

A REVIEW OF GENERATIONS X AND Y' WORK VALUES AND ATTITUDES ACROSS NORTH AMERICA AND EUROPE

Adina Letitia NEGRUSA¹

*Article history: Received: February 22, 2024; Reviewed: March 10, 2024;
Accepted: March 25, 2024; Available online: March 29, 2024.*

©2024 Studia UBB Negotia. Published by Babeş-Bolyai University.



This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License

ABSTRACT. The Generational Theory, on the other hand, has been used uniformly in numerous studies without taking into account the historical, social, and cultural variations from one place to another. Because Generation X, and Millennials are currently the most significant generational cohorts for the employment market, this study aims to investigate from a historical perspective the fundamental and work value, leadership styles, and work attitudes of these generations, taking into account regional differences between the North America and European nations.

The review indicates that an increasing number of studies have adopted the assumption that, regardless differences in social and economic situations of different nations, generational cohorts have the same patterns and biases. The research conducted in this article contributes to enhancing the approach of generational theory in organizational behaviors studies and highlighting the idea of stark disparities across various areas and nations based on various historical occurrences.

Keywords: generational theory, work values, work attitudes

JEL classification: N30, J10

Recommended citation: Negrusa, A.L., *A review of generations X and Y' work values and attitudes across North America and Europe*, Studia UBB Negotia, vol. 69, issue 1 (March) 2024, pp. 39-54, doi:10.24193/subbnegotia.2024.1.02

¹ Prof. dr., Faculty of Business, Babeş-Bolyai University, Cluj-Napoca, Romania.
E-mail: adina.negrusa@ubbcluj.ro

Introduction to Generation theory

Recent studies have mostly examined and predicted the characteristics of younger generations as they entered lately the employment market and their impact seemed to be overstated. However, each generation nowadays represents a significant combination of knowledge, abilities, attitudes, and beliefs that provide businesses numerous chances to develop their success. Refocusing on how the generations vary at work can thus enable businesses to enhance their management approaches, build stronger work teams, improve the working environment, and boost employee retention.

Before venturing into the profiles of each generation, it is required to research the literature that highlights topics such as '*generation*,' '*generational abilities*,' or '*generational gap*.' Mannheim introduced and defined the generation idea, as well as its ramifications, for the first time in his essay "The Problem of Generations" in 1952 (Ting et al., 2018). He had then emphasized the influence of social factors on the formation of each generation's values and attitudes (Mannheim, 1997); Mannheim joined Inglehart to strengthen the theory in 1997. They proposed that the impact of dramatic events, such as historical, economic, and social major changes, that take place during the individuals' pre-adult years, should be added to this process.

Strauss & Howe (1997) provided the first definition of a generation as a cohort of individuals who were born within a similar time frame, shared a comparable historical place and were shaped by similar events, trends, and developments (McCrinkle & Wolfinger, 2009). Accordingly, each generation was influenced, especially during childhood and adolescence, by a set of factors, like parenting behaviors and philosophies, educational system, church, media, political, economic and social events, popular culture trends and cultural values. This complex background creates for each generation a common value system which allows a distinguish from one to another generation because remains stable from childhood till young adulthood (Lubinski et al., 1996; Meglino & Ravlin, 1998). Therefore, individuals in this birth cohort exhibit similar characteristics, preferences, and values over their lifetimes; these characteristics are referred to as '*generational traits*': stereotypes- behaviors, and values. This system or view of the world is like an anchor against which later experiences are interpreted (Scott, 2000).

In the literature can be found unanimous opinions regarding labelling the following generations and most of the researchers suggested that group effects are linear rather than categorical: Baby boomers, Generation X, Generation Y, Generation Z, and Generation Alpha. The exact demarcation among all these generations as age-cohort is still arguable. The length for each generation varies

from 15 years to as many as 24 years, depending on the criteria used in defining the generation group (Lancaster & Stillman, 2002; Strauss & Howe, 1997; Smola & Sutton, 2002). On one side there are those which took into consideration the birth rate fluctuation as an objective indicator for grouping generations and there are others which considered major social and economic factors as criteria for shrinking and dividing generations. As a tendency at the end of the spectrum, the majority of the researchers agreed to shorten the span to 10 years due to today's rapidly changing world (Graybill, 2014).

