

Engineering Management

Field Project

**Understanding the Attitudes of Generation Y
Employees**

By

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Executive Summary

This is the first time in history that the workforce is comprised of employees spanning four different generations. Due to age, experience, and the generational size, members of the Baby Boomers comprise a majority of the management positions. Generation Y is the newest generation into the workforce and possibly the most influential due to their technical savvy. However, the generational differences between these two cause many managerial issues; the most important of which is motivating and retaining these Generation Y employees. This project delves into comparisons between Generation Y and Baby Boomers to determine the best methods of retention.

Employee retention is one of the most important issues companies face. Replacing an employee typically costs at least 150% of that employee's annual salary. High turnover also makes it extremely difficult to cultivate new managers from within the company. With more than half of generation Y employees having either already switched careers or planning on switching sometime before they retire, Generation Y retention becomes very difficult.

After examining personal experience, interviews, and an online survey, I have found that to best retain these employees, a company must understand what keeps them satisfied in the workplace. A majority of Generation Y members are concerned with keeping a work/life balance. Offering flexible hours, fewer overall hours, and more vacation time allows these individuals to balance their life outside of work, while still succeeding for the company. Almost all companies can compete with salary, so companies must use other techniques such as advancement and schedule to keep these important Generation Y employees for the long haul.

Table of Contents

| | |
|---|----|
| Chapter 1 – Introduction..... | 4 |
| Chapter 2 – Literature Review..... | 6 |
| General Overview..... | 6 |
| Silent Generation..... | 7 |
| Baby Boomer Generation..... | 8 |
| Generation X..... | 10 |
| Generation Y..... | 11 |
| Table 1: Basic Generational Information..... | 14 |
| Importance of Retention..... | 14 |
| General Findings..... | 15 |
| Chapter 3 – Research Procedure..... | 16 |
| Personal Experience..... | 17 |
| Personal Interviews..... | 18 |
| Online Personal Survey..... | 19 |
| Chapter 4 – Results..... | 20 |
| Previous Experience..... | 21 |
| Personal Interviews..... | 23 |
| Personal Surveys..... | 25 |
| Table 2: Average Tenure per Generation..... | 26 |
| Table 3: Motivating Factor Rank by Generation..... | 27 |
| Figure 1: Motivating Factor Rank by Generation..... | 27 |
| Chapter 5 – Employer Recommendations..... | 28 |
| References..... | 31 |
| Appendix A: Costs Associated with Turnover..... | 33 |
| Appendix B: Full Online Survey..... | 36 |
| Appendix C: Full Personal Interviews..... | 37 |
| Appendix D: Online Survey Results..... | 40 |

Chapter 1 - Introduction

Through time, the demographics of America's workforce change, the new demographics bring new and challenging issues with them. The current group of potential employees is no exception to this rule. The introduction of employees from Generation Y into the workforce brings with it employee retention and turnover issues, which can be very costly for employers.

Like any group of people, Generation Y, which is made up of individuals born between 1981 and 1999, has many stereotypes associated with it. For example, many see this generation as very technologically advanced, but also lazy, disloyal, and always looking out for something better (Kwoh et al. 2012). If accurate, this becomes a concern for employers because if an employee is talented, but always looking for something better, there is added pressure to keep him/her satisfied with and engaged in the company. Almost 60% of Generation Y employees have already switched careers at least once and are not likely to stay with their current employers (Rosetta Thurman: 36 Facts about Generation Y in the Workplace). However, 84% of the Baby Boomer Generation, born between 1946 and 1964, say they will probably never leave their current company (Rosetta Thurman: 36 Facts about Generation Y in the Workplace). This is important because with their experience, Baby Boomers are likely managing the newer Generation Y employees.

The turnover rate issue is magnified by the cost of training new employees and the added difficulty of filling open spaces left by retiring managers. Along with a high turnover rate comes perception that the company is not the best place to work. Also, as a

company's managers start to retire, new positions need to be filled. There are definite benefits of filling those positions from within the company. Due to experience with the company, the potential applicant already knows the history of the company and the structure of the business. He/she already knows the organizational strengths and also the areas where improvements are going to be the most important. If a company is unable to fill open management positions from within the company, because the most qualified employees are moving on to positions elsewhere, it is forced to bring in candidates without direct knowledge of the company and how it runs best.

