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SPECIFICATION AND CHARACTERISTIC OF GENERATION Y IN THE SPHERE OF WORK ATTITUDE

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Abstract

The Generation Y, grown in the age of economic prosperity, preferring work – life balance instead of high level of remuneration, is not only the first global generation, but also the first generation widely accessing to the information and communication technologies has entered current labor market. The paper focuses to the specification and characteristic of Czech and French generation Y in workplace, compares and determines the similarity or dissimilarity of young workers in their demands, values and expectations about the workplace and labor market. The research questions prove hypothesis of the generation Y satisfaction with working conditions and sufficiency of job opportunities in in their country. The research based on the primary source data was carried on questionnaire survey of 170 secondary and tertiary schools graduates, age between 18 and 30 years, nationality of Czech Republic and France. The research was carried throughout the years 2013 and 2014. Data from the questionnaires were processed by the statistical method of contingency tables for comparison of two distinct target groups and chi-square test.

Findings were dedicated to the recommendation of diversity management methods implementation in the sphere of human resource management.

Key words: *generation Y, work attitude, labor market*

1. INTRODUCTION

Generation Y creating 25% of the world population labour market is a far different than in the past. They have lived through turbulence in the labor force in the early 90s, the rise and fall of the dot com bubble, and uncertainty in the economy and the workforce over the past few years. More of it, the emergence of new technology is constantly changing the ways that people look for work, evaluate job opportunities and seek to attract, hire and retain talent. Gen-Y know first-hand what is it like to have one or two parents in a workforce where work has become increasingly demanding and hectic and many, if not most, have known someone who lost a job due to workforce downsizing. They have seen the transition from the notion of relative job security to “employment at will” where employers are less loyal to employees and assume that the employee is responsible for remaining employable.. (NSCW, 2002).

2. WHO ARE THE GENERATION Y?

Generation Y, comprising people born between 1979 and 1999, the youngest living generation, which currently operates or just entering the labor market, is considered as the first global generation. Previous generations, were rather evolved independently within each state, and therefore it is difficult to find common features. This generation Y is from early childhood surrounded by information and communication technologies, by the globalized world and by the ability to travel Thanks to this chance live in the world without barriers, generation Y proves grows of interest in international themes, language learning and international cultures and negotiating styles (Kubátová, Kukulková, 2013). McCrindle and Wolfinger have defined in their book *The ABC of XYZ: Understanding the Global Generations*, seven living generations: Generation of heroes, Generation of builders, Babyboomers, Generation X, Generation Y, Z and Alfa. Of these seven, just the three generations Babyboomers, Generation X and Generation Y are economically active (McCrindle, Wolfinger, 2009). The term ‘Generation Y’ was coined in the journal ‘Advertising Age’. This marketing trade magazine has been credited with first using the term in an editorial in August 1993, as a way to distinguish the group from Generation X (Advertising Age, 1993). Definitions of who makes up Gen Y vary. Aite Group defines the term as anyone born between 1979 and 1990, or those between ages 21 and 31. Another method uses overlapping 20-year periods, such as baby boomers (1945–1965), Gen X (1961–1981) and Gen Y (1979–1999). This definition, used by Javelin, puts Gen Y consumers between ages 11 and 31. Various sources work with

different names of this generation such as Internet or digital generation, Click generation, Millennials or Echo boomers. The current proportion of the percentage of Gen Y workers in organizations is characterized by Howe, Strauss as follows: 10% of Veterans, 44% of Baby Boomers, Generation X, 34% and 12% of Generation Y), (Aite, 2009; Javelin, 2009; Constantine, 2010; Howe, Strauss, 2010, 1997).

2.1. Gen Y work attitude and expectations

According to authors, the Generation Y is just the generations of optimists. These authors argues in their publication Millennials Rising, that in comparison with previous generations Gen Y are much more positive, not egocentric, more inclined to cooperate at the joint activities and team tasks. They believe in collective power (Howe, Strauss, 2000; Fidelity Investments research, 2013; Jayson, Puente, 2007). Opinions on the general characteristics of Gen Y, diverges in the scientific community. Jean Twenge argues that this generation is egocentric and ambient world interests them only via their Facebook pages (Twenge, 2012). However the members of Generation Y work longer and harder in more demanding jobs than employees 25 years ago, the results of research shows that those employees who are younger and have not yet advanced very far in their careers, employees in lower status occupations who earn less, and those in families with lower incomes are significantly more interested in getting ahead, and presumably earning more money. Similar findings are valid also for men which are more likely to want to advance than women. Gen Y workforce prefer to have the jobs with more responsibility than those who would like to work longer hours (75%). (NSCW, 2002)