This theory developed for US society, based on the most relevant events that took place in this region, was adopted, extended and popularized by researchers and sociologists from other countries, using the same labels, spans of time and traits that have been established for American cohorts. This approach lately has been criticized by more and more authors (Ting et al., 2018) who considered that every region was exposed to different events at varied times (Edmunds & Turner, 2005). Research has so far shown that there are generational disparities in a variety of workplace-relevant aspects, such as personality, work values, attitudes, career expectations and experiences, collaboration, and leadership (Costanza et al. 2012). However, the data is limited for some factors and contradictory for others (Lyons & Kuron 2014). Aside from a wide range of methodology and reporting of findings, another issue is the failure to consider in their assumptions those differences of core value nations or regions. Therefore, current studies support enough the idea that generational theory is a feature of the workforce and depicts it with essential characteristics, but it does not imply a clear connection between the birth cohort and other factors. Thus, the precise demarcation and generations' traits, behaviors, attitudes, and values, will also vary across nations and cultures. Accordingly, the intervals of demarcation for generations in America differ from those considered for generations in Europe, Australia or Asia.

Many sociologists tried to establish and explained an exact demarcation for each generation for different regions. So far, researches have largely consisted of descriptive comparisons of birth cohorts with little focus on the social factors that interact with birth cohort to produce an unique consciousness that develops over the course of each generation within the socio-historical framework of the times. Starting from their work this paper will explore how and what historical events influenced variances in the generations' features from one region to another, using a causal analysis and generating solid evidence for mapping generational cohorts globally.

Research design

The research methods that were selected included a critical analysis of the evidence relating to generational differences in a variety of studies using work-related variables, such as work values, work attitudes, and work-life balance, a causal analysis of the key historical events that had a significant impact on these values, and a comparative analysis between generations from the selected geographic areas.

Results

The USA Generation cohorts' work and management traits

Generation X

Regarding the exact start and end times of Generation X, there is much disagreement about it (King, 2001). Hence, according to Strauss & Howe (1997) members of generation X are those born during the 1961-1981 timeframe and they rejected the end date of BB cohort in 1964, saying that those born between 1961-1964 are culturally distinct from boomers in terms of shared historical experiences. The Canadian authors Foot & Stoffman (1996) come also with a separation between two groups: generation X, born between 1960 and 1966 and the Bust Generation born between 1967 and 1979. On the other hand, other researchers like Lancaster & Stillman (2002), Graybill (2014), Smola & Sutton (2002) use dates which correspond to the strict fertility patterns in the American population and put this generation in the timeframe of 1965-1984.

Despite all these disagreements, generation X has several common traits: independent, cynical and realistic. Economically speaking American Xers confront huge inflation (11.3% per year), and large income taxes which lead to recession and a high unemployment rate. Members of this cohort have been influenced by the energy crisis beginning, and financial and family instabilities (higher rate of divorces and single parents' families). Also, they experienced the AIDS epidemic, Iran hostage crisis, the Challenger disaster, the mass suicide in Jonestown, and the fall of the Soviet Union. All these events determined pessimist individuals, self-reliant, and wary of commitment both professional and personal (Lancaster & Stillman, 2002). As a consequence of the increase in unemployment, fewer opportunities for high-paid jobs and a change of the organization's contracts model to have higher flexibility in matters of staffing and talent usage, members of generation X view work as "*just a job*", seeking to balance work with leisure

being driven by the slogan *work to live*. This does not imply that they are egotistical or me-focused. Simply said, they try to strike a balance between doing a decent job and also achieving their objectives to the fullest.