This project will identify certain methods and actions that a company can utilize to minimize the retention and motivation issues with Generation Y employees. To most effectively retain these employees, a business first must understand what motivates the individuals from that generation and how it differs from what motivated management's generations. From this knowledge they can implement the proper techniques to keep the employees the happiest.

While each new generation entering the workforce brings its own set of issues, retaining and motivating the Generation Y employees is often one of the biggest issues. If done successfully, a company can have higher retention rates, which will reduce the cost of and need for new employee training, allow for easier promotions from within, and cultivate a more attractive company perception for potential employees.

Chapter 2 - Literature Review

General Overview:

As the newest generation entering the workforce, Generation Y employees play an integral role in the country's economic success for the future. Motivating and retaining this generation is an important managerial task that has been recognized and researched by many management experts. While there are a few researchers who don't believe there are many differences between the generational tendencies, most of the research shows that managers need to take into account the preferences of each generation if they want all employees to remain happily employed with a company.

According to authors William Strauss and Neil Howe, a generation is defined as a society-wide peer group that possesses a common persona (Wendover 2007, 5).

Generations are formed by the societies and cultures in which the groups were raised. They are affected and formed by the media, cultural demographics, and key events that occur as the members of the generation are growing from children into adulthood. Those born in the "cusp" years at the end of the generational span tend to adopt the outlook of the generation that comes after them (Wendover 2007, 5). Therefore, somebody born in 1979 would likely adopt the trends of Generation Y rather than Generation X. Each generation is influenced by a number of events which have an impact on their perception of the world. These "generational markers" collectively determine their views of the society around them (Wendover 2007, 6).

Currently, the workforce spans four generations. These generations have multiple names, but are widely referred to as the Silent Generation, Baby Boomers, Generation X

and Generation Y. Each one of these generations has been formed by different events and each has different views on life, career, and how the others are related. These differences are key causes for motivational and retention issues faced by managers daily.

Silent Generation:

The oldest generation in the workforce is commonly referred to as The Silent Generation. Members of this generation were born between 1925 and 1946 (Veridian Behavioral Health). Many of them grew up during the Great Depression and had to struggle when their fathers lost their jobs and sometimes even lost their houses. All members of the family, including the children, had to chip in whatever they could to help the family survive. However, through these struggles, many people developed a very strong sense of community as they depended on each other. Without the money to travel, most of these families lived close to their extended families and learned values not only from their parents, but also their aunts, uncles, and grandparents. However, most of the lessons learned from the extended family members typically had the same morals, meaning the children received consistent advice and developed strong values (Wendover 2007, 25).

The struggles of the depression instilled the value of money in most of the Silent Generation because it was a commodity of which most had very little. They had to live through shortages in many essentials that later generations take for granted. Along with a value for money, members of the Silent Generation also developed a respect for hard work. The sense of hard work and sacrifice was shown in sayings such as; “a penny

saved is a penny earned” and “an honest day’s work for an honest day’s pay” (Wendover 2007, 22).

Members of the Silent Generation took these values of hard work, sacrifice, and the importance of the dollar with them when they entered the workplace. They cultivated their careers based on sacrificing for the company and earning everything they could.

Baby Boomer Generation:

The Baby Boomer Generation consists of those individuals born between the years of 1946 and 1964 (Veridian Behavioral Health). The term “Baby Boomers” was coined in the 1980 book *Great Expectations*, by Landon Jones (Wendover 2007, 2). It was given because of the large number of births leading to this generation’s incredible size. At one point, this generation alone represented 41% of the United States population (Wendover 2007, 38).

The era in which this generation was born was a very prosperous, post-war era in the United States. The key generational markers for these individuals are the moon landing, the assassination of President John F. Kennedy, and the Vietnam War. Along with these generational markers, these individuals also lived through the boom of Rock and Roll, the equal rights movement, and women’s liberation. Baby Boomers began to challenge societal conventions. This is the first generation that started to see racial diversity in the workforce. It wasn’t as commonplace as it has been for Generations X and Y, but the Baby Boomers paved the way for a diverse workplace. This generation also changed the perception of a female’s role as many women entered the workforce

(Wendover 2007, 45). The woman's place was no longer in the home while her husband worked all day, as was the case with many in their parents' generation.

Unlike their parents, who were members of the Silent Generation, the Baby Boomers didn't develop all of their values from only their families. With the popularity of the television, the Boomers could hear and develop values from sources that were previously much less accessible. They heard President John F. Kennedy say, "ask not what your country can do for you, but for what you can do for your country," (Wendover 2007, 40). This thought made the value of loyalty much stronger, not only to one's country but also to his/her business or employer. Many Boomers define themselves by their job title or position. With that type of thinking leading the way, the higher up in a company a person gets the more pride they will have in themselves as a person.