“Generation Ys’ expectations about employer inducements because a breach of these expectations can have a detrimental effect on a number of outcomes, such as job satisfaction, commitment, job performance, and intention to stay.” (Hauw, De Vos, 2010, s.294). Gen Y have quite different needs and aspirations from previous generations in the workplace and look for a more engaging employee value proposition. The Hays research also confirms importance of salary level, as it is ranked the highest when it comes to the most attractive element of job rewards and benefits. Yet the fact that the next most attractive benefit is the possibility of working flexible hours – rated before that of the potential to earn a bonus – shows how money isn’t priority for Gen Y. (Hays, 2013). Gen Y tend to lower their expectations regarding work-life balance and social atmosphere, while their expectations regarding job content, training, career development, and financial rewards, and other expectations related to personal career development remain high (Hauw, De Vos, 2010). For Gen Y is no longer a major motivating financial evaluation criterion. Emphasis is placed on other bonuses and options of work-life balance that employers offer. (Rigotti 2009; Robinson and Morrisson, 2000; Zhao et al. 2007)

The results of Hays research shows that Gen Y is also similar to older generations, particularly the Baby Boomers, in its desire to have job security. Gen Y members still want some stability in their careers. This may be the result of general unease given the context of the recent global economic recession and the high level of youth unemployment. (Hays, 2013)

2.2. Gen Y work – life balance

Generation Y does not want to spend all their time working and sacrificing his life to the career, as was the case with the previous generation X. The research of Families and Work Institute by the American Business Collaboration (2002) showed that generation Y are less work-centric than Baby Boomers (13% versus 22%), and more family-centric than Boomers (50% versus 41%). When choosing a job they focus not only on interesting work itself but to the possibility for further professional development and self-realization. They refuse routine work (Kubátová, Kukulková, 2013) In the priorities forefront of this generation are situated personal life, relationships and family, which differs significantly from Generation X. One of the attributes of Gen Y is a new architecture of family, waived the classic stereotype of the father as breadwinner and mother as caregiver in household (Kocianová, 2012).

Based on the NSCW research findings, 63 % of Gen-Y employees disagree that traditional gender roles. Vice versa may be said that 37% of Gen Y reflect the family focus of today's workforce, believing that it would be "good" if one parent (the mother) could remain at home with children. NSCV research also shows that 82 % of Gen-Y employees agree that "a mother who works outside the home can have just as good a relationship with her children as a mother who is not employed. Importantly, the majority of Gen-Y employees had employed mothers themselves and know the impact of maternal employment on mother-child relationships. (NSCW, 2002).

3. THE RESEARCH RESULTS

The main objective of paper is mapping and compare approach of Gen Y to the labor sphere. The partial objective is to compare attitude, values and expectation of the Gen Y in the labour market in Czech Republic and France. These two nations has been chosen based on the historical connections, similar social roots and comparability of education system. The paper findings of serve as a foundation for employers, helping them to improve the adaptation process of Gen Y to the working environment.

3.1. Material and Methods

Primary data from the questionnaires are processed by statistical methods of chi square contingency test and are interpreted in tables with absolute and relative frequency. Data were processed by Statistica software. They were set for the research purposes hypothesis concerning the existence of differences between Czech and French Gen Y, their satisfaction with conditions in the work environment and career possibilities in their country.

The research was carried on samples of employed and potential job seekers aged 18-30 years, graduates of secondary and tertiary education in the Czech Republic and France. The questionnaire included filtering and identification questions. Due to these issues were excluded from the analysis, respondents who did not meet the required age of the sample and the relevant nationality.

The final amount of obtained data sources was 170 respondents. In terms of national representation, the survey was attended by 102 Czech respondents and 68 French respondents whose answers were then compared. To receive quality evaluation of the survey results would certainly be adequate if the target groups were represented in roughly the same number of respondents. This requirement for data collection was not met mainly by French respondents. It must therefore be noted that the compared groups are not equal, so the survey results should be interpreted with this in mind.