An important trait for Xers revealed by many researchers (Hayes, 2013) is seeking freedom which leads to innovation and creativity. According to Salahuddin (2010) the efficient work motivation factors are a flexible working schedule, an informal work environment, and a balanced amount of supervision. If we consider companies like Oracle or Blomberg, we can definitely see the innovative and daring attitude of their founders. Taking a look at some of the most innovative products launched by Xers, we can find in these people the entrepreneurial spirit - Bill Gates sets the bases of Microsoft, while Steven Jobs starts his venture with Apple; the information-communication-feedback triad is gaining relevance through the launching of the Internet. Precisely these discoveries which at that moment seemed to be the '*toys*' of some maverick children, got these people attributes like self-reliant or cynical because previous generations could not understand their revolutionizing attitude. Regarding the marketing strategies, especially advertising, they were all the time skeptical. They have little faith in the commercials and ads, as Coupland's (1996) remark suggests, they think about themselves that "I am not a Target Market". Everything which is starting to be mainstream became less interesting to them.

According to various empirical results, Xers seems that prefer the coaching leadership style (Kraus, 2017), which has as the primary objective the long-term professional development of subordinates. This leadership approach is appropriate for their results-driven mindset and preference for an autonomous working style (Glass, 2007) as it helps employees improve performance by fostering long-term capabilities and independent problem-solving, but it is not appropriate for employees who are resistant to altering their behaviors (Goleman et al., 2001).

Millennials (Generation Y)

One million millennials entered the workforce each year in the USA and by 2020, they reached up to 40% of the employed population (Melggs, 2022), according to several statistics. They are the children of BB and earlier Xers.

The significant events which shaped the generation's values first should be mentioned the launch of the internet and the mobile phone. This was the beginning of changing communication and entertainment, as Tim Berners-Lee proclaimed the World Wide Web launched (<https://webfoundation.org/about/vision/history-of-the-web/>). People social networking has been transformed when the first iteration of Google and Hotmail debuted, followed then by Yahoo Mail. It was the debut of iMac personal desktop computers, and thus the percentage

of families using personal computers increased during 90' from 15% to 50%, even to 75% if the family included children. The capacity of information storage in the globe has expanded six times since the decade's start, compared to four years earlier. In this context, the Millennials became dependent on technology at an earlier age than previous generations.

From the economic point of view, starting with the 1980s a long economic expansion was reflected in substantial employment growth, especially in the services sector, together with the progress of the business services industry, retail trade and health services (Plunkert, 1990). Two important tendencies contributed to this situation, the increase of working women percentage and workers with two jobs. Also, a large number of jobs were lost especially in manufacturing industries like machinery manufacturing, textile and apparel, tobacco and primary metal industry. Can be mentioned also the climb of personal bankruptcies, the dramatic expansion of the trade deficit, overvalued stock market and dropped in the personal saving rate. However, during 90's the US economic performance was outstanding (Frankel & Orszag, 2001). This framework molded the millennials' preferences in their private lives, targeting a better work/life balance. Events such as 11 September and in general the rise of global terrorism induced a re-evaluation of life priorities and Yers choose "making a life" instead of "making a living" (Ng et al., 2010). Accordingly, the workplace has changed as a result of this generation's need for companies that can offer a seamless transition between work and play, pleasant coworkers, and a supportive atmosphere.

Their work ethos was influenced by creativity, adaptability, ambition to make a difference, and idealism, which determined their high entitlement expectations, instant recognition and reward. A higher level of self-esteem, aggressiveness, and narcissism than previous generations (Deal et al., 2010), as well as a commitment to working in a team, technological know-how, and multitasking prowess, are just a few of the traits that have been linked across several study investigations (Farrell & Hurt, 2014; Martin & Otterman, 2016). Very often have been mentioned their need for constant feedback from their supervisors, as a consequence of parental support in their childhood (Glass, 2007). In this context, Bennett et al. (2012) claimed that Millennials seek mentors, counsel, or direction, which ultimately leads to increased satisfaction and employer loyalty. Kraus (2017) revealed that the suitable leadership style for Yers is the visionary style whose main objective is to mobilize others to follow a vision. This style is effective when followers need clear direction (Goleman et al., 2001) and are less independent (Bennett et al., 2012).