Their parents grew up during the depression and had to work very hard for what they had and they instilled this value in their children. The only way for these individuals to move up the ladder to the more lucrative positions was to not only be loyal to a company, but to work long, hard hours to show dedication and determination. Because many of their parents went through times without jobs during the depression, Baby Boomers view work as an exciting adventure rather than a necessary chore and they believe in "going the extra mile" to earn what they want (Veridian Behavioral Health). Based on these facts, Baby Boomers may see a 60-hour work week as more of a prerequisite rather than a rarity (Wall Street Journal). Many have paid their dues in the workplace and expect that the newer employees coming in need to do the same to advance in the company (Eisner 2005). Money and time are viewed similarly by this generation. Both are seen as a something to invest for the future. Whether this is putting

money into a retirement plan at work or working tireless hours in order to secure a place at the top later in life. The more time they put in early on, the more time and money they will have further down the road.

Generation X:

Generation X consists of those born between the years 1965 and 1980 (Eisner 2005). Unlike their parents, who grew up through a prosperous society and economy, Generation X members came of age during a much more unstable time. While they did not experience the issues of the Silent Generation during the depression, they did experience social unrest and economic shortages of their own. As they were growing up they experienced the Watergate scandal, the assassination of Martin Luther King, Jr., the gas shortages of the 70's, and the emergence of AIDS in America.

As these individuals came into their teenage years in the early 80's, the economy took a turn. Due to high interest rates and inflation, coupled with a deep recession, corporations took part in mass layoffs (Wendover 2007, 61). Many teenagers now had to deal with an unexpected drop in family income as a parent had been laid off. Also, the first members of Generation X were just finishing high school and some were entering the workforce during the recession. Even as the economy turned around later that decade, Americans again faced financial crisis on October 19, 1987. This date is commonly referred to as "Black Monday" when the S&P 500 stock market index fell over 20% overnight (Carlson 2007, 2). While the market recovered before the end of 1987, it was just another example to show Generation X how unstable life really is.

Many people believe they should feel the safest and most stable environment at home. However, many in Generation X did not grow up with that experience. With the Baby Boomers opening up positions for women in the workplace, many children in Generation X grew up in a family where both parents held full-time jobs. This left the children at daycare after school while their parents worked. Those too old for daycare often came home to an empty home and had the responsibility of household chores such as cleaning, answering the phone, and preparing dinner because their parents were still at work (Wendover 2007, 62).

This generation also was the first that had to deal with a significant number of divorces. Their parents got divorced at a rate that was unseen by previous generations. This, coupled with all of the other instability in their lives, led Generation X to become a very skeptical group. They took this skepticism into the workplace with them. Can they actually trust when their manager tells them that hard work will lead to a promotion or a raise? Will the company be loyal to them or will they just get laid off just like their parents? They learned to fend for themselves and look out for themselves in the workplace more than the company that employed them.

Generation Y:

The members of Generation Y are those individuals born between the years of 1980 and 1999 (Wendover 2007, 79). Generation Y is the largest group in the country since the Baby Boomers (Gilbert et al. 2011). The term “Y” was given to this group alphabetically following Generation X (BusinessDictionary.com) and members of Generation Y are also commonly referred to as Millennials. This generation contains the

youngest members of today's workforce. They grew up in the age of technology. Generation Y grew up in a society where most households and classrooms had computers, owning a cell phone became the norm, and email was overtaking hand-written letters. This Millennials have had immediate access to technology virtually all of their lives and it has made Generation Y the most technologically savvy generation in the workplace.

With constant access to technology, they have grown up in a society where information is available at the touch of a button. Most questions, no matter how complicated, can be answered by logging onto the internet and completing a quick search. Technology has given Generation Y an instant gratification mentality. With the need for instant gratification, a job with consistent repetitive tasks could drive a Generation Y employee to get bored and search for employment that is more fulfilling (Wendover 2007, 87). The technological experience has also given Generation Y an incredible ability to multi-task. Multi-tasking can be very beneficial, but might be viewed by some older generations as a distraction. It is not unusual to see a Generation Y employee listening to headphones, checking email, or even texting while working on a job with little to no effect on job performance. When viewed from the outside, this behavior makes it seem as if the employee is not doing his/her job or not taking it seriously enough. However, Generation Y thinks in terms of results-based achievements, where the outcome is what matters (Wendover 2007, 90). As long as the work is done correctly and on time, why should the rest matter?