3.2. Personal attitudes

This block of questions were focused on the respondents' personal satisfaction life values and motivation. As the first in this block of questions was asked whether respondents are satisfied with their personal life. Table no. 1 shows that more than 70% of respondents were satisfied. Together to this question were related another question, that asked respondents to why they are not satisfied, if they answer so to previous question. Five of French respondents indicated the working reasons, namely the requirement to find a better paying job in another field. Six of French respondents indicated the personal reasons and five respondents indicated the reason of unemployment. Czech respondents indicated financial reasons (8 respondents), job dissatisfaction (4 respondents), the desire to improve career growth (3 respondents) and unemployment (3 respondents). The following table shows the results of the answers relating to life values respondents

Table 1

Satisfaction with personal life

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Yes	77	75%	52	76%
No	25	25%	16	24%
Total	102	100%	68	100%

Source: authors' research

The following table shows the results of the answers relating to respondents' life values. The respondents could provide there up to four values which are the most important to them in their lives. For the Czech respondents were the most important financial certainty which the French respondents placed at the last place. The second most important value for the Czech respondents was freedom that was for the French in the first place. The third most frequently mentioned value for the Czech respondents were honesty that was the fourth most reported value of French respondents' life. The fourth most important value for the Czech respondents was entertainment, which were by the French respondents ranked next to last.

Table 2

Generation Y life values

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Freedom	56	55%	50	49%
Honesty	45	44%	22	22%
Equality of rights	15	15%	13	13%
Education	27	26%	23	23%
Environment care	5	5%	20	20%
Entertainment	39	38%	12	12%
Creativity	15	15%	20	20%
Financial security	65	64%	9	9%
Safety	36	35%	9	9%
Leisure activities	37	36%	32	31%
Family and health	12	12%	0	0%

Source: authors' research

The last question dealt with whether the respondents are optimistic or pessimistic in their working life expectations. In both groups confirmed that more than half of young people see their future optimistically. The last question in this part of the questionnaire was directed to work motivation factors.

Table 3

Working life expectations

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Optimistic - the world is heading towards a better future	80	78%	47	69%
Pessimistic - it will be worse	13	13%	8	12%
The future is not interested	9	9%	13	19%
Total	102	100%	68	100%

Source: authors' research

The last question in this part of the questionnaire was directed to work motivation factors. The last question in this part of the questionnaire was directed to the work motivation factors. Respondents assigned to each of the 15 factors importance scale from one to five points, ranging results from insignificant to very important. The following table no. 4, shows the ranking results from the most important factors to least important for both the Czech Republic and French respondents. In the first place, both groups put job satisfaction as well as they agree with the last three points, namely life, pension and other insurance, IT and ICT equipment and a company car for private use.

Table 4

Generation Y motivation factors

Czech Republic	France
1. Work satisfaction	1. Work satisfaction
2. Human relations in the workplace	2. Working conditions
3. Working conditions	3. Ability to self-realization
4. Ability to self-realization	4. Human relations in the workplace
5. Salary / Wages	5. Possibility of career growth
6. Possibility of career growth	6. Freedom of decision
7. The financial bonuses	7. Salary / Wages
8. Freedom of decision	8. Public praise for good performance
9. Courses and training	9. Flexible working hours
10. Flexible working hours	10. Courses and training
11. Sick days	11. Sick days
12. Public praise for good performance	12. The financial bonuses

13. Life, pension and other insurance	13. Life, pension and other insurance
14. IT and ICT equipment for private use	14. IT and ICT equipment for private use
15. Company car for private use	15. Company car for private use

Source: authors' research

3.3. Work related attitudes

The first work related attitudes question was focused on what kind of professional focus can ensure a successful professional future. On this question, respondents could answered multiple choices, which is why the Czech respondents answered more responds than the number of respondents. Table No. 5 shows these responses. Most Czech respondents think that the future success will be ensured by targeting on Natural and Technical Science, especially the IT segments. French respondents most frequently answered that future success will be ensured by the technical focus.

Table 5

Professional focus ensuring successful future

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Natural science	64	63%	18	26%
Technical science	30	29%	34	50%
Social science	4	4%	5	7%
Agricultural and veterinary	19	19%	2	3%
Medicine	5	5%	4	6%
Military services	1	1%	5	7%
Culture and art	7	7%	0	0%

Source: authors' research

Respondents have chosen their specialization very rationally, in accordance with the current labor market demand. These are the labour market fields with stable demand for jobs and thus the relatively low risk of unemployment. Characteristic of these fields is that their knowledge and or expertise cannot be tied to a specific country, and allow workers to work abroad.

Another work related attitudes question in the survey was how many jobs the young people already changed. Most often, French and Czech respondents have or have had only one job. In second place among Czech respondents was the answer of three to four jobs. For French respondents was the

second most frequent answer two jobs. In the next sequence of answers, Czech and French respondents agreed, but by the percentage of French respondents, they changed more jobs than the Czechs.

