

MANAGING GENERATION Z EMPLOYEES IN IT SOFTWARE INDUSTRY

Malnar, Jelena

Master's thesis / Specijalistički diplomski stručni

2019

Degree Grantor / Ustanova koja je dodijelila akademski / stručni stupanj: **Algebra University College / Visoko učilište Algebra**

Permanent link / Trajna poveznica: <https://um.nsk.hr/um:nbn:hr:225:032049>

Rights / Prava: [In copyright](#) / [Zaštićeno autorskim pravom.](#)

Download date / Datum preuzimanja: **2025-02-05**



Repository / Repozitorij:

[Algebra University - Repository of Algebra University](#)



ALGEBRA UNIVERSITY COLLEGE

MASTER'S THESIS

**MANAGING GENERATION Z EMPLOYEES IN IT
SOFTWARE INDUSTRY**

Jelena Malnar

Zagreb, February 2019

By submitting this Proposal, I hereby acknowledge and accept **Declaration on authenticity and academic ethics**, which reads:

By submission of this application, I hereby acknowledge and accept that the following Master's Thesis is my own individual work, prepared in accordance with advices and consultations received from my mentor and other teachers / experts. I have consulted and used literature and sources referenced in my Thesis. Furthermore, I acknowledge that no part of my future Thesis is taken from other uncited authors, and that I have not breached author rights of any author. While preparing my Thesis I followed the best possible academic practices in respect to authorship and proper citing and referencing work of others. If a breach of stated principles is proven any time in the future, I am fully willing to bare corresponding formal consequences, including possibility for my diploma and academic degree achieved as a result of this Thesis to be revoked.

Zagreb, 27.2.2019

Jelena Malnar

Acknowledgements

After an intensive period of four months, today is the day to write this note of thanks as a finishing touch on my thesis. It has been a period of intense learning for me, from an organizational point of view, but also on personal level. Writing this paper had a big impact on me so I would like to reflect on the people who supported me during this period and helped me so much to finish this paper.

I would first like to thank my mentor Keith G. Dayton from Indiana University for all his help and guidance in crucial moments. You provided excellent feedback and great motivation during every conversation we had which helped me a lot to complete this paper.

I would also like to thank Poslovna inteligencija – company that enabled my MBA journey, engaged colleagues who participated in research, supportive ones that helped me to finish this study and are excited to read this paper. Without such great people, this process would be much harder.

Also, I thank to my dearest MBA colleagues from whom I learned a lot during our weekend sessions. Special thanks goes to DJ STIV team who become great friends of mine. It was an honour to be a part of this MBA generation with such extraordinary people.

Lastly, this master`s thesis is dedicated to my family and my boyfriend who gave me the necessary support, even when times were rough. For that support, I will always be thankful.

Thank you very much, everyone!

Jelena Malnar

Zagreb, February 2019

PROOF PAGE FOR OFFICIAL DOCUMENT OF ALGEBRA UNIVERSITY

Sažetak

Vođenje ljudi i pravilno upravljanje njihovim karijerama i očekivanjima predstavlja jedan od najizazovnijih i najsloženijih zadataka za sve menadžere. Pri donošenju gotovo svih odluka koje se odnose na upravljanje zaposlenicima, menadžeri trebaju uzeti u obzir različite čimbenike kao što su iskustvo, vještine zaposlenika, njihove osobne ciljeve i potrebe što bi trebalo rezultirati zadovoljnim ljudima koji će se istinski osjećati kao cijenjeni dio organizacije. U IT industriji ovi su čimbenici posebno važni jer je tržište rada dinamično, postoji nedostatak IT stručnjaka i njihova je mobilnost vrlo visoka.

Ljudi koji pripadaju pojedinim generacijama različito reagiraju na organizacijske promjene, a upravljački stilovi imaju velik utjecaj na zadovoljstvo zaposlenika. Stoga, menadžeri koji žele unaprijediti organizacijsko okruženje trebaju upravljati promjenama imajući u vidu kako će te promjene utjecati na postojeće zaposlenike te hoće li sa uvedenim promjenama lakše privući nove zaposlenike.

Prema tome, ovaj rad sadrži analizu razlika među generacijama sa svrhom što boljeg razumijevanja svake generacije koja je trenutno dio radne snage u IT sektoru te opisanu metodologiju upravljanja zaposlenicima na primjeru hrvatske IT software kompanije – Poslovna inteligencija. U svrhu analize preferencija Generacije Z koja tek ulazi na hrvatsko IT tržište rada te usporedbu sa postojećim radnim uvjetima u IT kompanijama, provedeno je istraživanje koje uključuje studente viših godina fakulteta i već zaposlenu radnu snagu u IT sektoru.

Osnovni cilj ovog rada je utvrditi kako menadžeri mogu upravljati generacijskim razlikama i prilagoditi radno okruženje, a da pri tome uvedene promjene rezultiraju sa pozitivnim efektom na sve generacije.

Ključne riječi: iGeneration, Generacija Z, upravljanje generacijama, IT tržište rada, trendovi u IT industriji, IT stručnjaci

Abstract

Leading people and properly managing their careers and expectations is one of the most challenging and complex tasks for all managers. Almost all decisions in managing people should take into account different factors that combines soft skills, employee's experience, their personal goals and needs in order to have satisfied employee that truly will feel like appreciated part of the organization. In IT industry, these factors are especially important because labour market is dynamic, there is a deficiency of IT experts and their mobility is very high.

People who belong to a particular generation react differently to organizational changes so management style has a major impact on employee satisfaction. Therefore, managers who want to improve organizational environment need to manage changes having in mind how will they affect existing employees and will they ensure easier attraction of new employees.

Thus, this paper provides an analysis of differences between generations for the purpose of better understanding each generation that is currently employed in IT sector and describing employee management methodology on the example of Croatian IT software company – Poslovna inteligencija. For the purpose of analyzing Generation Z preferences that will soon enter Croatian IT market and comparing the results with existing working conditions in IT companies, research has been conducted involving students that are just finishing college and already employed people in IT sector.

Main purpose of this paper is to determine how to manage generational differences and adapt working environment in order to introduce changes that will have a positive effect on all generations.

Keywords: iGeneration, Generation Z, multi-generational leadership, IT workforce, IT consulting

Content

1. Introduction.....	1
2. Theoretical framework.....	4
2.1. Generational cohorts	4
2.2. Generation Z characteristics.....	21
2.3. Generational differences in the workplace.....	27
2.3.1. Work values among generations.....	32
2.3.2. Leading accross the generations	39
2.3.2.1 Effective leadership	39
2.3.2.2 Leadership styles	41
2.3.2.3 Preffered leadership styles among generations	47
2.4. Population trends in Croatia.....	51
2.5. Managing generational differences in IT consulting industry	55
3. Research methodology.....	65
3.1. Introduction	65
3.2. Research focus.....	65
3.3. Research strategy and instruments	65
3.3.1. Rationale for using questionnaires.....	66
3.3.2. Questionnaire distribution.....	66
3.3.3. Questionnaire design and measures	66
3.3.4. Research hypothesis.....	67
3.3.5. Sampling	68
4. Research results	69
4.1. Research results for current IT workforce.....	69

4.2. Research results for future IT workforce	74
4.3. Research limitations	78
5. Discussion of findings.....	80
6. Recommendations.....	86
6.1. Adjust the leadership style	86
6.2. Manage salary expectations	91
6.3. Prepare employees to work efficiently with each other	93
Conclusion	96
List of figures.....	98
Literature.....	100

1. Introduction

One of the major demographic indicators registered in the last decade is represented by the aging of the Croatian population and consequently of the workforce (generation trends analysis for Croatian population is given in next chapter).¹

This issue has several implications for the human resources management in organizations. For the first time ever, company's management is faced with challenge of meeting the needs of five generations in the workplace.² As more professionals from Generation Z join the workforce, it is now more important for trainers, human resources and C-level management to continually understand generational differences and adapt strategies for their retention.

Managing generational differences is especially important in IT industry because it is not rare that person born before 1970 may find himself reporting to a much younger colleague only a few years out of college. When a company is able to mine the strengths of each age group and use that information to teach others, everyone benefits.³ For example, the work ethic of the older population is well documented so sharing these insights with younger generation might have a meaningful effect on product quality and customer service. On the other hand, the younger generation's adoption of technological innovation and different way of thinking can be useful to improve company's skill set in total and ensure creative and positive working environment. While older employees offer a wealth of professional and life experience that younger workers cannot match, younger employees who are groomed properly will turn into tomorrow's leaders. As a result, careful recruitment and cultivation of young and trainable employees is essential. Placing these employees with older ones allows each to learn from the other, the younger employee benefits from the experienced worker's knowledge and may regard him/her as a mentor.

Another reason why it is important to manage generational differences in IT software industry is a high level of intellectual property including knowledge, skills and experience among

¹ Zupanc, Ivan „Stanovništvo hrvatske stari“, <http://www.geografija.hr teme/stanovnistvo-hrvatske-stari/> (2004)

² Gravesande, Tracy, „5 Generations in the Workplace – 7 Considerations for Business Leaders“ <https://shirlawsgroup.com/Magazine/2018/02/14/5-Generations-in-the-Workplace-%E2%80%93-7-Considerations-for-Business-Leaders/> (2018)

³ Bigelow, Lisa. „What Are the Benefits of Generational Differences in the Workplace?“ Small Business - Chron.com, <http://smallbusiness.chron.com/benefits-generational-differences-workplace-15430.html>. Accessed 29 January 2019.

employees. Therefore, they are the most important factor if a company wants to be successful, profitable and ensure continuous growth. Furthermore, this industry is also known as the one that needs to be highly innovative and create trends and changes/improvements in technology and its usage. Therefore, it is crucial to have employees that are satisfied, motivated, engaged and creative. However, with a lack of investment in developing multi-generational leadership skills, it is no surprise to have disconnection between what leaders think will retain employees and attract new ones and what actually appeals them.

Therefore, primary focus of this paper is to analyse current situation regarding managing different generations in IT software industry based on the insights collected in company Poslovna inteligencija from Zagreb, Croatia. This represent central part of the research that will be extended with conducted surveys among employees in different IT companies in Croatia in order to gain better knowledge on how to adjust workplace conditions for newer generations of employees.

Employers should analyse their organisational culture, style of management and workplace policies if they want to become the employer of choice for younger generations and retain current employees. Generational IQ, similar to emotional IQ requires leaders to understand that each generation has its own distinct characteristics, values, engagement drivers and attitudes towards work, based on their life experiences.⁴ To oversee and manage multi-generational team, leaders will need to create a culture that will demonstrate respect for each generation and this can only be accomplished with a strong working knowledge of each generation. Therefore, leaders should learn about generations norms of communication, what motivates and matters to them, how they view authority while also uncover their own biases for the various generations. Gaining this knowledge will enable leaders to adjust their management style accordingly. For example, adapting the way they communicate, integrate the team, recognise and promote team members, monitor and provide support and mentor and develop talent, will all need to be adjusted based on the mix of generations in the team.

Therefore, in order to gain this knowledge, this thesis will be structured around four different objectives:

1. Understand Generation Z preferences for future workplace in Croatian IT industry.

⁴ Bigelow, Lisa. „What Are the Benefits of Generational Differences in the Workplace?“ Small Business - Chron.com, <http://smallbusiness.chron.com/benefits-generational-differences-workplace-15430.html>. Accessed 29 January 2019.

2. Investigate current workplace conditions in Croatian IT companies.
3. Establish the connection between Generation Z preferences and Croatian IT industry workplace reality.
4. Determine what adjustments should be done from an organizational and leadership point of view in order to satisfy preferences among all generations.

Within next chapter – Theoretical framework, generational differences in the workplace will be analysed for each generation that is currently employed in the IT software industry. Special emphasis in this chapter is also given to work values, preferred leadership styles among generations and investigating current workplace conditions and managing style in Poslovna inteligencija. This will give an overview over differences among generations and will be used as basis for research created in order to understand Generation Z preferences. Thus, the research will be divided into two main streams in order to get as much insight about the current situation and future expectations as possible. Last chapter will be focused on recommendation for IT companies that should help management to adjust their management style and workplace conditions to retain existing employees and attract new ones.

2. Theoretical framework

This chapter is intended to provide an overview of the theories of generations, which are widely used by researchers and social scientists in the literature. It will provide the context for the study and reveal differences among generations as a result of literature analysis and previously conducted studies and researches by different authors.

It will also present population analysis in Croatia including historical changes in population structure and projections for future with a goal to understand the importance of understanding generational differences on workplace.

2.1. Generational cohorts

A generation is a group of people born around the same time and raised around the same place. People in this group exhibit similar characteristics, preferences, and values over their lifetimes.⁵

"Generation" is also often used synonymously with cohort in social science and under this formulation, it means "people within a delineated population who experience the same significant events within a given period of time".⁶ Generations in this sense of birth cohort, also known as "social generations", are widely used in popular culture, and have been the basis for sociological analysis. Serious analysis of generations began in the nineteenth century, emerging from an increasing awareness of the possibility of permanent social change and the idea of youthful rebellion against the established social order. Some analysts believe that a generation is one of the fundamental social categories in a society, while others view its importance as being overshadowed by other factors including class, gender, race, and education, among others.⁷

While the concept of a generation has a long history and can be found in ancient literature, there are also psychological and sociological dimensions in the sense of belonging and identity

⁵ The Center for Generational Kinetics, „An intro to Generations“, <https://genhq.com/faq-info-about-generations/>, Accessed on 29 January 2019.

⁶ Pilcher, Jane, „Mannheim's sociology of generations:an undervalued legacy“, <http://www.history.ucsb.edu/faculty/marcuse/classes/201/articles/94PilcherMannheimSocGenBJS.pdf> (1994)

⁷ Pilcher, Jane, „Mannheim's sociology of generations:an undervalued legacy“, <http://www.history.ucsb.edu/faculty/marcuse/classes/201/articles/94PilcherMannheimSocGenBJS.pdf> (1994)

that may define a generation. The concept of a generation can be used to locate particular birth cohorts in specific historical and cultural circumstances.⁸

A generation gap or generational gap is a difference of opinions between one generation and another regarding beliefs, politics, or values. In today's usage, "generation gap" often refers to a perceived gap between younger people and their parents or grandparents.⁹

In order for sociologists to understand the transition into adulthood of children in different generation gaps, they compare the current generation to both older and earlier generations at the same time. Not only does each generation experience their own ways of mental and physical maturation, but they also create new aspects of attending school, forming new households, starting families and even creating new demographics. The difference in demographics regarding values, attitudes and behaviours between the two generations are used to create a profile for the emerging generation of young adults.¹⁰

Generational consciousness is another way of distinguishing among generations that was worked on by social scientist Karl Mannheim. Generational consciousness is when a group of people become mindful of their place in a distinct group identifiable by their shared interests and values. Social, economic, or political changes can bring awareness to these shared interests and values for similarly aged people who experience these events together and thereby form a generational consciousness. These types of experiences can impact individuals' development at a young age and enable them to begin making their own interpretations of the world based on personal encounters that set them apart from other generations.¹¹

Currently, five generations make up our society. Each of those five generations has an active role in the workforce. Depending on the specific workplace, the workforce includes four to five generations. Here are the birth years for each generation¹²:

- Generation Z, iGeneration or Centennials: born 1996 – TBD
- Millennials or Generation Y: born 1977 – 1995

⁸ Biggs, Simon, „Thinking about Generations: Conceptual Positions and Policy Implications“, <https://spssi.onlinelibrary.wiley.com/doi/abs/10.1111/j.1540-4560.2007.00531.x> (2007)

⁹ The Center for Generational Kinetics, „An intro to Generations“, <https://genhq.com/faq-info-about-generations/>, Accessed on 29 January 2019.

¹⁰ Taylor, Sarah, „On the Frontier of Adulthood: Theory, Research and Public Policy“ <https://scholarworks.wmich.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=3461&context=jssw> (2009)

¹¹ Furlong, Andy „Youth Studies: An Introduction.“ New York: Routledge. p. 12. ISBN 978-0-415-56479-3, (2013)

¹² The Center for Generational Kinetics, „An intro to Generations“, <https://genhq.com/faq-info-about-generations/>, Accessed on 29 January 2019.

- Generation X: born 1965 – 1976
- Baby Boomers: born 1946 – 1964
- Traditionalists or Silent Generation: born 1945 and before.

Different analysts and sociologists define generational cohort's birth-years differently. There are two main reasons for that:

- People who analyse generations have reached different conclusions based on different assumptions they use for making the distinction.
- Generation birth years vary by geography. The big events that affect a generation can be dramatically different across the globe or at least regionalized or national in scope, and trends can hit at different times. For example, being a Millennial in undeveloped countries with high level of unemployment, can lead to different expectations and behaviours than being a Millennial in countries where the job market is fantastic.¹³

The Center for Generational Kinetics distinct generational cohorts based on numerous research studies conducted to reveal hidden insights into sales, marketing, employment, voting, spending, marriage, etc. among generations.¹⁴ It is important to note that this definition of cohorts rests on the assumption that people can be born within three years on either side of the beginning or ending of a generation and have all the characteristics of the generation before or after. Generational identity can be affected by different factors including the age of parents, if person grew up in an urban or rural environment, affluence, education and more.¹⁵

For the purposes of understanding and bridging generations, it is less important to focus on a single year and more important to focus on the underlying consistency. In most cases, the transition from one generation to the next is more gradual and blended over a few years.¹⁶

Generational differences chart compares all generations except Generation Z within several different categories: influencers, core values, attributes, family experience, work ethic, view on work/life balance and work assets and liabilities.

Characteristics for Generation Z will be analysed within next (separate) chapter.

¹³ The Center for Generational Kinetics, „An intro to Generations“, <https://genhq.com/faq-info-about-generations/>, Accessed on 29 January 2019.

¹⁴ The Center for Generational Kinetics, „How to Determine Generational Birth Years“, https://genhq.com/generational_birth_years/, Accessed on 29 January 2019.

¹⁵ The Center for Generational Kinetics, „How to Determine Generational Birth Years“, https://genhq.com/generational_birth_years/, Accessed on 29 January 2019.

¹⁶ The Center for Generational Kinetics, „How to Determine Generational Birth Years“, https://genhq.com/generational_birth_years/, Accessed on 29 January 2019.

Generational differences chart is created by West Midland Family Center (WMFC) organization in 2002 and describes and compares each cohort by different areas:

	Traditionalists	Baby Boomers	Generation X	Millennials
Birth Years	1900-1945	1946-1964	1965-1980	(1977-1994) 1981-2000
Current Age	63-86	44-62	28-43	8-27
Famous People	Bob Dole, Elizabeth Taylor	Bill Clinton, Meryl Streep	Barak Obama, Jennifer Lopez	Ashton Kutcher, Serena Williams
#		80 Million	51 Million	75 Million
Other Names	Veterans, Silent, Moral Authority, Radio Babies, The Forgotten Generation	"Me" Generation, Moral Authority	Gen X, Xers, The Doer, Post Boomers, 13 th Generation	Generation Y, Gen Y, Generation Next, Echo Boomers, Chief Friendship Officers, 24/7's
Influencers	<p>WWII, Korean War, Great Depression, New Deal, Rise on Corporations, Space Age,</p> <p>Raised by parents that just survived the Great Depression.</p> <p>Experienced hard times while growing up which were followed by times of prosperity.</p>	<p>Civil Rights, Vietnam War, Sexual Revolution, Cold War/Russia, Space Travel</p> <p>Highest divorce rate and 2nd marriages in history.</p> <p>Post War Babies who grew up to be radicals of the 70's and yuppies of the 80's.</p> <p>"The American Dream" was promised to them as children and they pursue it. As a result they are seen as being greedy, materialistic and ambitious.</p>	<p>Watergate, Energy Crisis, Dual Income families and single parents, First Generation of Latchkey Kids, Y2K, Energy Crisis, Activism, Corp. Downsizing, End of Cold War, Mom's work, Increase divorce rate.</p> <p>Their perceptions are shaped by growing up having to take care of themselves early and watching their politicians lie and their parents get laid off.</p> <p>Came of age when USA was losing its status as the most powerful and prosperous nation in the world.</p> <p>The first generation that will NOT do as well financially as their parents did.</p>	<p>Digital Media, child focused world, school shootings, terrorist attacks, AIDS, 9/11 terrorist attacks.</p> <p>Typically grew up as children of divorce & to turn around all the "wrong" they see in the world today.</p> <p>They grew up more sheltered than any other generation as parents strived to protect them from the evils of the world.</p> <p>Came of age in a period of economic expansion.</p> <p>Kept busy as kids</p> <p>First generation of children with schedules.</p>

Figure 1 General information about generations¹⁷

As shown in table above, each generation has different influencing factors that differentiate one group from another. Those factors have impact on decision making process for each group and attitudes towards their environment. In order to lead and manage each generation, leaders should have awareness about their background. Therefore, next part of this chapter will be focused around analysing each generation norms, what motivates and matters to them, how they view authority and detecting biases for each generation.

Traditionalists are the oldest living generation and population for this generation is rapidly declining. This generation went through World War II, the Korean War, and the end of the Women's Rights Movement, the red scare, and the Radio Age. Their parents and they had just survived the Great Depression, leaving a lasting impact on this generation as well.¹⁸

¹⁷ West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

¹⁸ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

Baby Boomers got their name because “Almost exactly nine months after World War II ended, the cry of the baby was heard across the land“. More babies were born in 1946 than ever before: 3.4 million, 20 percent more than in 1945.¹⁹

Generation X is also known as the post boomers. Since their parents, Baby Boomers, were workaholics, Generation X learned to balance their personal life and work life better. They also learned to take care of themselves early on, for their parents were not necessary there to do it for them.²⁰

Millennials are described with several different nicknames as stated in comparison table. One of the nicknames „Chief Friendship Officers“ and „24/7“ are assigned to them because they desire quality and want to be „politically correct“ and they never sleep since technology keeps them up.²¹

Next part of the generational comparison table focus on core values among generations having in mind influencing factors previously defined:

	Traditionalists	Baby Boomers	Generation X	Millennials
Core Values	Adhere to rules Conformers/Conformity Contributing to the Collective good is important Dedication/Sacrifice Delayed Reward Discipline Don't question authority Duty before pleasure Family Focus "Giving Back" is important Hard Work Law and Order Loyalty Patriotism Patience Respect for authority Responsibility Savers Stabilizing Trust in Government	Anti war Anti government Anything is possible Equal rights Equal opportunities Extremely loyal to their children Involvement Optimism Personal Gratification Personal Growth Question Everything Spend now, worry later Team Oriented Transformational Trust no one over 30 Youth Work Want to "make a difference"	Balance Diversity Entrepreneurial Fun Highly Educated High job expectations Independent Informality Lack of organizational loyalty Pragmatism Seek life balance Self-reliance Skepticism/Cynical Suspicious of Boomer values Think Globally Techno literacy	Achievement Avid consumers Civic Duty Confidence Diversity Extreme fun Fun! High morals Highly tolerant Holy competitive Like personal attention Self confident Socialability Members of global community Most educated generation Extremely techno savvy Extremely spiritual Now! Optimism Realism Street smarts

Figure 2 Core values among generations²²

¹⁹ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

²⁰ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

²¹ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

²² West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

Traditionalists are hard workers, rule-followers, loyal to their country/duty, confident, respectful of authority, patriotic, conservative, make a lot of sacrifices, and overly trusting in authority and hierarchy.²³

Being the children of people who went through serious politically disagreeable wars, Baby Boomers grew into peace-loving anti-war hippies in the 70's and 80's. Their core values include anti-government, the belief that anything is possible, equal rights and opportunities, personal gratification and growth, optimism, the idea of being involved and making a difference, teamwork, and they follow the belief system of spend now, worry later along with questioning everything.²⁴

Core values of Generation X-ers are balance, diversity, entrepreneurial, fun, education, independence, informality, self-reliance, cynicism, techno literacy, and thinking globally. These people are adaptable, confident, ethical, flexible, focus on results, tend to ignore leadership, pampered by their parents, have a strong sense of entitlement, unimpressed with authority and sceptical of institutions, like to balance work life and personal life, and are able to handle responsibility well.²⁵

Core values for Millennials include achievement, civic duty, over-confidence, fun, high morals, tolerance, competition, attention, technology, education, spiritualism, realism, street smarts, and sociability. Millennials hate to be talked down to, they like manners and friendliness, private messaging is preferred, they like when talked to in a positive manner and sharing optimism, and they appreciate humour and making situations light-hearted.²⁶

Attributes that describe each cohort are given in next table and uncover different attitudes for each generation.

²³ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

²⁴ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

²⁵ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

²⁶ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

	Traditionalists	Baby Boomers	Generation X	Millennials
Attributes	Committed to company Competent Confident Conservative Dedication Doing more with less Ethical Fiscally prudent Hard-working Historical viewpoint Honor Linear work style Loyal to organization/employers (duty, honor, country) Organized Patriotic Respectful of Authority Rules of conduct Sacrifice Strong work ethic Task oriented Thrifty-abor waste Trust hierarchy and authority	Ability to handle a crisis Ambitious Anti-establishmentism Challenge Authority Competent Competitive Consensus Leadership Consumerism Ethical Good communication skills Idealism Live to work Loyal to careers and employers Most educated as compared to other 3 generations Multi-taskers Rebellious against convention beginning with their conservative parents. Traditionally found their worth in their work ethic but now seek a healthy life/work balance Optimistic Political correctness Strong work ethic Willing to take on responsibility	Adaptable Angry but don't know why Antiestablishment mentality Big Gap with boomers Can change Crave independence Confident Competent Ethical Flexible Focus on Results Free agents Highest number of divorced parents High degree of brand loyalty Ignore leadership Independent Loyal to Manager Pampered by their parents Pragmatic Results driven Self-starters Self sufficient Skeptical of institutions Strong sense of entitlement Unimpressed with Authority Willing to take on responsibility Willing to put in the extra time to get a job done Work/Life Balance Work to live	Ambitious but not entirely focused. Look to the workplace for direction and to help them achieve their goals. At ease in teams Attached to their gadgets & parents Best educated - Confident Diversity Focused - Multiculturalism Have not lived without computers Eager to spend money Fiercely Independent Focus is children/family Focus on change using technology Friendly Scheduled, structured lives Globalism (Global way of thinking) Greatly indulged by fun loving parents Heroism -Consider parents their heroes High speed stimulus junkies Incorporate individual resp. into their jobs. Innovative-think our of box Individualistic yet group oriented Invited as children to play a lead role in family's purchasing and travel decisions Loyal to peers Sociable -Makes workplace friends "Me First " Attitude in work life Most doted upon of any generation@work Net-centric team players Open to new ideas Optimistic Parent Advocacy (Parents are advocates) Political Savvy (like the Boomers) Respect given for competency not title Respectful of character development Self -absorbed Strong sense of entitlement Techno Savvy - Digital generation Think mature generation is "cool" Want to please others Hope to make life contributions to world Very patriotic (shaped by 9/11) Seek responsibility early on in their roles

Figure 3 Different attributes among generations²⁷

Traditionalists appreciate attendance, socialization, compliance, and practical knowledge. When traditionalists make a promise, they mean it and keep it.²⁸

Baby boomers like to work, as one of the attributes defined for this cohort is „live to work“. They are considered workaholics seeing as they put 60 hours and more into work per week. They invented the 50-hour workweek. They are also known as the “Me generation” and are seen as greedy, ambitious and materialistic.²⁹

Attributes like „Angry but don't know why “and „Crave independence “describing Generation X are closely related to increase of their parents’ divorce rates. On the other hand, if family

²⁷ West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

²⁸ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

²⁹ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

consisted of both parents, mothers usually stayed home while fathers provided financial security because children were seen as special and needed to be raised with care.³⁰

Millennials are huge fans of diversity and multiculturalism. They strive for equality and thinking globally. They are obsessed with technology as have never lived without the existence of computers. This made education better than ever and made the generation very innovative and good at multi-tasking. Also, they are politically savvy, team oriented, open to new ideas as well as very patriotic. They are known as self-entitled and self-absorbed, often theorized to be the result of the children of Generation X being rewarded for simple attendance and participation.³¹

Next table describes preferred work environment for each generation:

	Traditionalists	Baby Boomers	Generation X	Millennials
Family Experience	Traditional Nuclear	Disintegrating "Cleaver Family" Mom stayed home As children were seen as "special"	Latch-key kids Women widely expected to work outside the home The first "day care" generation Dual Income families	Merged families Coddled kids (they got a trophy for coming in 8 th place)
Education	A dream	A birthright	A way to get there	An incredible expense
Value	Family/Community	Success	Time	Individuality
Dealing With Money	Put it away Pay cash Save, save, save	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend
% of Workplace	%5	45%	40%	10%
Work Ethic	Dedicated Pay your dues Work hard Respect Authority Hard work Age=seniority Company first	Driven Workaholic-60 hr work weeks Work long hours to establish self-worth and identity and fulfillment Work ethic = worth ethic Quality	Balance Work smarter and with greater output, not work longer hours. Eliminate the task Self-reliant Want structure & direction Skeptical	Ambitious What's next? Multitasking Tenacity Entrepreneurial
Focus	Task	Relationships and Results	Task and Results	Global and Networked
Technology	Adapted	Acquired	Assimilated	Integral
Entitlement	Seniority	Experience	Merit	Contribution
Workplace View on Respect for Authority	Authority is based on seniority and tenure.	Originally skeptical of authority but are becoming similar to Traditionalists-Time equals authority	Skeptical of authority figures Will test authority repeatedly.	Will test authority but often seen out authority figures when looking for guidance.
Workplace View on Time at Work	Punch the clock Get the job done	Workaholics Invented 50 hr work week Visibility is the key	Project oriented Get paid to get job done	Effective workers but gone @5PM on dot. View work as a "gig" or something that fills the time between weekends.
Workplace View on Skill Building	Training happens on the job Newly developed skills benefit the company, not the individual	Skills are an ingredient to success but they are not as important as work ethic and "face time".	Amassed skills will lead to next job, the more they know the better. Work ethic is important, but not as much as skills	Training is important and new skills will ease stressful situations. Motivated by learning / want to see immediate results.
View on Work/Life Balance	Work hard to maintain job security	Were hesitant of taking too much time off work for fear of losing their place on the corporate team. As a result, there is an imbalance between work and family.	Because of parents who are Boomer workaholics, they focus on clearer balance between work and family. Do not worry about losing their place on the corporate team if they take time off.	Not only balance with work and life, but balance with work, life and community involvement and self development. Flex time, job sharing, and sabbaticals will be requested more by this generation.

Figure 4 Work ethic among generations³²

³⁰ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

³¹ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

³² West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

Traditionalists were raised in the traditional nuclear family – a married man and woman along with their children. During this time, labour unions began to develop. Work was necessary and not meant to be fun. The company came first and seniority took authority. Training was done on the job, and schooling was more of a dream than a necessity.³³

Boomers were never good at taking off enough time to spend with their family in fear of losing their place in the field. Education to boomers is looked at as a birth right, but not necessarily a requirement. As stated previously, they are workaholics with unbalanced time between work and private life.³⁴

Generation X became known to potentially not do as financially well as their parents did. Very cautious with their money, they handle their work life and finances responsibly. They go by the motto of, “work smarter, not harder”. Education was looked at as a “way to get there” which is very true because at this point in time, education grew more important than it ever was before. A high school diploma became like gold in the working world. Because of their upbringing as latchkey children, Generation X-ers are very self-reliant. That being the case, they often question authority. Like boomers, they enjoy working, but they hope for a casual work atmosphere, wish for a more meaningful line of work, have no issue with moving from job to job.³⁵

Families of Millennials are merged with others, mixed, and/or often led by single parent or grandparents. Some of the major worldly influences include terrorism, digital media, growing up as children of divorce, AIDs epidemic, TV talk shows, etc. This is the reason why this generation look at the world and see all the ugly and hope that they can do something to make a change and consequently, be the next „great “generation. Millennials are ambitious and have big dreams, but are often unfocused and need guidance. They are stuck on gadgets and reliant on parents. They had superior education that is treated as a requirement to succeed in life.³⁶

³³ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

³⁴ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

³⁵ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

³⁶ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

Next table reveals more information about each generation's work values:

	Traditionalists	Baby Boomers	Generation X	Millennials
BusinessFocus	Quality	Long Hours	Productivity	Contribution
Work Ethic and Values	Adhere to rules Dedicated work ethic Duty before fun Expect others to honor their commitments and behave responsibly Individualism is NOT valued Like to be respected Like to hear motivational messages Linear Work style Socialization is important Their word is their bond Value due process and fair play Value Honor Value compliance Value Sacrifice Value Dedication Value Hard work Value Good Attitude Value Attendance Value Practical Knowledge Value Loyalty	Challenge authority Crusading causes Dislike conformity and rules Heavy focus on work as an anchor in their lives Loyal to the team Question authority Process oriented Relationship focused at work Strive to do their very best Value ambition Value collaboration Value Equality Value Personal fulfillment/gratification Value personal growth Value teamwork Value youthfulness Want respect from younger workers Want a flexible route into retirement Willing to take risks Work efficiently	Care less about advancement than about work/life balance Expect to influence the terms and conditions of the job Work/family balance is important to them Enjoy work, but are more concerned about work/life navigation Have a work ethic that no longer mandates 10 hr days. Like a casual work environment Looking for meaningful work and innovation Move easily between jobs and criticized for having no attachment to a particular job/employer Outcome oriented Output focused Prefer diversity, technology, informality and fun Rely on their technological acuity and business savvy to stay marketable. Want to get in, get the work done and move on to the next thing.	Believe that because of technology, they can work flexibly anytime, anyplace and that they should be evaluated on work product-not how, when or where they got it done. Expect to influence the terms and conditions of the job Have a work ethic that no longer mandates 10 hr days. High expectations of bosses and managers to assist and mentor them in attainment of professional goals. Want long-term relationships with employers, but on their own terms "Real Revolution">decrease in career ambition in favor of more family time, less travel, less personal pressure. Goal oriented Looking for meaningful work and innovation May be the first generation that readily accepts older leadership Looking for careers and stability Mentoring is important to them Obsessed w/ career developments Prefer diversity, technology, informality&fun Recognize that people make the company successful Tolerant Thrive in a collaborative work environment Training is important to them Understand importance of great mentors Want to enhance their work skills by continuing their education
Preferred Work Environment	Conservative Hierarchical Clear chain of command Top-down management	"Flat" organizational hierarchy Democratic Humane Equal Opportunity Warm, friendly environment	Functional, Positive, Fun Efficient Fast paced and Flexible Informal Access to leadership Access to information	Collaborative Achievement-oriented Highly creative Positive Diverse Fun, Flexible, Want continuous feedback

Figure 5 Work values among generations³⁷

Traditionalists core work values consist of following the rules, conformity, dedication and sacrifice, unquestioning trust in authority and government, duty before pleasure, family, law and order, giving back being important, loyalty and patriotism, and patience. These people do not deal well with vague orders, do not adapt very well to change, and tend to avoid conflict and confrontation so they tend to make the best out of bad situations. When talking to a traditionalist, they like you to be discrete, formal, logical, and respectful in regards to their age (calling them Mr., Ms., Mrs.).³⁸

Baby boomers are known for their ability to handle a crisis, noncompliance, consumerism, to be competitive, multi-tasking, the development of “political correctness”, rebellious and standing up for what they believe in, and being loyal to their children.