As millennials begin to take managerial positions in organizations, it is mandatory to understand their leadership skills, that's why more studies focused on their leadership style. According to Deloitte (2016) research of 7700

full-time employed millennials, senior millennials and those approaching the boardroom want to rebalance corporate objectives by putting people before profit. Senior management team members and those in less senior positions alike would want to see greater emphasis placed on “being the best place to work” and “providing a good wage to workers.” This generation creates businesses around their passions and social causes (Albanese, 2018) and measures success in ways that go beyond a focus on financial performance, placing a greater emphasis on actions and behaviors that encourage sustainability over the long term. As entrepreneurs and managers Yers prefer flat organizations which allow individuals to learn and develop themselves, a non-traditional career path in which employees are empowered to participate in decisions.

The essential characteristics that may be considered based on the most important research and studies conducted on USA cohorts are summarized in Table 1, which demonstrates the differences in working values and attitude between generations in the workplace today. Even if these results must be interpreted with caution, an overall theme of these research is a considerable increase in uniqueness through generations, aligning to a larger societal tendency toward “individualization.”

Table 1: A synthesis of timespan and essential traits for USA generation cohorts

Generations					
1945	→ 1965	→ 1980	→ 1999	→ 2010	→ 2020
North America (USA)	Baby Boomers (BB) 1946-1964	Generation X 1965-1980	Generation Y 1981-1999	Generation Z 2000-2009	Generation Alpha after 2010
Essential Traits		Independent, Preference for autonomous working style, Pessimist, skeptical Work = just a job, good balance between work and leisure	Self-esteem, high entitlement expectations Predilection for learning in the organization = less independent, constant feedback and direction, Work = the best place to work – people before profit		

Source: Author’s compilation based on Deal et al., 2010; Farrell & Hurt, 2014; Goleman et al., 2001; Bennett et al., 2012.

European Generations' work and management traits

Many economic, political, and social aspects in Europe differed significantly from those in North America. As a result, the general image of generational labor and management features in Europe differs from the prior two areas. Furthermore, there was no collective experience in Europe like Vietnam to unify it. In contrast, each European nation had distinct historical experiences that dramatically influenced their populations. For example, the Nordic social market economy, the Franco regime in Spain, Germany's economic reconstruction, and the communist statute in Eastern Europe all affected the lives, values, and goals of individuals of the same age group in various ways. As a result, studies on generational theory in European countries drew a line between the West and the East regions.

European Xer Generation

Regarding generation X in Europe D'Amato & Hezfeldt (2008) suggested to split them in two categories: Early Xers (born between 1960 and 1970) and Late Xers (born during 1971-1980 timespan). They considered just the evolution of the birth rate indicator. In the mid-1960s, demographic statistics in nearly all European nations began to shift abruptly. Massive advancements in contraception, greater birth control and family planning, as well as increasing female employment and absorption into the labor market, occurred (Bornarova et al., 2017). As a result of these changes, West European nations experienced a significant reduction in fertility rates in the 1970s. This tendency peaked in the 1970s and 1980s, when there was a huge reduction in fertility rates known as the baby-bust. As a result, the number of one-child households has increased, as has the number of couples without children (universality of births is no longer present – at least 1 child per family). After a long economic rise, known as Golden Age, starting with mid of 1970 economic growth in the entire Western Europe slowed down, leading to a reduction of labor opportunities in industrial areas, decrease of return to investment and slow productivity growth.

Nonetheless if we contemplate on the other hand relevant historical events and social movements which took place during those years, such as international students' demonstrations in Paris and the Czechoslovak student demonstrations in Prague which culminated (in early 1969) with the death of Jan Palach and other students, it can be suggested that the year 1968 is a crossroads moment and a symbol for critical spirit (Assmann, 2018) which influenced the youth generations from that time. Therefore, at this point, a crucial shift in the mentality and values of European societies took place, it was the shift to a modern society characterized by the fight for political equality,

democratic ideology, gender emancipation, peace movements, and Hippie and Flower Power movements. Because of that, this interval should be considered as the demarcation point between early and late Xers in Europe.

The behavior and values promoted within the European family for generation X children are different from what is happening in American society. If in America this period represents a benchmark in terms of the rapid evolution of the number of divorces, and families are becoming more and more like the single-parent tendency, the same cannot be said about society in European countries. The rise in the number of divorces is continuously growing, but the pace of this phenomenon intensifies only after 1990. The increase in the number of divorces and respectively of single-parent families occurs much later, respectively after 2000. This means that the values with which Xers develops in Europe are different from those present in American society.