While the Baby Boomer Generation started diversity in the workplace, Generation Y has come to know diversity as the norm. Generation Y is the most diverse generation

in United States history, with approximately one third of it belonging to a minority group (Wendover 2007, 80). They have become more open and accepting of others than the generations before them. They are more experienced in diverse teams and have benefitted from the differing experiences and opinions of others. This experience is one of the reasons that Generation Y employees prefer to work more in teams and peer-groups to solve problems (Gilbert et al. 2011).

As the members of Generation Y grew, so did the United States' economic prosperity. In 2007, the Dow Jones was nearly ten times what it was in 1981, when the first Millennials were being born (Wendover 2007, 79). While recently the economy has hit a recession, the members of Generation Y are used to a thriving economy where jobs outnumber skilled, talented employees; not the other way around. With that mindset, the employee becomes more important and valuable to the company than the company is to the employee. The sense of loyalty that existed between the Baby Boomers and their employees does not hold as strong among Generation Y. Nearly 60% of Generation Y says that they are not very likely to stay with their current employer through retirement and only one-third of them say their current jobs are their careers (Rosetta Thurman: 36 Facts about Generation Y in the Workplace). Those statistics show that a company must work very hard to keep Generation Y employees engaged and happy if it wants to keep them.

Generation Y children watched their parents, the Baby Boomers, work tireless hours in order to achieve their work goals. While typically done to further the well-being of their families, a stronger emphasis was put on career and financial success than time spent at home. Also, with the Boomers introducing women into the workforce, many

children in Generation Y spent time in day-care as both of their parents worked full-time jobs. Growing up in this type of household has caused many Generation Y employees to prioritize family and free time over financial and career success. Many are willing to trade higher pay for fewer billable hours and a better work/life balance (Kane et al. 2013). Time is no longer viewed as an investment for the future, but as a valuable asset that can best be used now.

Table 1: Basic Generational Information

| Generation | Birth Years | Generational Markers |
|-------------------|-------------|--|
| Silent Generation | 1925-1946 | The Great Depression |
| Baby Boomers | 1946-1964 | Vietnam War, Moon Landing, and John F Kennedy Assasination |
| Generation X | 1965-1980 | Challenger Explosion and Black Monday Stock Collapse |
| Generation Y | 1981-1999 | Columbine High School Shooting and 9/11 Terrorist Attack |

Importance of Retention:

Retention and turnover is a very important topic for employers. The employees not only take with them all of the skills and knowledge they were contributing to the company, but it costs the company more than that employee's annual salary to replace him/her. The average cost to replace an employee is approximately 150% of that employee's annual compensation. That figure can reach upwards of 200%-250% when replacing somebody in a management or sales position (Microsoft Students to Business). These costs can come from lost productivity while the new employee gains the same level of experience as his/her predecessor, other employees needing to work overtime to pick up the slack, extension of benefits to the leaving employee, and recruiting and training costs for the new employee. Appendix A shows William G Bliss's breakdown of

costs associated with turnover. These costs become increasingly important as the Baby Boomer generation is nearing retirement age.

Another reason employee retention is important is the future of the company. Promoting from within not only allows employees to showcase their skills in hopes of moving up the company ladder, but it makes for more knowledgeable managers. If a manager is hired from outside the company, he/she doesn't know the inner workings of the organization, the current employees and their skills, or even the day to day workings of the company. It takes time to learn all of these small intricacies to manage effectively. Promoting from within alleviates all of those issues. The veteran manager is well aware of everything going on in the company and how some of the employees work best right from the start. If the company's turnover rate is high, it is much harder to promote from within, because the employees are not gaining enough experience to take the next step before they leave. A high turnover rate can also signal other potential employees that the company is not the best place to work. Retention issues can negatively affect a company's profitability both in the short term and the long term.

General Findings:

When Baby Boomers entered the workforce, they were required to put in a lot of hard work and time to earn respect and promotions within their companies. They understood that the more time they put in at the beginning of their careers, the better position they would be in as they came close to retirement. They trusted companies to recognize their hard work and knew that if they showed loyalty to a company, the

company would show them loyalty in return. An entire career could be spent with a single employer and the employee could just work his/her way up the corporate ladder.