³⁷ West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

³⁸ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

Unlike Baby Boomers, Generation X do not care too much for work advancement, but do care more for life navigation.³⁹ This is why they move easily between jobs and have no attachment for a particular job or employer.

Millennials work hard to balance their personal life, work, and community. They often test authority while at the same time, looking for authority figures for help. Like Generation X-ers, they like to punch in to work, get the job done, and then leave for the day. They sought out more meaningful work and actually prefer to have a job they love than a job that pays well.⁴⁰

Next section reveals job description comparison among generations:

	Traditionalists	Baby Boomers	Generation X	Millennials
Work is...	An obligation A Long Term Career	An exciting adventure A Career Work and then Retire	A difficult challenge A contract Just a Job	A means to an end Fulfillment Flexible Work Arrangements
What They Are Looking For In a Job	Recognition and respect for their experience Value placed on history/traditions Job security and stability Company with good reputation and ethics Clearly defined rules/policies Do what you know needs to be done	Ability to "shine"/"be a star" Make a contribution Company represents a good cause Fit in w/ company vision/mission Team approach Need clear and concise job expectations, and will get it done Like to achieve work through teams.	Dynamic young leaders Cutting edge systems/tech Forward thinking company Flexibility in scheduling Input evaluated on merit, not age/seniority If you can't see the reason for the task, they will question it. If you can't keep them engaged then they will seek it in another position.	Want to be challenged-Don't want boring job Expect to work with positive people and company that can fulfill their dreams Strong, ethical leaders/mentors Treated w/ respect in spite of age Social network They expect to learn new knowledge and skills(they see repeating tasks as a poor use of their energy and time and an example of not being taken seriously) Friendly environments(Respond poorly to inflexible hierarchical organizations. Respond best to more networked, less hierarchical organizations. Flexible schedules Want to be evaluated on output not input-on the work product itself They expect to be paid well They want to make a difference Because of being a product of the "drop down and click menu", they may need to be given a list of options

Figure 6 Job preferences among generations⁴¹

Traditionalists are the most conservative group, they rarely change job position and seek for security and stability. For Baby Boomers, it is very important to be aligned with company's

³⁹ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

⁴⁰ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

⁴¹ West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

vision and mission. They like teamwork and clearly defined expectations. Generation X changes job positions and employers much more easily than previous two generations. For both, Generation X and Millennials it is very important to know the reason for performing task. Both groups like to be engaged and challenged while working, otherwise, company will not be able to retain them. For Millennials cohort, work environment is crucial because they like to work in positive, friendly environment where they feel well treated and relaxed.

Below table shows the difference among generations regarding assets they bring into workplace and liabilities they seek:

	Traditionalists	Baby Boomers	Generation X	Millennials
Work Assets	Bring value to the workplace with their experience, knowledge Consistent Disciplined Dependable Detail Oriented Hardworking Loyalty Stable Thorough Use their institutional experience and intuitive wisdom to face changes in the workplace.	Anxious to please Challenges the status quo Can creatively break down the big picture into assignments. Good at seeing the big picture Good team players Mission oriented Politically Savvy-gifted in political correctness Service oriented Will go the extra mile Works hard	Adapt well to change Consumer mentality Direct communicators Don't mind direction but resent intrusive supervision. Eager to Learn, Very Determined Good task managers Good short term problem skills Highly educated Multitaskers Not intimidated by authority Thrive on flexibility Technologically savvy Will do a good job if given the right tools Value "information" Want feedback	Consumer mentality Collaboration Goal oriented Highly educated Multitask Fast Optimistic Positive attitude Technical; savvy Tenacious
Work Liabilities	Don't adapt well to change Don't deal well w/ ambiguity Hierarchical Typically take a top down approach modeled by the military chain of command Avoid Conflict Right or wrong	Expect everyone to be workaholics Dislike conflict Don't like change Challenge Authority of Traditionalists Judgmental if disagree Not good with finances Peer loyalty "Process before results" Self-centered	Built "portable" resume Cynical/skeptical Dislike Authority Dislike rigid work requirements Impatient Lack people skills No long term outlook Respect Competance Mistrusts Institutions Rejects rules Don't understand the optimism of Boomers and Gen Y	Distaste for menial work (they are brain smart) Inexperienced Need supervision Need structure Lack discipline High expectations Lack of skills for dealing with difficult people Impatient Lack of experience Respond poorly to those who act in an authoritarian manner and/or who expect to be respected due to higher rank alone.

Figure 7 Work assets and liabilities among generations⁴²

Traditionalists are well disciplined, dependant and detail oriented. They are hard workers and loyal to company they work, but just like Baby Boomers they don't react well to organizational changes which are very present nowadays. Unlike previous generation, Baby Boomers are good in seeing the big picture, they are mission oriented and willing to go extra mile.

⁴² West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

Generation X can easily adapt to changes, they are eager to learn, they respect competent colleagues and don't like to stagnate at work. Their biggest challenge is lack of people skills and dislike of authority. On the other hand, Millennials with their positive attitude and optimism collaborate well with others but they lack discipline, have high expectations and need supervision since they are inexperienced. Regardless of their collaboration feature, they lack of skills for dealing with difficult people.

Below table shows differences among generations regarding leadership methods:

	Traditionalists	Baby Boomers	Generation X	Millennials
Keys to Working With	Think that work is not suppose to be fun They follow rules well but want to know procedures. Tend to be frustrated by what they see as a lack of discipline, respect, logic and structure especially if the workplace is more relaxed or spontaneous. Consider their feelings Tend to be conservative in Workplace Like the personal touch	Want to hear that their ideas matter. They were valued youth, teens and young adults and expect to be valued in the workplace. Their careers define them, their work is important to them. Silly routines are frustrating. They expect their work, and themselves to matter. Before they do anything, they need to know why it matters, how it fits into the big picture and what impacts it will have on whom. Do well in teams Are motivated by their responsibilities to others Respond well to attention and recognition. Don't take criticism well Less likely to offer necessary recognition. Need flexibility, attention and freedom	Want independence in the workplace and informality Give them time to pursue other interests Allow them to have fun at work Give them the latest technology	Like a team oriented workplace Want to work with bright, creative people Take time to learn about their personal goals They expect to be treated respectfully. Raised to feel valued and very positive about themselves;they see as a sign of disrespect any requirement to do things just because this is the way it has always been done or to pay one's dues. Want to work with friends Provide engaging experiences that develop transferable skills Provide rational for the work you've asked them to do and the value it adds. Provide variety Grow teams and networks with great care;develop the tools and processes to support faster response and more innovative solutions. Provide a work environment that rewards extra effort and excellence Pay close attention to helping them navigate work and family issues. Offer structured, supportive work environment Personalize work and also involve in teams Interactive work environment
Leadership Style	Hierarchy Directive Command-and-control	Consensus/Consensual Collegial	Competence Everyone is the same Challenge others Ask why	Achievers TBD(this group has not spent much time in the workplace so this characteristic is yet to be determined)
View of Authority	Respectful	Impressed	Unimpressed	Relaxed
My heroes are....	The unit	Kennedy's, Martin Luther King ..	What's a hero? Boss	My grandparents Boss-if things are right Themselves
Interactive Style	Individual	Team Player Loves to have meetings	Entrepreneur	Participative

Figure 8 Leadership styles among generations⁴³

Since Traditionalists like direct communication, hierarchy, rules and procedures, they should be managed respectfully. Baby Boomers are team players, loves to participate in meetings and wants to hear that their ideas matter. They are motivated by their responsibilities to others and respond well to attention and recognition. Managers that are leading this generation should

⁴³ West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

consider these characteristics when collaborating with them, dedicating tasks and giving feedback since they don't take criticism well.

Generation X seeks for independence and challenges. They like to explore new technologies and like to use innovative approach similar to Millennials cohort, but having in mind that the latest are unexperienced so they need to be guided, mentored and supervised.

Next table shows differences in technology and communication style among generations:

	Traditionalists	Baby Boomers	Generation X	Millennials
Technology is...	Hoover Dam	The microwave	What you can hold in your hand; cell, PDA	Ethereal - intangible
Communications Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Communication	Discrete Present your story in a formal, logical manner Show respect for their age/experience (address as Mr, Sir, Mrs) Use good grammar and manners (no profanity) Deliver you message based on the history/traditions of the company and how they can fit Use formal language Don't waste their time Use inclusive language (we, us) Focus-words not body language Slow to warm up Memo Like hand-written notes, less email and more personal interaction	Diplomatic In person Speak open – direct style Use body language to communicate Present Options (flexibility) Use E-Comm's/face-to-face Answer questions thoroughly and expect to be pressed for details Avoid Manipulative/controlling language Like the personal touch from Managers Get consensus-include them or they may get offended Establish a friendly rapport OK to use first names Learn what is important to them Emphasize the company's vision and mission and how they can fit in	Blunt/Direct Immediate Use straight talk, present facts Use email as #1 tool Learn their language & speak it Use informalcommunication style Talk in short sound bytes Share info immediately and often Has the potential to bridge the generation gap b/w youngest and oldest workers. Don't micro-manage Use direct, straightforward approach Avoid buzz words and company jargon Tie your message to "results" Emphasize "WIIFM" in terms of training and skills to build their resume	Poite Use positive, respectful, motivational, electronic communication style.(Cell phones, email, IM, text)>these are "fun" Communicate in person if the message is very important Use email and voice mail as #1 tools Don't talk down-they will resent it Show respect through language and they will respect you Use action verbs Use language to portray visual pictures Be humorous-show you are human Be careful about the words you use and the way you say it(they are not good at personal communication because of technical ways of communicating) Be positive Determine your goals and aspirations and tie message to them Prefer to learn in networks, teams using multi-media while being entertained and excited
Feedback and Rewards	No news is good news Satisfaction is a job well done Feedback on performance as they listen Want subtle, private recognition on an individual level without fanfare.	Feel rewarded by money and will often display all awards, certificates and letters of appreciation for public view. Like praise Title recognition Give something to put on the wall. Somewhat more interested in soft benefits than younger generations Enjoy public recognition Appreciate awards for their hard work&the long hrs. they work	Not enamored by public recognition. Want to be rewarded wit time off. Freedom is the best reward Prefer regular feedback on their work but as less dependant on being told that they are good people. Somewhat more interested in benefits than younger generations Need constructive feedback to be more effective Are self-sufficient,give them structure, some coaching, but implement a hands-off type of supervisory style	Like to be given feedback often and they will ask for it often. Meaningful work Be clear about goals and expectations Communicate frequently Provide Supervision & Structure Want recognition for their heroes;bosses and grandparents. Managers who balance these frames of reference in rewarding workers create a more valuable experience for both the employee and worker.

Figure 9 Communication methods among generations⁴⁴

Some of the technologies relevant for Traditionalists generation:

- 1901 – electric vacuum cleaner
- 1903 – first engine-powered airplane
- 1905 – the chainsaw
- 1907 – first electric clothes washer
- 1908 – Ford's model T car, the first truly affordable vehicle

⁴⁴ West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

- 1920s – invention of modern television
- 1928 – first electric refrigerator
- 1930 – modern ballpoint pen
- 1939 – helicopter.⁴⁵

Communication methods preferred by this cohort are formal, direct, and respectful with subtle and private recognition.

A lot of technology developed during Baby Boomers period, but major milestones include:

- 1950s – microwave
- 1957 – first satellite launched to space, Sputnik I.⁴⁶

Unlike Traditionalists, they like personal (face-to-face) touch when communicating with managers.

During Generation X period, the Gameboy and the PC came out and were heavily used. This time was filled with technology blooming. Technology at this time that came to use includes:

- 1973 – first handheld cell phone
- 1976 – first personal home computers
- 1980s – portable Walkman.

Generation X is obsessed with email. They don't want to hear professional jargon. They work to live, but they are not loyal to the companies that trained them.⁴⁷

Technology developed during Millennials generation period:

- 1983 – CDs for music
- 1989 – worldwide web

They like to receive feedback often and communicate frequently with their managers, they prefer to learn in networks and teams using multi-media while being entertained and excited.

⁴⁵ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

⁴⁶ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

⁴⁷ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

Below table shows differences regarding motivation among generations:

	Traditionalists	Baby Boomers	Generation X	Millennials
Messages that Motivate	"Your experience is respected"	"You are valued" "You are needed"	Do it your way Forget the rules	You will work with other bright, creative people
Motivated by...	Being respected Security	Being valued, needed Money	Freedom and removal of rules Time Off	Working with other bright people Time Off
Money is...	Livelihood	Status Symbol	Means to an end	Today's payoff
Work and Family Life Balance	"Ne'er the two shall meet" Keep them separate At this point in their lives they are interested in flexible hrs and are looking to create balance in their lives after working most of it.	No balance "Live to work" At this point in their lives they are interested in flexible hrs and are looking to create balance in their lives. They have pushed hard, all work and no play and they are beginning to wonder if it was worth it.	"Work to live" Balance is important. They will sacrifice balance, but only occasionally. They work to live, not live to work.	"Work to live" Balance is important. They will sacrifice balance, but only occasionally. They value their lifestyle over upward mobility. If presented with a work promotion that will throw their life out of balance, they will choose their lifestyle.
Mentoring	Investment in long term commitment Support-long term commitment Show support for stability, security and community Actions w/ focus on standards and norms Allow the employee to set the "rules of engagement" Ask what has worked for them in the past and fit your approach to that experience Let them define the outcome that you both want Use testimonials from the nation's institutions Respect their experience Emphasize that you have seen an particular approach work in the past, don't highlight uniqueness or need for radical change	Stellar career important as they question where I have been and where I am going Appreciate they paid their dues under the hierarchical rules Teach them balance:work, family, financial, etc. Need to know they are valued Show them how you can help them use their time wisely Pre-assess their comfort level with technology before new projects Demonstrate the importance of a strong team and their role Emphasize that their decision is a good one and a "victory" for them Follow up, check in, and ask how the individual is doing on a regular basis, but DO NOT micro-manage.	Offer a casual work environ.&lighten up. Get them involved, Encourage creativity Allow flexibility, Be more hands off Encourage a learning environment Listen - and learn! They work with you, not for you Offer variety and stimulation May need help in taking responsibility for full process completion and in appreciating how their input affects the whole. Need their managers to appreciate that they have a life/can be more efficient one task at a time. They will leave in a second if a better deal comes along. Provide learning and development opportunities Provide situations to try new things. Ask for their input in selecting an option Be prepared to answer "why" often Present yourself as an information provider, not Boss Use their peers as testimonials Appear to enjoy your work Follow up and meet your commitments. They are eager to improve and expect you to follow through with information	Encouragement to explore new avenues through breaking the rules Raise the bar on self as they have high expectations Goals - in steps and actions Establish mentoring programs Honor their optimism and welcome and nurture them Be flexible Challenge them Respect them Offer customization-a plan specific to them Offer peer-level examples Spend time providing information and guidance Allow options, including work from home and flex time Be impressed with their decisions

Figure 10 Work and family life balance among generations⁴⁸

Traditionalists focus in business is quality, their motivators to work is security, and they value family and community above all else.⁴⁹

Baby Boomers main motivation is money that represents status symbol for them. In order to mentor them, managers should demonstrate the importance of a strong team and their role because they need to know they are valued.

Unlike Baby Boomers, Generation X is motivated by freedom, they are not workaholics and they „work to live“, not the opposite. They should be offered with casual work environment and flexibility. Managers should become aware that this generation wants to work with leaders, not for them.

⁴⁸ West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

⁴⁹ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

Similar characteristics share Millennials since they also want to achieve work and life balance that is very important to them. They prefer mentorship by established mentoring programs and have options including work from home and flexible working hours.

Last section within this chapter is focused on career development among generations:

	Traditionalists	Baby Boomers	Generation X	Millennials
Career Development	Not really an option for the Traditionalists. Just taught to keep their nose to the grindstone. The ultimate goal was simply to move up within the organization, but realized this happened only to a few.	Focus on developing their careers through opportunities within one organization or at least one industry. Moved up based on seniority, not always based on skill and expertise.	Take a pro-active approach to career development through more degrees and experiences both within the organization and without. This is often seen as being dis-loyal to the company, but Gen Xers see it as being loyal to themselves.	Millennials will enter the work force with more experiences than any generation before them. They will continue to seek this through requests for more experiences and opportunities. If they don't get it at their work, they will seek it elsewhere.
Training and Development	Training should contribute to the organization's goals	Training is a contribution to the organization's goals, but is also a path to promotion and additional compensation.	Training enhances their versatility in the marketplace and investment in their future. Not necessarily loyal to the company who trained them.	Willing and eager to take risks; don't mind making mistakes-they consider this a learning opportunity.
Retirement	Put in 30 years, retire and live off of pension/savings	If I retire, who am I? I haven't saved any money so I need to work, at least part time. I've been downsized so I need to work, at least part time.	I may retire early; I've saved my money. I may want different experiences and may change careers. I may want to take a sabbatical to develop myself.	Jury is still out but will probably be similar to Gen Xers.
Fundraising Tips	Offer them conservative planned giving and financial management tools. Have one on one meetings and ask their advice. No email fundraising here. The more personal the better. Older generations (include Boomers) may be more interested in planned giving and financial management tools. They will respond better to traditional solicitation strategies like personal letters and fact to face meetings.	Put them out front and in the spotlight. Get them involved, allow them to find self-fulfillment through work with your organization. Offer them more aggressive planned giving and financial management tools. Appeal to their idealism. Could your agency be where they spend their "third age.?"	Use humor in appeals. Allow them to work independently for your agency and on their own terms- can't stand infinite committee meetings. Social entrepreneurs-"micro-loans". Creative use of new technologies. Understand their primary focus is their family. Lone ranger philanthropy and volunteerism. Younger generations have shorter attention spans. The trick is to engage them quickly (often with humor) let them see how they can make a difference, and connect things they care about like their families and environment. Messages can be delivered by technology but need to be short and to the point.	Use them for focus groups, ask their opinions. Put them in charge of using technologies for appeals-no long appeal letters. Utilize their networks-have them plan events that interest them. Act fast on their interest or you will lose them. Link your cause to sustainability. "Mid Century Modern" is cool again.

Figure 11 Career development among generations⁵⁰

Traditionalist's idea for their careers is to work for a company for 30 years and then retire and live off of their pension/savings.⁵¹

Baby Boomers are also focused on developing their careers through opportunities within one organization or at least one industry. Main difference between them and previous generations is that they have a desire for promotion while Traditionalists think this happens only to a few.

Generation X takes pro-active approach for career development regardless of the company they work for.

Millennials are willing and eager to take risks and don't mind making mistakes. This is why they will constantly seek for the opportunities within the company or outside of it.

⁵⁰ West Midland Family Center, „Generational Differences Chart“, <http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf> Accessed on 29 January 2019

⁵¹ Taylor, Jennifer, „The Difference Between Each Living Generation“, Brightwater State University <https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)

2.2. Generation Z characteristics

Long before the term “influencer” was coined, young people played that social role by creating and interpreting trends. Now a new generation of influencers has come on the scene. Members of Generation Z are true digital natives: from earliest youth, they have been exposed to the internet, to social networks, and to mobile systems. That context has produced a hyper cognitive generation very comfortable with collecting and cross-referencing many sources of information and with integrating virtual and offline experiences.⁵²

Generation Z is the demographic cohort following Generation Y, also known as the Millennials or the Millennial Generation. Other names suggested for the cohort include iGeneration (iGen), Gen Tech, Gen Wii, Net Gen, Digital Natives and Plurals. The dates given for Generation Z range from the mid-1990s through the second decade of this century, although precise years vary according to the source. At over two billion individuals, Generation Z is the most populous generational cohort of all time.⁵³

At the moment, sociologists are just beginning to understand some of the differences between Millennials and Generation Z. Companies already been employing Millennials for some time, and Generation Z staff members are just entering workforce. Understanding some of the key differences between these two generations will help companies to lead and manage staff.

While Millennials were early adopters of mobile technology and social media, Generation Z has never known a world where these realities weren't ubiquitous. This is important because both mobile technology and social media have shaped the way our cognitive function happens, as well as the behaviours we develop in light of these new tools. Because of technology, today's teens have more information available to them regarding risk, reward and healthy living. They are spending less time “out with friends,” and instead connect virtually, so there is simply less time for risky behaviours to occur (like teen pregnancy, drinking and smoking).⁵⁴

⁵² Francis, Tracy, Hoefel, Fernanda. „True Gen: Generation Z and its Implications for Companies“
<https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies> (2018)

⁵³ <https://whatis.techtarget.com/definition/Generation-Z> Accessed on January 29th, 2019

⁵⁴ Matlock, Mark. „Understanding Generation Z“,
https://www.ccca.org/images/shared/Understanding-Generation-Z_Shining-a-light-on-research-and-insights-into-todays-youth-culture.pdf (2018)

Searching for authentic and meaningful experiences, Generation Z is more independent than their predecessors, turning online to research their options, yet interacting with others for insight, but ultimately and more so than in previous generations, making their own decisions. Generation Z is different in other ways, too. They are more practical and financially driven than their millennial counterparts, and their preference for self-learning fuels is a curiosity and concern about personal fulfilment and social impact.⁵⁵

Barnes & Noble College conducted a research about Generation Z's expectations for higher education that surveyed 1300 students between 13-18 years old. They explored attitudes, preferences and expectations regarding educational and learning experience. These insights are relevant to begin understanding the mind-set of Generation Z as they prepare for their future.⁵⁶ Whether working together or independently, both older and younger teens prefer to learn by doing. More than half of respondents said they learn best by being hands-on, while 38% learn by seeing.

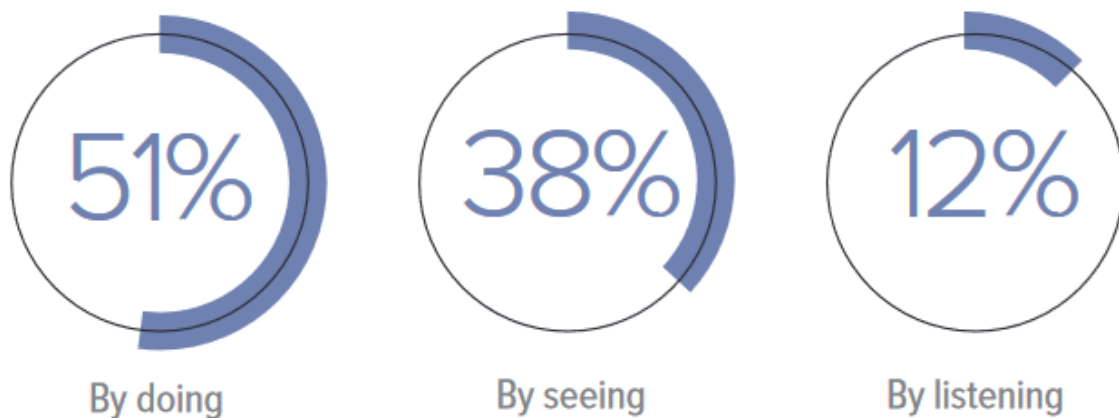


Figure 12 Preferred ways of learning for Generation Z⁵⁷

When asked what teachers could do to make learning more fun, helpful and interactive, students responded in a variety of ways. Using more technology, more hands-on learning and more individual attention topped the list. Generation Z wants engaging, interactive learning experiences. They want to be challenged, they want to be empowered to make their own

⁵⁵ Barnes & Noble College, „Getting to Know Gen Z – Exploring Middle and High Schoolers' Expectations for Higher Education“, <https://www.bncollege.com/wp-content/uploads/2018/09/Gen-Z-Report.pdf> Accessed on January 2019

⁵⁶ Barnes & Noble College, „Getting to Know Gen Z – Exploring Middle and High Schoolers' Expectations for Higher Education“, <https://www.bncollege.com/wp-content/uploads/2018/09/Gen-Z-Report.pdf> Accessed on January 2019

⁵⁷ Barnes & Noble College, „Getting to Know Gen Z – Exploring Middle and High Schoolers' Expectations for Higher Education“, <https://www.bncollege.com/wp-content/uploads/2018/09/Gen-Z-Report.pdf> Accessed on January 2019

decisions, and as digital natives, they expect technology to play an instrumental role in their educational experience.⁵⁸

Generation Z is mature beyond its years. The words they use most commonly to describe their state of mind include happy, confident, motivated and excited. However, while they are confident in themselves, more confident, even, than Millennials, they are less confident about the world in which they live.⁵⁹

Study created by Vision Critical with research by Maru/VCR&C shows that 43% of Generation Z are very optimistic about their own personal future, more than their Millennial elders. But they're less optimistic than Millennials about a range of broader things they can't control: world economies, the environment, politics and world peace. They are a realistic and sober generation, and exhibit highly determined behaviour.⁶⁰

Being a sober generation does not mean they are conservative, especially when it comes to social and political life. For Generation Z, racial, sexual and gender equality is not an idea but a reality.⁶¹

Generation Z present a fresh challenge for companies, they are confident and motivated but they are not naive. Firms that accurately anticipate their needs will have the best chance of success with their products, services and campaigns. Companies will need to adapt to a more pragmatic, tech-savvy generation that isn't easily wowed or won over.⁶²

Generation Z is accustomed to a multi-screen world. They typically have access to five screens in their homes: television, desktop, laptop, tablet and smartphone.⁶³ It is no wonder Generation Z also goes by the nickname „iGen“. But, insofar as technology is part of Generation Z's life, they're less likely than Millennials to believe it's the answer to all of the world's problems. Perhaps that's because they've seen the problems it can cause.⁶⁴

⁵⁸ Barnes & Noble College, „Getting to Know Gen Z – Exploring Middle and High Schoolers' Expectations for Higher Education“, <https://www.bncollege.com/wp-content/uploads/2018/09/Gen-Z-Report.pdf> Accessed on January 2019

⁵⁹ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁶⁰ <https://www.uschamberfoundation.org/reports/millennial-generation-research-review>

⁶¹ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁶² <http://www.cbsnews.com/news/social-media-fuels-a-change-in-generations-with-the-rise-of-gen-z/>

⁶³ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁶⁴ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

More than Millennials, Generation Z is concerned with internet privacy and wary of „perma-sharing“: posting personal thoughts and photos permanently on sites like Facebook, where sexual partners, trolls and future employers can search through them.⁶⁵ In keeping with their sober outlook on the world, they have chosen social networks that mitigate those negative effects.

Generation Z prefers Snapchat, which allows users to share messages and images and then deletes them within seconds. In a sense, Snapchat more closely mimics face-to-face interaction, once a conversation happens it is gone, and if you were not there then you missed it. In the same vein, Generation Z prefers video messages to written ones.⁶⁶

Generation Z surpasses Millennials for viewing YouTube and Instagram videos, and they also turn in large numbers to Vine, where users can view and post videos that last no more than six seconds.⁶⁷

Sparks & Honey discovered that 33% of all Generation Zers watch lessons online, for everything from craft and hobby projects to algebra and geography.⁶⁸ This behaviour surely gets the approval of parents, who constantly encourage kids to use screen time for something other than Minecraft.⁶⁹

Educational apps make up nearly 10% of all downloads on iTunes' app store, its third largest category, and 80% of those are geared toward kids.⁷⁰

⁶⁵ Center for Generational Kinetics, „Online privacy expectations differ dramatically between Gen Z and older generations“, <https://genhq.com/online-privacy-expectations-differ-dramatically-between-gen-z-and-older-generations/>, Accessed on January 2019

⁶⁶ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁶⁷ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁶⁸ Sparks & Honey, „Meet Generation Z, Forget Everything You Learned About Millennials“ <https://www.slideshare.net/sparksandhoney/generation-z-final-june-17> (2017)

⁶⁹ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁷⁰ Statista, „Most popular Apple App Store categories in September 2018, by share of available apps“ <http://www.statista.com/statistics/270291/popular-categories-in-the-app-store/>, Accessed on January 2019

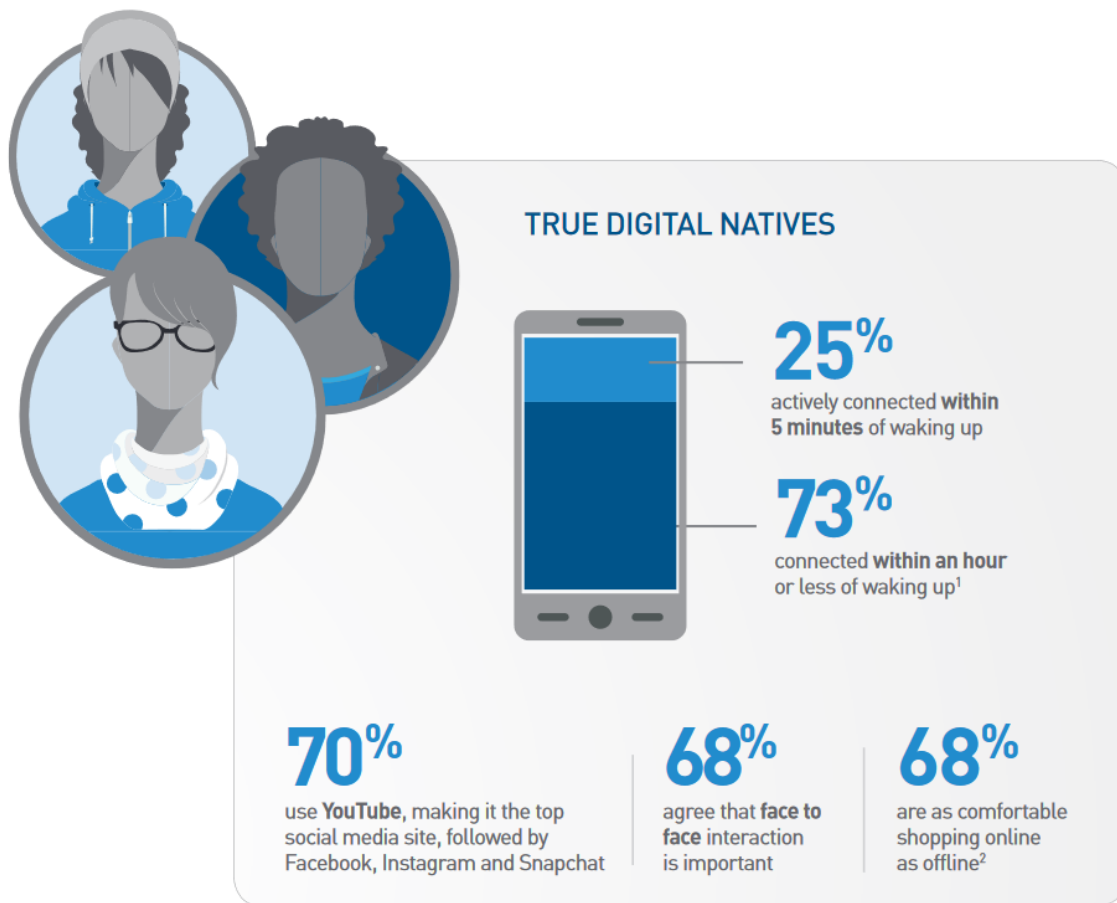


Figure 13 Generation Z as digital natives⁷¹

Generation Zers are just as confident as Millennials about their personal financial future, they believe they will be able to buy a house, travel the world, save and invest, retire and bequeath assets to their kids. But that’s as far as the similarities go. In every other way, they are decidedly distinct from Millennials. Generation Zers are not as confident as Millennials about their ability to pay off their eventual loans or buy a second home.⁷² In addition, while they are entrepreneurial, they are less certain that they will be able to start a business. Therefore, they are planning ahead: while 60% of Millennials identified themselves as spenders, only 52% of Generation Zers said the same, while 48% of Generation Zers identify as savers.⁷³

⁷¹ Francis, Tracy, Hoefel, Fernanda. „True Gen: Generation Z and its Implications for Companies“ <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies> (2018)

⁷² Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁷³ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

Oldest members of Generation Z are now preparing to enter the workforce full time. At the moment, researchers have little to go on in terms of how they behave in a career setting. But based upon what Generation Zers tell about themselves, their career goals and aspirations, they won't be anything like Millennials. Generation Z values different things in the workplace than Millennials, starting with money.⁷⁴

Where Millennials put a great deal of emphasis on having a clear career path and vacation days, a large majority of Generation Zers, 65% in all, say that salary is most important to them.⁷⁵

Study from 2015 published on Fortune.com shows that most current employees feel content if they are earning \$70,000 per year in US, many Generation Zers say they will only feel truly successful with a salary of \$200,000 or more.⁷⁶ That number might seem to be the wishful thinking of a young cohort. But Generation Z appears determined to prove that's not the case: they say that making a difference in the world and having an impact through their career are more important to them than it is to Millennials.⁷⁷

More of them also expect to reach the rank of executive vice-president or higher.⁷⁸ All of which means that Generation Z arrives in the workforce with great expectations for itself and its employers. Given that more of them claim they would rather be financially successful than work in their dream job.

If there's a paradox at the heart of Generation Z, it's that they say they're just as entrepreneurial as Millennials, yet are less confident that they'll be able to start their own business one day.⁷⁹

In fact, their pragmatism makes them more risk-averse than an entrepreneurial cohort ought to be. According to The New York Times, Millennials are simply career-focused: they are ready

⁷⁴ Peterson, Hayley. „How teens are spending money, what they like and where they shop“, <https://www.businessinsider.com/how-teens-are-spending-money-2015-4> (2015)

⁷⁵ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁷⁶ Fisher, Anne. „Generation Z is idealistic, but they also want to earn a ton of money too“ <http://fortune.com/2015/09/09/gen-z-is-idealistic-but-also-wants-to-earn-a-ton-of-money-too/> (2015)

⁷⁷ Fisher, Anne. „Generation Z is idealistic, but they also want to earn a ton of money too“ <http://fortune.com/2015/09/09/gen-z-is-idealistic-but-also-wants-to-earn-a-ton-of-money-too/> (2015)

⁷⁸ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁷⁹ Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

to work hard, think outside the box and pursue opportunities.⁸⁰ These kinds of qualities are just as valuable to established firms as to start-ups.⁸¹

The social issues that motivate Generation Z are also different from those motivating Millennials. Generation Z will bring their egalitarian values to their work, along with their mobile connectedness and expect their employers to reflect, support and facilitate those values.⁸²

2.3. Generational differences in the workplace

Diversity in the workplace is highly important, but managing this diversity: from a gender, religious, ethnic, political and life experience/age perspective can be challenging. What's „normal “or expected for one person, may be highly surprising and unorthodox for another.⁸³

Managers face multiple challenges in the workplace, but one frequently recurring challenge is managing different generations at once in the same workplace. In recent years, we have witnessed the emergence of five generations in the workforce. Differences and diversity can help build a highly productive environment, but the management of these differences is key to any workplace success.⁸⁴

From the 18-year-old intern to the 72-year-old seasoned professional, each generation has its attitudes, mind-sets, preconceived notions and experience as defined within previous chapter. Therefore, companies should become aware that there is no single approach to dealing with them all.

