the range of first year or peak salary expectations across different fields of work. This limited the ability to compare the degree programs specifically and understand if there were higher salary

expectations within an entire group of Millennials. The lack of participants places the ability for one or two participants to shape our study to seem that certain degree programs have higher or lower salary expectations than others.

Age was another limitation in the survey. Although participants were asked whether they were in the Millennial age range, their age was not asked. Participants who were on the lower end of the age boundary may have had very little to no work experience in their chosen field of work and may have unrealistic or biased opinions about fair starting, peak and average wages. That being said, people who were on the higher end of the age boundary may, again, have unrealistic expectations for their salaries upon graduation. Age and work experience may have similar effects as degree programs on the participant's responses, and may include outliers as well. As previously mentioned, with the lack of ability to have follow-up questions due to the nature of our survey, there was a limiting ability to understand the thought process of the participants in the nature of deciding how much of an effect those two factors would have on the salary expectations upon entering the workforce after graduation. Another limitation includes the involvement of participants in this study on a self-reporting basis, allowing some potential for bias or dishonesty. Finally, a larger sample size that ranges across multiple post-secondary institutions across Canada would widen the scope of this study.

For future research it is important to consider obtaining a pool of participants bigger than the obtained in this study (125 participants). These Millennials would be obtained from different education levels, such as universities and college, not only university students since it can skew the results. Also, a comparison between college and university graduates based on geographical location may make for a more intense comprehension of Millennial identity and their subjective compensation expectations. Additional recommendations for future research would be to observe



the ways in which Millennial's preferences for compensation and benefits alters over time. As this study is concerned more with Millennials in the nearing graduation stage or more recent post-graduate stage, a study measuring long-term compensation expectations would indicate the ways in which Millennial identity changes over time. Further investigation on the correlation of educational discipline and compensation expectations is also recommended. Due to the limited scope of this study, a wider sample size across multiple universities would help to develop the hypothesis of this variable.

### **Conclusion**

The purpose of this study was to evaluate Millennial stereotypes with a medium sized sample, and to determine whether these stereotypes directly affect the Millennial generation's career expectations including compensation goals. The study was not meant to compare the Millennial generation to other generations, rather, the study is simply a means of documenting the Millennial generation's responses to the notion of these stereotypes. Millennials will have varying expectations for workplace salary and benefits than their older counterparts. As literature suggests, psychological entitlement is a major influencing factor on the ways in which members of this generation perceive compensation of all forms (Campbell et al., 2004).

It was proposed that Millennials would desire higher wages or increased compensation, including benefits, earlier on in their careers versus their previous generational counterparts. It was found a great variance in pay expectations based on educational discipline, so no significant relationship could be determined. We also expected Millennials to place a higher value on a work-life balance rather than placing employment as their highest priority. The data indicates that the Millennial generation does, in fact, highly prioritize the achievement of a work-life balance during their career trajectory. Furthermore, Millennials believe that the ability to secure

flexible work arrangements in the workplace will influence their decision when choosing an employer. As a result, it is suggested that the information concluded from this study is to be used by upper-year managers who are unsure of how to deal with the recent influx of Millennials in the workplace.

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