They are thus described as being self-sufficient, independent, and resourceful. Western European Xers typically have advanced degrees and are technologically adept. Furthermore, compared to their predecessors, they frequently engage more in politics (Mannheim, 1997). The entrance of early Xers onto the labor market coincided with the recession of the early 1980s, resulting in significant disruptions to economies across Europe. West Germany saw a decline in gross national product per capita between 1980 and 1985; however, by 1986, this trend had largely reversed itself. With memories of economic downturns and political turmoil fresh in their minds, many Xers chose to take control over their own lives by starting businesses or taking risks with investments. Also, they developed in a higher manner the work autonomy.

When characteristics of Xers from Eastern Europe are discussed, it is noted that they link professional success to meticulous, goal-oriented work, which explains why its representatives may devote themselves to it by faithfully fulfilling their responsibilities and putting their personal lives below their professional ones. Generation X embraces equality and strives to be self-sufficient, very practical and hardworking. They are typically workaholics and professionally burned out. Job security and stability are more important for them than for the next generations (Wiktorowicz, 2018). They exhibit the strongest hostility to communism due to some vivid recollections of the shortages, diminished comfort, and restrictions on all forms of freedom during the communist era, and over time they develop a materialistic outlook (Lasierra, 2019). They are predominantly homeowners and place a high priority on salary when judging work contentment. Also, the materialistic trait affects their career choices as well; many of them choose to become technicians, engineers, or machine designers rather than literary majors, philosophers, accountants, or psychologists.

According to data from multiple research investigations (Hernaus & Pološki Vokic, 2014; Bencsik et al., 2016) task diversity is a slightly richer quality of Xers' job employment, but the work itself is not a stimulus of satisfaction as it is for older generations. In terms of work structure, Xers place a premium on understanding the company's organizational chart. As a result, offering awareness about these concerns is an important strategy for developing commitment among Generation Xers and enhancing their performance (Lasierra, 2019). This theory is supported by management strategies in high-performance firms, specifically, job rotation rules.

Millennials cohort in European countries

European Millennials are young people who became politically, economically, and socially mature at the start of the new millennium began. Like in the same manner as was considered the other two cohorts, the Millennial generation should be divided into East and West European areas. Once more, significant historical events and socioeconomic variables shaped fundamental variations in attitudes and beliefs.

A focus on Years from East European countries revealed the fact that this cohort was born in a period when various anti-government protests aroused and nations put extra effort to maintain their stability. For socialist nations, it has been increasingly difficult to maintain a regular rate of development after 1980 (Gomes, 2018). Poor agricultural production in Poland and other countries, deteriorating international trade terms, rising foreign debt, and an overall lack of economic recovery were all noticed. Both the external creditors and the civil society, which favor a better consumption model and oppose the deflationist strategy, are exerting pressure on the government. All of this culminated with the fact that the Soviet help, which was usually anticipated by these nations, did not arrive as a result of the significant economic challenges they were facing. Therefore, 1989 was a year in which the Eastern European geopolitical framework was profoundly changed. Following this year there was a transformation towards capitalism and the population from East European countries saw in capitalism an outlet for greater political freedom, the end of police and intellectual repression, a resumption of the right to travel beyond the borders, access to a larger and better basket of consumption goods and the extinction of privileges of the elites that dominated these nations (Gomes, 2018). Consequently, the year 1989 should be considering also a point of references in order to split the cohort into two categories like Early and Late Y-ers.

Hence, late Years grew up and developed into young adults during a time when their nations were moving away from command economies and toward capitalist cultures. According to a study from 2014 (Feher, 2014), Millennials in East European countries are distinguished by individualism and

a strong drive for self-realization, but they are also wanting conservatism and conformity (Kutlák, 2021). Experts interpret these traits as a reaction to the uncertainties of the transition age. Another theory holds that because they are only indirectly aware of the socialist era through their parents' tales, young people aspire for the dependability that marked life at that time (Bejtkovský, 2016). Yers value less job autonomy at the workplace than previous generations, like Xers, and they feel lost without enough supervision (Hernaus & Pološki Vokic, 2014).