Birkman research indicates that employers are struggling to balance the different needs and working styles of several distinct generations in the workforce. However, many organizations

⁸⁰Williams, Alex. „More ove Millennials, Here Comes Generation Z“, https://www.nytimes.com/2015/09/20/fashion/move-over-millennials-here-comes-generation-z.html?_r=0 (2015)

⁸¹Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁸²Vision Critical, „The Everything Guide to Generation Z“, https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)

⁸³HR Future. „How to Manage Generational Differences in the Workplace“, <https://hrfuture.net/articles/strategy/staff-planning/how-to-managing-generational-differences-in-the-workplace> Accessed on January 2019

⁸⁴Cananica Recursos Humanos. „How to Manage Generational Differences in the Workplace“, <http://www.canainca.org/rh/index.php/noticias/127-how-to-manage-generational-differences-in-the-workplace> Accessed on January 2019

leave employees and workplace teams on their own to deal with these issues rather than provide guidance and support.⁸⁵

Organizations with effectively functioning multi-generational workforces have a strategic advantage. Unlocking the secrets that keep employees of different generations motivated and engaged is essential.⁸⁶ A 2015 Gallup poll estimated that the cost of employee disengagement is as high as \$450-\$550 billion per year. Engagement supports financial stability, and employee satisfaction is higher when workers believe that career development opportunities are equal for all, regardless of age.⁸⁷

Organizations that understand how to successfully address generational conflict and leverage each generation's strengths will be better able to keep employees motivated and productive amidst the social and economic changes.⁸⁸

The biggest challenge with any older and younger generation is adjusting to change and looking at it not as a generational difference but a change in the career cycle. Research from the Society for Human Resource Management found that collaborative discussion, decision-making and problem solving are successful ways to deal with generational differences in the workforce.⁸⁹

⁸⁵Birkman, „How Generational Differences Impact Organizations and Teams“, <https://birkman.com/wp-content/uploads/2016/05/Generational-Differences-PDF.pdf> (2016)

⁸⁶Birkman, „How Generational Differences Impact Organizations and Teams“, <https://birkman.com/wp-content/uploads/2016/05/Generational-Differences-PDF.pdf> (2016)

⁸⁷ https://assets.aarp.org/www.aarp.org_/articles/money/employers/leading_multigenerational_workforce.pdf

⁸⁸Birkman, „How Generational Differences Impact Organizations and Teams“, <https://birkman.com/wp-content/uploads/2016/05/Generational-Differences-PDF.pdf> (2016)

⁸⁹Murphy, Susan, Raines, Claire. „Leading a Multigenerational workforce“, https://assets.aarp.org/www.aarp.org_/articles/money/employers/leading_multigenerational_workforce.pdf (2007)

Next table compares behaviour, strengths and struggles among three different generations that are currently present on workforce market with the highest participation percentage.

	ORGANIZATIONAL BEHAVIORS	WORKPLACE STRENGTHS	WORKPLACE STRUGGLES
BABY BOOMERS	Boomers tend to be optimistic, ambitious, competitive, and focus on their personal accomplishments. They believe in working long-hours and expect the younger generations to adopt this approach. They have ruled the workplace for years and are comfortable in the culture they created.	<ul style="list-style-type: none"> • Team perspective • Dedicated • Experienced • Knowledgeable • Service-oriented 	<ul style="list-style-type: none"> • Nontraditional work styles of Generations X and Y • Technology replacing human interaction • Sharing praise and rewards • Balancing work and family • Uncomfortable with conflict, reluctant to go against peers
GENERATION X	Having seen their parents laid off or face job insecurity, they've redefined loyalty. Instead of remaining loyal to their company, they're committed to their work and people they work with. They are skeptical, risk-takers and want fun in the workplace. They also seek more work-life balance.	<ul style="list-style-type: none"> • Independent • Adaptable • Creative • Techno-literate • Willing to challenge status quo 	<ul style="list-style-type: none"> • Career development • Conflict resolution and office politics • Multi-generational team projects • Balancing work and family • Skeptical and distrustful of authority
MILLENNIALS	They are typically team-oriented, and work well in groups, as opposed to individual endeavors. Also, they're used to tackling multiple tasks with equal energy, so they expect to work hard. They're good multitaskers, having juggled sports, school and social interests growing up.	<ul style="list-style-type: none"> • Optimistic • Able to multitask • Tenacious • Technologically savvy • Driven to learn and grow • Team oriented 	<ul style="list-style-type: none"> • Respectful communication • Functional literacy • Need supervision and structure, especially with people issues. • Reject the concept of "paying dues," expect input immediately.

Figure 14 Generations in the workplace⁹⁰

Based on Birkman research, values and behaviours are similar among generations, but priorities are different. In significant ways, these different generational priorities are at the heart of major changes in the workplace over the past 20 years.⁹¹

⁹⁰Birkman, „How Generational Differences Impact Organizations and Teams“, <https://birkman.com/wp-content/uploads/2016/05/Generational-Differences-PDF.pdf> (2016)

⁹¹Birkman, „How Generational Differences Impact Organizations and Teams“, <https://birkman.com/wp-content/uploads/2016/05/Generational-Differences-PDF.pdf> (2016)

The development of the Internet and increasingly powerful, affordable and portable technologies has revolutionized business, and the workplace has also become far more casual. Management structures are much less formal, too. Hierarchical behaviour that was familiar to Traditionalists and Boomers is not as accepted by many members of Generations X and Millennials. The workplace of 2000 was much more familiar to Baby Boomers than the 2016 workplace, in large part because Traditionalists and Boomers created it and inhabited it during their prime working years. Now, as most Traditionalists have retired and Boomers move into the latter stages of their careers, the workplace of 2016 has become less familiar and certain to them as Generation X moves into their prime working years and Millennials are trying to make their mark on the world. As a natural instinct, people do not respond well to change. Even though they may look at change and insist that they can adapt, many still hold resistance. When younger generations and older generations work together, they automatically attribute judgments to these differences because they see something they are not familiar with.⁹²

Edwardsville School of Business at Southern Illinois University presented three case studies during 2017 on how to blend generational differences in the workplace. First case study included small, manufacturing company in Franklin, Ohio with a challenge of friction over differing values like work ethic, goal orientation and professional expectations. Their employees had long-held stereotypical opinions. In order to solve the gap among employees, company encouraged fair, consistent and respectful management skills. Leadership was encouraged to clearly communicate expectations and they introduced new mentorship program with no formal system setup but endorsed by leadership.⁹³

Second case study included small, privately owned software company in Southeast US with a challenge of interpersonal tension between generations due to different communication styles. Solutions that helped them to bridge the gap included assigned videos and readings on generational differences that were shared with employees. More experienced employees coached less experienced employees on soft skills and everyone focused on the company's bigger picture.⁹⁴

⁹²Birkman, „How Generational Differences Impact Organizations and Teams“, <https://birkman.com/wp-content/uploads/2016/05/Generational-Differences-PDF.pdf> (2016)

⁹³D. Harrison, K. Assel, T. Lilly, SIUE Project Management Symposium, Blending Generational Differences in the Workplace, Southern Illinois University, Edwardsville School of Business (2017)

⁹⁴D. Harrison, K. Assel, T. Lilly, SIUE Project Management Symposium, Blending Generational Differences in the Workplace, Southern Illinois University, Edwardsville School of Business (2017)

Third case study included large engineering company in Overland Park, Kansas with a challenge of friction due to transfer of responsibility from experienced to inexperienced project leadership. Company made four decisions that supported bridging the gap among employees. They decided to address intergenerational friction, not to ignore it, less experienced employees got support from leadership, they focused on direct communication to communicate all employees feel understood and valued and they provided formal structures for mentorship.⁹⁵

Edwardsville School of Business study defined what each generation expects from work, as shown below:

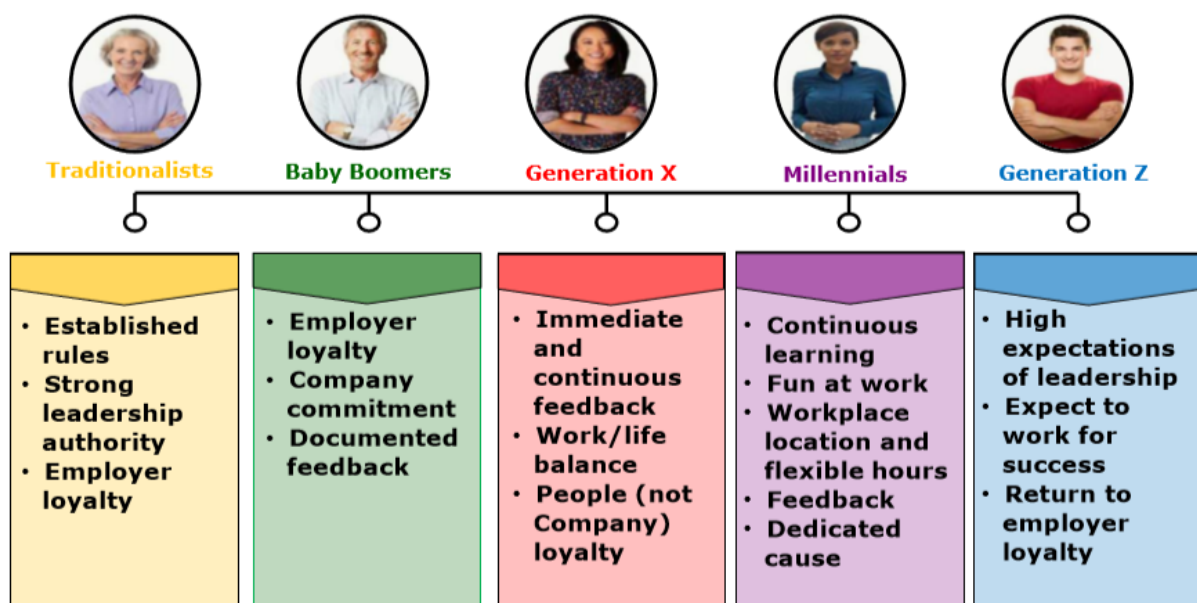


Figure 15 Workplace expectations among employees⁹⁶

Organizations that understand how to successfully address generational conflict and leverage each generation's strengths will be able to keep employees motivated and productive regardless of the social and economic changes. People of different age groups have different life experiences, and understanding those differences can offer an important perspective about why they act and react the way they do. When the younger generation and the older generation work together, they see these differences and they automatically attribute negative judgments to them because they are unfamiliar.⁹⁷ The biggest challenge with any older and younger generation is

⁹⁵D. Harrison, K. Assel, T. Lilly, SIUE Project Management Symposium, 2017, Blending Generational Differences in the Workplace, Southern Illinois University, Edwardsville School of Business

⁹⁶D. Harrison, K. Assel, T. Lilly, SIUE Project Management Symposium, 2017, Blending Generational Differences in the Workplace, Southern Illinois University, Edwardsville School of Business

⁹⁷Saba, Tania. „Understanding Generational Differences in the Workplace: Finding and Conclusions“,

adjusting to change and looking at it not as a generational difference but a change in the career cycle.

2.3.1. Work values among generations

Values are beliefs and ideas that are acquired throughout one's life and guide an individual's life and actions. Schwartz & Bilsky (1987) define values as:

- Concepts or beliefs
- Pertain to desirable ends states or behaviours
- Transcend specific situations
- Guide selection or evaluation of behaviour and events
- Ordered by relative importance.⁹⁸

These five features describe the formal characteristics of human values. Furthermore, when Hofstede (1980) describes the dimensions of culture, he suggests that culture affects the unconscious values that a majority of the population of that nation holds. Dose (1997) defines values as developing through the influences of culture, society and personality. This leads into the subject of generations as each generation group is exposed to the same historical events and social trends which are thought to create common, shared values (Sess et al., 2007).⁹⁹

Arsenault (2004) interviewed members of four different generational groups. After analysing responses, distinct collective memories for each generation were found. In addition, he found that each generation had a unique shared field of preferences.¹⁰⁰

Similar results are showed within a study by Wils et al. (2011) which revealed that workers in all generations have fairly similar work values. This conclusion was strengthened by the fact that, unlike other empirical studies on this question, Wils et al.'s study examined the structuring of work values before comparing the different generations, controlled for several confounding factors such as average score or gender, and eliminated biases due, among other things, to

⁹⁸ Schwartz, Shalom & Bilsky, Wolfgang. „Toward A Universal Psychological Structure of Human Values“. *Journal of Personality and Social Psychology*.
https://www.researchgate.net/publication/228079314_Toward_A_Universal_Psychological_Structure_of_Human_Values (1987)

⁹⁹ Schwartz, Shalom & Bilsky, Wolfgang. „Toward A Universal Psychological Structure of Human Values“. *Journal of Personality and Social Psychology*.
https://www.researchgate.net/publication/228079314_Toward_A_Universal_Psychological_Structure_of_Human_Values (1987)

¹⁰⁰ Kraus, Markus Dominik, „Comparing Generation X and Generation Y on their Preferred Emotional Leadership Style“, http://www.hochschule-kempton.de/fileadmin/fh-kempton/WBZ/bilder/mba/Masterarbeiten/MT_Markus_Kraus.pdf (2016)

social desirability.¹⁰¹ In fact, no significant difference between the generations was found. The “clash of generations” predicted in the speculative literature is thus unfounded. It is therefore premature to align human resource management with the specific characteristics of each generation.¹⁰²

On the other hand, research created by Palicka from University of Rotterdam in 2016 about generational differences in work values and job satisfaction had a purpose to investigate whether there are significant differences in work values between examined generations and if these differences can be assigned to generations or to age. This research used data from European Values Study that is a large-scale cross-national and longitudinal survey research program to investigate whether there are significant differences in work value and job satisfaction between four generations – Silent Generation, Baby Boomers, Generation X and Generation Y.¹⁰³

The survey took place at four different waves, particularly in 1981, 1990, 1999 and 2008. In order to uncover if there truly are differences between generations in work values mean and regression analysis were performed and showed that in all four waves the differences are significant which is in line with findings from other studies. The analysis showed that differences in work values between generations depend on the specific work value as some seem to be driven by age or by other variables and others by generations themselves.¹⁰⁴

These findings have practical implications for the recruitment and management of the emerging workforce. Furthermore, understanding the work values helps companies to know how to attract new generations to their workforce. Apart from this, as older generations occupy management positions in many companies and younger generations are their subordinates, managers need to take into account different perceptions of work values to ensure good relationship at the workplace.¹⁰⁵

¹⁰¹ Ng, Eddy & Schweitzer, Linda & Lyons, Sean. „New Generation, Great Expectations: A Field Study of the Millennial Generation. *Journal of Business and Psychology*“, https://www.researchgate.net/publication/225617101_New_Generation_Great_Expectations_A_Field_Study_of_the_Millennial_Generation (2010).

¹⁰² Schwartz, Shalom & Bilsky, Wolfgang. „Toward A Universal Psychological Structure of Human Values“. *Journal of Personality and Social Psychology*. https://www.researchgate.net/publication/228079314_Toward_A_Universal_Psychological_Structure_of_Human_Values (1987)

¹⁰³ O. Palicka, R.Dur. Erasmus University Rotterdam, “Generational Differences in Work Values and Job Satisfaction” (2016)

¹⁰⁴ O. Palicka, R.Dur. Erasmus University Rotterdam, “Generational Differences in Work Values and Job Satisfaction” (2016)

¹⁰⁵ O. Palicka, R.Dur. Erasmus University Rotterdam, “Generational Differences in Work Values and Job Satisfaction” (2016)

Lovell Corporation, an award-winning millennial consultancy and influencer marketing agency created The Change Generation Report in 2017 on how Millennials and Generation Z are redefining work. They surveyed over 2,000 young people from across Canada, including both rural locations and urban centres, to gather diverse insights from youth in various stages of their professional careers. The respondents were comprised of people born between 1981 and 2003.¹⁰⁶

They used a method called Cumulative Sums Analysis (CUSUM) to analyse trends in work value scores for people born between 1980 and 2002 (aged 14 to 37). Analysis showed inflection points in the data around 1987 and 2001, but the largest and most consistent shift in the data occurred at 1994. Their interpretation of these patterns is that the dividing line between Millennials and their successors, Generation Z occurs at 1994/95. Both generations can be further divided into early and late groups. It is unclear at this point what year will mark the end of Generation Z, but based on the pattern they have observed, 2008 seems likely.¹⁰⁷

Of the 2,000 participants surveyed, the top desired career for young professionals was entrepreneurship, followed closely by public service work. Whether Millennial or Generation Z, respondents showed a strong tendency towards creating their own path in life. Over 50% of young professionals have considered starting a business at some point in their professional careers or have already started a business of their own.¹⁰⁸

Besides that, respondents were asked to identify their expected salary for their first job and 5 years after entering their first permanent career job. A significant difference in the first year and peak salary expectations is noted between Millennials and Generation Z. While Generation Z have lower salary expectations going into their careers, they exhibit higher hopes for their career potential and ultimate success. This higher peak salary expectation of Generation Z reflects their driven nature and eagerness to grow. Generation Z may be willing to put in the time to gain experience and develop their skills early in their careers if it can lead to greater

¹⁰⁶ Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

¹⁰⁷ Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

¹⁰⁸ Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

future success. Researchers stated that the key for employers to recruit and retain this generation will be to connect initial roles with these longer term career ambitions.¹⁰⁹

Respondents were also asked to rate the importance of 28 work value priorities, ranging from compensation (e.g., pay and benefits) to social environment (e.g., co-workers, fun workplace) and psychological benefits (e.g., interesting work, variety). Interesting work and continuous learning are two values shared by the generations. Researchers concluded that companies should invest more in personal development and employee engagement activities to appeal young professionals.



Figure 16 Work values for Millennials and Generation Z¹¹⁰

Study also measures work value priorities. Researchers used factor analysis to identify underlying commonalities in the 28 priorities. As a result, six factors emerged for each generation.

Millennials work value factors:

1. Work arrangements
2. Passion for one's work
3. Making a difference through work

¹⁰⁹Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

¹¹⁰Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

4. Growth and development
5. Social climate of the workplace
6. Status of one's job and organization.

Generation Z work value factors:

1. Passion for one's work
2. Work arrangements
3. Making a difference through work
4. Social climate of the workplace
5. Growth and development
6. Status of one's job and organization.¹¹¹

When asked what career success means to them both Millennials and Generation Z rated financial security as the most important factor. This factor can be attributed to high rates of youth unemployment, competitive job market, and career uncertainty that lingers in the current economy for many young professionals. The secondary factors identified by both generations emphasize the importance of workplace culture and inclusivity. A notable difference between the two generations was Generation Z's stronger inclination to consider positive work relationships and impact as a determinant of their career success.¹¹²

Reflecting the values that young professionals hold in their daily lives, Millennial and Generation Z retention factors highlight the same trends that characterize their professional lives. The trend towards corporate social responsibility and transparency for business continues to rise with young professionals at the helm.

¹¹¹Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

¹¹²Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

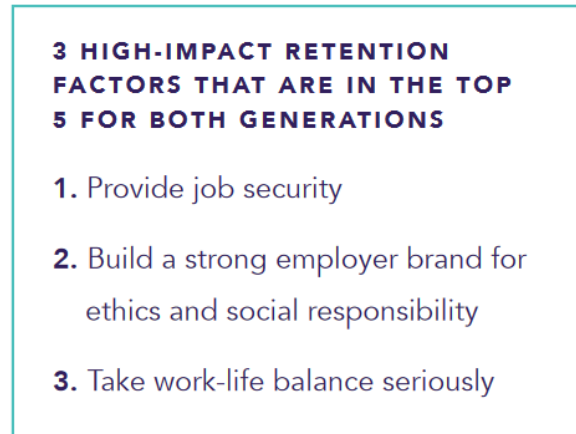


Figure 17 Retention factors for Millennials and Generation Z¹¹³

Among the three high-impact retention factors, second is a strong employer brand for ethics and social responsibility. While personal development and work-life balance also remains a common concern of both generations, Generation Z once again characterizes itself by highlighting the need for passion and motivation in their work. Young professionals are more likely to stay with companies that value ethics and social responsibility while creating a positive environment that ensures individual growth and development.¹¹⁴

Lastly, part of the same research relevant for this Thesis includes analysis of what employers could do to better support young workers. This is an area where Millennials and Generation Z differ in their views. Millennials placed the greatest emphasis on employability supports such as education, training, and career support whereas Generation Z seeks greater mental health supports.¹¹⁵

With rising rates of anxiety and depression among youth, the emphasis placed on mental health by Generation Z suggests that the tough labour market and precarious school-to-work transition is taking its toll on young professionals. Offering added personal supports to help young

¹¹³Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

¹¹⁴ Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

¹¹⁵ Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

professionals transition to new positions, cope with stress and ultimately excel in their roles will help foster better retention and performance.¹¹⁶

Consistent with their work value priorities and retention factors, results indicate a generation that is driven to grow both personally and professionally. If an employer wants to retain young talent, they must ensure that they are fostering a culture that highlights the importance of career development and well-being.¹¹⁷

However, the generalizations listed for each generation are just that, generalizations. The descriptions are used to portray people located in the middle of the bell curve. The differences in the generations are not meant to stereotype individuals. Generalizing, not stereotyping about a grouping of people, offers insights and awareness that can be helpful in understanding people and becoming better observers of the human condition. Along similar lines, even though a generational cohort is an efficient and useful social categorization, one must be careful not to paint the entire generation with the “same brush” (Ng, et al., 2010).¹¹⁸

Gale (2015) emphasize on how companies still are trying to comprehend the Millennials, meanwhile they are trying to retain Generation X and the Baby Boomers. Both Trees (2015) and DeVaney (2015) have acknowledged the same behaviour from companies. They argue that companies only aim to find new ways to attract and retain the best and most suitable employees from the millennial generation.¹¹⁹ Some researchers think companies should redirect their attention to Generation Z, which is rapidly emerging on the labour market. Other claims it is too early to know how the new cohort will relate to their future workplace, but the problem also lies in that the relationship between work values and Generation Z is sparsely researched. They also argue for how the empirical evidence of generational differences and individual differences in work values are terse.¹²⁰ This indicates that there are a lack of scientific knowledge published about generations and differences among them.

¹¹⁶ Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

¹¹⁷ Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)

¹¹⁸ Lyons, Sean & Ng, Eddy & Schweitzer, Linda. „Generational career shift: Millennials and the changing nature of careers in Canada.“ https://www.researchgate.net/publication/256089561_4_Generational_career_shift_Millennials_and_the_changing_nature_of_careers_in_Canada (2012)

¹¹⁹ Gimbergsson, Evelin, Lundberg, Sandra. „Work values of Generation Z“, <https://www.diva-portal.org/smash/get/diva2:936930/FULLTEXT01.pdf> (2015)

¹²⁰ Gimbergsson, Evelin, Lundberg, Sandra. „Work values of Generation Z“, <https://www.diva-portal.org/smash/get/diva2:936930/FULLTEXT01.pdf> (2015)

Due to this, a quantitative study will be conducted within this thesis in order to increase the awareness of which work values the new generation value and how they differ from older generations. This is essential for companies to know in order to attract the most suitable employees and retain existing ones.

2.3.2. Leading across the generations

2.3.2.1 Effective leadership

Many factors can affect organizational success. However, one of the most important that has a great impact on organizational success is effective leadership.

As people have pursued an understanding of what makes an effective leader, their attention has often moved to the key personal traits those leaders exhibit. The idea is that identifying those common traits will help businesses identify effective leaders and help individuals know how to become better leaders.¹²¹



Figure 18 Effective leadership traits¹²²

¹²¹ Spencer, Aaron. „What Makes an Effective Leader?“, <https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/what-makes-an-effective-leader/> Accessed on January 2019

¹²² Spencer, Aaron. „What Makes an Effective Leader?“, <https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/what-makes-an-effective-leader/> Accessed on January 2019

Leaders tend to be highly motivated individuals. This inner drive is reflected in a number of common ways. They reflect a greater effort level in general, they strive for achievement, they have greater ambition, they work with greater energy, they are often tenacious, and they are more likely to take the initiative rather than wait for someone else to do so.¹²³

Effective leaders also tend to have a strong desire toward leadership roles and functions. Although others are happier to allow others to take the lead, leaders want to do so themselves. They tend to be very individualistic and autonomous with a high need for control. They like to make their own decisions.¹²⁴

The moral aspect of leadership is highly significant. Effective leaders must demonstrate high levels of honesty and integrity. This is essential to inspiring confidence and trust from employees and other followers, without which a leader is not likely to be effective.¹²⁵

Self-esteem and self-confidence are closely related and tend to be prominent in leaders. A lack of self-esteem and self-confidence is very problematic for a leader. When these traits are lacking, doubts arise and insecurities plague a leader's activities. The leader tends to be confident that his beliefs, plans, and actions are correct. This confidence is important in that it enables the leader to persist steadfastly in the right course even when there are obstacles and doubts from others.¹²⁶

Effective leaders also tend to be open-minded to new ideas and experiences. They recognize that innovation is often valuable, and they also tend to consider ideas and suggestions from others. Self-confidence and self-esteem do not have to conflict with this spirit of open-mindedness. When they do, the result is generally harmful.¹²⁷

One obvious trait that many people look for in leaders is intelligence. Studies have shown that this is indeed an important qualification. It has been suggested, however, that pure cognitive ability is a "threshold" qualification. That is, it is important for the entrance into leadership roles. However, once within the leadership circle, most individuals have relatively high

¹²³ Casse, Pierre. „The new drivers of leadership“, <https://www.trainingjournal.com/articles/feature/new-drivers-leadership> (2014)

¹²⁴ Ebrary.net, „The Desire to Lead“, https://ebrary.net/3143/management/desire_lead Accessed on January 2019

¹²⁵ Ciulla, Joanne B. „Ethics and Leadership Effectiveness“, Chapter 13 <http://www.ila-net.org/members/directory/downloads/antonakis-ciulla-13.pdf> (2013)

¹²⁶ Spencer, Aaron. „What Makes an Effective Leader?“, <https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/what-makes-an-effective-leader/> Accessed on January 2019

¹²⁷ Anderson, Brittney. „Open-mindedness in Leaders“, <https://www.sigmaassessmentsystems.com/open-mindedness/> Accessed on January 2019

intelligence levels, so mere cognitive ability is not enough to distinguish a leader from other leaders.¹²⁸

Further, pure cognitive ability is only one type of intelligence. Relational and emotional intelligence are also important aspects for leaders to develop. An over-reliance on strict cognitive intelligence can be very inhibiting to effective leadership.¹²⁹

Another unsurprising personality trait that is commonly associated with leadership is being an extrovert. Leaders tend to be outgoing and social in their personalities, which helps them take the lead and act with initiative. It also helps them with the important aspect of connecting to and inspiring others through relationships.¹³⁰

Though many leaders are extraverts, there are certainly examples of successful leaders who are not. Sometimes other strengths are sufficient to compensate for not being an extravert, or sometimes a leader who is not naturally an extravert is able to train himself to be more outgoing in behaviour when needed, though this still does not generally change the leader's basic personality. Bill Gates of Microsoft and Mark Zuckerberg of Facebook are two prominent examples of extremely successful leaders who are introverts by personality.¹³¹

2.3.2.2 Leadership styles

Leadership is usually defined in terms of the people who are in charge of organizations and their units; by definition, such people are leaders. Leadership style predicts employee attitudes and team functioning, and they predict organizational performance. „Leadership style “is the general manner, outlook, attitude and behaviour of a leader, particularly in relation to his or her colleagues and team members. This can be expressed in various ways including what a leader says, how they say it, the example they set, their body language, and their general conduct and character.¹³²

¹²⁸Spencer, Aaron. „What Makes an Effective Leader?“, <https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/what-makes-an-effective-leader/> Accessed on January 2019

¹²⁹ Daniels' Executive Education Program, „Emotional Intelligence key to Effective Leadership“, <https://daniels.du.edu/emotional-intelligence-key-effective-leadership/> (2018)

¹³⁰Sophia Bernazzani. „Introverts vs. Extroverts: Leadership Challenges & How to Solve Them“, <https://blog.hubspot.com/marketing/introverts-extroverts-leadership> (2017)

¹³¹Spencer, Aaron. „What Makes an Effective Leader?“, <https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/what-makes-an-effective-leader/> Accessed on January 2019

¹³² University Van Pretoria, „Leadership Theories and Models“, Chapter 4 <https://repository.up.ac.za/bitstream/handle/2263/25691/04chapter4.pdf?sequence=5> Accessed on January 2019

Various authors identify many different leadership styles depending on the observed perspective, but since this thesis focus on generational differences, there are five main leadership styles that can affect employee satisfaction and engagement:

1. Laissez-faire
2. Autocratic
3. Participative
4. Transactional
5. Transformational.¹³³

The Cambridge dictionary defines laissez faire as “the unwillingness to get involved in or influence other people’s activities”. Laissez faire is essentially a philosophy focusing on individual’s ability to follow his or her dreams without interference by other people.¹³⁴

Laissez-faire leadership is based on trust. People who enjoy a wide degree of latitude in making decisions and working on projects autonomously are often most comfortable with laissez-faire leaders.¹³⁵

Organizations or departments run by laissez-faire leaders frequently are either in the incubator phase of product development or they’re engaged in highly creative businesses. This leadership style is particularly relevant to start-up firms, where innovation is crucial to a company’s initial success.¹³⁶

When applied to management, laissez-faire means letting employees work on their own and allowing them to set their own goals, processes and deadlines. Laissez-faire leadership (also known as delegative leadership) involves letting subordinates make their own decisions with the boss subtly trying to guide them in a hands-off manner. While laissez-faire leaders hope this approach will inspire employees to become their own managers and step up to any challenges with which they are presented, it often backfires. Generally speaking, employees working under these conditions feel they have no guidance and are left stranded with no

¹³³ Tishma, Mariel. „Leading Accross the Generations“, <https://www.clomedia.com/2018/05/17/leading-across-generations/> (2018)

¹³⁴ Cleverism.com. Laissez Faire Leadership Guide: Definition, Qualities, Pros & Cons, Examples, <https://www.cleverism.com/laissez-faire-leadership-guide/> (2017)

¹³⁵ St.Thomas University, „What is Laissez-Faire Leadership? How Autonomy Can Drive Success“, <https://online.stu.edu/articles/education/what-is-laissezfaire-leadership.aspx> (Published on 2018, Updated on 2018)

¹³⁶ St.Thomas University, „What is Laissez-Faire Leadership? How Autonomy Can Drive Success“, <https://online.stu.edu/articles/education/what-is-laissezfaire-leadership.aspx> (Published on 2018, Updated on 2018)

direction. While these employees often like their bosses as friends, they often do not respect their managers and will frequently not follow directions on the rare occurrence that they are provided. As a result, researchers have found that this form of leadership results in the lowest productivity levels of the four types of leadership.¹³⁷

Autocratic leadership is a management style wherein one person controls all the decisions and takes very little inputs from other group members. Autocratic leaders make choices or decisions based on their own beliefs and do not involve others for their suggestion or advice.¹³⁸

Autocratic leadership is a form of management style in which one leader or member of the organisation takes decisions on behalf of the company. This type of leadership style is seen mostly in businesses which are relatively small with fewer employees.¹³⁹ This type of leadership style is only effective in organisations where the nature of work requires quick decision-making. Characteristics of autocratic leadership includes that no inputs from other group members are taken, group leader(s) dictate all the tasks or distribute responsibilities among other employees, and no reward or recognition is given to employees to boost morale.¹⁴⁰

Some experts argue that this type of leadership style can be damaging rather than rewarding in the long run as it resembles that of a dictator. It leads to low employee morale, which in turn may lead to attrition in many cases. However, there are some advantages of autocratic leadership as well. It leads to quick decision-making, control over the processes and the operations of a company, etc.¹⁴¹

Autocratic leadership will be helpful in situations where a business faces constant change or a crisis. It will be able to react to the situation promptly compared to other leadership styles, because of streamlined organizational structure and quick decision-making ability.¹⁴²

Participative leadership also known as Democratic Leadership Style is a method of leadership that involves all team members in terms of identifying important goals as well as developing

¹³⁷ Harness, Jill. „Characteristics of Laissez-Faire Management“ <https://bizfluent.com/info-8399492-characteristics-laissezfaire-management.html> (2018)

¹³⁸ The Economic Times. „Definition of Autocratic Leadership“, <https://economictimes.indiatimes.com/definition/autocratic-leadership> Accessed on January 2019

¹³⁹ The Economic Times. „Definition of Autocratic Leadership“, <https://economictimes.indiatimes.com/definition/autocratic-leadership> Accessed on January 2019

¹⁴⁰ The Economic Times. „Definition of Autocratic Leadership“, <https://economictimes.indiatimes.com/definition/autocratic-leadership> Accessed on January 2019

¹⁴¹ The Economic Times. „Definition of Autocratic Leadership“, <https://economictimes.indiatimes.com/definition/autocratic-leadership> Accessed on January 2019

¹⁴² The Economic Times. „Definition of Autocratic Leadership“, <https://economictimes.indiatimes.com/definition/autocratic-leadership> Accessed on January 2019

strategies and procedures to achieve the goals. From this point of view, participative style of leadership can be perceived as a leadership style that rely primarily on functioning as facilitator that the one who simply issues commands or orders or making assignment for each member of the team.¹⁴³

One of the primary advantage of participative or Democratic Leadership is that it allows to have another possible leaders that can boom within the organization in due time. Many leaders prefer this style because it involves an active participation of every team members, which makes them to demonstrate their creativity, abilities and talents. This makes a team to discover hidden assets that can eventually help the team or organization grow. Thus, it also helps every member to have an opportunity for them to exert their skills, so that they can also share their abilities in the team.¹⁴⁴

Participative leaders also increases the range of possibilities for a certain team. When leadership styles that significantly leave the entire decision making and direction in one person, it is somewhat difficult to see in a particular angle. So if the leadership management encourage other member to be involved in the process of decision making, a given course of action can be seen or approach in different perceptions. It can also point out the strength and weaknesses to certain approach and can be resolved by the team working hand in hand to come out with the best decision for a certain company.¹⁴⁵

Downside of participated leadership is the aspect of time. This style of leadership does usually engage the requirement of time before a certain action is taken. On the other hand this is just the natural side of the participative style of leadership, which allows every team member to have an input. In addition, the extra time required for this process is usually leads to a decision that eventually benefit every team member. This is ideally best means for your team or organization to be effective.¹⁴⁶

¹⁴³ Leadership-central.com. „Participative Leadership Style Also Referred to as Democratic Leadership Style“ <https://www.leadership-central.com/participative-leadership.html> Accessed on January 2019

¹⁴⁴ Leadership-central.com. „Participative Leadership Style Also Referred to as Democratic Leadership Style“ <https://www.leadership-central.com/participative-leadership.html> Accessed on January 2019

¹⁴⁵ Leadership-central.com. „Participative Leadership Style Also Referred to as Democratic Leadership Style“ <https://www.leadership-central.com/participative-leadership.html> Accessed on January 2019

¹⁴⁶ Leadership-central.com. „Participative Leadership Style Also Referred to as Democratic Leadership Style“ <https://www.leadership-central.com/participative-leadership.html> Accessed on January 2019

The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981. This style is most often used by the managers. It focuses on the basic management process of controlling, organizing, and short-term planning.¹⁴⁷

Transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest. The power of transactional leaders comes from their formal authority and responsibility in the organization. The leader believes in motivating through a system of rewards and punishment. If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. Here, the exchange between leader and follower takes place to achieve routine performance goals.¹⁴⁸

The transactional leaders overemphasize detailed and short-term goals, and standard rules and procedures. They do not make an effort to enhance followers' creativity and generation of new ideas. This kind of a leadership style may work well where the organizational problems are simple and clearly defined.¹⁴⁹

The transactional leaders are found to be quite effective in guiding efficiency decisions which are aimed at cutting costs and improving productivity. The transactional leaders tend to be highly directive and action oriented and their relationship with the followers tends to be transitory and not based on emotional bonds.¹⁵⁰

The concept of transformational leadership started with James V. Downton in 1973 and was expanded by James Burns in 1978. In 1985, researcher Bernard M. Bass further expanded the concept to include ways for measuring the success of transformational leadership. This model encourages leaders to demonstrate authentic, strong leadership with the idea that employees will be inspired to follow suit.¹⁵¹

¹⁴⁷Juneja, Prachi. Management Study Guide Content Team. „Transational Leadership Theory“ <https://managementstudyguide.com/transactional-leadership.htm> Accessed on January 2019

¹⁴⁸ Juneja, Prachi. Management Study Guide Content Team. „Transational Leadership Theory“ <https://managementstudyguide.com/transactional-leadership.htm> Accessed on January 2019

¹⁴⁹ Juneja, Prachi. Management Study Guide Content Team. „Transational Leadership Theory“ <https://managementstudyguide.com/transactional-leadership.htm> Accessed on January 2019

¹⁵⁰ Juneja, Prachi. Management Study Guide Content Team. „Transational Leadership Theory“ <https://managementstudyguide.com/transactional-leadership.htm> Accessed on January 2019

¹⁵¹ White, Sarah K. „What is transformational leadership? A model for motivating innovation“ <https://www.cio.com/article/3257184/leadership-management/what-is-transformational-leadership-a-model-for-motivating-innovation.html> (2018)

Transformational leadership inspires people to achieve unexpected or remarkable results. It gives workers autonomy over specific jobs, as well as the authority to make decisions once they have been trained.¹⁵²

Some of the basic characteristics of transformational leadership are inspirational, in that the leader can inspire workers to find better ways of achieving a goal; mobilization, because leadership can mobilize people into groups that can get work done, and morale, in that transformational leaders raise the well-being and motivation level of a group through excellent rapport. They are also good at conflict resolution.¹⁵³

Although the concept of transformational leadership can apply to every industry, it is increasingly important in IT as companies embrace digital transformation. Adapting to rapidly changing technology requires innovation and strong leadership to stay ahead of the curve and to remain competitive.¹⁵⁴

Transformational leadership includes four elements:

1. Individualized Consideration - the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers. The followers have a will and aspirations for self-development and have intrinsic motivation for their tasks.
2. Intellectual Stimulation – the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders with this style stimulate and encourage creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn.
3. Inspirational Motivation - the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for given tasks.