Table 6

The number of job that respondents exchanged

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
I still have the same job	42	41%	24	35%
2	21	21%	14	21%
3 - 4	28	27%	12	18%
5 - 9	4	4%	11	16%
10 and more	2	2%	5	7%
They did not answer	5	5%	2	3%
Total	102	100%	68	100%

Source: authors' research

The previous question was followed by another, for those who said they had already exchanged two or more jobs. The issue was the reason for changing job. The table No. 7 mentioned below, shows the six most frequent responses for the Czech and the six most frequent responses for the French respondents. For Czech respondents was the most common reason for changing job the amount of salary, which was for the French respondents the fifth most common reason. For French respondents were the most common reasons for job exchange the chance to gain new experiences and the work dissatisfaction.

Table 7

The reason for job exchanging

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Absolute frequency
Career, self-realization, getting experience	8	8%	7	10%
financial reward	11	11%	3	4%
Removals and Migration	4	4%	5	7%
temporary employment	8	8%	6	9%
working dissatisfaction	7	7%	7	10%
Completing studies, obtaining higher qualifications	5	5%	0	0%
Termination of the contract	0	0%	4	6%

Source: authors' research

As mentioned above, in the theoretical part, the people of Generation Y like and frequently change jobs. For this reason, another question was asked whether the respondents can imagine working with one company for ten or more years. 74% of Czech respondents would agree if they were satisfied with the company, as well as 60% of French respondents.

Table 8

The idea of working with a firm of 10 years and more

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Yes, if I were satisfied	75	74%	41	60%
No, I do not think that would work for one company might be interesting for me	14	14%	13	19%
I never thought about it	13	13%	14	21%
Total	102	100%	68	100%

Source: authors' research

Furthermore, the respondents were asked what would be appropriate working hours for them. As the most favoured seems the statutory weekly working hours in both groups. In Czech Republic is the statutory weekly working time of 40 hours and 35 hours in France. It should be noted here that there is not significant preference for one possible answer. Response rates are approximately evenly divided.

Table 9

The appropriate working hours

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Absolute frequency
Shortened (less than 40 hours per week)	16	16%	20	29%
"Home Office"	27	26%	14	21%
Options provide a certain number of days off per year than other holidays	29	28%	13	19%
Weekly working hours 40 / 35	30	29%	21	31%
Total	102	100%	68	100%

Source: authors' research

Concerning the forms of work respondents prefer, was the question focused to whether they would rather work individually or in a group. Both

Czech and French respondents most often reported that they can accept both form of work.

Table 10

The preferred form of work

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Absolute frequency
I prefer to work alone	13	13%	10	15%
I prefer to work in a team	12	12%	14	21%
Comply with both forms	77	75%	44	65%
Total	102	100%	68	100%

Source: authors' research

Another goal was to determine which method of management respondents prefer. For both groups predominant preference of form of "coaching" and certain freedom than perform under precisely established working practices. This way of managing staff prefer 67% of Czech respondents and 81% of French.

Table 11

The preferred method of management

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Absolute frequency
leadership in the form of "coaching"	68	67%	55	81%
Precisely guided, according to rigorous procedures.	34	33%	13	19%
Total	102	100%	68	100%

Source: authors' research

The next question were focused on whether respondents prefer a career ahead of their leisure time or, conversely, whether their free time is in the first place for them. Here we can report a significant difference between the French and Czech respondents. Czech respondents, in amount of 46%, would be willing to devote more time to work, if it was needed. The French respondents, in amount of 51%, prefer a balance between work and personal life. Neither group prefer none of the extreme values, but the results in the table no. 12 shows that the Czech respondents have leaned toward to perform job duties and career. By contrast, the French respondents rather appreciate their free time.

Table 12

Work life balance preferences

Response	Czech Republic		France	
	Absolute frequency	Relative frequency	Absolute frequency	Absolute frequency
I'm willing to sacrifice my leisure time for my career	10	10%	6	9%
My free time is in first place	6	6%	10	15%
I like to balance work and personal time	39	38%	35	51%
I am willing to devote more time to my job, when it is needed	47	46%	17	25%
Total	102	100%	68	100%

Source: authors' research

Within the research questions we focused on the verification of these hypotheses, examining the Gen Y relationships to work attitude.

H1: The fact that respondents can find enough jobs opportunities in their area, does not depend on the nationality of the respondents.

Pivot Table			
The frequency of labelled cells > 10 (Marginal totals are not labelled)			
Do you think that there is ample opportunity for employment in your area?	Nationality (Czechs)	Nationality (French)	Lines (in total)
Yes	76	33	109
No	26	35	61
All groups	102	68	170

P-value = 0.00054 < 0.05

We reject the hypothesis (H4) of independence.