Generation Y employees, on the other hand, realize they only have a certain amount of time in each day and don't want to spend all of it working. Most would be willing to take less money if the job is more enjoyable or if they don't have to work as many hours. Due to many of them growing up with Baby Boomer parents who worked long hours, a work-life balance is incredibly important to this generation. Also, loyalty isn't nearly as much of a factor in the employees' happiness. With the vast technical experience of this generation coupled with the Baby Boomers nearing retirement age, many Generation Y employees believe that if they are not happy with their current jobs, they can simply move on to a better one. Instead of showing loyalty and gaining respect and loyalty in return, it has become more the companies' burdens to make sure the employees are happy. With employees always looking for something better, many Generation Y employees aren't looking for a company that will keep them employed for their entire careers. They want a job where they can gain experience and improve themselves while earning money to survive. The mentality is not "live to work", but "work to live"

Chapter 3 – Research Procedure

Three main methods of research were used to obtain the required information to complete this project. Personal experience as both a Generation Y manager and employee under Baby Boomer managers were used. A survey was prepared and given out to employees in various engineering and technical companies in Kansas and

Colorado. On top of the surveys, three Generation Y engineers were interviewed to determine what they personally believe are the most important qualities managers can instill in a company to help retain employees like them. The previously mentioned experts' findings were incorporated into the development of the survey and interview questions to determine both how and why the Baby Boomer managers and Generation Y employees view the workplace differently. Each method is discussed in further detail.

Personal Experience:

In my short career, I have had the unique experience to see motivation techniques from both the management and employee point of view. Being born in 1983, I am a member of Generation Y in the workforce. I have served as both an employee who reports to a manager from the Baby Boomer Generation and also as a manager of both Baby Boomer and Generation Y employees.

I have worked for three different companies in six years as a full-time, post graduate employee. I started as an engineer with a Baby Boomer manager, worked my way up to a manager of both Baby Boomers and Generation Y employees, finally being moved back down to an engineer under different Baby Boomer managers during reorganization. I've been able to experience positive and negative managerial treatment as an employee. I've also been able to apply my own ideas into management and see the results with employees of different ages and experiences. These experiences have given me a unique view into the work attitudes and treatment of both Generation Y and Baby Boomer employees.

Personal Interviews:

To verify the previous research done by others, I interviewed three different Generation Y engineers over the phone in Colorado. The interview questions were created based on the general differences between Baby Boomers and Generation Y employees in the workforce that seemed to show up in most of the research I found. The interviews were with Michael Sells (29), a software engineer with DataLogix, Jason Taylor (29), a senior software engineer with Mobile Cause.com, and Mattijs Van DeLiefvoort (30), a senior innovation engineer with Ball Corporation.

Based on the General Findings in Chapter 2, I created questions for the interviews that could test the theories that Generation Y employees are as concerned with schedules as they are with salary and that they are looking for experience rather than careers. After getting the basic information such as name, age, position and company, each person was asked the same set of questions:

1. When you graduated college and started looking for a full-time position, were you looking for a place you could spend your entire career, or were you just looking for a job to gain experience?
2. Have your views changed on staying with a company for an entire career since you have started working?
3. Think back to each of your companies and positions and tell me what made you the happiest.
4. What did the companies do or how were you treated that made you the most disappointed or unhappy at a company?

5. Which is more important to you: the salary or the hours and schedule required with a position?
6. If you had two offers on the table, which would you choose and why?
 - a. A position with consistent overtime and weekend work (typically 50-60 hours a week) with a higher salary
 - b. A position with minimal overtime (40-45 hours a week) and a more flexible schedule but a lower salary
7. How much higher must the salary be to make you choose position A?
8. What characteristics of a company's culture do you look for to show you it would be a good fit and make you happy working there?
9. Should aspects like dress code and multi-tasking personal items at work be important to the company as long as the work is getting done well and correctly?

Online Personal Survey:

Because the interviews were only with three employees and all were members of Generation Y, I decided to also conduct an online survey to further verify my research. This survey was not limited to Generation Y employees. It was created to be used for any of the four generations that currently make up the workforce. It was sent out to the members of my current company, fellow Generation Y employees, and members at their companies. Just like the phone interviews, I created the questions to validate my previous research showing how members of each generation view priorities at work and what makes each employee happiest in a given position.