¹⁵² St.Thomas University. „What is Transformational Leadership? How New Ideas Produce Impressive Results“, <https://online.stu.edu/articles/education/what-is-transformational-leadership.aspx> (Published on 2014, Updated on 2018)

¹⁵³ St.Thomas University. „What is Transformational Leadership? How New Ideas Produce Impressive Results“, <https://online.stu.edu/articles/education/what-is-transformational-leadership.aspx> (Published on 2014, Updated on 2018)

¹⁵⁴ White, Sarah K. „What is transformational leadership? A model for motivating innovation“, <https://www.cio.com/article/3257184/leadership-management/what-is-transformational-leadership-a-model-for-motivating-innovation.html> (2018)

4. Idealized Influence – provides a role model for high ethical behaviour, instills pride, gains respect and trust.¹⁵⁵

One of the best uses of this leadership style is in an organization that is outdated and requires serious retooling. It is also a perfect match for a small company that has big dreams and wants to change and adapt to get there. In both of these examples, the board of directors can bring in a transformational leader who will change the structure of the organization and also motivate the current workers to buy into the new direction.¹⁵⁶

2.3.2.3 Preferred leadership styles among generations

With the various generations come differing communication styles and knowledge gained throughout a lifetime of experience. Each generation has a preferred way it likes to be led and using these preferred leadership styles managers are better able to build trust and communicate with employees in the best possible way to boost understanding, motivation and results. While there is no right or wrong leadership style, some work better when communicating within and between the generations.¹⁵⁷

Research and studies show there are differences in leadership style among generations and had proven that employees with different work characteristics will be more effective and productive with different leadership styles (Tulgan, 1996).¹⁵⁸

A Traditionalists workforce is not likely to yield to an autocratic style because they feel that there are much of the same age with their leader and that he cannot boss them around.¹⁵⁹ Hence, a leader might consider using democratic or laissez-faire leadership styles. In using democratic style, leaders want to gather employee's input on the current work procedure by increasing their decision making and greater employee's participation. In some ways, such a leader sees them as equals, who have equally serve their time and paid their 'dues' on the job because such employees would have spent and be spent on their physical, psychological and mental energy.

¹⁵⁵ Langston University, „Transformational leadership“, <https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf> Accessed on January 2019

¹⁵⁶ St. Thomas University. „What is Transformational Leadership? How New Ideas Produce Impressive Results“, <https://online.stu.edu/articles/education/what-is-transformational-leadership.aspx> (Published on 2014, Updated on 2018)

¹⁵⁷ Tishma, Mariel. „Leading Across the Generations“, <https://www.clomedia.com/2018/05/17/leading-across-generations/> (2018)

¹⁵⁸ Yu, Hui-Chun & Miller, Peter. „Leadership style: The X generation and Baby Boomers compared in different cultural contexts. ERA Research Outputs“ https://www.researchgate.net/publication/44130000_Leadership_style_The_X_generation_and_Baby_Boomers_compared_in_different_cultural_contexts (2005).

¹⁵⁹ ISSN 2409-6938 An International Peer-reviewed Journal, vol.21, 2016 (p.53-54)

On the other hand, if leader uses laissez-faire by leaving employees to take their own decisions on the job because of their high level of skill, experience and training over the years involve in career and personal growth and development.¹⁶⁰

Baby boomers have a lot of working experience. They are hard to control because they feel that they are not like slave to be tossed here and there. Therefore, leading such a group of people require high level of diplomacy because to get the job done they and the leader have to be on the same page for meaningful success to be achieved.¹⁶¹

From a leadership standpoint, participative leadership style and techniques can be effective for this cohort. Based on the article in the Journal of Leadership, Accountability and Ethics in 2014 created by Ahmed Al-Asfour and Larry Lettau, approaching boomers with respect for their achievements, challenging them to contribute to a team in an attempt to solve organizational problems and involving them in organizational change initiatives are techniques that can work for leading this group of employees. Doing this ensures they feel part of the decision-making process and could motivate them to work harder in an attempt to contribute more.¹⁶²

While Baby Boomers are more team-oriented, Generation Xers tend to be more individually motivated and self-reliant. Often described as cautious, sceptical or unimpressed with authority, Generation X tends to be fair, competent, straightforward and at times brutally honest. According to a study of perspectives on leadership conducted by Kathryn Eileen Holden and Deana M. Raffo of Middle Tennessee State University, Generation X admires competency and honesty. They do not value achievement as highly as previous generation.¹⁶³

Due to their straightforward nature and need for honesty, Gen Xers are often the most difficult to manage and may not fit into one set traditional leadership style. Therefore, a leader for Generation X has to institute framework that will keep the institution of employees at top level. Such a leader has to be able to combine effectively the requirements of the job and the characteristics of the employees and can use a combination of democratic and lassie-faire leadership styles. This will draw followers to his leading naturally because they will deal a high level of obligation to work together with the leader to ensure that positive results are generated

¹⁶⁰ ISSN 2409-6938 An International Peer-reviewed Journal, vol.21, 2016 (p.53-54)

¹⁶¹ ISSN 2409-6938 An International Peer-reviewed Journal, vol.21, 2016 (p.53-54)

¹⁶² M Salahuddin, Mecca. „Generational Differences Impact On Leadership Style And Organizational Success. Journal of Diversity Management

https://www.researchgate.net/publication/265237327_Generational_Differences_Impact_On_Leadership_Style_And_Organizational_Success (2011)

¹⁶³ Tishma, Mariel. „Leading Accross the Generations“, <https://www.clomedia.com/2018/05/17/leading-across-generations/> (2018)

in the interest of the organization. This means that his natural ability to command followership plays a vital role in achieving organizational goals.¹⁶⁴

For Millennials employees, democratic leadership style may not be formally used as employees within this generation think that they know what is expected on them. A combination of democratic and autocratic styles may be used on such group of workforce, they could be given the opportunity to express their potentials, participate in organization decision making contribute to work process but within stringent defined work procedures.¹⁶⁵

Generation Z workers may seem demanding and high maintenance, but their potential to grow into excellent employees is even higher. They are described as listeners. Thus, leaders need to know that the insatiable curiosity of Generation Z also means they hear their leaders, even when the leaders don't realize that they are being heard. Leading the Gen Z workers means being flexible and providing more feedback.¹⁶⁶

While each generation may have a preferred leadership style, that raises the question of how best to lead teams that include members of each generation. A manager may not want to treat one employee different than another, if simply to avoid the appearance of discrimination based on age.

Since there is no consensus among different studies on leading different generations, the best option for managers may be to use a transactional leadership style. While this is not the preferred style for any generation, it includes aspects of each of the preferred leadership styles and is easiest to relate across generations. Transactional leaders tend to value structure and operate according to clear rules and regulations. They are focused on results and recognize and reward employees on a practical level, such as with money or perks.¹⁶⁷

Along with being able to recognize and reward employees based on pre-established rules, regulations or goals set by a company, transactional leadership also favours structured policies and procedures. Employees can either work independently or in a tightly organized hierarchical structure. This balance of flexibility and structure makes transactional leadership an appealing

¹⁶⁴ ISSN 2409-6938 An International Peer-reviewed Journal, vol.21, 2016 (p.53-54)

¹⁶⁵ ISSN 2409-6938 An International Peer-reviewed Journal, vol.21, 2016 (p.53-54)

¹⁶⁶ Kelly, Mary. „Leadership to Improve Productivity, Profits and Communication“.

<https://productiveleaders.com/when-generation-z-hits-the-workplace/> Accessed on January 2019

¹⁶⁷ M Salahuddin, Mecca. „Generational Differences Impact On Leadership Style And Organizational Success. Journal of Diversity Management

https://www.researchgate.net/publication/265237327_Generational_Differences_Impact_On_Leadership_Style_And_Organizational_Success (2011)

approach for each generation. By maintaining one consistent leadership style when communicating with different generations, it ensures the message is received by all and does not appear to be discriminatory or biased toward one generation.¹⁶⁸

While transactional leadership can be a good fit when dealing with multiple generations, it does have advantages and disadvantages. Advantages include clearly defined rewards and penalties, the ability to achieve short-term goals quickly and clear structure. On the other side, creativity is limited because goals and objectives are already set and it may not be the best fit for organizations where initiative is encouraged.¹⁶⁹

Having in mind the complexity of managing employees, generational differences have a large impact on leader's reaction. The preferred leadership styles of each generation should be important to managers for many reasons but primarily because using the preferred leadership style when communicating with people from different generations builds more trust. This will in turn increase communication among managers and employees as well as possibly increasing employee motivation and performance. If a leadership style is not working for a certain person, they are less likely to be motivated to work hard.

¹⁶⁸ M Salahuddin, Mecca. „Generational Differences Impact On Leadership Style And Organizational Success. Journal of Diversity Management
https://www.researchgate.net/publication/265237327_Generational_Differences_Impact_On_Leadership_Style_And_Organizational_Success (2011)

¹⁶⁹ Future of Working, „8 Transactional Leadership Advantages and Disadvantages“
<https://futureofworking.com/8-transactional-leadership-advantages-and-disadvantages/> Accessed on January 2019

2.4. Population trends in Croatia

One of the most basic and most important structures of the population is the age. It reveals the number of inhabitants in certain age groups, but above all, it is an excellent indicator of the historical development of the population over a longer period of time. Age structure parameters include: birth-rate, mortality, migration and external factors (economic crisis, war, natural disasters, etc.).¹⁷⁰

For analysis of the ageing population of Croatia two indicators are taken into account. The first indicator is the average age or average life span as the mean value. It denotes the middle-aged population of the population at the time of the census. It is generally considered that the aging process begins when the average age of the population is 30 years. The Croatian population, therefore, had moved into this process since 1953, as the analysis found that the average age was 30.7 years. Average age increase each decade:

- In 1961 average age was 32.0
- In 1971 average age was 34.0
- In 1981 average age was 35.6
- In 1991 average age was 37.1
- In 2001 average age was 39.3
- In 2017 average age was 43.1.¹⁷¹

The second indicator used in this research is the age index (Xs), showing the ratio of the age of 60 and older to young people up to 19 years. It is calculated by the formula $Xs = P_{60+} / P_{0-19} \times 100$. The critical value of the age index is 40%.

Fifty years ago, in 1953, Croatia was in a favourable situation with an index of 27.9. Each decade after that showed steady increase:

- In 1961 age index was 34.3
- In 1971 age index was 47.2
- In 1981 age index was 52.6
- In 1991 age index was 66.7
- In 2001 age index was 90.7

¹⁷⁰ Zupanc, Ivan „Stanovništvo hrvatske stari“, <http://www.geografija.hr teme/stanovnistvo-hrvatske-stari/> (2004)

¹⁷¹ Stolnik, Grozdana „Procjene stanovništva Republike Hrvatske u 2017.“, Državni zavod za statistiku Republike Hrvatske, https://www.dzs.hr/Hrv_Eng/publication/2018/07-01-03_01_2018.htm (2018)

- In 2017 age index was 136.9.¹⁷²

Census in 2001 established the value of the age index of 90.7. This means that Croatian population is approaching the 100-point limit that shows that one young person comes to one old person. Critical limit was reached only five years later with age index of 100.5 in 2006.

In parallel, both absolute and relative amounts decreased among young population that means that the share of the old population in the total population of Croatia increased over years. In 1953 the youth were 1 447 908 or 36.8%, and the old 404 212 or 10.3%. With the 1961 census, the number of young people decreased to 1 424 992 and the share to 34.3%, while the number of elderly persons increased to 489 057 or 11.8%. Ten years later, in 1971, the number of young people was 1 394 683 and the share was 31.5%, and the old 658 318 or 14.9%. For the next ten years, by the year 1981, the contingent of young people continues to decrease, reaching 1,299,488 or 28,2%, while the old contingents have grown by 683,127 and decreased by 14,8%. The ad hoc list confirmed the trend of development: the youth is 1 252 469 or 26.2%, and the old 834 988 or 17.5%. Census in 2001 show the following ratio and share: youth is 1 053 240 or 23.7% and the old ones 955.556 or 21.5%.¹⁷³

Last available data from 2017 shows the following ration and share: youth is 816.699 or 19.8% and the old ones 1.281.559 or 31.1%.¹⁷⁴

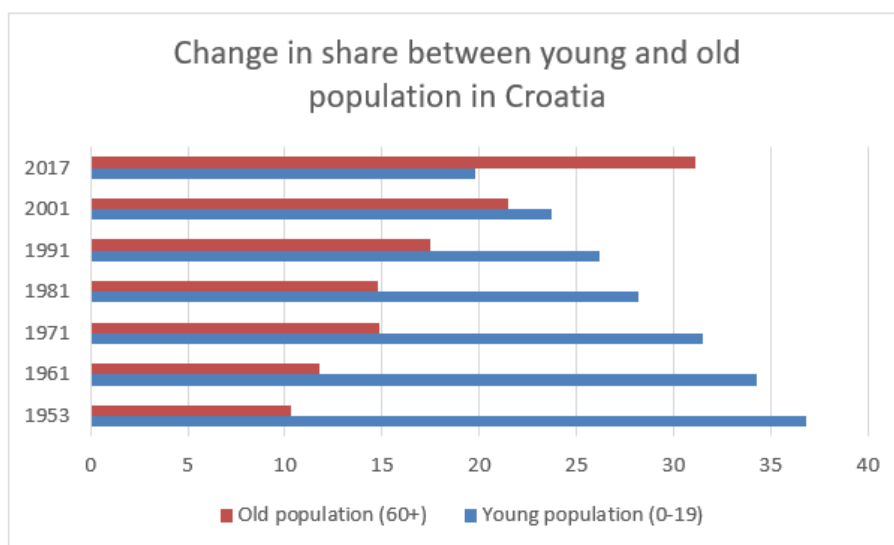


Figure 19 Change in share of young and old population in Croatia

¹⁷² Stolnik, Grozdana „Procjene stanovništva Republike Hrvatske u 2017.“, Državni zavod za statistiku Republike Hrvatske, https://www.dzs.hr/Hrv_Eng/publication/2018/07-01-03_01_2018.htm (2018)

¹⁷³ Zupanc, Ivan „Stanovništvo hrvatske stari“, <http://www.geografija.hr teme/stanovnistvo-hrvatske-stari/> (2004)

¹⁷⁴ Stolnik, Grozdana „Procjene stanovništva Republike Hrvatske u 2017.“, Državni zavod za statistiku Republike Hrvatske, https://www.dzs.hr/Hrv_Eng/publication/2018/07-01-03_01_2018.htm (2018)

Based on historical trends, DSZ created population projections for the total population by age to 2061. Projections were created using the analytical or cohort component method applied in countries with a well-developed demographic statistics, which are based on observed long-term demographic changes and processes in Croatia and European countries.¹⁷⁵ Without projections of basic demographic structures, it would be impossible to direct and plan necessary economic, social, educational, health and other capacities. Projections of the total number and age composition of population are taken as the starting point for further projecting of demographic frames for the labour force market.

In table below, projection shows that the number of younger people will continue to decrease each decade and the number of people older than 65 will continue to increase.

	Stanovništvo prema starosti, tis. <i>Population by age, '000</i>				Sastav prema starosti, % <i>Composition by age, %</i>			
	ukupno <i>Total</i>	0 – 14	15 – 64	65 i više <i>65 and over</i>	ukupno <i>Total</i>	0 – 14	15 – 64	65 i više <i>65 and over</i>
Republika Hrvatska <i>Republic of Croatia</i>								
2010.	4 425,2	674,9	2 984,8	765,5	100,0	15,3	67,4	17,3
2021.	4 357,3	654,7	2 814,6	888,0	100,0	15,0	64,6	20,4
2031.	4 254,9	606,8	2 639,8	1 008,4	100,0	14,3	62,0	23,7
2041.	4 129,4	557,9	2 506,9	1 064,6	100,0	13,5	60,7	25,8
2051.	3 989,2	545,6	2 317,8	1 125,8	100,0	13,7	58,1	28,2
2061.	3 848,8	518,7	2 199,4	1 130,7	100,0	13,5	57,1	29,4

Figure 20 Projection of Croatian population until 2061

For labour force market, 15-64 group presents the most relevant cluster (group refers to working-age population) that will decrease over the years. This projection will have a great impact on Croatian companies that will have to find a solution for attracting and retaining employees in unfavourable situation in the labour market.¹⁷⁶

During 2014, Algebra University College analysed IT labour market and conducted a research among 450 companies employing most IT specialists in order to assess the needs and opportunities of IT employment in Croatia. Main goal for the research was to determine needs for new employees in the forthcoming period, as well as to look at the needs of both IT companies and those who do not deal directly with IT but have their own IT departments. Nearly two-thirds of the surveyed companies said they need to hire new IT specialists and they

¹⁷⁵ Grizelj, Marinko; Akrap, Anđelko. „Projekcije stanovništva Republike Hrvatske“, Državni zavod za Statistiku Republike Hrvatske, https://www.dzs.hr/hrv_eng/projections/projekcije_stanovnistva_2010-2061.pdf (2011)

¹⁷⁶ Grizelj, Marinko; Akrap, Anđelko. „Projekcije stanovništva Republike Hrvatske“, Državni zavod za Statistiku Republike Hrvatske, https://www.dzs.hr/hrv_eng/projections/projekcije_stanovnistva_2010-2061.pdf (2011)

did not plan layoffs. 76% of the surveyed companies believe that the Croatian ICT sector lacks high quality and highly educated experts.¹⁷⁷ 85% of companies emphasized that they would like to recruit trainees (individuals with no previous work experience) which means they want to attract and hire Generation Z population relevant for this Thesis.

Croatia's entrance into the EU in July 2013 is and will be a key driver of ICT growth, facilitating increased trade between European markets.¹⁷⁸ This means that the number of new employments needed by ICT Croatian companies will increase over the years.

Even more, software and IT services are the most promising Croatian export products. The export of software and IT services experiences significant growth and is a product of local knowledge. Export of software produced in Croatia in 2015 increased by 501 million kuna. In 2015 software export grew by 32.7% to 2.03 billion kuna. Domestic software industry in 2013 had export of 1.22 billion kuna, a year later, export jumped to 1.53 billion kuna. In 2015, the software companies in Croatia hired factory and a half people, and opened nearly 1,500 new jobs. The number of employed in the software industry jumped by 13.2% to 12,642 employees.¹⁷⁹

Discrepancy between needs for new employees in IT companies and number of students that finish IT related college on a yearly basis is high. Moreover, this discrepancy increases every year. Approximately 1500 students finish study of computer science each year, but half of them continues with education while other half enters labour market.¹⁸⁰ At the same time, IT companies open approximately 1200 job positions during one year and this number increases every year.¹⁸¹ Figures show that situation on IT labour market in Croatia should be taken seriously and companies should develop plan on how to adjust and overcome this issue while increasing business growth and becoming more competitive on EU and global market.

¹⁷⁷Moj Posao, „Moj Posao i Visoko Učilište Algebra – analiza IT tržišta rada“ <https://www.moj-posao.net/Vijest/72696/MojPosao-i-Visoko-uciliste-Algebra-analiza-IT-trzista-rada/2/>, (2013)

¹⁷⁸ Čutura, Sebastijan, Selak, Goran. “The ICT Sector in Croatia”, Belgium Embassy – Economic Office (2017)

¹⁷⁹ Čutura, Sebastijan, Selak, Goran. “The ICT Sector in Croatia”, Belgium Embassy – Economic Office (2017)

¹⁸⁰Sušanj, Dario. „Zašto odabrati studije računarstva i informatike“, <https://www.vecernji.hr/techsci/studij-racunarstvo-i-informatika-ict-it-tehnologija-mladi-buducnost-cisex-tajana-barancic-hrvoje-balen-1178774> (2017)

¹⁸¹ Tportal.hr/Moj posao, „Potražnja za IT stručnjacima i dalje ruči sve rekorde“, <https://www.tportal.hr/biznis/clanak/potraznja-za-it-strucnjacima-i-dalje-rusi-sve-rekorde-20131025> (2013)

2.5. Managing generational differences in IT consulting industry

Software and internet companies had the highest level of employee turnover in 2017 when compared to other major industries, according to data gathered by employment-focused social network LinkedIn.¹⁸²

Another research shows that employee turnover does not always involve taking on a position at a new company. Many of the workers simply changed jobs within their current companies.¹⁸³

Below chart shows the main reasons why employees switch to another roles within the same company based on the research conducted by Indeed/Censuswide organizations:

Career advancement #1 consideration for employees switching roles internally
Reasons why employees switch roles within the same company

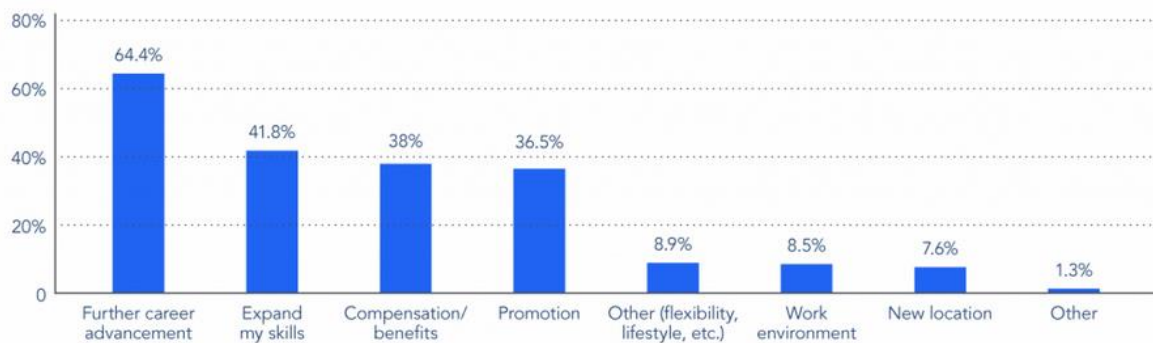


Figure 21 Reasons why employees switch roles¹⁸⁴

On the other hand, employees who decide to change companies point to a slightly different breakdown of motivations.

¹⁸² Fagan, Kaylee. "Silicon Valley techies get free food and dazzling offices, but they're not very loyal – here's how long the average employee stays at the biggest tech companies". <https://www.businessinsider.com/average-employee-tenure-retention-at-top-tech-companies-2018-4#digital-payments-company-square-fared-a-little-better-with-an-average-tenure-of-23-years-per-employee-4> (2018)

¹⁸³ Wolfe, Paul. „ REPORT – Trends in Job Tenure – and What Employers Should Do About Them“, <http://blog.indeed.com/2017/06/29/trends-job-tenure/> (2017)

¹⁸⁴ Wolfe, Paul. „ REPORT – Trends in Job Tenure – and What Employers Should Do About Them“, <http://blog.indeed.com/2017/06/29/trends-job-tenure/> (2017)

Next chart shows main reasons why employees switch companies:

Show me the money: Compensation counts when it comes to changing place of work

Reasons why employees switch companies

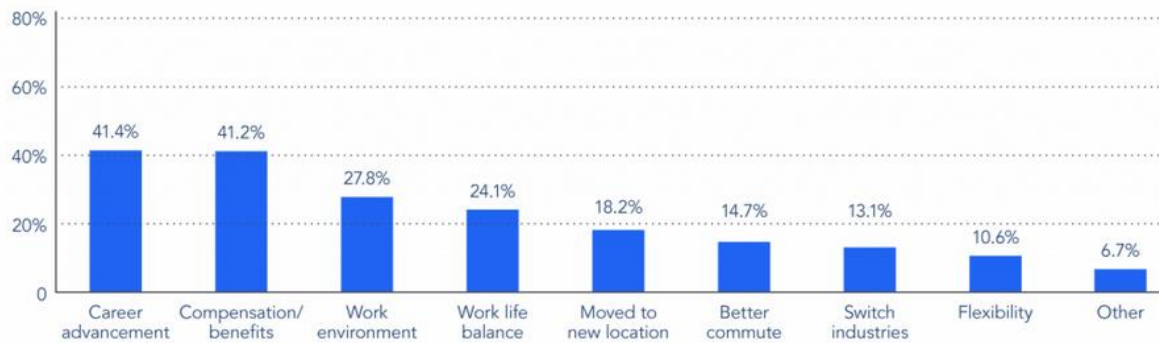


Figure 22 Reasons why employees switch companies¹⁸⁵

Dissatisfaction with a manager or work environment played a much bigger role (27.8% for employees changing companies vs. 8.5% switching jobs internally), as it is easier to escape a poor environment by moving to a new company. Career advancement remains at the top, but this time it is cited by fewer people (41.4% vs. 64.6%), which may suggest that employees start out looking for internal opportunities for advancement before they move to outside companies. Coming in right behind career advancement, 41.2% of respondents say they are interested in better compensation and benefits. It makes sense that this percentage is much higher among employees who leave their companies and who may feel that an internal move is less likely to result in significant compensation changes.¹⁸⁶

By studying the top reasons behind employee moves, companies can develop more effective strategies for improving employee retention regardless of their age or generation they belong.

Fluctuation data from SHRM (Society for Human Resources Management) shows that the rate on global workforce market is 16% while IT industry sector has 19% fluctuation rate. Job tenure figures also correspond to these rates, with 4.3 years tenure globally and 2.5 years in IT industry.¹⁸⁷

¹⁸⁵ Wolfe, Paul. „ REPORT – Trends in Job Tenure – and What Employers Should Do About Them“, <http://blog.indeed.com/2017/06/29/trends-job-tenure/> (2017)

¹⁸⁶ Wolfe, Paul. „ REPORT – Trends in Job Tenure – and What Employers Should Do About Them“, <http://blog.indeed.com/2017/06/29/trends-job-tenure/> (2017)

¹⁸⁷ Society for Human Resources Management, “2018 Employee benefits”, <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2018%20Employee%20Benefits%20Report.pdf> (2018)

Both of these factors proves that managers in IT companies should define internal procedures and adjust leadership style to retain existing employees and adjust whole organization to attract new ones.

This is especially important for IT consulting companies since they depend highly on employees' knowledge, experience, skills and expertise, from both - technical and business point of view. Therefore, learning curve in this types of organization is very steep and employees are one of the crucial succeed factors for business. If they leave the company, their replacements cannot be trained in just few months to take over the same position and it usually takes few years to get them on the same level as previously experienced colleague. On the other hand, if companies wants to gain continuous growth and expand their business, they need to attract new employees and constantly seek for recruiting new talents.

Section within chapter 2 (Population trends in Croatia) shows the discrepancy between company needs in hiring new employees and the number of available talents in IT labour market in Croatia. This is another challenge that should be taken into account by managers within IT consulting industry. Therefore, they should constantly work on improving working conditions and increasing satisfaction level among employees.

IT consultancy and software development company Poslovna inteligencija from Zagreb, Croatia focused on improving working conditions and introduced a lot of employee benefits that has a direct effect on all generations employed within this company. Therefore, next section of this chapter will analyse current situation in this company regarding managing generational differences.

As a leading company in the field of analytical systems implementation and strategic ICT consulting in South Eastern Europe, Poslovna inteligencija is specialized in the implementation of intelligent information systems for decision support and provide implementation services for data warehousing, big data analytics, data integration, business intelligence, data mining, planning and budgeting, financial consolidation, business results management, risk management, and master data management. The company is registered in Zagreb and operates from offices in London, Vienna, Ljubljana, Zagreb, Belgrade, Podgorica and Sarajevo with more than 130 experienced consultants, who have been engaged for years in the largest Data

Integration, Data Warehousing, Big Data Analytics, Performance Management, and Business intelligence projects.¹⁸⁸

ICT is the fastest-growing industry in the world as well as in Croatia and the demand for IT experts is very high. The market is looking for an increasing number of IT specialists, and one part of young people decides to permanently leave Croatia. In this situation, most IT companies are trying to keep their employees and attract new ones. Even before this trend, Poslovna inteligencija provided many opportunities to employees to meet their needs, each employee is managed individually and their career is developed in the direction that everyone is comfortable with.

However, since trends in IT consulting industry changed over the years, company noticed that they need to adjust their organization environment and culture in order to achieve business growth. Therefore, they decided to introduce a list of benefits that would target particular generation and increase employee satisfaction level with a result of achieving higher job tenure and lower fluctuation rates.

All benefits can be used by any employee regardless of the age or work experience, but in order to lead people effectively, company decided to introduce „Leadership Academy“ for Board and all managers. This decision was a prerequisite to achieve better understanding of human resources management and leadership style appropriate for a particular situation. „Leadership Academy“ is an extension for NLP (neuro-linguistic programming) that was also organized for all Board members and managers within the company. Both programs were obligatory for managers since company noticed that they need to improve skills in this area. Moreover, during this process, company decided to include other employees into NLP trainings, especially those who were in the role of project manager or team leader. This decision led to a better understanding of people working together, teams become more efficient and both employees and leaders were more satisfied with their job. This decision also had a great effect on managing people within different generations since leaders observed each situation and person individually and had a bigger understanding of people's background and motivation drivers. This program targeted people that belong to Millennials, Generation X and Generation Y, but had an indirect effect on all employees managed by them.

Besides NLP and „Leadership Academy“, company noticed that there is a need for developing „non-technical“ and „non-business“ related skills. Even though they belong to ICT industry,

¹⁸⁸ <http://www.inteligencija.com/en/about-us/company-profile/> Accessed on February 2019

many of their employees communicate on a daily basis with clients and partners both, internally and externally. This led to a decision to introduce a set of „soft-skills “education and trainings like presentation skills, assertive communication, how to lead a meeting, time management, etc. All training sessions are free-of-charge and available to all employees. They last for one working day during working hours so people don't have to use their free time to attend these sessions. Also, trainings are available frequently so if some employee miss the opportunity to attend, they can attend next time. This set of trainings were established mainly for younger employees which recently joined the company (Generation Z, Millennials), but they were not explicit to this group of people and any other colleague could join and attend session.

“Lunch & Learn” sessions became another stream to share experience among younger and older colleagues. Main idea behind this program is to present achievements across the organization. These sessions are usually conducted on Fridays before lunch time and anyone within the firm can attend and participate this “workshop”. This program resulted with two main benefits:

- knowledge is shared across the company much easily and employees are much more aware of what other colleagues are doing
- the presenter is getting better visibility within the organization. Younger employees can “teach” older ones in some areas and vice versa. This leads to better understanding among different generations and they respect each other much more.

After the „Learn“ part, all attendants gets free lunch so they can continue to talk with each other about the topic within more casual environment and get to know each other better.

Besides programs described above, company also noticed that in today’s environment with many limitations on labour market, they need to introduce other benefits that would increase employee engagement and satisfaction level regardless of the generational cohort they belong. Therefore, in order to achieve this goal, company introduced several organizational changes what affected „older “generation, for example, Millennials with families, Generation X and Generation Y. This set of changes include:

- MAMFORCE Certificate – this is an innovative method of assessment and business certification that combines corporate responsibility with the family and gender equality. The assessment method is scientifically based and developed in co-operation with leading academic and international institutions. MAMFORCE Method is a strategic tool for changing organizational culture that helps companies create a supportive and

inclusive working climate based on open communication and trust with respect for diversity. This creates the preconditions for full equality regardless of the specific family needs of different groups at different stages of life. Sustainable development is not possible without proper use of existing talents. Therefore, changing culture means changing the ways of thinking and working, which can be achieved by a series of measures suggested by this organization.¹⁸⁹

From 2018, Poslovna inteligencija is certified with an advanced MAMFORCE Change standard that is given to companies who are ready to develop family responsibilities and gender equality and work to raise awareness of the importance of equal opportunities for women's career development.