The contingency coefficient = 0.2564760. The low dependence

H2: The assumption that respondents can find better work conditions in foreign countries, does not depend on their nationality.

Pivot Table The frequency of labelled cells > 10 (Marginal totals are not labelled)			
Nationality	Do you think that you can find better work conditions in foreign countries? (Yes)	Do you think that you can find better work conditions in foreign countries? (No)	Lines (in total)
Czechs	65	37	102
French	35	33	68
All groups	100	70	170

P-value = 0,1172 > 0.05

We do not reject the hypothesis (H5) of independence.

4. DISCUSSION

Every generation has its own specifics, by which wants to distinguish from the previous generations. The generations which are more or less, constructively or sensibly, emotionally and spontaneously criticized by the current ones. This process causes the shift and progress of opinions, to finding new ways. People of Generation Y were represented by the number 2,787,409 which set 26.51% in total Czech population. French Generation Y is represented by the number 15,122,458, i.e. 22.98% of the total French population (ČSÚ, 2013; Desplats, Pinaud, 2011). Both Czech and France respondents prove similar behaviour, without any significant influence of the national culture characteristics. Gen Y employees can bring many positive skills and traits to the workforce; however, their motivations and how they engage differ in comparison with older employees (Kim, Knight, Crutsinger, 2009, Jamrog, Stopper, 2002). The evidence suggests that these members of Generation Y are more similar than not to their more seasoned co-workers (Deal, Altman, Rogelberg, 2010; Kowske, Rasch, Wiley, 2010; Real, Mitnick, Maloney, 2010). The quantitative generational differences are much smaller than what we are generally led to believe (Waldrop, Grawitch, 2011). Generation Y believes that in order to enjoy the freedoms and opportunities, must have control over finances, work, social and family life. (Maxwella, Broadbridgeb, 2014). Like every generation, these people have their own specific way of life, the expectations resulting into the specific requirements, particularly in the professional sphere. This involves different requirements, attitudes and expectations when choosing a job and building a career. Gen Y are significantly economically active, require a higher standard of living, they feel more responsibility for their own social security and put the emphasis on personal succeeding. At the same time, and that's probably the biggest difference compared to the previous generation, there is an increasing interest in their personal lives, especially leisure time activities, friends and

family relationships, instead of career focus and gaining economic success (De Vos, Stobbeleir, Meganck, 2009).

The first difference is related to finance. Money means the value for the Gen X, but the instrument for Generation Y. The changes are a normal part of their lives. The employers should realize, that the change does not mean the departure to another company only, but it just can be new diverse and interesting job content (Dries, Pepermans, De Kerpel 2008). Generation Y postpone starting a family later on, but what is different, they do not even then resign for a career and try to maximally align it with family life. This implies a need for alternative employment relationships, such as part-time jobs, sharing space or even home office. Generation Y has grown up closely bonded with modern technology. (Meier, Crocker, 2010; Armour, 2005; Balderrama, 2007) Although this method of gaining many information, friends and contacts, which can be applied not only in personal but also professional life, is very effective and accessible, on the other hand, can lead to the social isolation. The findings indicate that job characteristics have a critical mediating role on the relationships for Gen Y employees, suggesting a paradigm shift from passive to active employees who craft their jobs, roles, and selves within a retail organizational context (Tomlinson, 2007, Cennamo, Gardner, 2008).

5. CONCLUSIONS

The paper addresses respondents' preference to utilize the full advantage of all the opportunities offered by the global society, but requires a change in the style of cooperation and communication between employees and employers and does not intend to sacrifice their personal life for the labor sphere.

Based on the research results the required changes should be focused on these areas:

- using information and communication technologies in recruitment, Focus on social networking through networks Linked in, Viadeo, Xing, Google+,
- using of information and communication technologies for adaptation process, to allocate the position of "leader - senior- mentor" to be helpful new employees,
- improving internal communications and providing regular feedback,
- preference the leadership way in the form of "coaching - mentoring"
- to incorporate the requirements for work-life balance in the internal incentive system of organizations.

From the work attitude perspective, the paper findings show, that the Generation Y highly evaluate the long-term value of education, followed by gaining experience in various areas. Gen Y seeks to balance work and private life.

It also emphasizes the meaningfulness of the performed work and the possibility to consult work related issues with more experienced colleagues. Seeks for the working environment equipped with modern facilities and enabling friendly, team work supporting environment for open communication.

The interplay between professional and personal life is challenging and time-consuming management task, but when successfully implemented, deliver loyal, flexible employees who want to develop themselves for company advancement.

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