The survey was created on the website SurveyMonkey.com using The University of Kansas' Engineering Management's profile. The questions determine the age of each participant, which in turn will determine to which generation each belongs. The research done suggested that members of the Baby Boomer generation worked for fewer companies in their careers because they remained loyal to one company, while Generation Y employees are more likely to switch companies and positions more often as they find something better. One of the questions determines the reasons an employee is not satisfied and leaves a company. Finally, the survey also determines which factors are the most important to various employees when determining with which company they will be the most satisfied. The rankings of these factors were compared between each generation to determine how to manage a multi-generational workforce effectively and if the results aligned with those found by other researchers. Please see the complete survey in Appendix B.

Chapter 4 - Results

America's current workforce is composed of members from four different generations. Every generation is different because it has been shaped by differing experiences. But are these differences enough to cause managerial issues in keeping everybody happy and retaining the best employees? In a short answer, yes they are. As some of the most experienced members of the workforce, the Baby Boomers comprise a majority of the power positions in companies. The newest and possibly most important group in the workforce consists of Generation Y employees. It is the youngest of the four generations and still entering the workforce. It is becoming the largest generation in the workforce, and due to the abundance of technology available to these individuals

growing up, this is the most technologically savvy group. However, the generational differences between Baby Boomers in management positions and the new Generation Y employees lead to difficulties in employee retention.

Personal Experience:

In my personal experience, understanding his/her Generation Y employees is the most important tool a manager has to improve retention of those employees. During my first six years as a full-time engineer after college, I reported to managers who understood the need for that knowledge and others who did not. That difference directly affected my emotions at work and the managers that did not understand me and my views of work led me to leave a company for which I was once very happy working.

Under my first manager, my time at the company was very enjoyable. There was a structured hierarchy with plenty of opportunities to advance my career within the company. While the salary wasn't up to the average for my position, I enjoyed the company because my manager understood the need for a work-life balance and also that the final finished product was the most important part of the job. It was understood that the position would occasionally require extended hours, but the manager would always show his appreciation for the work. Sometimes when the employees were working long hours he would offer comp time to salaried employees, personally thank each person for his/her effort and time, and even on occasion hand out \$25 restaurant gift cards to show the employee that the hard work was not going unnoticed. Typically the monetary compensation techniques were directed at the salaried employees, because the hourly employees were receiving overtime pay for the extra hours worked. On top of showing

appreciation, he kept a very casual work environment. Because we were not meeting directly with customers, the dress code was very casual. Also, as long as all of the work was completed correctly and in a timely fashion, employees could listen to music, talk, check personal email, and even text throughout the day. It showed that he trusted the employees to manage themselves and in turn I wanted to do well and show him his trust was not misplaced. He seemed to understand that he played an important role in keeping his employees happy and that due to generational differences, not all employees can be managed exactly the same.

When the company reorganized and management changed, so did my outlook and future with the company. Coming from a different background, with no engineering experience, the new manager believed the engineers should be working more hours. Mandatory overtime was often enforced and a 40-hour work week was no longer common. While my previous manager kept the employees happy during periods of overtime, this manager did not. He rarely showed appreciation for the time and effort put forth by the employees. He viewed the added work as an expectation that didn't need to be recognized. Under his management, the workplace was much less casual. A bigger emphasis was put on how work was completed and the employees' actions throughout the day than the final product. Employees were asked to work longer hours and reprimanded for personal tasks even if all of their work was completed on time and correctly. Many of the Generation Y engineers complained about these aspects to each other weekly. In the two years under the new manager, three of the five Generation Y engineers left to take similar positions at different companies.

At different times under each of those managers, I also managed a group of four engineers. The group consisted of two members of Generation Y, one from Generation X and one Baby Boomer. I realized very quickly that each employee needed to be treated differently to keep them happy and working hard. Initially the Baby Boomer engineer didn't seem to like reporting to a younger manager. To show I valued his experience I tried not to direct him as much as the others and I even directed the other engineers to him with questions to show that I valued his knowledge and experience. The more I valued his experience, the better our relationship became. The Generation X and Y employees all showed similar traits and desires. Each of them complained about the rigidity of upper management and wanted a more casual work environment. They all wanted flexible schedules so that they could complete all of their personal errands before or after work. I allowed them more flexibility and a more casual environment by allowing music and email. However, if any of the work started to slip, I would let them know. The employees seemed to respect that and it showed that my management style was results driven.