- DADFORCE Standard - is a recognition for supporting working fathers in empowering their parental role given to Poslovna inteligencija in 2017.
- Employer Partner Certificate is awarded based on assessment of 45 HRM processes in five main areas. The Certificate winners need to have at least 75% of overall score, but also at least 70% of possible score in each area. Poslovna inteligencija owns this certificate from 2018. The five main areas that are assessed are:
 - Strategy - organization of the HRM function, organizational culture management, participation of HRM function manager in the organization's management team, development of the HRM strategy and its correlation with business strategy, HRM performance assessment, HRM capacity building
 - Recruitment and Selection - employment plan development, structure and implementation, recruitment methodology and candidate selection, protection of applicant's privacy and ensuring equal opportunities in the process of recruitment and selection, applicant notifications pertaining to the application progress and results, employer branding, new employees on boarding process
 - Performance Management - competencies and job specifications system development, performance monitoring system and feedback to employees, connection of performance management system to other processes, job-specific wage determination, bonus and rewards system, benefits and promotion system
 - Training and Development - analysis and identification of educational needs, educational plan development and implementation, training performance assessment, training availability and diversity, information on annual employee

¹⁸⁹ Mamforce organization, <http://www.mamforce.hr/mamforce-metoda.aspx>, Accessed on February 2019

training investment, promotion of knowledge sharing and competency development culture, talent management

- Employee Relations - information regarding in-house communication processes, employee attitude survey and suggestion programs, monitoring information regarding fluctuation, sick-leave and absenteeism, employee welfare, flexible work arrangements, prevention of discrimination and promoting diversity, contingent workforce management.¹⁹⁰
- General medical examination – each employee gets fully covered medical examination every two years.
- “Healthy back” trainings – every Thursday, company offers to all its employees back workouts conducted by a professional trainer. Workouts are performed within the company offices in a separate area called “Game-room”. This means that people don’t have to go on some third location to exercise, instead they can proceed to training just a few steps outside their work area. This benefit was introduced because IT consultants spend almost the entire day behind their laptops, so it was important for the company that they feel relaxed and healthy.
- Home office – every employee has an opportunity to work remotely from their home in coordination with project managers/team leads.
- Flexitime – regular working time in company is 8 hours per day (Mon-Fri), but all employees can come to work between 8-10 AM without notifying superiors.

On the other hand, company also focused on bringing benefits to younger generations in order to retain them within the firm, but also to attract new employees within Generation Z cohort. Therefore, they provide a range of benefits that target younger employees and affects their engagement and satisfaction level:

- Casual dress code – if employees don’t have scheduled meetings with clients during the day, they don’t have to wear business outfit. Instead, they can come to work in more casual outfit.
- Game-room – separate area within company’s office aimed for fun and relaxing activities.
- New technologies – company introduced a set of new technologies that enhance collaboration among employees. Also, employees have easy access to learn and test out

¹⁹⁰ Certifikat poslodavac partner, <https://www.poslodavacpartner.org/cep-certificate>, Accessed on February 2019

different technologies available on the market, for example, big data technology, machine learning algorithms, predictive modelling tools, etc.

- Free gym – all employees can use gym free of charge located in two different locations in Zagreb.
- Football games – on a regular basis, employees can play football matches in the soccer court paid by the company.
- Theme parties – every quarter employees organize informal, thematic party within office area. Company covers all costs, but employees are engaged to organize music, drinks, food, activities, etc.
- “Istagame” – prize game introduced with a goal of increasing engagement among younger generation. Employee can take a picture related to work that he/she finds interesting which is published on official Poslovna inteligencija Instagram profile. Picture that gets the biggest number of likes and comments wins and employee gets an award (for example, tickets for theatre).
- Run friendly employer – certificate given to Poslovna inteligencija for promoting the culture of running, healthy lifestyle and balance of private and business life.

All listed benefits can be used by any employee within the company, regardless of the age. This means that each employee has the opportunity to organize work and private hours completely by themselves as long as they behave according to company values: responsibility, integrity, innovatively, creativity and agility.

These values are promoted throughout the entire company, across all generations and represent the main driver for company's success. Therefore, it is crucial that all employees regardless of the job tenure share these values and act accordingly.

By introducing these benefits and creating a specific work environment for all generations to co-exist and work effectively, the company has lowered the rate of fluctuation below global and IT industry level as shown within next chart:

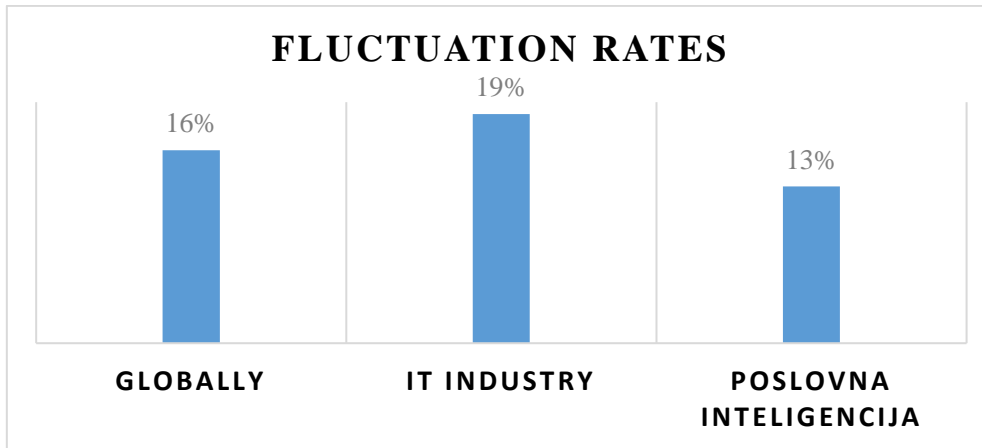


Figure 23 Fluctuation rates

This also had an effect on job tenure which is higher than average in IT industry as shown below:

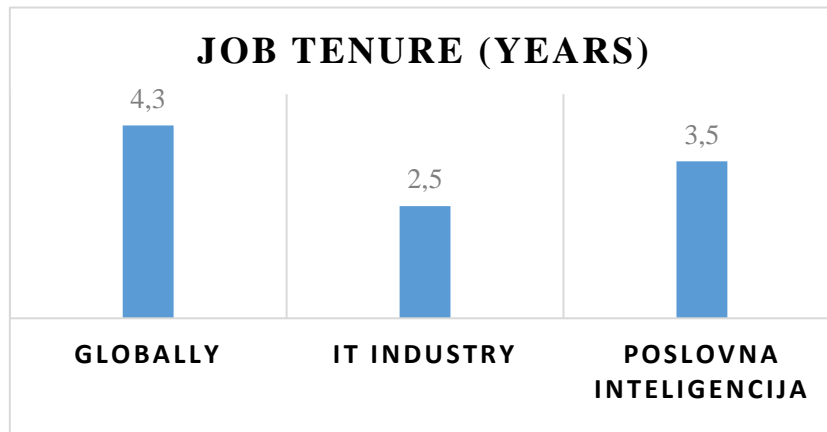


Figure 24 Job tenure in years

However, company needed to make some changes in attracting new employees, not only retaining existing ones. Therefore, in order to attract Generation Z workforce, BIRD Academy (BIRD - Business Intelligence Research & Development) was created during 2013. It is a selection, preparation and employment program for young talents. Selected candidates who are just finishing some of the computing or business computing faculties, go through business and specialist training for three months. The development of the candidates is closely monitored by their mentors and after the completion of the program they take the exam. The best interns get the chance to become part of the company.

Before introducing Bird Academy, company noticed that previous system requested some changes because newly employed trainee got a mentor who introduced him only with specific part of some project or related technology. In this way, the trainee was very narrowly focused

from the beginning so there were times when he did not get to know colleagues working on other projects, and the mentor had to invest a lot of time in knowledge transfer. But, with establishing the academy, synergy was achieved among all participants. Trainers and trainees have a wider view of the whole organization and the mentors who get involved later, don't have to transfer basic knowledge. Throughout the program they get to know each other better, as well as senior colleagues who are trainers, and maybe later in the process their mentors or project leaders. Academy lasts for three months, so participants can explore different technologies and decide which ones they prefer and want to use when hired. Finally, if one of the attendees does not really fit into organization and does not get hired, they will still get free education, better insight in this industry, gain knowledge and experience on how to work on projects.

From 2013, five BIRD Academies were organized and the structure of the participants (interns) is shown below:

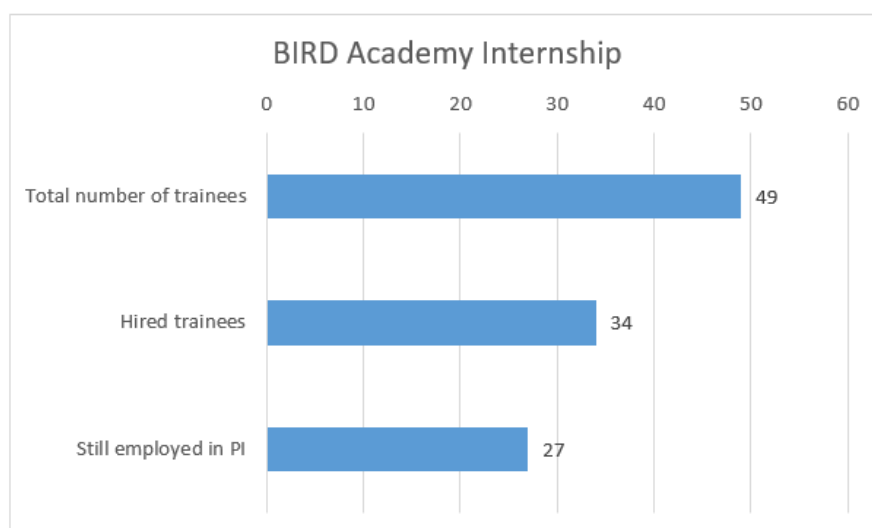


Figure 25 Participants in BIRD Academy

This data shows that almost 80% of hired employees through this program still works in Poslovna inteligencija. Employees hired through this program makes 25% of company work capacity in total, which shows how important this program will be in future employments of Generation Z workforce not only for this company, but also for whole IT consulting and software development industry.

3. Research methodology

3.1. Introduction

This chapter describes the research methodology that is used to examine the expectations among different generations in IT industry. This chapter will begin by presenting the philosophical basis of the research methods chosen. The research design and measures will then be highlighted. For the final element, the data collection methods and analysis will be explored along with an investigation of the sample population.

3.2. Research focus

This research will be divided into two main streams in order to determine preferences about future job and employer for Generation Z and to map findings with preferences of currently employed generations in IT industry. There are not many previous researches that focus on exploring readiness of organization to adjust to trends in IT workforce among younger generations, having in mind work values and preferred leadership styles for previous generations. That being said this research aims to fill this gap in literature and to gain a more meaningful understanding of this issue. Specifically, the objectives of this research are to:

1. Understand Generation Z preferences for future workplace in Croatian IT industry.
2. Investigate current workplace conditions in Croatian IT companies.
3. Establish the connection between Generation Z preferences and Croatian IT industry workplace reality.
4. Determine what adjustments should be done from an organizational and leadership point of view in order to satisfy preferences among all generations.

3.3. Research strategy and instruments

In order to study generation Z perception of work, the author conducted an exploratory research, a survey based on a structured questionnaire. The author considered suitable to use a research instrument similar to the one used by Robert Half (2015) in his own survey targeting

770 college and university students (part of generation Z) from the United States and Canada in 2015.

Second part of the research for collecting preferences of older generation is defined in accordance with the positivistic methodology. The data collected from the questionnaires will allow an examination of the different aspects set out in the research objectives.

3.3.1. Rationale for using questionnaires

A questionnaire was considered the most suitable research method for collecting the data required for this research. Based on literature reviewed on this topic, questionnaires were widely utilised by other researchers. Questionnaires allow for much more honesty from respondents as they assure anonymity and the respondents to the questionnaires are entirely voluntary. Using the qualitative method of interviews or focus groups would not have been as beneficial to this research as it would not create a large sample. Therefore, the results would be less representative.

3.3.2. Questionnaire distribution

For both questionnaires, the author used the same distribution method since they were created as web-based surveys. They were shared through e-mails to representatives who were easy to contact and willing to participate at the study. As a result, surveys were conducted in the period of August 17th – September 14th 2018, among students at the Faculty of Economics in Zagreb (Managerial informatics section), Faculty of Electrical Engineering and Computing in Zagreb, Faculty of organization and informatics in Varaždin and Algebra University Collage. Second survey was shared among employees working in several different IT companies Poslovna inteligencija, Infobip, Mobendo, Perpetuum, Alfatec and CROZ.

A copy of questionnaires can be find within Appendix.

3.3.3. Questionnaire design and measures

Formal standardised questionnaires were created for this research in order to analyse data by the author. Research was divided into two main streams as defined in chapter 3.2. Research focus. Both questionnaires comprised of questions utilising scales and measures from the literature about organizational culture and leadership styles but also based on previous researches. To begin the survey there were two classification questions that essentially provide

information about the participant. For example, age category and correlation with IT industry. The next set of 14 questions in survey for older generations and 7 questions in survey for Generation Z was with regards to the preferences of respondents. Questions were defined as single-select, multi-select options, rankings and short answers. This allowed simplicity for both the respondents and the research for data analysis. Lastly, only two questions in both questionnaires were not mandatory because they were defined as hypothetical questions and their main objective was to provide additional information about this research.

3.3.4. Research hypothesis

The first objective of this research is to gain an understanding of Generation Z perception of the Croatian IT labour market and workplace conditions. The second objective of this research is to investigate current workplace conditions in Croatian IT companies. In order to confirm these objectives, two hypothesis were created:

Hypothesis 1: Current workplace conditions in Croatian IT companies does not correspond with Generation Z preferences.

Hypothesis 2: There is no difference in workplace preferences among different generations.

First hypothesis is defined to determine whether there is a difference between Generation Z preferences and IT workplace reality. It will consider both surveys and combine their results. Therefore, by proving first hypothesis, conducted research would reveal that workplace conditions should be changed in order to attract new, younger employees. However, if first hypothesis won't be proved, that would mean there is no difference between Generation Z preferences and current workplace conditions so organizational changes are not necessary to attract younger employees.

Second hypothesis is defined in order to determine if there is a difference among generations. This hypothesis is created because previously conducted researches are not harmonized around proving that there are major differences among generations from a workplace point of view. Beside, there is no research about comparing different generations in Croatia. Thus, by proving this hypothesis, conducted research would reveal that all generations share same (or very similar) preferences toward workplace conditions. On the other hand, if not proved, that would mean that younger generations in Croatia have different preferences from older ones.

Both hypothesis will be used to establish connection between Generation Z preferences and Croatian IT industry workplace reality and serve as basis for recommendations to IT managers.

3.3.5. Sampling

The first step of the sampling process involves defining the target population of the research. It is the collection of elements or objects that possess the information sought by the author. With this in mind the target population of this particular research involves all employees who reside in any cohort described within Chapter 2 and students who reside in Generation Z. No gender preference will be targeted as this will allow for a comprehensive analysis of both generations and their job preferences. As established within the literature review for the purpose of this research in the 2018, Baby Boomers are aged between 54-72 years old, Generation X between 39-53 years old, Millennial age cohort is between 24-38 years old and Generation Z are aged 2-23.

This research has taken quantitative approach through the development of an online questionnaire. Thus, a large sample is required. In general, author intends to reach approximately 200 respondents having in mind that there will not be even mix of all age cohorts since target population comes from IT background with younger employees. Therefore, author expect that most results will be collected for Millennials and Generation Z cohorts.

The author is aware that the sample is not representative for any generation, but the results are interesting, as they offer an insight into cohort expectations and perception regarding the professional life.

4. Research results

This chapter reveals the results of the quantitative survey questionnaire approach that was utilised for this research as discussed in the previous chapter.

The research concentrates on students that will enter IT workforce market in few years (within the Millennial and Generation Z cohorts) and already employed people within any defined cohort.

4.1. Research results for current IT workforce

As stated in the methodology section a total of 150 responses to the questionnaire would be sufficient to fulfil the research. Of the 150 expected respondents, a total of 59 questionnaires were completed and submitted for this part of research. Of the respondents to the survey 74.6% belong to the Millennials cohort and 25.4% belongs to Generation X:

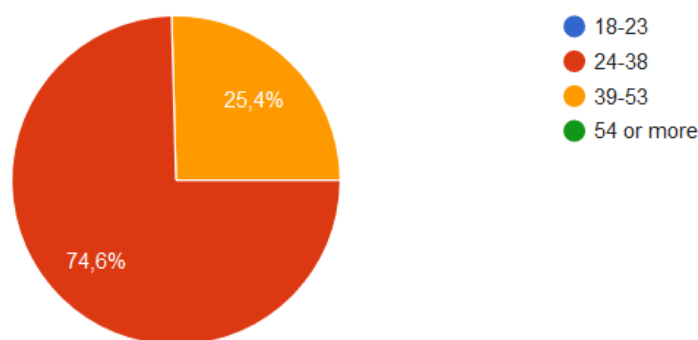


Figure 26 Research respondents

Millennials are categorized between the years of 1980-1993 and Generation X are categorized between 1965-1980. None of the respondents belongs to Baby Boomers (born before 1965), thus this research will not include this cohort's opinions and experience.

All respondents work in IT industry that was confirmed by second question in the survey. This was important to ask since the survey was sent through different channels so there was a possibility that some respondent do not represent target population.

Next section of questions was defined in order to get an insight about organization's culture and satisfaction of currently employed people in IT industry.

Since employees spend so many hours at work, it is important that they have fun. 10.2% of the respondents answered negatively for this question as shown in chart below:

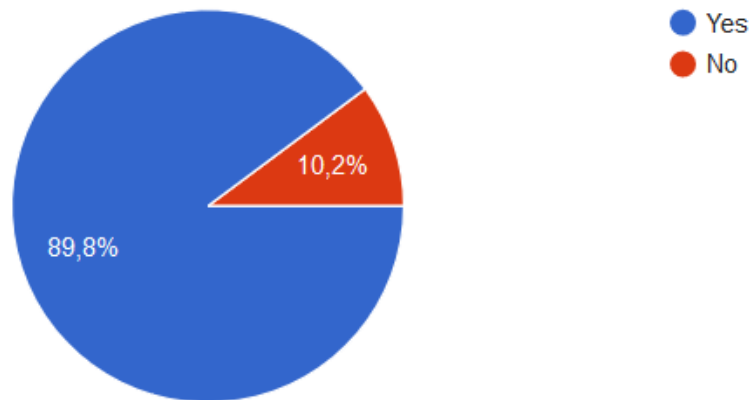


Figure 27 Ratio of employees having fun at work

In order to explore employees' morale that will affect engagement, respondents needed to define their happiness level in a range of 1-10 (1 as the least happy and 10 as the most happy).

The results are shown in chart below:

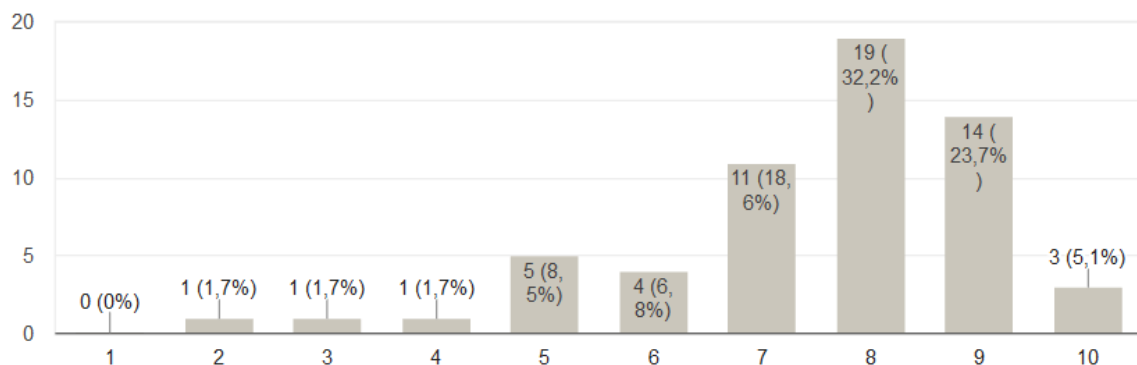


Figure 28 Happiness level among respondents

61% of respondents rated their happiness on a scale of 8-10 which is the upper class. 33.9% rated it on a scale of 5-7 which is the average level of happiness and only 3 respondents (5.1%) answered below 5 and define themselves as unhappy at a workplace. Furthermore, 86.4% of the respondents answered that they would reapply for a current job position. The happier an employee is at their current job, the more likely they would be to reapply to that very same

position. Therefore, if an employee rates on the lower end of the spectrum then they are most likely unhappy and will not be at the job for long.

94.9% of the respondents would refer others to work in their company. How likely an employee would refer someone is a reflection on how satisfied this person is at his or her job. This result completely corresponds with the results from previous question and all respondents that defined their happiness level from 5-10 would recommend their company to others.

Next question was aimed to explore how people describe their organizational culture. They needed to write three words that would best describe their company. These descriptions will be analysed in next chapter with Generation Z survey results in order to prove hypothesis 1 (current workplace conditions in Croatian IT companies does not correspond with Generation Z preferences).

To explore leadership style and how it affects employee satisfaction and consequently retention rate, feedback frequency was explored. When employee says they have gone more than two weeks without recognition, there is a good chance of morale dropping. That can lead to disengagement, loss of productivity, and attrition. Based on the results, this might be a potential problem in IT industry since less than 40% of respondents answered within this range. Moreover, 45.7% respondents stated that they receive feedback from a manager semi-yearly or even more rarely as shown below:

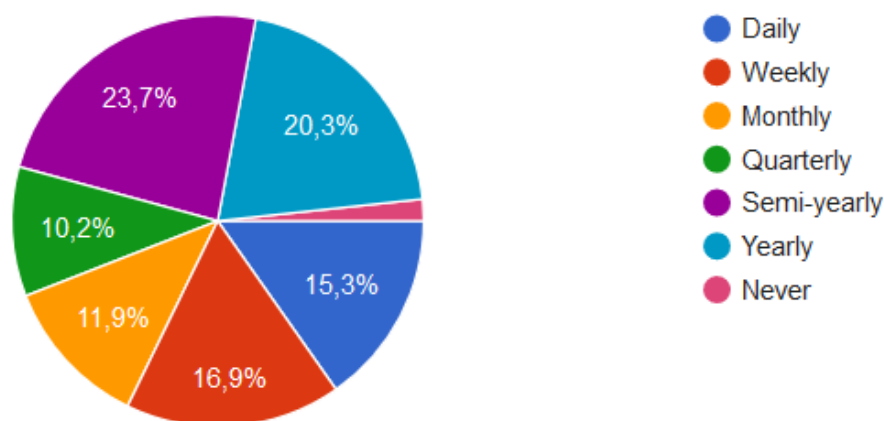


Figure 29 The frequency of giving feedback to employees

Followed by this, 45.8% don't have a clear understanding of their promotion path. Previous research by Gallup found that employees who get the opportunity to continually develop are twice as likely to say they will spend their career with their company.¹⁹¹

Furthermore, 40.7% of respondents stated that they do not believe they be able to reach full potential within current company. This also represents a retention problem since the employees will have a desire for growth only if company can offer it as opportunity.

In the other hand, 84.7% of the respondents foresee themselves working in a company one year from today. But, other 15.3% can't say that and this is not such a small percentage in industry where the intellectual property, knowledge and experience lays in employees and their replacement can be very painful and costly.

Only 6.8% of the respondents answered they would leave current organization if another company offers them a 5% raise. In a combination with previous questions, this answer reveals that dissatisfaction of currently employed people isn't because of salary but because of company's culture and/or leadership style. Answer distribution is shown below:

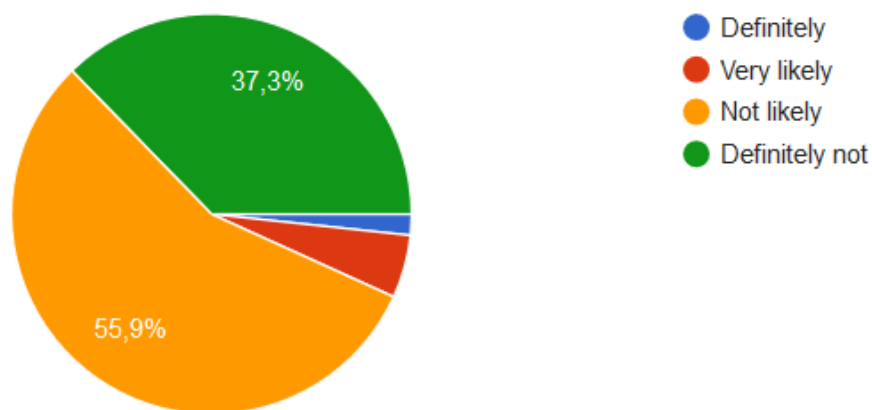


Figure 30 Probability of leaving existing company

Some of the hypothetical reasons for leaving the company stated by respondents: disagreement with Board on how they run and manage company, lack of motivation and challenges, disrupted interpersonal relationships, working time (too much overwork hours), career path or better vision of company, professional challenge and personal growth.

¹⁹¹ Adkins, Amy. „Only 35% of US Managers Are Engaged in Their Jobs“. <https://www.gallup.com/workplace/236552/managers-engaged-jobs.aspx> (2015)

In order to explore what are the most important attributes for the existing IT workforce, respondents had to rank them on a scale of 1 to 5. Available choices were:

- Working environment and atmosphere
 - 66% of respondents defined them as important or the most important.
 - 33% of respondents defined them as not important or the least important.
- Challenging projects
 - 45% of respondents defined them as important or the most important.
 - 55% of respondents defined them as not important or the least important.
- Flexible working hours
 - 46% of respondents defined them as important or the most important.
 - 54% of respondents defined them as not important or the least important.
- Opportunity to grow and progress within the company
 - 59% of respondents defined them as important or the most important.
 - 41% of respondents defined them as not important or the least important.
- Able to learn new things and develop skill set.
 - 83% of respondents defined them as important or the most important.
 - 17% of respondents defined them as not important or the least important.

Lastly, employees need to balance work and their personal life in order to be productive and engaged. This will reduce burnout risk and increase retention rate. On a scale of 1 to 10, 71.2% of survey respondents rated their work-life balance in the upper class as shown in chart below:

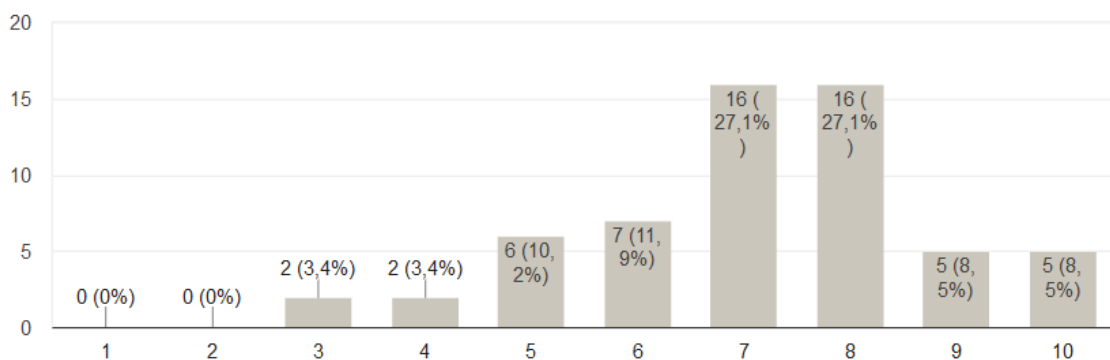


Figure 31 Work and personal life balance

4.2. Research results for future IT workforce

Second part of this research was conducted around students of IT oriented faculties as described in detail within chapter 3.3.2. Questionnaire distribution. A total of 101 answers were completed and submitted for this part of research. Of the respondents to the survey 53.5% belong to the Millennials cohort and 46.5% belongs to Generation Z:

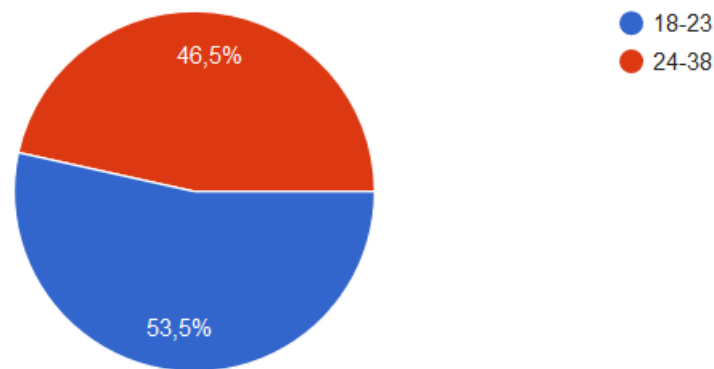


Figure 32 Research respondents (students)

Since the survey was distributed to undergraduate and graduate students, results for the Millennials cohort will also be analysed as a part of this research. As stated within Theoretical framework, cohorts are defined based on timing perspective which is not realistic for people that are born close to defined boundaries. For example, someone who was born in 1993 should be analysed within Millennials cohort and someone who was born in 1994 within Generation Z cohort. The main objective for this research is to explore preferences for future employees in IT sector. Thus, all collected results are valid to achieve this objective.

Out of 101 answers, 95 of them were given by students from IT related faculties. Therefore, 94.1% of answers will be relevant for results analysis.

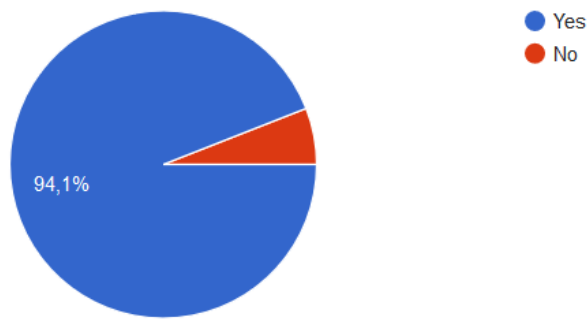


Figure 33 Faculty orientation by respondents

In order to investigate students preferences, respondents were asked to provide information about their previous job experience if they had them. A total of 84.1% of respondents answered they had some job experience.

58.4% of them stated they already have job experience and wanted to check career options and what types of careers they might like. 41.6% stated they wanted to apply academic skills and 62.4% wanted build basic foundation skills and gain experience working with other professionals. 37.6% stated they had opportunity to apply higher-level professional skills such as project management, creative thinking or leadership.

Furthermore, students needed to describe what they expect of their career five years after finished college. 10.9% stated they would like to continue with higher education but all others see themselves as a part of IT community either working in some IT company or develop their own business.

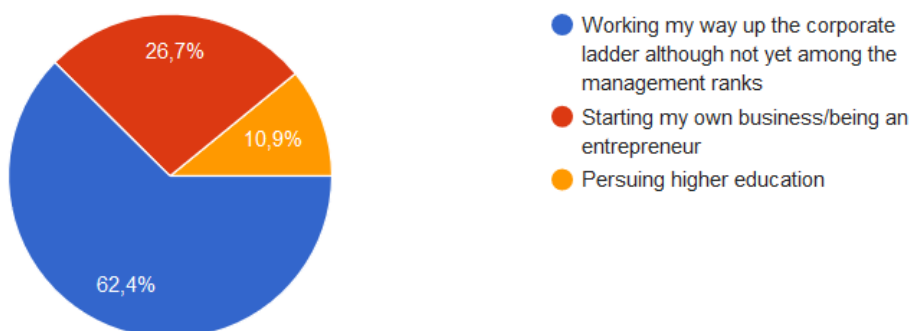


Figure 34 Work expectations

Next three questions were aimed to found out more detailed preferences about workplace for this population.

From an ideal work environment perspective, answers given by respondents are visible on chart below:

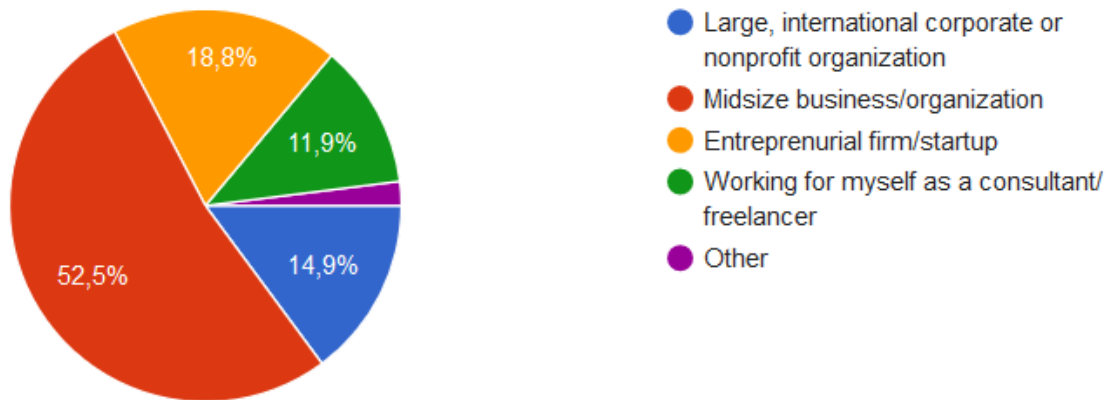


Figure 35 Company's expectations

When it comes to preferred work settings, respondents stated they do not want to work in isolation. Nearly two-thirds (67.3%) prefer to collaborate with a small group in an office.

Perhaps surprisingly, given the proliferation of open work spaces, 15.8% a closed-door option and would like to have their own private office within a company and 14.9% would prefer to work off-site on a virtual team. Their least favourite work environments include being a part of a large team in an office.

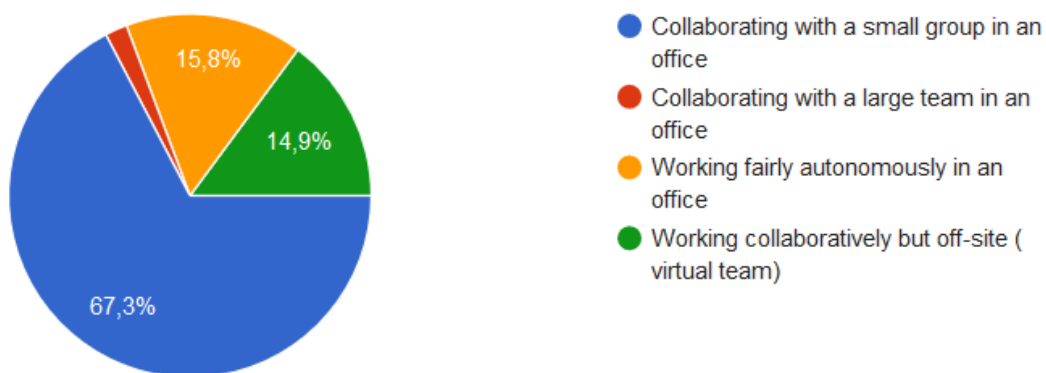


Figure 36 Expectations from the working environment

Respondents most valued characteristics in a boss is a mentoring ability, cited by 45.5% of them. Although this generation is entrepreneurial and can work independently, they want to be given the tools and input up front to help them succeed. They also want lots of feedback along

the way. Their round-the-clock access to technology from a very young age has made them constant learners, but managers will need to coach them toward what is relevant and what is not relevant because they are being bombarded with information all the time based on Robert Half research on Generation Z.