According to the quality-of-life research conducted by Eurostat (2015), young people from East European nations expressed less life satisfaction than their western counterparts. This is dictated mostly by their financial condition, which impacted how they evaluated the future, being more pessimistic: 60% believe they will have to work continuously and will not have enough money to retire. Furthermore, the lower economic output influences when young individuals leave the nest (Kutlák, 2021). As a result, in Central and Eastern European nations, this moment occurs near the end of their twenties, but in Western countries like France, Germany, and the United Kingdom, the average age is approximately 23-24. This explains their higher degree of compliance as well as their enthusiasm for working with senior employees and supervisors (Bencsik et al., 2016). Nonetheless, the Eurostat (2015) survey found that Millennials in general had a greater degree of life satisfaction than Xers and Baby Boomers, indicating that they had a better living comfort and social context. On the other hand, the Western European Yers, meanwhile, are more adaptable, risk-takers, and charitable.

Table 2: A synthesis of timespan and essential work traits for European generation cohorts

Generations						
	1945 →	1960 →	1980 →	1999 →	2010 →	2020
Western Europe	1946-1959	Early "X" 1960-1970	Late "X" 1971-1980	Generation Y 1981-1999	Generation Z 1999-2009	Generation Alpha 2010
Essential traits		independent resilient value work-life balance and flexible schedules openness on their work		strong need for structure, rules, and guidelines that provide stability, consistency, and orientation motivated by monetary rewards value career development striving to be at the best		

Eastern Europe	1946-1959	Early "X" 1960-1968	Late "X" 1969-1976	Early "Y" 1977-1989	Late "Y" 1990-1996	1997-2009	Generation Alpha after 2010
Essential traits		diligent, goal-oriented workers, prioritizing professional success over personal lives, value task diversity at a job		individualism self-realization conservatism conformity value job security and supervision at the workplace			

Source: Author's compilation based on D'Amato & Hezfeldt, 2008; Wiktorowicz, 2018; Hernaus & Pološki Vokic., 2014; Bencsik et al., 2016

Conclusions

Overall, generational characteristics reflect diverse historical trajectories and socioeconomic contexts, shaping values, attitudes, and behaviors among Xers and Millennials. Therefore, significant disparities exist within the same generational cohort across various geopolitical regions. It's notable that many studies in the literature have presumed uniform characteristics for a generational cohort without duly considering the socio-economic and cultural contexts that profoundly influence the work values and attitudes. Consequently, some of these studies fail to validate the assumptions found in other research endeavors.

The starkest disparities in values, attitudes, and behaviors within generational cohorts emerge when comparing the East European region with North America. Understanding these characteristics is crucial for organizations and managers to design diverse reward and motivation systems. The different approach from the geopolitical perspective regarding values and aptitudes is extremely valuable, especially in today's context of globalization and the expansion of all firms or companies at a geographical level, as well as the increasing cultural diversity in the workplace.