Personal Interviews:

In the interviews with three different Generation Y engineers, some common themes presented themselves. I conducted phone interviews with Michael Sells (29), a Software Engineering for DataLogix, Jason Taylor (29), a Senior Software Engineer for Mobile Cause.com, and Mattijs Van deLiefvoort (30), a Senior Innovation Engineer for Ball Corporation. While some of their answers varied based on the differing experiences in their respective careers, when asked certain questions, their answers were remarkably similar. All three of these men said they were not looking for a career when they started

their first full-time, post graduate jobs. Both Mattijs and Michael mentioned they took their first positions as a way to gain experience and build their resumes. Neither of them thought of that position as a permanent career. Jason did mention, “I thought it would be nice to stay there for a whole career, but mainly to avoid the job search.” However, he also said, “I was looking for a place to gain experience,” and, “Working for a career wasn’t why I started working there.” Michael even mentioned, “I didn’t think people actually stayed at a company forever.” When asked if their thoughts had changed about staying at a company for an entire career, both Michael and Jason had grown even more firm in their opinion. Michael referenced losing interest in a job by saying, “Chances are very low of finding a job to work in for the rest of my career and actually stay interested.” Jason, on the other hand referenced both trust that a company will take care of its employees and also that most employers he has interviewed with are surprised to see a Generation Y employee staying at a company for more than a few years. “You have to trust that the company is going to be around. My first company burned me so bad that it turned me off to big corporations. Everybody was very surprised I stayed at my first job for seven years. They expected two to three years,” says Jason. Mattijs also referenced minimal confidence in a company taking care of its employees for an entire career and being able to provide enough perks to keep employees for the long haul.

Based on the common answers from all three interviews, one of the perks a company might be able to offer to keep Generation Y employees is a flexible schedule. When asked if overall hours and flexible schedule or the salary is the most important factor for a job, Michael and Jason both said, “Flexible schedule is the most important.” Michael said if it was just between overall hours and salary, the salary would be more

important. Jason even said, “I don’t consider a minimum number of hours that I have to work, but I can do my work at home on my own time.” While overall hours weren’t as important as the salary, the option to work those hours without a strict schedule was far more important than either. Mattijs on the other hand said, “The salary would be the most important, but it would have to be a pretty good trade off.” All three men said they would need at least a 10-15% higher salary to accept a job that required more than 50 hours of work per week.

While the three interviews didn’t did produce identical answers, there were some obvious similarities. All three men interviewed said they were not looking for a career when they graduated college. They were only looking for a position to gain experience. Also, none of them have changed their opinions on staying with a company for their entire careers. If companies want them to stay for the rest of their careers, they should offer them flexible schedules. If the position requires, on average, at least ten hours of overtime a week, the company would need to offer at least a 10-15% higher salary. Full interviews are found in Appendix C.

Personal Surveys:

After reviewing the completed surveys, it is not surprising that Baby Boomer managers are having retention issues with Generation Y employees. The survey was distributed to employees at various technical companies. It was created for and given to employees of any age. 39 surveys were completed on SurveyMonkey.com. Of those 39 surveys, nine were completed by Baby Boomers, 11 by Generation X employees, and 18 by Generation Y employees. One survey was filled out incorrectly and the age of the

individual could not be accurately determined. The survey results examined here are just the Baby Boomers and Generation Y. The complete survey results (including Generation X) can be found Appendix D.

The nine Baby Boomers who completed the survey average 37.2 years of experience in the workforce. Through the 37 years, they average nine different employers. But on average, out of the 8 company transitions, only 6.4 of them were voluntary. That means that the Baby Boomer employees' average tenure with a company is 4.14 years. In comparison, the 18 Generation Y employees average 5.4 years of experience with 2.3 different companies and nearly all of the transitions are voluntary. That means the average tenure with a company is only 2.38 years. That is just half of the average tenure of the Baby Boomers. The survey shows again that the stability of staying employed with one company for many years is not as important to Generation Y as it is to the Baby Boomers.