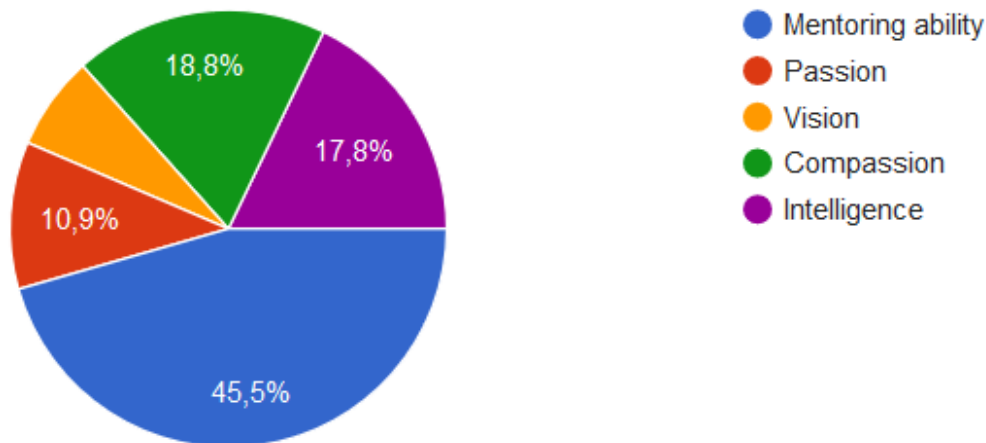


Figure 37 Leader's expectations

Last question about respondents' preferences for their future job was to defined top three priorities when seeking for a full time job. Opportunity for career growth (60.4%), flexible work hours/remote work options (54.5%) and generous pay (46.5%) profiled as the most important factors for their future career. Below is the list of other factors and their relevance for respondents:

- Challenging and stimulative work environment (42.6%)
- A manager I can learn from (27.7%)
- Job security (27.7%)
- Making a difference or having a positive impact on society (22.8%)
- Business travel opportunities (8.9%)
- Non-monetary benefits like gym (4%)
- Working for a high profile company (3%)
- An impressive job title (2%).

Looking toward their future, nearly 4 in 5 respondents expect to work harder than previous generations to have a satisfying and fulfilling career. Perhaps that's not surprising, given that they have grown up in economically tumultuous times in a fairly competitive environment. There are several reasons that support this persuasion: graduating with a degree doesn't set you

apart anymore, expected work time for future generations is up to age 70, future generations will have to think about how can they innovate or make things better and move organization forward.

Exact distribution of answers given by respondents for comparison of career path with older generations is given below:

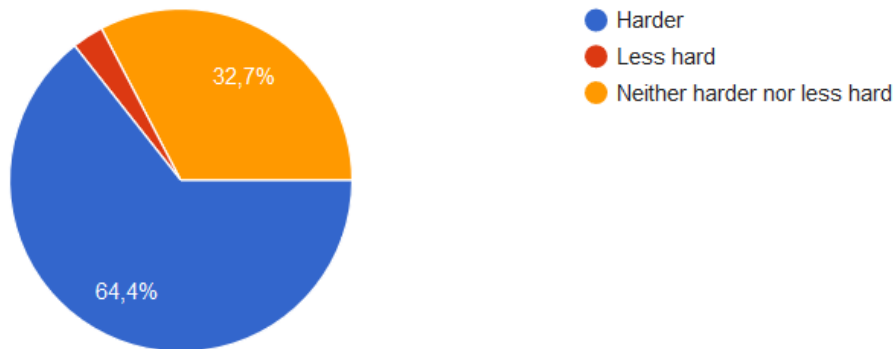


Figure 38 Comparison with previous generations

4.3. Research limitations

This section considers the limitations of this research, highlighting areas in which this study can be improved upon for further research.

One of these limitations is the fact that the sample was set out based on only four different IT companies in Croatia and students that attend four different faculties in Croatia. All faculties and companies are placed in Zagreb that is another limitation for data interpretation. Therefore, the conclusions obtained from the available data derived from two questionnaires cannot be freely generalized for the rest of the population, companies or workers. This one size fits all approach is not always sufficient for labelling people who are inherently different. Similarly, there have been some criticisms with regards to generational studies as a whole. With some denoting that is ineffective to cluster people together just because they were born within the same generation. There is an assertion that other aspects such as the life stage should be taken in account. For instance, Generation Z may desire higher salary regardless of leadership style, because they are at the stage of life where mortgages or possibly marriage is on the cards.

Another limitation of this research is with regards to the sample size of 160 participants for both surveys. This sample would be considered a small sample and is not representative of the age cohorts. A survey conducted with a higher number of respondents would allow for more vigorous statistical calculations to be performed.

Future research should create a larger sample with more IT companies and students included that might support the conclusions drawn from this research and would make it more feasible to generalize the results. A more longitudinal study could be significantly more effective as the research only reached a small population of Generation X, Millennial and Generation Z respondents over the one period. If time wasn't as limited, the study might have acquired a greater understanding of the preferences among cohorts in the work place and would have allowed for a greater sample size. Similarly, a more longitudinal study could determine if their perspectives changes over time.

This study was based on quantitative analysis to reach a larger sample than what qualitative research would have allowed for. However, if this research was to take a more qualitative approach it may allow for a deeper understanding of the respondents underlying reasons, opinions and motivations surrounding the topic.

As the participants answered the questionnaire, the assumption is made that they are answering all questions honestly and with some thought. However, there is a fear that the respondent's may not have engaged and understood the questionnaire. This is a drawback of utilising quantitative methods.

Further, it must be noted that other aspects of diversity, such as gender and function (for currently employed people) are not taken into account in this research. Also by applying this research in different branches or companies might show different results.

It is also important to take into account that the characteristics of the three generations (Generation X, Millennials and Generation Z) are sensitive for stereotyping and that is something we need to be aware of, because not every member of a generation thinks or acts exactly alike. We need to keep in mind that the characteristics described are general trends on group level that allow for large individual diversity within the group.

5. Discussion of findings

The objective of this chapter is to interpret the findings reported in the previous chapter in accordance with the objectives of this research. The limitations of the research conducted were considered.

In order to do this, four research objectives were created:

1. Investigate current workplace conditions in Croatian IT companies.
2. Understand Generation Z preferences for future workplace in Croatian IT industry.
3. Establish the connection between Generation Z preferences and Croatian IT industry workplace reality.
4. Determine what adjustments should be done from an organizational and leadership point of view in order to satisfy preferences among all generations.

Previous chapter revealed current workplace conditions and Generation Z preferences. Therefore, this chapter will focus on third objective on can we establish the connection between future employees preferences and current workplace conditions.

Furthermore, in order to achieve that, two hypothesis were defined that will have to be tested based on research results:

- **Hypothesis 1:** Current workplace conditions in Croatian IT companies does not correspond with Generation Z preferences.
- **Hypothesis 2:** There is no difference in workplace preferences among different generations.

Based on conducted research, current workplace conditions in Croatian IT companies does not completely correspond with Generation Z preferences (or preferences for future IT workforce). As stated within Research results chapter, the major reason is the lack of leadership engagement and feedback in current workplace towards employees. Survey focused around future employees indicates that there is a need for constant development and they look for creating a good relationship with superiors, as the interaction with a manager from whom they can learn. Having this in mind, it is obvious that members of generation Z expect to be mentored and guided at their workplace, as previous studies have already indicated. Moreover, previous studies done by Robert Half shows that the future generation have very strong relationship with their parents and they will extend this approach to their future managers. Therefore, they will

expect much more engagement from leaders than previous generations. Having that in mind, a half of currently employed people receive feedback from their managers quarterly or even rarer which is one of the biggest reason why they are dissatisfied and think about leaving the company. If nothing changes, this factor will affect retention rate for both existing employees and future ones. Managers can expect to start losing experienced employees if they won't be more engaged in employees everyday work life but also it will be very hard for them to keep future employees within their team. This is also proved by previous researches on Generation Z that reveals that on average, it is expected that they will work for four different companies in their lifetime.¹⁹²

Therefore, from a leadership point of view both hypothesis are proved.

When it comes to salary, future employees in IT industry defined generous pay as one of the top three priorities when seeking a full-time job. Because they grew up in the economically and politically tumultuous early 2000s, this generation has more in common with Depression-era children than their slightly older counterparts.¹⁹³ From a salary perspective, the highest average net salary in Croatia in 2018 is in IT industry (8359 HRK) with an increase trend of 5.8%. However, the amount of wages also depends on the company's ownership structure, so data show that wages in foreign-owned companies are 13% higher than the average, while those in domestic ownership are 5% less than the average.¹⁹⁴

This research was focused around Croatian IT companies with domestic ownership structure. Therefore, in order to attract new employees and retain existing ones, managers in Croatian owned companies are not in a very good position. Situation in IT industry (around a globe, not only in Croatia) is very challenging in the last decade and almost all IT companies have problems with finding new employees. Therefore, all IT experts (existing and new ones) have a plenty of options if they are not satisfied with current position or salary and they can easily find a new job. Furthermore, labour cost in IT industry is around 67% of total revenue which

¹⁹²Half, Robert. „Get ready for Generation Z“, https://www.roberthalf.com/sites/default/files/Media_Root/images/rh-dfs/rh_0715_wp_genz_nam_eng_sec.pdf (2015)

¹⁹³ Half, Robert. „Get ready for Generation Z“, https://www.roberthalf.com/sites/default/files/Media_Root/images/rh-dfs/rh_0715_wp_genz_nam_eng_sec.pdf (2015)

¹⁹⁴ Jularić, Antonio. „Najbolju mjesečnu neto plaću u Hrvatskoj ima ICT sektor“, <https://www.ictbusiness.info/poslovanje/najbolju-prosjecnu-mjesecnu-neto-placu-u-hrvatskoj-ima-ict-sektor> (2018)

is already very high.¹⁹⁵ This doesn't leave much space for increasing salaries and levelling them with foreign owned companies. In addition, salary increase should be observed from both existing and future employees' position. Basically, you can't increase salaries for only one segment, because the other one will be even more dissatisfied. Thus, this question needs to be observed from more strategic point of view and might be used as a basis for future research.

Based on the analysis and research results from a financial point of view, first hypothesis is proved but second one is not since newer generations have higher expectations towards their future salaries.

Based on conducted research, future employees in IT sector ranked opportunities for career growth as the most important factor in pursuing a full-time job (60.4%), but those opportunities must be aligned with their personal goals and belief systems. Previous researches on this segment shows that younger generations are not thinking about how they will fit in organization but instead – how will organization fit into their life. Thus, they want to know what a company can offer them starting from day one. In fact, authenticity is vital to make connection with this generation so companies should be careful not to oversell or undersell a position that needs to be filled.¹⁹⁶

The economic conditions they have experienced in their recent lives may be what's prompted younger generation to latch on to larger companies that can offer more stability and opportunity for advancement. In fact, the majority of students surveyed said they would most like to work at a midsize company (52.5%). But it is very important to have in mind that while they may initially gravitate toward the security midsize and large companies can offer, previous researches predicts that they will leave for new opportunities even with smaller companies and start-ups. If growth opportunities don't arise quickly or if they aren't treated with respect once they become comfortable in the workforce they will easily move to start-up firm (18.8% of the respondents already prefer this type of organization). Furthermore, younger generations appreciate stability, but they also want to make their marks and if they feel like they have hit a roadblock on the learning curve, they are going to look around for something better.¹⁹⁷

¹⁹⁵ Barančić, Tatjana. „IT u brojkama za 2017 – gdje smo i kamo idemo?“, <https://mreza.bug.hr/it-u-brojkama-za-2017-gdje-smo-i-kamo-idemo/> (2018)

¹⁹⁶ Half, Robert. „Get ready for Generation Z“, https://www.roberthalf.com/sites/default/files/Media_Root/images/rh-dfs/rh_0715_wp_genz_nam_eng_sec.pdf (2015)

¹⁹⁷ Half, Robert. „Get ready for Generation Z“, https://www.roberthalf.com/sites/default/files/Media_Root/images/rh-dfs/rh_0715_wp_genz_nam_eng_sec.pdf (2015)

From a current IT workplace conditions in Croatia and answers given by already employed people about their company's culture we can conclude that first hypothesis is not met regarding opportunities for career growth. In other words, organization culture in Croatian companies reflects opportunities for career growth and respondents describe it as agile, innovative, stimulating, empowering, motivating, supportive, open to new ideas, challenging, dynamic and offer opportunities for self-improvement. This attributes can't be generalized for all IT companies in Croatia as stated within Research limitations chapter, but it is important to say that out of 59 respondents, only two of them described their company's culture with negative attributes. Furthermore, given descriptions of company's culture prove second hypothesis so from a perspective for an opportunity career growth, this factor is relevant to younger generations as well as the older ones. Thus, there is no difference in workplace preferences among these generations.

From a collaboration point of view, even though Generation Z is labelled as „digital natives“, majority prefer to communicate more personally for work. Instead of texts, instant messages or social media, they would rather communicate with their colleagues face-to-face. They also enjoy working on teams. 67.3% of the respondents stated they would prefer to collaborate with a small group of people in an office. Thus, companies should provide them the time and space to collaborate with their colleagues to develop recommendations and drive innovation. Furthermore, previously conducted researches shows that members of Generation Z think that the different work ethics, values and expectations will be the greatest challenge of a multigenerational workplace and they worry Baby boomers generation won't take them seriously.¹⁹⁸

From an IT industry perspective, this statement should not represent a threat for working environment and collaboration since the majority of currently employed people belong to some younger generation than Baby boomers. Regardless, managing a team with diverse experiences is a fact of today's workplace. Millennials and Generation Z cohorts share similar preferences for collaboration but integration with Generation X should be under attention since their respect is earned through performance and this might be difficult for apprentices and juniors since they are just starting to learn and familiarize with company.

¹⁹⁸ Half, Robert. „The ABCs (and an S) of Managing Gen Z“ <https://www.roberthalf.com/blog/management-tips/the-abcs-and-an-s-of-managing-gen-z> (2015)

Therefore, from a collaborative point of view none of the hypothesis is proved. Current workplace conditions for collaboration in Croatian IT companies correspond with Generation Z preferences and there are differences related to collaboration that should be managed among different generations.

Lastly, in order to establish the overall connection between Generation Z preferences and Croatian IT industry workplace reality, four factors were analysed:

1. Leadership style
2. Expected salary
3. Organization culture (opportunity for career growth)
4. Collaboration with others.

Conducted research pointed out these factors as the most relevant ones for attracting new employees and preparing existing ones for their arrival. Each of the factors were described and justified within previous sections.

Besides that, listed factors were also defined having in mind organizational changes introduced in Croatian company Poslovna inteligencija. Chapter 3.5. Managing generational differences in IT consulting industry, focus on changes introduced in order to enhance employee management which resulted with higher retention rate. Therefore, leadership style and focus on improving management skills is directly connected to understanding people's motivation drivers which is crucial part of managing generational differences. Company's that are aware of the importance of investing into leadership educations will have much more success in lowering fluctuation rates and increasing job tenure among their existing employees as shown on the example of this company.

Company also invests into creating "healthy" organization culture by promoting main values across all generations. It is expected that all employees act responsible, think innovative, share creativity, work in agile environment and above all react with integrity. Therefore, any employee, regardless of the generation have the opportunity for career growth as long as they share these corporate values and act accordingly.

As stated within same chapter, company introduced a variety of activities and benefits with a goal of enhancing collaboration among employees, from "Lunch and Learn" sessions to promoting the culture of running. These activities are not strictly related to work, but have a great effect on increasing collaboration efficiency and co-existence among generations.

Table below shows how listed factors correlate with defined hypothesis:


	HYPOTHESIS 1	HYPOTHESIS 2
	Current workplace conditions in Croatian IT companies does not correspond with Generation Z preferences	There is no difference in workplace preferences among different generations
Leadership style	✓	✓
Expected salary	✓	✗
Organization culture	✗	✓
Collaboration with others	✗	✗

Figure 39 Hypothesis matrix

Green tick refers to a proven hypothesis, red X means that the hypothesis for a particular factor is not proved. Red and green rounded intersections will be addressed in the next chapter for recommendations that should be considered by IT companies in order to strengthen their market position, attract new employees and increase retention rate for existing ones.

Research results singled out these points as ones that should be changed or adjusted by IT managers since there is a discrepancy between future employee's expectations and current workplace reality.

For other intersections, research results did not reveal any discrepancy so they won't be in focus within next chapter.

6. Recommendations

This chapter will focus on fourth objective of this thesis and determine which adjustments should be done from an organizational and leadership point of view in order to satisfy preferences among all generations.

Based on conducted research and responses provided by the respondents, three main areas were identified that are seeking adaptation of current workplace conditions in IT industry:

1. Adjust the leadership style
2. Manage salary expectations
3. Prepare employees to work efficiently with each other.

Next three sections will define what can be done from an organizational point of view about increasing retention rate, attracting new employees and preparing different generations to work together that will improve employees' satisfaction and motivation.

6.1. Adjust the leadership style

Literature available on leading different generations suggests that the best leadership style for managing multi-generational teams is transactional leadership. However, it is crucial to adjust it according to the employees that are being led, the size of the team and other factors that should be considered by managers to determine the best way to lead and develop people under their supervision.

Research results shows that younger generations wants to be mentored/coached by their supervisors and existing employees also needs more feedback and interaction with their managers.

Therefore, in order to prepare work environment, first recommendation for the leaders would be to **study employees you are managing**. This represents the basis for all other changes that needs to happen in the organization in order to manage generational differences more successfully than today. Managers can learn about their employees by conducting a survey for discovering vision, values, preferred communication style and planned professional paths.

Forbes HR council listed simple ways managers could use to know their employees better based on experiences from different leaders like C. Decker at Outsell, C. Newell at Sunspire Health, P. Potts at neosystemscorp.com, P. Dana at Bridgepoint Education and others¹⁹⁹:

- Play games – Example: afternoon break out that would give managers (and rest of the team) more insight about people. Team would socialize, have fun together and have non-work-related conversations that would increase awareness among employees about their preferences.
- Manage like a Mentor – Mentorship allows managers to have a different relationship with employees and they will view their leaders as someone who cares about their career. With trusted guidance, they will be inspired to share more insights with leaders.
- Ask team members the same question and listen carefully to their answers – this approach would reveal differences among each team member about the same topic that might help managers to lead them.
- Have lunch with them – Managers should frequently listen their employees. With this approach, managers would achieve a constant leadership presence and employees would feel much more open to share their thoughts with them.
- Be authentic and vulnerable with employees - To build trust and find out what really motivates and drives people, managers have to be authentic and take the risk of being vulnerable. Many leaders feel they need to lead two lives: one inside the walls of the office and something different when they walk out the door. If leaders want to inspire people to do their best work, they have to share passion, experience and stories with the team.
- Have staff members re-introduce themselves at meetings - At staff meetings, current staff member has to introduce another current staff member, sharing five new things others still don't know about the person, even after having worked with them. It's a way to re-connect staff and remind everyone that there is always something new to learn.
- Work alongside your employees - The best way for leaders to get to know employees is to work side by side. Most employees enjoy sharing what they do and how they do it, but they may not get the opportunity to share very often.

¹⁹⁹ Forbes Human Resources Council, “10 Simple Ways to Get to Know Your Employees Better”, <https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/03/05/10-simple-ways-to-get-to-know-your-employees-better/#366f4d714b97> (2018)

This information will enable further development of human resources and business strategies that will be aligned with employees regardless of the generational cohort they belong.

Second recommendation would be to **set clear expectations for all team members**. Each employee approaches their work differently. A clear expectation will ensure that both manager and employees are „on the same page “and understands what needs to be done and what is the deadline. This doesn't mean that managers should micro manage their employees. Instead, they need to know how team members are progressing with the given task and support them through that process.

Some of the methods managers could use for setting clear expectation for employees are listed below:²⁰⁰

- Leaders should define a vision of what needs to be done and what should be the end result.
- Define what employees should do in order to achieve “excellent performance”.
- Leaders should keep focus on the desired outcomes, not on describing every step to follow. Main goal is to guide, not control.
- Leaders should tie goals of the department/company to each role.
- Leaders should give feedback often, not only during annual performance review session. With scheduled weekly or monthly informal reviews, consistent feedback would be achieved.
- Leaders should give positive reinforcement, be specific and highlight the impact and delivery as positive event whenever possible.
- When staff members do not perform as initially planned, leaders should try to find solution, not blame.

Third recommendation would be to share with employees company's strategy. In other words, where the organization is going, how they fit in and how to prepare. When managers share the strategy with employees, they will understand how it leads them on a path to their professional goals, they will be more engaged, motivated and happier in the workplace. After all, if they understand the strategy, they will less likely quit during the hard period. The strategy should be also created for the department that is managed by the leader. If organization defined company's strategy but failed to define strategy for each department it consists of, employees

²⁰⁰ Powers, Tara. „Top 10 Ways to Set Clear Expectations“, <http://powersresourcecenter.com/top-10-ways-set-clear-expectations/> (2018)

will feel disconnected because it will be much harder for them to identify their personal goals with overall goals for the organization (some of overall goals might not be relevant for a particular department).

Next recommendation would be to **encourage work/life balance**. Employees of all ages place a high value on balancing their work and personal lives. However, depending on their generational culture, balance will look different. Leaving work before the kids come home, taking full weeks or a month for a vacation, flexible work hours, and working from home are all preferences of the different generations. When managers asks employees what they prefer in regards to maintain a balance of work and life that will lead to happier employees who will work hard to achieve business goals.

Some of the methods that can be used to help employees to achieve work-life balance are listed below:²⁰¹

- Set boundaries with clients – Lakshmia Marie, CEO of LMF Consulting Group stated that in order to maintain a highly productive and happy workplace, company make sure that they defined clear boundaries between the company and their clients related to business hours.
- Restrict Employee Hours - Saloni Doshi, CEO of a growing sustainable packing company, EcoEnclose noticed that the productivity was slipping, despite the long hours and hard work of employees. Therefore, to encourage work-life balance they have recently restricted working hours for both employees and owners of the company. With restricted hours, employees are encouraged to get their work done efficiently and have more flexibility when it comes to personal life.
- Lead by example - Jen Salamandick, Strategy Director at Kick Point, notices a lot of companies have a flexible work policy, but often employees don't take advantage of it. Thus, leaders should set an example for the team by organizing their time according to company policy.
- Encourage vacation time - Matt Collins, Owner and Founder of Loans Now, believes that vacation time should be treated as a means to increase productivity by companies and not as solely an employee benefit.

²⁰¹ Weber, John. "17 Ways Companies Help Employees Achieve Work-Life Balance", <https://www.projectmanager.com/blog/companies-help-employees-achieve-work-life-balance> (2018)

- Get physical - Paige Arnof-Fenn, Founder & CEO of Mavens & Moguls, believes a healthy dose of physical activity does wonders for employee satisfaction and productivity, incorporating something employees would do after hours during work.

14.9% of the respondents in conducted research prefer to work as a part of virtual team. Therefore, **expansion of communication strategies** is another factor that should be taken into consideration when managing multi-generational teams. For example, older employees might appreciate verbal communication while younger ones may prefer the use of collaboration tools, instant messages, video broadcasts, etc.

In addition, modern leaders should be up to date with technology changes and new skills. Therefore, they should **constantly learn about new trends** in their industry and should understand the capabilities of new technologies, even if they are not using them directly. Also, they are measured by the ability to attract, hire and retain talent on their team. For young leaders within Millennial cohort, hiring might also represent a skill that should be learned. This is especially important in IT software industry where estimated cost for introducing a new team member is pretty high and time consuming.²⁰² Consequently, the ability to hire good people is considered to be very important factor that will distinct effective leaders from others.

Lastly, modern leaders should be **flexible and open to innovative and creative environment**. They need to nourish and motivate employees to think creatively about their job, given tasks and to share them with other colleagues and supervisors. Sometimes, even a very small change that seems irrelevant at first sight, might lead to something that will have an impact on whole organization.

²⁰² Forbes Coaches Council, „The Real Cost of Bad Hires Isn't What You Think“
<https://www.forbes.com/sites/forbescoachescouncil/2017/11/03/the-real-cost-of-bad-hires-isnt-what-you-think/#2ddf94492b83> (2017)

6.2. Manage salary expectations

Manage salary expectations among employees represent one of the biggest challenges for the leaders within any organization regardless of the industry. For IT industry, this is one of the most important factors because of several different reasons:

- Employee's satisfaction and engagement is crucial for business since their knowledge and experience directly affects company's output (service, software, model, system or any other kind of delivery that is sold to customers).
- Constant high demand for IT experts is present all across world and they can easily change company and/or job location.
- Average wages highly depend on ownership structure as described within previous chapter (Discussion of findings).

Therefore, organizations needs to put a lot of effort to retain currently employed people having in mind all these factors that represents a risk and should be controlled as much as possible.

First recommendation to achieve this is to **be transparent** and completely open with employees what to expect moneywise. This means that managers should talk with employees on a regular basis and share information about how does company performance affects salaries, what are industry benchmarks and how company determines raises. For leaders, it will be easier to share this information with employees if company has a clearly defined policy that is updated regularly according to industry trends and business development. The most important thing with transparency is that it should be communicated throughout the year because it can otherwise trigger negative reactions by employees that expected something different.²⁰³

In addition to transparency, companies should **be consistent** with doing what is specified by their internal policy. For example, if a manager tells one thing to employees, but do another or send one message to one employee and a completely different message to another one. Specifically, companies should map out their approach to determine salary and document the methods or internal procedures that must be considered by all managers within the firm. This will help to minimize confusion among employees and gain their trust.²⁰⁴

²⁰³ Backman, Maurie, "5 Ways to Manage Salary Expectations", <https://www.fool.com/careers/2018/01/12/5-ways-to-manage-salary-expectations.aspx> (2018)

²⁰⁴ HR Daily Advisor Editorial Staff, "10 Tips for Managing Salary Expectations", <https://hrdailyadvisor.blr.com/2018/01/24/10-tips-managing-salary-expectations/> (2018)

Third recommendation would be to **treat employees as individuals** that have different needs and values. Leaders should determine what is most important to each individual (flexible hours, time off, career progression, feedback, base salary, non-monetary benefits, etc.). When leader knows what exactly motivates and drives his/her employees, they can manage their expectations and employees will feel much more appreciated (engagement tests such as Myers-Briggs can be useful to find out relevant information about employees²⁰⁵).

If organizations and employees expectations regarding salaries do not match, leaders should **focus on the big picture** and share with employees what other benefits are available to employees that they are maybe not aware of. For example, bonuses, paid vacation time, paid gym or any other additional compensation besides salary. If a company has developed a strategy for employees compensations there are better chances to increase retention rate among any generation.²⁰⁶

Lastly, in order to administer salaries and other compensations for current employees but also for future ones, leaders should **set the budget** for the next period (at least one year in advance). If a company make salary decisions on the fly, this might be a big issue for employees when things don't go their way and could be one of the reasons for quitting the job. On the other hand, with predefined budget, leaders will be able to maximize opportunities to reward their employees financially and they will be well prepared for promotions and market adjustments if they happen.²⁰⁷

With well-defined salary strategy, employers will attract new employees much easily, they will be transparent from day one and employee's expectations will be aligned with company's one. Transparent and consistent approach should increase retention rate and employees that get a job offer with a higher salary might decide not to leave current position and company if they feel comfortable with their financial and non-financial compensations and have a clear understanding of their promotion path.

²⁰⁵ The Myers and Briggs Foundation, „MBTI Basics“, <https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/home.htm?bhcp=1>, Attended on January 29,2019

²⁰⁶ Backman, Maurie, “5 Ways to Manage Salary Expectations”, <https://www.fool.com/careers/2018/01/12/5-ways-to-manage-salary-expectations.aspx> (2018)

²⁰⁷ HR Daily Advisor Editorial Staff, “10 Tips for Managing Salary Expectations”, <https://hrdailyadvisor.blr.com/2018/01/24/10-tips-managing-salary-expectations/> (2018)

6.3. Prepare employees to work efficiently with each other

Each generation carries a bit of scepticism about working with colleagues older or younger than they are. Wider generation gap brings higher possibility for misunderstanding. When a leader manage multi-generational team, it is very important to set a tone of mutual respect. When younger employees make a good suggestion, they should be encouraged for their contribution. In addition, when an older employee feels excluded, leaders should find a way to adjust working environment to their needs and build collaborative relationships among employees.

Therefore, first recommendation would be to **create opportunities for cross-generational mentoring**. Cross-generational mentoring is defined as pairing a person from one generation with a person from a different generation with the goal of mutual learning and growth.²⁰⁸

Reverse or reciprocal mentoring programs might have a great impact on cooperation among employees. For example, younger employees can work on a specific business objective involving new technology with experienced ones. The younger person would transfer knowledge from a technical point of view while the experienced one would share institutional knowledge. Reverse mentoring allows them to promote different approaches to problem solving and encourages mutual respect in the workplace.²⁰⁹

Implementation of a mentoring program that focuses on cross-generational mentoring brings benefits for the participating individuals and the organization:

- Knowledge transfer and stronger succession pipeline - Baby Boomers are retiring and will most likely be gone from the workforce by 2029. That means they only have 11 years left to share all the knowledge and prepare future generations to take over leadership positions within the organization. Mentoring gives them the opportunity to make this happen.
- Increased employee engagement and boost productivity - Studies show that employees are retained longer, work harder, and produce better quality work when they feel content in the workplace and employees who have been mentored express greater workplace contentment.

²⁰⁸ Insala, "The Benefits of Cross-Generational Mentorship", <http://www.insala.com/Articles/the-benefits-of-cross-generational-mentoring.asp> (2018)

²⁰⁹ Forbes Coaches Council, "Integrating a Multi-Generational Workforce through Reciprocal Mentoring", <https://www.forbes.com/sites/forbescoachescouncil/2018/04/10/integrating-a-multi-generational-workforce-through-reciprocal-mentoring/#36d954be37eb> (2018)

- Increased retention rates - 77% of companies with mentoring programs say they improve employee retention and job performance and 81% of Millennials with mentors report they are happy with them, and they are twice as likely to stay with a company for more than 5 years.²¹⁰

Structured and constant mentoring program should also be considered in order to improve collaboration efficiency. There are various models that can be applied: one on one sessions, group programs, and senior leadership discussion panels, „speed mentoring “program (employee sit across an expert to ask questions).

Regardless of the method, leaders should make mentoring a part of the employment life cycle. This will ensure that the company's knowledge continues from one generation to the next.

When possible, leaders should structure project teams so there is a blend of generations, tenure and abilities. Meetings, forums and brainstorming sessions are also occasions where leaders can encourage intergenerational collaboration.

Some of the benefits of having a structured workplace mentoring program are as follows:

- Creates a learning culture – by starting a workplace mentoring program, firms are creating a culture that values learning and development. At the same time, employees know their future is being invested in if they are paired with a mentor who can help guide their career development. Additionally, a mentoring program promotes a collaborative learning environment where it is encouraged that employees gain knowledge from those around them.
- Promotes personal and professional development - By pairing employees with a mentor who is tasked with guiding employees, firms create a safe place for employees to learn. They are comfortable taking risks and making mistakes because they understand they should constantly be learning. This feeds a culture of innovation as well.
- Reduces cost of learning – Training Benchmarking Study from 2016 by Brandon Hall Group shows that coaching and mentoring is rated as the most effective method of learning with minimal costs.
- Decreases stress and anxiety - When faced with an issue at work, employees may think twice about going to their manager. Teammates may not be able to help if they have

²¹⁰ Insala, “The Benefits of Cross-Generational Mentorship”, <http://www.insala.com/Articles/the-benefits-of-cross-generational-mentoring.asp> (2018)

never experienced the same issue. A workplace mentor is someone they could always turn to for guidance no matter what the issue.

- Increases job satisfaction and reduces turnover - According to a study “Mentoring: Positively Influencing Job Satisfaction and Retention of New Hire Nurse Practitioners”, the mentor experience/relationship positively influenced job satisfaction of new hire practitioners. The mentoring experience provided a positive environment, leading to increased job satisfaction. A higher level of satisfaction is associated with reduced turnover and improved retention and patient outcomes.²¹¹
- The mentor benefits too - According to a 2013 study, “Career Benefits Associated with Mentoring for Mentors,” published in the Journal of Vocational Behaviour, mentors versus non-mentors were more satisfied with their jobs and had a stronger sense of commitment to the organization as a whole.
- Comes full circle - When a new employee who is assigned as a mentor benefits from that relationship, the mentee will be more likely to volunteer to do the same for the next on boarding employee. By creating a formal program, employees will find it easier to join, follow guidelines and start making a difference.²¹²

Lastly, leaders could **conduct generational information awareness/sharing sessions**. With this approach, employees can have an opportunity to educate each other about each generation history, characteristics, milestone events and norms.²¹³ These sessions will reveal beliefs about generations most people have and help managers not to jump on conclusions or make decisions about employees they do not even realize they are making.

²¹¹ Horner, DK. “Mentoring: Positively Influencing Job Satisfaction and Retention of New Hire Nurse Practitioners“, <https://www.ncbi.nlm.nih.gov/pubmed/28244960> (2017)

²¹² Kingshott, Kat. “7 Benefits of a Structured Workplace Mentoring Program”, <https://www.gqrgm.com/7-benefits-structured-workplace-mentoring-program/> (2018)

²¹³ Pollak, Lindsay, “Becoming conscious of Unconscious Bias in the Multi-Generational Workplace”, <https://www.lindseypollak.com/unconscious-bias-multigenerational-workplace/> (2018)

Conclusion

The findings of this master's thesis indicate that there are both differences and similarities among generations. The ability to recognize and understand generational differences provides organizations and managers with an advantage in leading their diverse workforce effectively. Thus, they can achieve more productivity and generate competitive advantage, which benefits both the organization and the employees.

Figures presented within this thesis shows that situation on IT labour market in Croatia should be taken seriously since there is a gap between workforces ready to be employed and hiring positions opened each year. Thus, companies should adjust to this situation and find a way that will help them to retain existing employees and attract new ones.

One of the ways companies can use to adapt to the current labour market situation is adjusting leadership methods used for managing people and hiring new ones. In order to adapt the company to the conditions, managers need to know the structure and mind set of existing employees and try to increase retention rate as high as possible. This is the main reason why leaders should focus on exploring differences among different generations that are currently employed in IT industry. Therefore, an overview of the theories of generations is given within theoretical framework chapter. This part of thesis focus on literature analysis about different generations and previously conducted studies by different authors. Each study and research about generation cohort reveals information on how to gain better understanding of currently employed people and adjust workplace conditions according to the findings.

However, it should be taken into account that differences among generations are generalizations that are used to portray people located in the middle of the bell curve. Generational cohorts offers insights and awareness that can be helpful in understanding people and becoming better observers of the human condition and they are not meant to stereotype individuals.