References

- Albanese, J. (2018). *Four ways millennials are transforming leadership*. Retrieved November 20th, 2022, from <https://www.inc.com/jason-albanese/four-ways-millennials-are-transforming-leadership.html>
- Assmann, A., (2018). *1968 in Germany: A generation with two phases and faces*. Retrieved November 20th 2022 from Eurozine Anthology: <https://www.eurozine.com/1968-germany-generation-two-phases-faces/>
- Bejtkovský, J., (2016). The employees of baby boomers Generation, Generation X, Generation Y and Generation Z in selected Czech corporations as conceivers of development and competitiveness in their corporation. *Journal of Competitiveness*, 8(4), 105 – 123. <https://doi.org/10.7441/joc.2016.04.07>
- Bencsik, A., Horváth-Csikós, G. & Tímea, J., (2016). Y and Z Generations at workplaces. *Journal of Competitiveness*, 8(3), 90-106, <https://doi.org/10.7441/joc.2016.03.06>
- Bennett, J., Pitt, M. & Price, S., (2012). Understanding the impact of generational issues in the workplace. *Facilities*, 30(7/8), 278-288, <https://doi.org/10.1108/02632771211220086>
- Bornarova, S., Bogoevska, N. & Trbojevik, S., (2017). Changes in European welfare state regimes as a response to fertility trends: Family policy perspective. *European Journal of Social Science Education and Research*, 4(3), 50–57. <https://doi.org/10.26417/ejser.v11i1.p50-57>.
- Costanza, D. P., Badger, J. M., Fraser, R. L., Severt, J. B. & Gade, P. A., (2012). Generational differences in work-related attitudes: A meta-analysis. *Journal of Business Psychology* 27, 375–394, <https://doi.org/10.1007/s10869-012-9259-4>
- Coupland, D., (1996). *Generation X: Tales for an Accelerated Culture*. London: Abacus.
- D'Amato, A. & Herzfeldt, R., (2008). Learning orientation, organizational commitment and talent retention across generations. A study of European managers. *Journal of Managerial Psychology*, 23(8), 929-953, <https://doi.org/10.1108/02683940810904402>
- Deal, J., Altman, D. & Rogelburg, S., (2010). Millennials at work: What we know and what we need to do (if anything). *Journal of Business and Psychology* 25, 191-199. <https://doi.org/10.1007/s10869-010-9177-2>
- Deloitte. (2016). *The 2016 Deloitte Millennial Survey*. Retrieved November 20th, 2022, from <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf>
- Edmunds, J. & Turner, B., (2005). Global generations: Social change in the twentieth century. *The British Journal of Sociology*, 56(4), 559-577, <https://doi.org/10.1111/j.1468-4446.2005.00083.x>

- Eurostat (2015). *Quality of life in Europe - facts and views - overall life satisfaction*. (2015, March). Retrieved February 8, 2023, from Eurostat: https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Archive:Quality_of_life_in_Europe_-_facts_and_views_-_overall_life_satisfaction
- Farrell, L. & Hurt, A., (2014). Training the Millennial Generation: Implications for organizational climate. *Journal of Organizational Learning & Leadership* 12(1), 47-60.
- Feher, M., (2014). *Communist-era legacy still shapes youth values, study says*. Retrieved January 18th 2023, from The Wall Street Journal: <http://blogs.wsj.com/emerging europe/2014/02/11/communist-era-legacy-still-shapes-youth-values-study-says/>
- Foot, D.K. & Stoffman, D., (1996). *Boom, Bust & Echo*. Toronto: Macfarlane Walter & Ross.
- Frankel, J. & Orszag, P., (2001). Retrospective on American economic policy in the 1990's. *Brookings*. Available at: <https://www.brookings.edu/articles/retrospective-on-american-economic-policy-in-the-1990s/>
- Glass, A., (2007). Understanding generational differences for competitive success. *Industrial and Commercial Training*, 39(2), 98-103, <https://doi.org/10.1108/00197850710732424>
- Goleman, D., Boyatzis, R. & McKee, A., (2001). Primal leadership: The hidden driver of great performance. *Harvard Business Review*, 79(11), 42-53.
- Gomes, L. (2018). *The collapse of real socialism in Eastern Europe: linking external and internal causes*. Retrieved February 8, 2023, from Munich Personal RePEc Archive: https://mpra.ub.uni-muenchen.de/87663/1/MPPA_paper_87663.pdf
- Graybill, J. O., (2014). Millennials among the professional workforce in academic libraries: Their perspective on leadership. *The Journal of Academic Librarianship* 40(1), 10-15. <https://doi.org/10.1016/j.acalib.2013.09.006>
- Hayes, B. R., (2013). *The implications of multigenerational differences within the workforce*. Retrieved from Research Papers. Paper 407, available at: <http://opensiuc.lib.siu.edu/gsrp/407>
- Hernaus, T. & Pološki Vokic, N., (2014). Work design for different generational cohorts: Determining common and idiosyncratic job characteristics". *Journal of Organizational Change Management*, 27(4), 615-641. <https://doi.org/10.1108/JOCM-05>.
- King, D. (2001). *Defining a generation: Tips for uniting our multi-generational workforce*. Retrieved February 1st, 2024 from <http://www.meaningfulcareers.com/defining-a-generation/>
- Kraus, M., (2017). Comparing Generation X and Generation Y on their preferred emotional leadership style. *Journal of Applied Leadership and Management*, 5, 62-75, available at: <http://www.journal-alm.org/article/view/18130>.