Having this in mind, in order to prepare organization for new employees that belong to younger generation, companies should define and follow strategies that will effectively lead multi-generational workforce and successfully address generational conflict. By leveraging each generation's strengths, companies will be able to keep employees motivated and productive amidst the social and economic changes.

For the younger generation that enters workforce market – Generation Z, sociologists are just beginning to understand key differences that distinct this cohort from others. For example, they have high expectations of leadership and expect to work for success. Priority work values for this generation include they work in organization they are proud of, with interesting job description and continuous learning throughout their career.

In order to gain more insight into Generation Z mind-set, second part of this thesis focus on conducted research among student that will soon enter IT labour market. When asked about their future job preferences, respondents defined an opportunity for career growth, flexible work hours/remote work options and generous pay.

Beside research focused on Generation Z, this thesis also include analysis of currently employed generations in IT industry. Main goal for this part of the research was to establish the connection between Generation Z preferences and Croatian IT industry workplace reality.

In addition, two hypothesis were created for this research (*H1: Current workplace conditions in Croatian IT companies does not correspond with Generation Z preferences and H2: There is no difference in workplace preferences among different generations*) aimed to connect, combine and test results from both surveys. Research focused on four factors (*leadership style, expected salary, organization culture and collaboration with others*) that were isolated as the most relevant ones for attracting new employees and preparing existing ones for their arrival. The matrix between defined hypothesis and factors showed that current workplace conditions in Croatian IT companies does not completely correspond with Generation Z preferences (or preferences for future IT workforce). Therefore, three main areas were identified that are seeking adaptation of current workplace conditions in IT industry:

1. Adjust the leadership style
2. Manage salary expectations
3. Prepare employees to work efficiently with each other.

By following suggested recommendations for each area, companies should be able to retain existing employees much easier, but also attract new, younger employees that would better fit their organization and teams.

List of figures

Figure 1 General information about generations	7
Figure 2 Core values among generations	8
Figure 3 Different attributes among generations	10
Figure 4 Work ethic among generations	11
Figure 5 Work values among generations	13
Figure 6 Job preferences among generations	14
Figure 7 Work assets and liabilities among generations.....	15
Figure 8 Leadership styles among generations	16
Figure 9 Communication methods among generations	17
Figure 10 Work and family life balance among generations	19
Figure 11 Career development among generations	20
Figure 12 Preferred ways of learning for Generation Z.....	22
Figure 13 Generation Z as digital natives	25
Figure 14 Generations in the workplace	29
Figure 15 Workplace expectations among employees.....	31
Figure 16 Work values for Millennials and Generation Z.....	35
Figure 17 Retention factors for Millennials and Generation Z.....	37
Figure 18 Effective leadership traits	39
Figure 19 Change in share of young and old population in Croatia	52
Figure 20 Projection of Croatian population until 2061	53
Figure 21 Reasons why employees switch roles.....	55
Figure 22 Reasons why employees switch companies	56
Figure 23 Fluctuation rates	63
Figure 24 Job tenure in years	63

Figure 25 Participants in BIRD Academy	64
Figure 26 Research respondents	69
Figure 27 Ratio of employees having fun at work.....	70
Figure 28 Happiness level among respondents.....	70
Figure 29 The frequency of giving feedback to employees.....	71
Figure 30 Probability of leaving existing company	72
Figure 31 Work and personal life balance	73
Figure 32 Research respondents (students).....	74
Figure 33 Faculty orientation by respondents.....	75
Figure 34 Work expectations	75
Figure 35 Company's expectations	76
Figure 36 Expectations from the working environment	76
Figure 37 Leader's expectations.....	77
Figure 38 Comparison with previous generations	78
Figure 39 Hypothesis matrix.....	85

Literature

- 1) Županc, Ivan. „Stanovništvo hrvatske stari“, <http://www.geografija.hr teme/stanovnistvo-hrvatske-stari/> (2004)
- 2) Gravesande, Tracy. „5 Generations in the Workplace – 7 Considerations for Business Leaders“ <https://shirlawsgroup.com/Magazine/2018/02/14/5-Generations-in-the-Workplace-%E2%80%93-7-Considerations-for-Business-Leaders/> (2018)
- 3) Bigelow, Lisa. „What Are the Benefits of Generational Differences in the Workplace?“ <http://smallbusiness.chron.com/benefits-generational-differences-workplace-15430.html> Accessed 29 January 2019
- 4) Radić, Tatjana. „Procjene stanovništva Republike Hrvatske u 2015.“, Državni zavod za statistiku Republike Hrvatske https://www.dzs.hr/Hrv_Eng/publication/2016/07-01-04_01_2016.htm (2016)
- 5) Grizelj, Marinko; Akrap, Anđelko. „Projekcije stanovništva Republike Hrvatske“, Državni zavod za Statistiku Republike Hrvatske, https://www.dzs.hr/hrv_eng/projections/projekcije_stanovnistva_2010-2061.pdf (2011)
- 6) Moj Posao, „Moj Posao i Visoko Učilište Algebra – analiza IT tržišta rada“ <https://www.moj-posao.net/Vijest/72696/MojPosao-i-Visoko-uciliste-Algebra-analiza-IT-trzista-rada/2/> (2013)
- 7) Sušan, Dario. „Zašto odabrati studije računarstva i informatike“, <https://www.vecernji.hr/techsci/studij-racunarstvo-i-informatika-ict-it-tehnologija-mladi-buducnost-cisex-tajana-barancic-hrvoje-balen-1178774> (2017)
- 8) Tportal.hr/Moj posao, „Potražnja za IT stručnjacima i dalje ruči sve rekorde“, <https://www.tportal.hr/biznis/clanak/potraznja-za-it-strucnjacima-i-dalje-rusi-sve-rekorde-20131025> (2013)
- 9) The Center for Generational Kinetics, „An intro to Generations“, <https://genhq.com/faq-info-about-generations/>, Accessed on 29 January 2019
- 10) Pilcher, Jane. „Mannheim's sociology of generations: An undervalued legacy“, <http://www.history.ucsb.edu/faculty/marcuse/classes/201/articles/94PilcherMannheimSocGenBJS.pdf> (1994)
- 11) Biggs, Simon. „Thinking about Generations: Conceptual Positions and Policy Implications“, <https://spssi.onlinelibrary.wiley.com/doi/abs/10.1111/j.1540-4560.2007.00531.x> (2007)

- 12) Taylor, Sarah. „On the Frontier of Adulthood: Theory, Research and Public Policy“
<https://scholarworks.wmich.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=3461&context=jssw> (2009)
- 13) Furlong, Andy. „Youth Studies: An Introduction.“ New York: Routledge. p. 12. ISBN 978-0-415-56479-3, (2013)
- 14) West Midland Family Center, „Generational Differences Chart“,
<http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf>
Accessed on 29 January 2019
- 15) Taylor, Jennifer. „The Difference Between Each Living Generation“, Brightwater State University
<https://www.theodysseyonline.com/the-differences-between-each-of-the-living-generations> (2017)
- 16) Francis, Tracy; Hoefel, Fernanda. „True Gen: Generation Z and its Implications for Companies“
<https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies> (2018)
- 17) Matlock, Mark. „Understanding Generation Z“,
https://www.ccca.org/images/shared/Understanding-Generation-Z_Shining-a-light-on-research-and-insights-into-todays-youth-culture.pdf (2018)
- 18) Barnes & Noble College, „Getting to Know Gen Z – Exploring Middle and High Schoolers' Expectations for Higher Education“,
<https://www.bncollege.com/wp-content/uploads/2018/09/Gen-Z-Report.pdf> Accessed on January 2019
- 19) Vision Critical, „The Everything Guide to Generation Z“,
https://www.visioncritical.com/wp-content/uploads/2016/10/GenZ_Final.pdf (2016)
- 20) General Foundation, “The Millennial Generation Research Review”
<https://www.uschamberfoundation.org/reports/millennial-generation-research-review> (2012)
- 21) Mastroianni, Brian. “How Generation Z is changing the tech world?”
<http://www.cbsnews.com/news/social-media-fuels-a-change-in-generations-with-the-rise-of-gen-z/> (2016)
- 22) Center for Generational Kinetics, „Online privacy expectations differ dramatically between Gen Z and older generations“,
<https://genhq.com/online-privacy-expectations-differ-dramatically-between-gen-z-and-older-generations/>, Accessed on January 2019
- 23) Sparks & Honey, „Meet Generation Z, Forget Everything You Learned About Millennials“ <https://www.slideshare.net/sparksandhoney/generation-z-final-june-17> (2017)

- 24) Statista, „Most popular Apple App Store categories in September 2018, by share of available apps“
<http://www.statista.com/statistics/270291/popular-categories-in-the-app-store/>,
 Accessed on January 2019
- 25) Peterson, Hayley. „How teens are spending money, what they like and where they shop“,
<https://www.businessinsider.com/how-teens-are-spending-money-2015-4> (2015)
- 26) Fisher, Anne. „Generation Z is idealistic, but they also want to earn a ton of money too“ <http://fortune.com/2015/09/09/gen-z-is-idealistic-but-also-wants-to-earn-a-ton-of-money-too/> (2015)
- 27) Williams, Alex. „More over Millennials, Here Comes Generation Z“,
https://www.nytimes.com/2015/09/20/fashion/move-over-millennials-here-comes-generation-z.html?_r=0 (2015)
- 28) HR Future. „How to Manage Generational Differences in the Workplace“,
<https://hrfuture.net/articles/strategy/staff-planning/how-to-managing-generational-differences-in-the-workplace> Accessed on January 2019
- 29) Canainca Recursos Humanos. „How to Manage Generational Differences in the Workplace“,
<http://www.canainca.org/rh/index.php/noticias/127-how-to-manage-generational-differences-in-the-workplace> Accessed on January 2019
- 30) Birkman, „How Generational Differences Impact Organizations and Teams“,
<https://birkman.com/wp-content/uploads/2016/05/Generational-Differences-PDF.pdf>
 (2016)
- 31) Murphy, Susan; Raines, Claire. „Leading a Multigenerational workforce“,
https://assets.aarp.org/www.aarp.org_/articles/money/employers/leading_multigenerational_workforce.pdf (2007)
- 32) D. Harrison, K. Assel, T. Lilly. SIUE Project Management Symposium, Blending Generational Differences in the Workplace, Southern Illinois University, Edwardsville School of Business (2017)
- 33) Schwartz, Shalom & Bilsky, Wolfgang. „Toward A Universal Psychological Structure of Human Values“. *Journal of Personality and Social Psychology*.
https://www.researchgate.net/publication/228079314_Toward_A_Universal_Psychological_Structure_of_Human_Values (1987)
- 34) Kraus, Markus Dominik. „Comparing Generation X and Generation Y on their Preferred Emotional Leadership Style“,
http://www.hochschule-kempton.de/fileadmin/fh-kempton/WBZ/bilder/mba/Masterarbeiten/MT_Markus_Kraus.pdf (2016)
- 35) Ng, Eddy & Schweitzer, Linda & Lyons, Sean. „New Generation, Great Expectations: A Field Study of the Millennial Generation. *Journal of Business and Psychology*“,

https://www.researchgate.net/publication/225617101_New_Generation_Great_Expectations_A_Field_Study_of_the_Millennial_Generation (2010)

- 36) O. Palicka; R.Dur. Erasmus University Rotterdam, "Generational Differences in Work Values and Job Satisfaction" (2016)
- 37) Lowell Corporation, „The Change Generation Report: How Millennials and Generation Z are Redefining Work“, <https://www.lovellcorporation.com/wp-content/uploads/2017ChangeGenerationReport-Lovell-Corporation.pdf> (2017)
- 38) Lyons, Sean & Ng, Eddy & Schweitzer, Linda. „Generational career shift: Millennials and the changing nature of careers in Canada.“ https://www.researchgate.net/publication/256089561_4_Generational_career_shift_Millennials_and_the_changing_nature_of_careers_in_Canada (2012)
- 39) Gimbergsson, Evelin; Lundberg, Sandra. „Work values of Generation Z“, <https://www.diva-portal.org/smash/get/diva2:936930/FULLTEXT01.pdf> (2015)
- 40) Spencer, Aaron. „What Makes an Effective Leader?“, <https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/what-makes-an-effective-leader/> Accessed on January 2019
- 41) Casse, Pierre. „The new drivers of leadership“, <https://www.trainingjournal.com/articles/feature/new-drivers-leadership> (2014)
- 42) Ebrary.net, „The Desire to Lead“, https://ebrary.net/3143/management/desire_lead Accessed on January 2019
- 43) Ciulla, Joanne B. „Ethics and Leadership Effectiveness“, Chapter 13 <http://www.ila-net.org/members/directory/downloads/antonakis-ciulla-13.pdf> (2013)
- 44) Anderson, Brittney. „Open-mindedness in Leaders“, <https://www.sigmaassessmentsystems.com/open-mindedness/> Accessed on January 2019
- 45) Daniels' Executive Education Program, „Emotional Intelligence key to Effective Leadership“, <https://daniels.du.edu/emotional-intelligence-key-effective-leadership/> (2018)
- 46) Sophia Bernazzani. „Introverts vs. Extroverts: Leadership Challenges & How to Solve Them“, <https://blog.hubspot.com/marketing/introverts-extroverts-leadership> (2017)
- 47) University Van Pretoria, „Leadership Theories and Models“, Chapter 4 <https://repository.up.ac.za/bitstream/handle/2263/25691/04chapter4.pdf?sequence=5> Accessed on January 2019
- 48) Tishma, Mariel. „Leading Across the Generations“, <https://www.clomedia.com/2018/05/17/leading-across-generations/> (2018)

- 49) Cleverism.com. Laissez Faire Leadership Guide: Definition, Qualities, Pros & Cons, Examples, <https://www.cleverism.com/laissez-faire-leadership-guide/> (2017)
- 50) St.Thomas University, „What is Laissez-Faire Leadership? How Autonomy Can Drive Success“, <https://online.stu.edu/articles/education/what-is-laissezfaire-leadership.aspx> (Published on 2018, Updated on 2018)
- 51) Harness, Jill. „Characteristics of Laissez-Faire Management“ <https://bizfluent.com/info-8399492-characteristics-laissezfaire-management.html> (2018)
- 52) The Economic Times. „Definition of Autocratic Leadership“, <https://economictimes.indiatimes.com/definition/autocratic-leadership> Accessed on January 2019
- 53) Leadership-central.com. „Participative Leadership Style Also Referred to as Democratic Leadership Style“ <https://www.leadership-central.com/participative-leadership.html> Accessed on January 2019
- 54) Juneja, Prachi. Management Study Guide Content Team. „Transactional Leadership Theory“ <https://managementstudyguide.com/transactional-leadership.htm> Accessed on January 2019
- 55) White, Sarah K. „What is transformational leadership? A model for motivating innovation“ <https://www.cio.com/article/3257184/leadership-management/what-is-transformational-leadership-a-model-for-motivating-innovation.html> (2018)
- 56) St.Thomas University, „What is Transformational Leadership? How New Ideas Produce Impressive Results“, <https://online.stu.edu/articles/education/what-is-transformational-leadership.aspx> (Published on 2014, Updated on 2018)
- 57) Langston University, „Transformational leadership“, <https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf> Accessed on January 2019
- 58) Yu, Hui-Chun & Miller, Peter. „Leadership style: The X generation and Baby Boomers compared in different cultural contexts. ERA Research Outputs“ https://www.researchgate.net/publication/44130000_Leadership_style_The_X_generation_and_Baby_Boomers_compared_in_different_cultural_contexts (2005)
- 59) ISSN 2409-6938 An International Peer-reviewed Journal, vol.21, 2016 (p.53-54)
- 60) M Salahuddin, Mecca. „Generational Differences Impact On Leadership Style And Organizational Success. Journal of Diversity Management https://www.researchgate.net/publication/265237327_Generational_Differences_Impact_On_Leadership_Style_And_Organizational_Success (2011)
- 61) Kelly, Mary. „Leadership to Improve Productivity, Profits and Communication“. <https://productiveleaders.com/when-generation-z-hits-the-workplace/> Accessed on January 2019

- 62) Future of Working, „8 Transactional Leadership Advantages and Disadvantages“
<https://futureofworking.com/8-transactional-leadership-advantages-and-disadvantages/> Accessed on January 2019
- 63) Adkins, Amy. „Only 35% of US Managers Are Engaged in Their Jobs“.
<https://www.gallup.com/workplace/236552/managers-engaged-jobs.aspx> (2015)
- 64) Half, Robert. „Get ready for Generation Z“,
https://www.roberthalf.com/sites/default/files/Media_Root/images/rh-dfs/rh_0715_wp_genz_nam_eng_sec.pdf (2015)
- 65) Jularić, Antonio. „Najbolju mjesečnu neto plaću u Hrvatskoj ima ICT sektor“,
<https://www.ictbusiness.info/poslovanje/najbolju-prosjecnu-mjeseccnu-neto-placu-u-hrvatskoj-ima-ict-sektor> (2018)
- 66) Barančić, Tatjana. „IT u brojkama za 2017 – gdje smo i kamo idemo?“,
<https://mreza.bug.hr/it-u-brojkama-za-2017-gdje-smo-i-kamo-idemo/> (2018)
- 67) Half, Robert. „The ABCs (and an S) of Managing Gen Z“
<https://www.roberthalf.com/blog/management-tips/the-abcs-and-an-s-of-managing-gen-z> (2015)
- 68) Forbes Human Resources Council, “10 Simple Ways to Get to Know Your Employees Better”,
<https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/03/05/10-simple-ways-to-get-to-know-your-employees-better/#366f4d714b97> (2018)
- 69) Powers, Tara. „Top 10 Ways to Set Clear Expectations“,
<http://powersresourcecenter.com/top-10-ways-set-clear-expectations/> (2018)
- 70) Weber, John. “17 Ways Companies Help Employees Achieve Work-Life Balance”,
<https://www.projectmanager.com/blog/companies-help-employees-achieve-work-life-balance> (2018)
- 71) Forbes Coaches Council, „The Real Cost of Bad Hires Isn't What You Think“,
<https://www.forbes.com/sites/forbescoachescouncil/2017/11/03/the-real-cost-of-bad-hires-isnt-what-you-think/#2ddf94492b83> (2017)
- 72) Backman, Maurie. “5 Ways to Manage Salary Expectations”,
<https://www.fool.com/careers/2018/01/12/5-ways-to-manage-salary-expectations.aspx> (2018)
- 73) HR Daily Advisor Editorial Staff, “10 Tips for Managing Salary Expectations”,
<https://hrdailyadvisor.blr.com/2018/01/24/10-tips-managing-salary-expectations/> (2018)
- 74) The Myers and Briggs Foundation, „MBTI Basics“,
<https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/home.htm?bhcp=1>, Attended on January 29,2019

- 75) Insala, “The Benefits of Cross-Generational Mentorship”, <http://www.insala.com/Articles/the-benefits-of-cross-generational-mentoring.asp> (2018)
- 76) Forbes Coaches Council, “Integrating a Multi-Generational Workforce through Reciprocal Mentoring”, <https://www.forbes.com/sites/forbescoachescouncil/2018/04/10/integrating-a-multi-generational-workforce-through-reciprocal-mentoring/#36d954be37eb> (2018)
- 77) Horner, DK. “Mentoring: Positively Influencing Job Satisfaction and Retention of New Hire Nurse Practitioners“, <https://www.ncbi.nlm.nih.gov/pubmed/28244960> (2017)
- 78) Kingshott, Kat. “7 Benefits of a Structured Workplace Mentoring Program”, <https://www.gqrgm.com/7-benefits-structured-workplace-mentoring-program/> (2018)
- 79) Pollak, Lindsney, “Becoming conscious of Unconscious Bias in the Multi-Generational Workplace”, <https://www.lindseypollak.com/unconscious-bias-multigenerational-workplace/> (2018)
- 80) Fagan, Kaylee. “Silicon Valley techies get free food and dazzling offices, but they’re not very loyal – here’s how long the average employee stays at the biggest tech companies”. <https://www.businessinsider.com/average-employee-tenure-retention-at-top-tech-companies-2018-4#digital-payments-company-square-fared-a-little-better-with-an-average-tenure-of-23-years-per-employee-4> (2018)
- 81) Wolfe, Paul. „REPORT – Trends in Job Tenure – and What Employers Should Do About Them“, <http://blog.indeed.com/2017/06/29/trends-job-tenure/> (2017)
- 82) SHRM, “2018 Employee benefits”, <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2018%20Employee%20Benefits%20Report.pdf> (2018)
- 83) <http://www.inteligencija.com/en/about-us/company-profile/> Accessed on February 2019
- 84) Mamforce organization, <http://www.mamforce.hr/mamforce-metoda.aspx>, Accessed on February 2019
- 85) Certifikat poslodavac partner, <https://www.poslodavacpartner.org/cep-certificate>, Accessed on February 2019
- 86) Stolnik, Grozdana „Procjene stanovništva Republike Hrvatske u 2017.“, Državni zavod za statistiku Republike Hrvatske, https://www.dzs.hr/Hrv_Eng/publication/2018/07-01-03_01_2018.htm (2018)
- 87) Čutura, Sebastijan, Selak, Goran. “The ICT Sector in Croatia”, Belgium Embassy – Economic Office (2017)

Appendices

Generation Z survey questions are given below:

iGeneration in IT industry

Dear Participant,

Thank you for agreeing to take part in this survey. The purpose is to collect your preferences about future job and employer.

This survey should only take 4-5 minutes to complete. Be assured that all answers you provide will be kept in the strictest confidentiality.

*Obavezno

1. Select your age category: *

Označite samo jedan oval.

- 18-23
 24-38

2. Is your college related to IT industry? *

Označite samo jedan oval.

- Yes
 No

3. If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply. *

Odaberite sve točne odgovore.

- Career options (what type of careers I might like)
 Applied academic skills (such as how to use writing, reading, or math in a workplace)
 Basic foundation skills (such as working with others or professionalism)
 Higher-level professional skills (such as project management, creative thinking, or leadership)
 None of the above
 Not applicable (have not had a job, internship or volunteer experience)

4. Which of the following best describes where you expect to be in your career five years out of college? *

Označite samo jedan oval.

- Working my way up the corporate ladder although not yet among the management ranks
 Starting my own business/being an entrepreneur
 Pursuing higher education

5. Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career? *

Označite samo jedan oval.

- Harder
 Less hard
 Neither harder nor less hard

6. Which of the following best describes your ideal work environment? *

Označite samo jedan oval.

- Large, international corporate or nonprofit organization
 Midsize business/organization
 Entrepreneurial firm/startup
 Working for myself as a consultant/freelancer
 Other

7. What kind of work environment do you prefer? *

Označite samo jedan oval.

- Collaborating with a small group in an office
 Collaborating with a large team in an office
 Working fairly autonomously in an office
 Working collaboratively but off-site (virtual team)

8. What are your top three priorities when seeking a full-time job? *

Odaberite sve točne odgovore.

- Making a difference or having a positive impact on society
 Structures/stable work environment/job security
 Flexible hours/remote work options
 An impressive job title
 Generous pay
 Challenging and stimulating work environment
 Business travel opportunities
 Non monetary benefits like gym, discount programs, playroom, office parties..
 A manager I can learn from
 Opportunities for career growth
 Working for a high-profile company

9. Which single characteristic among the following do you most value in a leader/boss? *

Označite samo jedan oval.

- Mentoring ability
 Passion
 Vision
 Compassion
 Intelligence

Survey results for Generation Z are given below:

Date and Time	8.22.2018 21:31:49	8.23.2018 11:31:19	8.23.2018 11:31:33	8.23.2018 11:32:30	8.23.2018 11:33:22	8.23.2018 11:33:26
Select your age category:	24-38	18-23	18-23	18-23	18-23	18-23
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	No
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	None of the above	Not applicable (have not had a job, internship or volunteer experience)	Not applicable (have not had a job, internship or volunteer experience)
Which of the following best describes where you expect to be in your career five years out of collage?	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Harder	Harder	Harder	Harder	Harder
Which of the following best describes your ideal work environment?	Midsize business/organization	Working for myself as a consultant/freelancer	Midsize business/organization	Working for myself as a consultant/freelancer	Midsize business/organization	Midsize business/organization
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working fairly autonomously in an office	Collaborating with a small group in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Opportunities for career growth, Flexible hours/remote work options, Working for a high-profile company	Opportunities for career growth, Generous pay, Structures/stable work environment/job security	Structures/stable work environment/job security, Flexible hours/remote work options, A manager I can learn from	Generous pay, Challenging and stimulating work environment, Flexible hours/remote work options	Opportunities for career growth, Generous pay, Structures/stable work environment/job security
Which single characteristic among the following do you most value in a leader/boss?	Mentoring ability	Mentoring ability	Mentoring ability	Compassion	Passion	Compassion

Date and Time	8.23.2018 11:34:21	8.23.2018 11:36:25	8.23.2018 11:36:33	8.23.2018 11:36:41	8.23.2018 11:37:30	8.23.2018 11:41:34
Select your age category:	24-38	24-38	18-23	24-38	24-38	18-23
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Applied academic skills (such as how to use writing, reading, or math in a workplace)
Which of the following best describes where you expect to be in your career five years out of college?	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Harder	Harder	Harder	Harder	Harder
Which of the following best describes your ideal work environment?	Working for myself as a consultant/freelancer	Entrepreneurial firm/startup	Midsized business/organization	Entrepreneurial firm/startup	Midsized business/organization	Midsized business/organization
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a small group in an office	Working fairly autonomously in an office	Collaborating with a small group in an office	Working fairly autonomously in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Making a difference or having a positive impact on society, Flexible hours/remote work options	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Generous pay, Making a difference or having a positive impact on society, Flexible hours/remote work options	Opportunities for career growth, Flexible hours/remote work options, A manager I can learn from	Opportunities for career growth, Structures/stable work environment/job security, Challenging and stimulating work environment	Opportunities for career growth, Generous pay, Structures/stable work environment/job security
Which single characteristic among the following do you most value in a leader/boss?	Compassion	Passion	Mentoring ability	Passion	Vision	Mentoring ability

Date and Time	8.23.2018 11:42:08	8.23.2018 11:42:17	8.23.2018 11:42:20	8.23.2018 11:42:27	8.23.2018 11:44:12	8.23.2018 11:45:40
Select your age category:	18-23	18-23	24-38	18-23	24-38	24-38
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Basic foundation skills (such as working with others or professionalism)	Higher-level professional skills (such as project management, creative thinking, or leadership)	Higher-level professional skills (such as project management, creative thinking, or leadership)
Which of the following best describes where you expect to be in your career five years out of collage?	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Neither harder nor less hard	Harder	Neither harder nor less hard	Harder	Neither harder nor less hard	Less hard
Which of the following best describes your ideal work environment?	Large, international corporate or nonprofit organization	Large, international corporate or nonprofit organization	Entrepreneurial firm/startup	Midsize business/organization	Midsize business/organization	Midsize business/organization
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working fairly autonomously in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Challenging and stimulating work environment, Flexible hours/remote work options	Opportunities for career growth, Making a difference or having a positive impact on society, Flexible hours/remote work options	Generous pay, Flexible hours/remote work options, A manager I can learn from	Generous pay, Structures/stable work environment/job security, Flexible hours/remote work options	Opportunities for career growth, Generous pay, Challenging and stimulating work environment	Opportunities for career growth, Making a difference or having a positive impact on society, Challenging and stimulating work environment
Which single characteristic among the following do you most value in a leader/boss?	Mentoring ability	Mentoring ability	Intelligence	Mentoring ability	Intelligence	Compassion

Date and Time	8.23.2018 11:45:59	8.23.2018 11:47:23	8.23.2018 11:55:11	8.23.2018 12:01:18	8.23.2018 12:02:22	8.23.2018 12:12:06
Select your age category:	24-38	24-38	18-23	24-38	24-38	24-38
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like)	Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Applied academic skills (such as how to use writing, reading, or math in a workplace), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)
Which of the following best describes where you expect to be in your career five years out of collage?	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Harder	Harder	Harder	Harder	Harder
Which of the following best describes your ideal work environment?	Midsize business/organization	Midsize business/organization	Midsize business/organization	Midsize business/organization	Working for myself as a consultant/freelancer	Large, international corporate or nonprofit organization
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working fairly autonomously in an office	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Challenging and stimulating work environment, A manager I can learn from	Opportunities for career growth, Generous pay, Challenging and stimulating work environment	Opportunities for career growth, A manager I can learn from, Business travel opportunities	Opportunities for career growth, Generous pay, A manager I can learn from	Opportunities for career growth, Generous pay, Making a difference or having a positive impact on society	Opportunities for career growth, Generous pay, Flexible hours/remote work options
Which single characteristic among the following do you most value in a leader/boss?	Intelligence	Mentoring ability	Mentoring ability	Compassion	Passion	Passion

Date and Time	8.23.2018 12:12:09	8.23.2018 12:15:10	8.23.2018 12:21:25	8.23.2018 12:48:05	8.23.2018 13:03:54	8.23.2018 13:45:48
Select your age category:	24-38	24-38	24-38	18-23	18-23	18-23
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Basic foundation skills (such as working with others or professionalism)
Which of the following best describes where you expect to be in your career five years out of collage?	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Pursuing higher education
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Harder	Harder	Neither harder nor less hard	Harder	Neither harder nor less hard
Which of the following best describes your ideal work environment?	Midsize business/organization	Entrepreneurial firm/startup	Midsize business/organization	Large, international corporate or nonprofit organization	Midsize business/organization	Midsize business/organization
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Making a difference or having a positive impact on society, A manager I can learn from	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Opportunities for career growth, Generous pay, Structures/stable work environment/job security	Making a difference or having a positive impact on society, Challenging and stimulating work environment, A manager I can learn from	Structures/stable work environment/job security, Challenging and stimulating work environment, Flexible hours/remote work options
Which single characteristic among the following do you most value in a leader/boss?	Compassion	Mentoring ability	Intelligence	Mentoring ability	Passion	Mentoring ability

Date and Time	8.23.2018 13:55:00	8.23.2018 14:01:02	8.23.2018 14:22:24	8.23.2018 14:32:15	8.23.2018 14:58:13	8.23.2018 15:26:52
Select your age category:	24-38	18-23	24-38	18-23	24-38	18-23
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Basic foundation skills (such as working with others or professionalism)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	None of the above	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Higher-level professional skills (such as project management, creative thinking, or leadership)
Which of the following best describes where you expect to be in your career five years out of college?	Pursuing higher education	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Less hard	Harder	Harder	Neither harder nor less hard	Neither harder nor less hard
Which of the following best describes your ideal work environment?	Working for myself as a consultant/freelancer	Large, international corporate or nonprofit organization	Midsize business/organization	Midsize business/organization	Midsize business/organization	Midsize business/organization
What kind of work environment do you prefer?	Working collaboratively but off-site (virtual team)	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Generous pay, Making a difference or having a positive impact on society, Flexible hours/remote work options	Generous pay, Flexible hours/remote work options, Working for a high-profile company	Opportunities for career growth, Making a difference or having a positive impact on society, Challenging and stimulating work environment	Generous pay, Structures/stable work environment/job security, Challenging and stimulating work environment	Generous pay, Structures/stable work environment/job security, Flexible hours/remote work options	Making a difference or having a positive impact on society, Flexible hours/remote work options, A manager I can learn from
Which single characteristic among the following do you most value in a leader/boss?	Compassion	Intelligence	Compassion	Mentoring ability	Mentoring ability	Compassion

Date and Time	8.23.2018 16:25:33	8.23.2018 16:30:55	8.23.2018 17:34:18	8.23.2018 17:53:28	8.23.2018 18:41:31	8.23.2018 18:53:48
Select your age category:	18-23	24-38	18-23	18-23	18-23	24-38
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Applied academic skills (such as how to use writing, reading, or math in a workplace), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)
Which of the following best describes where you expect to be in your career five years out of collage?	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Pursuing higher education	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Harder	Neither harder nor less hard	Harder	Neither harder nor less hard	Harder
Which of the following best describes your ideal work environment?	Midsized business/organization	Large, international corporate or nonprofit organization	Midsized business/organization	Other	Working for myself as a consultant/freelancer	Midsized business/organization
What kind of work environment do you prefer?	Collaborating with a small group in an office	Working fairly autonomously in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Structures/stable work environment/job security, Flexible hours/remote work options, A manager I can learn from	Opportunities for career growth, Challenging and stimulating work environment, Flexible hours/remote work options	Opportunities for career growth, Generous pay, Challenging and stimulating work environment	Generous pay, Flexible hours/remote work options, A manager I can learn from	Opportunities for career growth, Flexible hours/remote work options, A manager I can learn from	Generous pay, Flexible hours/remote work options, Non-monetary benefits like gym, discount programs, playroom, office parties..
Which single characteristic among the following do you most value in a leader/boss?	Intelligence	Mentoring ability	Mentoring ability	Mentoring ability	Passion	Mentoring ability

Date and Time	8.23.2018 19:02:27	8.23.2018 19:15:23	8.23.2018 19:34:48	8.23.2018 19:41:25	8.23.2018 19:45:01	8.23.2018 19:45:03
Select your age category:	18-23	24-38	18-23	18-23	24-38	18-23
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	No
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Basic foundation skills (such as working with others or professionalism)	Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)
Which of the following best describes where you expect to be in your career five years out of college?	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Neither harder nor less hard	Neither harder nor less hard	Harder	Neither harder nor less hard	Harder
Which of the following best describes your ideal work environment?	Large, international corporate or nonprofit organization	Midsized business/organization	Large, international corporate or nonprofit organization	Midsized business/organization	Midsized business/organization	Entrepreneurial firm/startup
What kind of work environment do you prefer?	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office	Working fairly autonomously in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Challenging and stimulating work environment, A manager I can learn from, Business travel opportunities	Generous pay, Making a difference or having a positive impact on society, Challenging and stimulating work environment	Opportunities for career growth, Generous pay, Challenging and stimulating work environment	Opportunities for career growth, Structures/stable work environment/job security, Business travel opportunities	Making a difference or having a positive impact on society, Structures/stable work environment/job security, A manager I can learn from
Which single characteristic among the following do you most value in a leader/boss?	Mentoring ability	Passion	Passion	Mentoring ability	Mentoring ability	Passion

Date and Time	8.23.2018 19:52:36	8.23.2018 19:59:53	8.23.2018 20:38:08	8.23.2018 20:45:22	8.23.2018 21:15:56	8.23.2018 21:30:38
Select your age category:	24-38	18-23	24-38	18-23	18-23	18-23
Is your college related to IT industry?	Yes	No	No	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Basic foundation skills (such as working with others or professionalism)	Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Applied academic skills (such as how to use writing, reading, or math in a workplace), Higher-level professional skills (such as project management, creative thinking, or leadership)	Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like)	Not applicable (have not had a job, internship or volunteer experience)
Which of the following best describes where you expect to be in your career five years out of collage?	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Pursuing higher education
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Neither harder nor less hard	Harder	Harder	Neither harder nor less hard	Harder	Neither harder nor less hard
Which of the following best describes your ideal work environment?	Midsize business/organization	Midsize business/organization	Entrepreneurial firm/startup	Entrepreneurial firm/startup	Midsize business/organization	Midsize business/organization
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working collaboratively but off-site (virtual team)	Working fairly autonomously in an office
What are your top three priorities when seeking a full-time job?	Structures/stable work environment/job security, Challenging and stimulating work environment, A manager I can learn from	Opportunities for career growth, Making a difference or having a positive impact on society, Challenging and stimulating work environment	Opportunities for career growth, Generous pay, Structures/stable work environment/job security	Generous pay, Challenging and stimulating work environment, Flexible hours/remote work options	Opportunities for career growth, Making a difference or having a positive impact on society, Flexible hours/remote work options	Opportunities for career growth, Flexible hours/remote work options, An impressive job title
Which single characteristic among the following do you most value in a leader/boss?	Mentoring ability	Vision	Compassion	Intelligence	Vision	Mentoring ability

Date and Time	8.23.2018 22:00:30	8.23.2018 22:20:53	8.23.2018 22:32:41	8.24.2018 1:01:16	8.24.2018 6:56:49	8.24.2018 7:19:05
Select your age category:	24-38	24-38	24-38	18-23	24-38	24-38
Is your college related to IT industry?	No	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Higher-level professional skills (such as project management, creative thinking, or leadership)	Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)
Which of the following best describes where you expect to be in your career five years out of college?	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Neither harder nor less hard	Harder	Neither harder nor less hard	Harder	Neither harder nor less hard	Harder
Which of the following best describes your ideal work environment?	Midsized business/organization	Entrepreneurial firm/startup	Large, international corporate or nonprofit organization	Entrepreneurial firm/startup	Midsized business/organization	Entrepreneurial firm/startup
What kind of work environment do you prefer?	Working fairly autonomously in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Non monetary benefits like gym, discount programs, playroom, office parties..., Business travel opportunities	Challenging and stimulating work environment, Flexible hours/remote work options, A manager I can learn from	Generous pay, Structures/stable work environment/job security, Flexible hours/remote work options	Opportunities for career growth, Flexible hours/remote work options, A manager I can learn from	Opportunities for career growth, Making a difference or having a positive impact on society, Flexible hours/remote work options	Opportunities for career growth, Challenging and stimulating work environment, Flexible hours/remote work options
Which single characteristic among the following do you most value in a leader/boss?	Intelligence	Compassion	Mentoring ability	Mentoring ability	Compassion	Intelligence

Date and Time	8.24.2018 10:14:52	8.24.2018 10:21:18	8.24.2018 17:50:14	8.24.2018 18:29:16	8.24.2018 19:23:20	8.24.2018 20:37:51
Select your age category:	24-38	18-23	18-23	24-38	18-23	24-38
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)
Which of the following best describes where you expect to be in your career five years out of collage?	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Persuing higher education	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Neither harder nor less hard	Neither harder nor less hard	Less hard	Harder	Harder
Which of the following best describes your ideal work environment?	Working for myself as a consultant/freelancer	Midsized business/organization	Midsized business/organization	Entrepreneurial firm/startup	Large, international corporate or nonprofit organization	Midsized business/organization
What kind of work environment do you prefer?	Working fairly autonomously in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Generous pay, Making a difference or having a positive impact on society, Flexible hours/remote work options	Making a difference or having a positive impact on society, Flexible hours/remote work options, Business travel opportunities	Generous pay, Structures/stable work environment/job security, Challenging and stimulating work environment	Making a difference or having a positive impact on society, Challenging and stimulating work environment, Flexible hours/remote work options	Structures/stable work environment/job security, Challenging and stimulating work environment, Business travel opportunities	Opportunities for career growth, Challenging and stimulating work environment, A manager I can learn from
Which single characteristic among the following do you most value in a leader/boss?	Compassion	Compassion	Compassion	Mentoring ability	Intelligence	Vision

Date and Time	8.24.2018 22:18:40	8.24.2018 23:26:30	8.25.2018 6:53:49	8.25.2018 12:29:15	8.25.2018 21:34:36	8.26.2018 13:20:39
Select your age category:	24-38	18-23	24-38	18-23	24-38	18-23
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Applied academic skills (such as how to use writing, reading, or math in a workplace)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Higher-level professional skills (such as project management, creative thinking, or leadership)	Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Applied academic skills (such as how to use writing, reading, or math in a workplace)
Which of the following best describes where you expect to be in your career five years out of college?	Pursuing higher education	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Neither harder nor less hard	Neither harder nor less hard	Neither harder nor less hard	Harder	Harder
Which of the following best describes your ideal work environment?	Entrepreneurial firm/startup	Midsized business/organization	Midsized business/organization	Entrepreneurial firm/startup	Working for myself as a consultant/freelancer	Working for myself as a consultant/freelancer
What kind of work environment do you prefer?	Working fairly autonomously in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working collaboratively but off-site (virtual team)	Working collaboratively but off-site (virtual team)
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Structures/stable work environment/job security, Challenging and stimulating work environment, A manager I can learn from	Opportunities for career growth, Challenging and stimulating work environment, A manager I can learn from	Opportunities for career growth, A manager I can learn from, Business travel opportunities	Opportunities for career growth, Generous pay, Challenging and stimulating work environment	Opportunities for career growth, Structures/stable work environment/job security, Flexible hours/remote work options
Which single characteristic among the following do you most value in a leader/boss?	Mentoring ability	Mentoring ability	Mentoring ability	Intelligence	Mentoring ability	Mentoring ability

Date and Time	8.26.2018 13:56:06	8.26.2018 15:03:01	8.26.2018 15:15:17	8.26.2018 22:20:36	8.27.2018 6:42:13	8.27.2018 6:54:40
Select your age category:	18-23	18-23	24-38	18-23	24-38	24-38
Is your college related to IT industry?	Yes	No	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace)
Which of the following best describes where you expect to be in your career five years out of collage?	Working my way up the corporate ladder although not yet among the management ranks	Pursuing higher education	Starting my own business/being an entrepreneur	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Neither harder nor less hard	Neither harder nor less hard	Harder	Harder	Neither harder nor less hard
Which of the following best describes your ideal work environment?	Midsized business/organization	Midsized business/organization	Midsized business/organization	Midsized business/organization	Entrepreneurial firm/startup	Entrepreneurial firm/startup
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office	Working collaboratively but off-site (virtual team)
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Flexible hours/remote work options, Non monetary benefits like gym, discount programs, playroom, office parties..	Making a difference or having a positive impact on society, Structures/stable work environment/job security, Challenging and stimulating work environment	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Opportunities for career growth, Challenging and stimulating work environment, A manager I can learn from	Structures/stable work environment/job security, Challenging and stimulating work environment, A manager I can learn from	Opportunities for career growth, Challenging and stimulating work environment, Business travel opportunities
Which single characteristic among the following do you most value in a leader/boss?	Mentoring ability	Vision	Mentoring ability	Intelligence	Mentoring ability	Mentoring ability

Date and Time	8.27.2018 7:23:00	8.27.2018 11:09:52	8.27.2018 15:51:31	8.27.2018 15:53:23	8.28.2018 10:19:35	8.28.2018 11:09:46
Select your age category:	18-23	18-23	18-23	18-23	18-23	24-38
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like)	Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)
Which of the following best describes where you expect to be in your career five years out of college?	Pursuing higher education	Pursuing higher education	Working my way up the corporate ladder although not yet among the management ranks	Pursuing higher education	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Harder	Harder	Harder	Harder	Harder
Which of the following best describes your ideal work environment?	Large, international corporate or nonprofit organization	Large, international corporate or nonprofit organization	Large, international corporate or nonprofit organization	Midsize business/organization	Entrepreneurial firm/startup	Working for myself as a consultant/freelancer
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a large team in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Collaborating with a large team in an office
What are your top three priorities when seeking a full-time job?	Making a difference or having a positive impact on society, Challenging and stimulating work environment, Flexible hours/remote work options	Generous pay, Making a difference or having a positive impact on society, Challenging and stimulating work environment	Opportunities for career growth, Flexible hours/remote work options, A manager I can learn from	Generous pay, Flexible hours/remote work options, Non monetary benefits like gym, discount programs, playroom, office parties..	Opportunities for career growth, Making a difference or having a positive impact on society, Flexible hours/remote work options	Opportunities for career growth, Challenging and stimulating work environment, A manager I can learn from
Which single characteristic among the following do you most value in a leader/boss?	Vision	Intelligence	Mentoring ability	Compassion	Mentoring ability	Intelligence

Date and Time	8.28.2018 11:14:07	8.28.2018 12:55:57	8.28.2018 13:04:01	8.28.2018 13:51:47	8.28.2018 15:09:34	8.28.2018 17:32:56
Select your age category:	18-23	18-23	18-23	18-23	24-38	18-23
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)
Which of the following best describes where you expect to be in your career five years out of collage?	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Harder	Neither harder nor less hard	Harder	Neither harder nor less hard	Harder
Which of the following best describes your ideal work environment?	Working for myself as a consultant/freelancer	Midsize business/organization	Midsize business/organization	Midsize business/organization	Other	Midsize business/organization
What kind of work environment do you prefer?	Working fairly autonomously in an office	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office	Collaborating with a small group in an office	Working fairly autonomously in an office	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Generous pay, Structures/stable work environment/job security, Flexible hours/remote work options	Generous pay, Challenging and stimulating work environment, Flexible hours/remote work options	Generous pay, Challenging and stimulating work environment, A manager I can learn from	Opportunities for career growth, Generous pay, Structures/stable work environment/job security	Opportunities for career growth, Structures/stable work environment/job security, Flexible hours/remote work options
Which single characteristic among the following do you most value in a leader/boss?	Intelligence	Mentoring ability	Mentoring ability	Mentoring ability	Intelligence	Mentoring ability

Date and Time	8.28.2018 19:06:48	8.29.2018 0:30:56	8.29.2018 12:13:22	8.29.2018 12:55:23	8.29.2018 13:00:56	8.29.2018 21:49:04
Select your age category:	18-23	24-38	18-23	24-38	18-23	24-38
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Not applicable (have not had a job, internship or volunteer experience)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)
Which of the following best describes where you expect to be in your career five years out of college?	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks	Working my way up the corporate ladder although not yet among the management ranks
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Harder	Neither harder nor less hard	Harder	Neither harder nor less hard	Neither harder nor less hard	Harder
Which of the following best describes your ideal work environment?	Midsize business/organization	Large, international corporate or nonprofit organization	Entrepreneurial firm/startup	Midsize business/organization	Midsize business/organization	Entrepreneurial firm/startup
What kind of work environment do you prefer?	Collaborating with a small group in an office	Collaborating with a small group in an office	Working fairly autonomously in an office	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office	Working fairly autonomously in an office
What are your top three priorities when seeking a full-time job?	Opportunities for career growth, Generous pay, Flexible hours/remote work options	Challenging and stimulating work environment, Flexible hours/remote work options, An impressive job title	Generous pay, Challenging and stimulating work environment, Business travel opportunities	Opportunities for career growth, Structures/stable work environment/job security, Flexible hours/remote work options	Opportunities for career growth, Generous pay, A manager I can learn from	Opportunities for career growth, Generous pay, Flexible hours/remote work options
Which single characteristic among the following do you most value in a leader/boss?	Vision	Intelligence	Mentoring ability	Compassion	Mentoring ability	Passion

Date and Time	8.30.2018 18:40:31	8.31.2018 15:28:58	8.31.2018 17:52:38	9.2.2018 19:30:19	9.13.2018 16:54:53	9.21.2018 23:48:09
Select your age category:	18-23	24-38	18-23	24-38	24-38	18-23
Is your college related to IT industry?	Yes	Yes	Yes	Yes	Yes	Yes
If you have had a job, internship, or volunteer position, what do you think you learned from your experience? Check as many as apply.	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism), Higher-level professional skills (such as project management, creative thinking, or leadership)	Career options (what type of careers I might like), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)	Career options (what type of careers I might like)	Career options (what type of careers I might like), Applied academic skills (such as how to use writing, reading, or math in a workplace), Basic foundation skills (such as working with others or professionalism)
Which of the following best describes where you expect to be in your career five years out of college?	Working my way up the corporate ladder although not yet among the management ranks	Starting my own business/being an entrepreneur	Pursuing higher education	Starting my own business/being an entrepreneur	Starting my own business/being an entrepreneur	Starting my own business/being an entrepreneur
Compared to those in past generations, do you think you will need to work harder or less hard to have satisfying career?	Neither harder nor less hard	Harder	Harder	Neither harder nor less hard	Harder	Harder
Which of the following best describes your ideal work environment?	Large, international corporate or nonprofit organization	Midsized business/organization	Midsized business/organization	Working for myself as a consultant/freelancer	Entrepreneurial firm/startup	Entrepreneurial firm/startup
What kind of work environment do you prefer?	Working fairly autonomously in an office	Collaborating with a small group in an office	Collaborating with a small group in an office	Working collaboratively but off-site (virtual team)	Working collaboratively but off-site (virtual team)	Collaborating with a small group in an office
What are your top three priorities when seeking a full-time job?	Structures/stable work environment/job security, Challenging and stimulating work environment, Flexible hours/remote work options	Opportunities for career growth, Challenging and stimulating work environment, Flexible hours/remote work options	Generous pay, Structures/stable work environment/job security, Challenging and stimulating work environment	Opportunities for career growth, Making a difference or having a positive impact on society, Challenging and stimulating work environment	Opportunities for career growth, A manager I can learn from, Working for a high-profile company	Generous pay, Flexible hours/remote work options, Working for a high-profile company
Which single characteristic among the following do you most value in a leader/boss?	Mentoring ability	Intelligence	Compassion	Compassion	Mentoring ability	Mentoring ability

IT workforce survey questions are given below:

Trends in IT workforce

Dear Participant,

Thank you for agreeing to take part in this survey.

The purpose is to collect your thoughts about your company's organizational culture and readiness to adjust to trends in IT workforce among younger generations.

This survey should only take 4-5 minutes to complete. Be assured that all answers you provide will be kept in the strictest confidentiality.

*Obevezno

1. **Select your age category:** *

Označite samo jedan oval.

- 18-23
- 24-38
- 39-53
- 54 or more

2. **Do you work in IT industry?** *

Označite samo jedan oval.

- Yes
- No

3. **Do you have fun at work?** *

Označite samo jedan oval.

- Yes
- No

4. **On a scale of 1 to 10, how happy are you at work?** *

Označite samo jedan oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. **If you were given the chance, would you reapply to your current job?** *

Označite samo jedan oval.

- Yes
- No

6. **Would you refer someone to work in your company?** *

Označite samo jedan oval.

- Yes
- No

7. **What three words would you use to describe your company's culture?** *

8. **How frequently do you receive feedback from your manager?** *

Označite samo jedan oval.

- Daily
- Weekly
- Monthly
- Quarterly
- Semi-yearly
- Yearly
- Never

9. **Do you have a clear understanding of your career or promotion path?** *

Označite samo jedan oval.

- Yes
- No

10. **Do you believe you'll be able to reach your full potential in your company?** *

Označite samo jedan oval.

- Yes
- No

11. **Do you foresee yourself working in your company one year from now?** *

Označite samo jedan oval.

- Yes
- No

12. **How likely would you leave this organization if another company offered you a 5% raise?** *

Označite samo jedan oval.

- Definitely
- Very likely
- Not likely
- Definitely not

13. **Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?**

14. **Rank things that are most important to you in a job? 1 is the most important, 5 is the least.** *

Odaberite sve točne odgovore.

	1	2	3	4	5
Working environment and atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to grow and progress within the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to learn new things and develop skill set	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. **On a scale of 1 to 10, how would you rate your work-life balance?** *

Označite samo jedan oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. **What do you wish to get accomplished in life?**

Survey results for IT workforce are given below:

Date and Time	8.21.2018 23:47:35	8.22.2018 11:51:26	8.22.2018 12:19:36	8.22.2018 12:21:56	8.22.2018 12:31:38	8.22.2018 12:38:32
Select your age category:	24-38	24-38	24-38	39-53	24-38	24-38
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	Yes	Yes	Yes	Yes	Yes	Yes
On a scale of 1 to 10, how happy are you at work?	5	9	9	7	8	9
If you were given the chance, would you reapply to your current job?	Yes	Yes	Yes	Yes	Yes	Yes
Would you refer someone to work in your company?	Yes	Yes	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	innovative, demanding, friendly	Fast, open, progressive	Fun, involved, empathic	friendly, pleasant, easygoing	optimization, people, education	awesome
How frequently do you receive feedback from your manager?	Yearly	Weekly	Monthly	Daily	Quarterly	Daily
Do you have a clear understanding of your career or promotion path?	Yes	Yes	Yes	No	No	Yes
Do you believe you'll be able to reach your full potential in your company?	Yes	Yes	Yes	No	Yes	Yes
Do you foresee yourself working in your company one year from now?	Yes	Yes	Yes	Yes	Yes	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Not likely	Definitely not	Definitely not	Definitely not	Not likely	Not likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?			Long term vision of life in Croatia motivates me to think of leaving regardless of the job quality.	professional challenge, personal growth	maybe if we get new horrible boss	
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	2	2	3	1	5	1
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	5	5	1	5	3	2
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	1	1	5	3	4	3
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	4	4	4	4	2	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	3	3	2	2	1	5
On a scale of 1 to 10, how would you rate your work-life balance?	6	7	9	7	8	9
What do you wish to get accomplished in life?			This is really broad term that requires elaborate answer.	To live long and prosper :-)	family	

Date and Time	8.22.2018 12:40:12	8.22.2018 13:01:39	8.22.2018 13:14:42	8.22.2018 15:00:34	8.22.2018 15:15:35	8.22.2018 20:56:02
Select your age category:	24-38	24-38	24-38	39-53	24-38	39-53
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	Yes	No	Yes	Yes	Yes	Yes
On a scale of 1 to 10, how happy are you at work?	9	6	7	8	8	9
If you were given the chance, would you reapply to your current job?	Yes	Yes	Yes	Yes	Yes	Yes
Would you refer someone to work in your company?	Yes	No	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	friendly relaxed	Learning, nothing else	enterprise large projects	young dynamic serious	Cool flexible interesting	Relaxed, creative, friendly
How frequently do you receive feedback from your manager?	Monthly	Yearly	Daily	Weekly	Monthly	Weekly
Do you have a clear understanding of your career or promotion path?	No	No	No	No	Yes	Yes
Do you believe you'll be able to reach your full potential in your company?	No	No	No	Yes	Yes	Yes
Do you foresee yourself working in your company one year from now?	Yes	No	Yes	Yes	Yes	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Not likely	Not likely	Not likely	Definitely not	Definitely not	Definitely not
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?	Different technology that i would like to work with	Current company has people in charge who are completely out of touch with modern technology and they don't understand anything new, they take A LOT of time to come to some decision, they spend money on projects no one other then them has any faith in, they dismiss anything new because they have this company for 30 years so that must mean they are doing great, sales department is incompetent, etc...		lack of understanding	Establishing my business	
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	1	1	5	4	1	2
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	4	2	3	1	4	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	2	5	4	5	3	1
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	3	3	1	2	5	5
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	5	4	2	3	2	3
On a scale of 1 to 10, how would you rate your work-life balance?	10	7	7	7	5	3
What do you wish to get accomplished in life?	To live long and prosper			Serenity	Long life in health and happiness. I want to travel and ride a bike in various areas. Take a lot of KOM to Strava.	

Date and Time	8.22.2018 20:58:09	8.22.2018 21:07:57	8.22.2018 21:11:25	8.22.2018 21:32:56	8.23.2018 1:02:09	8.23.2018 8:30:13
Select your age category:	24-38	24-38	24-38	39-53	39-53	24-38
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	Yes	Yes	Yes	Yes	Yes	Yes
On a scale of 1 to 10, how happy are you at work?	6	8	10	9	7	8
If you were given the chance, would you reapply to your current job?	Yes	Yes	Yes	Yes	No	Yes
Would you refer someone to work in your company?	Yes	Yes	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	Young dynamic multinational	Tolerantnost, modernost, agilnost	innovative, ambitious, talented	Dynamic, sharing, horizontal	Chaos, growth, great people	Positive, encourage, goal oriented
How frequently do you receive feedback from your manager?	Daily	Semi-yearly	Yearly	Weekly	Quarterly	Semi-yearly
Do you have a clear understanding of your career or promotion path?	Yes	Yes	No	No	No	Yes
Do you believe you'll be able to reach your full potential in your company?	Yes	Yes	No	Yes	No	No
Do you foresee yourself working in your company one year from now?	Yes	Yes	No	Yes	Yes	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Not likely	Not likely	Definitely not	Definitely not	Definitely not	Not likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?	Ability to work from everywhere and not be tied to work from office	Dosada na projektu	Underpaid or unappreciated	Own company startup	More exciting job	Lack of interesting projects and lack of ambition of company
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	2	1	3	2	4	3
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	4	2	4	4	3	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	1	5	5	5	2	2
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	3	3	2	3	5	5
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	5	4	1	1	1	1
On a scale of 1 to 10, how would you rate your work-life balance?	6	10	8	8	7	10
What do you wish to get accomplished in life?	Be a digital nomad :)	Da uvijek imam balans između privatnog života i karijere		Have an own company	Happy and healthy family relations	

Date and Time	8.23.2018 8:34:13	8.23.2018 8:39:13	8.23.2018 8:40:36	8.23.2018 8:44:05	8.23.2018 8:48:54	8.23.2018 8:55:02
Select your age category:	24-38	24-38	24-38	24-38	24-38	24-38
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	Yes	Yes	Yes	Yes	Yes	No
On a scale of 1 to 10, how happy are you at work?	10	8	8	7	9	7
If you were given the chance, would you reapply to your current job?	Yes	Yes	Yes	Yes	Yes	No
Would you refer someone to work in your company?	Yes	Yes	Yes	Yes	Yes	No
What three words would you use to describe your company's culture?	Relax, friendly, experts	Agile, innovative, modern	Open minded, trustworthy, transparent	Friendly, positive, unstructured	Organized, Challenging, Flexible	Profit oriented company
How frequently do you receive feedback from your manager?	Daily	Semi-yearly	Semi-yearly	Yearly	Weekly	Daily
Do you have a clear understanding of your career or promotion path?	Yes	No	Yes	No	Yes	Yes
Do you believe you'll be able to reach your full potential in your company?	Yes	No	Yes	No	Yes	No
Do you foresee yourself working in your company one year from now?	Yes	Yes	Yes	No	Yes	No
How likely would you leave this organization if another company offered you a 5% raise?	Not likely	Not likely	Not likely	Not likely	Not likely	Very likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?	For now, there is no such reason.	Relocating to another country to find a better life	Better benefits (car....)	Career path or better vision of company	Better opportunities for progress	Better project
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	1	4	1	3	2	1
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	4	5	4	5	4	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	5	1	5	2	5	5
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	3	3	3	4	1	3
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	2	2	2	1	3	2
On a scale of 1 to 10, how would you rate your work-life balance?	8	8	7	10	7	5
What do you wish to get accomplished in life?	Become expert in job, but at the same time keep good human qualities.	Stress free life, relaxed style of living.	To have even better work-life balance.	Have job that makes me happy and challenged!	A successful career and private life	Balanced private life and work, decent salary, interesting projects

Date and Time	8.23.2018 9:02:14	8.23.2018 9:03:22	8.23.2018 9:11:26	8.23.2018 9:13:33	8.23.2018 9:15:39	8.23.2018 9:19:26
Select your age category:	24-38	24-38	24-38	24-38	24-38	24-38
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	Yes	Yes	Yes	Yes	Yes	Yes
On a scale of 1 to 10, how happy are you at work?	7	7	7	9	8	8
If you were given the chance, would you reapply to your current job?	Yes	Yes	Yes	Yes	Yes	Yes
Would you refer someone to work in your company?	Yes	Yes	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	normal, without brainwashing	customer oriented, agile	young, agile, caring	trust, freedom, respect	free coffee, good projects and best people	motivating, friendly, flexible
How frequently do you receive feedback from your manager?	Semi-yearly	Semi-yearly	Quarterly	Monthly	Semi-yearly	Daily
Do you have a clear understanding of your career or promotion path?	Yes	No	Yes	Yes	Yes	Yes
Do you believe you'll be able to reach your full potential in your company?	No	Yes	Yes	Yes	Yes	Yes
Do you foresee yourself working in your company one year from now?	Yes	Yes	Yes	Yes	Yes	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Definitely not	Not likely	Definitely not	Definitely not	Not likely	Not likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?	more flexible or less working hours, more flexible home office, 30% netto raise, LESS working hours per day (like 6-7)	working time (too much overwork hours)	open something on my own, but hypothetically	working in some other country or completely changing the lifestyle switching to art or agriculture	Travel the world	Moving to another place
Rank things that are most important to you in a job? 1 is the most important, 5 is the least. [Working environment and atmosphere]	4	1	3	4	5	2
Rank things that are most important to you in a job? 1 is the most important, 5 is the least. [Challenging projects]	3	2	5	2	4	4
Rank things that are most important to you in a job? 1 is the most important, 5 is the least. [Flexible working hours]	5	4	2	1	1	5
Rank things that are most important to you in a job? 1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	1	5	1	5	3	1
Rank things that are most important to you in a job? 1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	2	3	4	3	2	3
On a scale of 1 to 10, how would you rate your work-life balance?	8	4	8	8	10	6
What do you wish to get accomplished in life?	11/10 in work life balance, get a house, have a kids, but without all that stress that follows modern day family.	have balance between work and private life	start a family, have enough time and money to learn new things and travel the world, be successful in all segments of life	strong sense of purpose	Be happy every day	I would love to become an expert in my area. It was always my dream and I will do all I can to reach my dream.

Date and Time	8.23.2018 9:38:49	8.23.2018 9:41:45	8.23.2018 9:43:28	8.23.2018 9:43:54	8.23.2018 10:08:00	8.23.2018 10:12:44
Select your age category:	24-38	24-38	24-38	24-38	39-53	39-53
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	No	Yes	Yes	Yes	Yes	No
On a scale of 1 to 10, how happy are you at work?	5	9	9	6	3	8
If you were given the chance, would you reapply to your current job?	No	Yes	Yes	Yes	No	Yes
Would you refer someone to work in your company?	No	Yes	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	Ambitious, slow, static	good working atmosphere, social responsibility, opportunity for self improvement	tolerant, understanding, no pressure	Almost not corporate	Fast growing and trying to create culture	excellence, knowledge, care
How frequently do you receive feedback from your manager?	Semi-yearly	Semi-yearly	Never	Yearly	Yearly	Quarterly
Do you have a clear understanding of your career or promotion path?	No	Yes	No	No	No	Yes
Do you believe you'll be able to reach your full potential in your company?	No	Yes	No	No	No	Yes
Do you foresee yourself working in your company one year from now?	No	Yes	Yes	Yes	Yes	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Very likely	Not likely	Not likely	Definitely not	Not likely	Not likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?	Challenge		money, but besides that it would be not making progress in my career	Sick of corporate jobs	Not able to work up to my potentials, mobbing	Go to a less demanding job.
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	1	1	2	1	4	2
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	4	5	1	5	2	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	2	4	5	2	5	1
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	5	2	4	4	1	5
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	3	3	3	3	3	3
On a scale of 1 to 10, how would you rate your work-life balance?	5	9	7	8	7	6
What do you wish to get accomplished in life?	satisfaction		job related: learn skills- educate while working non stop, always having space to improve and take the next step in a career. personally: to be happy	As much freedom I can	Calmness	Security and peace.

Date and Time	8.23.2018 10:16:08	8.23.2018 12:53:35	8.23.2018 13:03:13	8.23.2018 13:24:01	8.23.2018 13:52:16	8.23.2018 16:01:52
Select your age category:	24-38	24-38	24-38	24-38	39-53	39-53
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	Yes	Yes	Yes	Yes	Yes	Yes
On a scale of 1 to 10, how happy are you at work?	8	8	7	8	5	8
If you were given the chance, would you reapply to your current job?	Yes	Yes	Yes	Yes	No	Yes
Would you refer someone to work in your company?	Yes	Yes	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	Learning opportunities, goal-oriented, teamwork	Dynamic, Friendly, Transparency	Challenging, Friendly, Comfortable	Progressive, Agressive, Loyal	friendly, opening, optimistic	Informal, Innovative, Creative
How frequently do you receive feedback from your manager?	Weekly	Semi-yearly	Semi-yearly	Weekly	Semi-yearly	Weekly
Do you have a clear understanding of your career or promotion path?	Yes	Yes	Yes	No	No	Yes
Do you believe you'll be able to reach your full potential in your company?	Yes	No	Yes	Yes	No	Yes
Do you foresee yourself working in your company one year from now?	Yes	No	Yes	Yes	No	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Not likely	Definitely not	Not likely	Definitely not	Very likely	Not likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?		Motivation would be to learn something new and upgrade my knowledge	new (interesting) project	Misunderstanding	undefined power of attorney	
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	2	1	1	5	5	5
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	4	4	2	4	3	3
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	5	5	3	3	4	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	1	3	5	1	2	1
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	3	2	4	2	1	2
On a scale of 1 to 10, how would you rate your work-life balance?	7	9	8	7	5	8
What do you wish to get accomplished in life?		Ideal work-life balance, happiness at work and at home.	a top expert for data warehouse and good project manager	Everything	become a director of the company	To always be satisfied with my professional and personal life.

Date and Time	8.23.2018 16:13:50	8.23.2018 17:09:26	8.23.2018 22:07:27	8.24.2018 13:09:00	8.24.2018 14:40:17	8.27.2018 13:32:08
Select your age category:	24-38	24-38	39-53	24-38	39-53	24-38
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	No	Yes	Yes	Yes	Yes	Yes
On a scale of 1 to 10, how happy are you at work?	2	5	8	8	9	10
If you were given the chance, would you reapply to your current job?	No	Yes	Yes	Yes	Yes	Yes
Would you refer someone to work in your company?	Yes	Yes	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	dull boring time-wasting	team-based, casual, caring	interesting, challenging, responsible	great relaxed fun	friendly, supportive, open to new ideas	best in business
How frequently do you receive feedback from your manager?	Weekly	Yearly	Semi-yearly	Monthly	Monthly	Semi-yearly
Do you have a clear understanding of your career or promotion path?	No	No	Yes	Yes	Yes	Yes
Do you believe you'll be able to reach your full potential in your company?	No	No	Yes	Yes	Yes	Yes
Do you foresee yourself working in your company one year from now?	No	Yes	Yes	Yes	Yes	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Definitely	Not likely	Definitely not	Not likely	Definitely not	Not likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?	More interesting job and projects	not enough challenge	Something challenging: new project in new environment (maybe abroad)	Stagnation	No reason	
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	5	1	5	3	5	1
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	3	2	3	4	4	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	4	5	1	5	2	5
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	2	4	2	1	3	3
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	1	3	4	2	1	2
On a scale of 1 to 10, how would you rate your work-life balance?	6	5	7	7	9	8
What do you wish to get accomplished in life?	Be happy	To be the person that can help the others - with knowledge gained through experience	Happiness, satisfaction with life (both professionally and privately) and having no regrets.	Everything	Work life balance and happiness	

Date and Time	8.28.2018 16:49:56	8.29.2018 23:37:41	9.1.2018 16:58:08	9.3.2018 15:24:23	9.4.2018 8:38:33	9.4.2018 9:02:01
Select your age category:	39-53	39-53	39-53	24-38	24-38	24-38
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	Yes	Yes	Yes	Yes	Yes	Yes
On a scale of 1 to 10, how happy are you at work?	9	6	5	9	8	7
If you were given the chance, would you reapply to your current job?	Yes	Yes	No	Yes	Yes	Yes
Would you refer someone to work in your company?	Yes	Yes	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	Responsibility, Excellence, Innovative	work, work, work	old, insufficiently competent	Empowering, agile, motivating	driven by result	Relaxed,Happy,Work
How frequently do you receive feedback from your manager?	Weekly	Quarterly	Quarterly	Yearly	Daily	Daily
Do you have a clear understanding of your career or promotion path?	Yes	No	No	No	Yes	Yes
Do you believe you'll be able to reach your full potential in your company?	Yes	Yes	No	Yes	No	Yes
Do you foresee yourself working in your company one year from now?	Yes	Yes	No	Yes	Yes	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Definitely not	Not likely	Not likely	Definitely not	Definitely not	Not likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?	Disagreement with Board on how they run and manage company	because we do not develop new exciting products, still too conservative	lack of resource to finish project	Lack of motivation and challenges	Challenge	
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	2	3	1	4	3	5
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	4	2	3	2	4	3
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	1	5	4	1	1	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	3	4	5	3	5	2
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	5	1	2	5	2	1
On a scale of 1 to 10, how would you rate your work-life balance?	8	7	6	3	8	4
What do you wish to get accomplished in life?	To see my daughters grow and be successful and strong young ladies	health and happiness	reach retirement to have fun with metal working	Work-life balance with decent salary	I would like to work in sports industry some day.	

Date and Time	9.4.2018 10:43:55	9.4.2018 13:16:41	9.4.2018 16:35:52	9.7.2018 22:04:34	9.10.2018 23:34:32
Select your age category:	24-38	24-38	24-38	39-53	24-38
Do you work in IT industry	Yes	Yes	Yes	Yes	Yes
Do you have fun at work?	Yes	Yes	Yes	No	Yes
On a scale of 1 to 10, how happy are you at work?	8	7	9	4	8
If you were given the chance, would you reapply to your current job?	Yes	Yes	Yes	No	Yes
Would you refer someone to work in your company?	Yes	Yes	Yes	Yes	Yes
What three words would you use to describe your company's culture?	Friendly, open, stimulating	direct, open, collegial	Hardworking, Flexible, Dedicated	improvisation result teamwork	agile, innovative
How frequently do you receive feedback from your manager?	Yearly	Yearly	Yearly	Monthly	Yearly
Do you have a clear understanding of your career or promotion path?	No	No	Yes	No	No
Do you believe you'll be able to reach your full potential in your company?	No	Yes	Yes	No	No
Do you foresee yourself working in your company one year from now?	Yes	Yes	Yes	Yes	Yes
How likely would you leave this organization if another company offered you a 5% raise?	Not likely	Definitely not	Definitely not	Not likely	Not likely
Hypothetically, if you were to quit tomorrow, what would your reason be (besides money)?	Bad relationships, stress	free time to focus on other things of interest, family, better society somewhere else	Disrupted interpersonal relationships		new challenge
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Working environment and atmosphere]	5	5	4	2	2
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Challenging projects]	2	2	3	4	1
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Flexible working hours]	1	1	5	5	5
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Opportunity to grow and progress within the company]	4	4	1	1	4
Rank things that are most important to you in a job?1 is the most important, 5 is the least. [Able to learn new things and develop skill set]	3	3	2	3	3
On a scale of 1 to 10, how would you rate your work-life balance?	6	8	8	5	7
What do you wish to get accomplished in life?	Early retirement :)	That's a good question. Be sure to tell you once I have the answer that could fit here.	Recognition		