- Kutlák, J., (2021). Individualism and self-reliance of Generations Y and Z and their impact on working environment: An empirical study across 5 European countries. *Problems and Perspectives in Management*, 19(1), 39-52.
[https://doi.org/10.21511/ppm.19\(1\).2021.04](https://doi.org/10.21511/ppm.19(1).2021.04).
- Lancaster, L. & Stillman, D., (2002). *When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work*. New York: Harper Collins NY.
- Lasierra, J. M., (2019). Generational differences in work in Spain. A review. *Revista Brasileira de Gestão de Negócios*, 21(4), 953-969.
<https://doi.org/10.7819/rbgn.v21i5.4024>
- Lubinski, D., Schmidt, D. B. & Benbow, C., (1996). A 20 years stability analysis of the study of values for intellectually gifted individuals from adolescence to adulthood. *Journal of Applied Psychology*, 81(4), 443-451.
<https://doi.org/10.1037/0021-9010.81.4.443>
- Lyons, S. & Kuron, L., (2014). Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior*, 35(S1), S139-S157; <https://doi.org/10.1002/job.1913>.
- Mannheim, K., (1997). *The Problem of Generations', Collected Works of Karl Mannheim*, London: Routledge.
- Martin, T. & Otterman, R., (2016). Generational workforce demographic trends and total organizational rewards which might attract and retain generational employees. *Journal of Behavioral and Applied Management* 16(2), 91-115.
- McCordle, M. & Wolfinger, E., (2009). *The ABC of XYZ*. Sydney: UNSW Press.
- Meglino, B.M. & Ravlin, E.C., (1998). Individual values in organizations: concepts, controversies and research. *Journal of Management* 24 (3), 351-389.
[https://doi.org/10.1016/S0149-2063\(99\)80065-8](https://doi.org/10.1016/S0149-2063(99)80065-8)
- Melggs, B., (2022). *Millennials Leadership Style: What is their style?* Retrieved November 20th, 2022, from My Millennial guide:
<https://www.mymillennialguide.com/millennial-leadership-style/>
- Ng, E. S., Schweitzer, L. & Lyons, S. T., (2010). New generation, great expectations: A field study of the Millennial Generation. *Journal of Business and Psychology*, 25, 281-292, <https://doi.org/10.1007/s10869-010-9159-4>
- Plunkert, L. M., (1990). The 1980's: A decade of job growth and industry shifts. *Monthly Labor Review*, 113(9), 3-16.
- Salahuddin, M. M., (2010). Generational differences impact on leadership style and organizational success. *Journal of Diversity Management*, 5(2), 1-6.
<https://doi.org/10.19030/jdm.v5i2.805>
- Scott, J., (2000). Is it a different world to when you were growing up? Generational effects on social representations and child-rearing values. *British Journal of Sociology*, 51(2), 355-376. <https://doi.org/10.1111/j.1468-4446.2000.00355.x>
- Smola, K. & Sutton, C., (2002). Generational differences: revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, Vol. 23(4), 363-382.
- Strauss, W. & Howe, N. (1997). *The fourth turning: An American prophecy*. New York: Broadway Books.

- Ting, H., Limb, T.-Y., de Run, E. C., Koh, H. & Sahdan, M., (2018). Are we Baby Boomers, Gen X and Gen Y? A qualitative inquiry into generation cohorts in Malaysia. *Kasetsart Journal of Social Sciences* 39(1), 109-115.
<https://doi.org/10.1016/j.kjss.2017.06.004>
- Wiktorowicz, J. (2018). The situation of generations on the labour market in Poland. *Economic and Environmental Studies (E&ES)*, 18(2), 995-1015,
<https://doi.org/10.25167/ees.2018.46.32>.