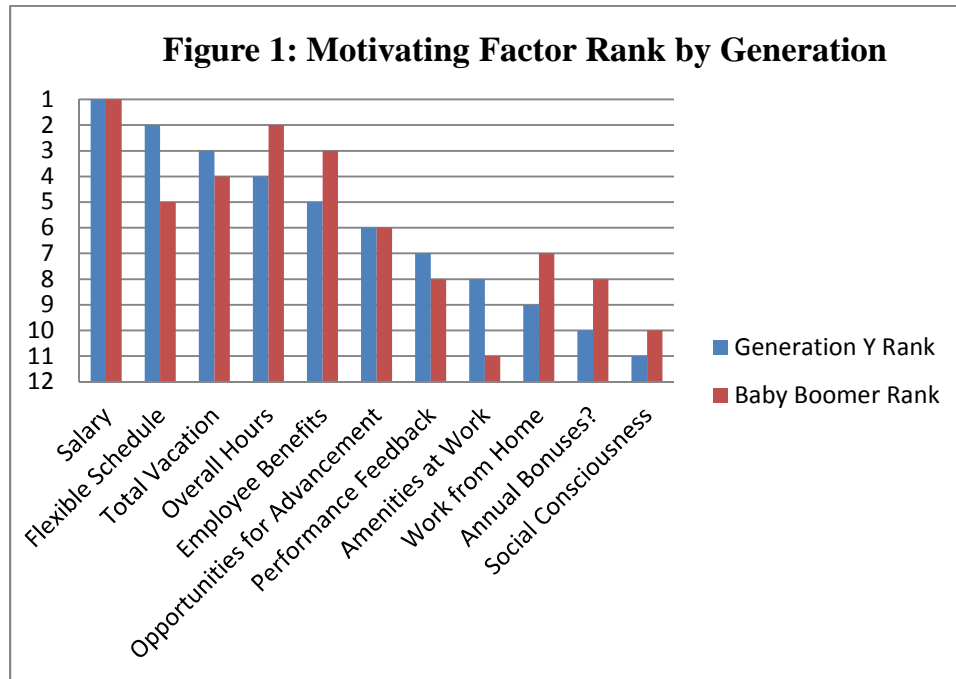
Table 2: Average Tenure Per Generation

| Generation | Average Tenure | Avg. No. of Companies | Avg. Years/Company |
|--------------|----------------|-----------------------|--------------------|
| Baby Boomers | 37.22 | 9.00 | 4.14 |
| Generation Y | 5.42 | 2.28 | 2.38 |

To determine what the generations view as the most important aspect of a company/position, the respondents were asked to rank 11 different categories, with a ranking of one being the most important. The comparative results are displayed in Table 3 and Figure 1.

Table 3: Motivating Factor Rank by Generation

| Motivating Factors | Generation Y Rank | Baby Boomer Rank |
|-------------------------------|-------------------|------------------|
| Salary | 1 | 1 |
| Flexible Schedule | 2 | 5 |
| Total Vacation | 3 | 4 |
| Overall Hours | 4 | 2 |
| Employee Benefits | 5 | 3 |
| Opportunities for Advancement | 6 | 6 |
| Performance Feedback | 7 | 8 |
| Amenities at Work | 8 | 11 |
| Work from Home | 9 | 7 |
| Annual Bonuses? | 10 | 8 |
| Social Consciousness | 11 | 10 |



While both generations declared salary to be the biggest motivating factor in choosing a position, it was the overwhelming favorite for the Baby Boomers. The average ranking for salary with the Baby Boomers was 1.67 with overall hours and employee benefits coming in second and third with average rankings of 3.44 and 3.77, respectively. The Generation Y employees, on the other hand, were much closer for the

top two choices. Salary averaged a ranking of 2.72 and flexible schedule averaged 3.61. To put that into perspective, the flexible schedule choice ranked 5th out of 11 for the Baby Boomers. The other two most glaring differences between the two generations came in the forms of Employee Benefits and Amenities at Work. While the Baby Boomers listed employee benefits higher than Generation Y (3rd and 5th, respectively), Generation Y employees ranked amenities at work higher (8th and last, respectively). Amenities in the office can be viewed as a type of employee benefit, but less monetary and more useful, such as a workout room at work.

When looking at Figure 1, it is clear that Baby Boomers and Generation Y employees have differing priorities when it comes to what makes them happiest in the workplace. These differences are likely a major cause of workplace dissatisfaction and retention issues with Generation Y employees.

Chapter 5 - Conclusions and Recommendations for Further Research

Retention of quality Generation Y employees can be a very difficult task for many companies. However, according to the research in this project, there are steps each company can take to improve both employee happiness in the workplace and overall retention of this important generation of employees. While salary is important and must be competitive, surveys and interviews have revealed other, more cost effective methods to keep these employees satisfied with their positions.

Offering a flexible work schedule is almost as effective as offering a higher salary in retaining these employees. Many Generation Y employees are more concerned with keeping a balance between their home lives and the work lives. If an employee needs to leave work early to attend his/her child's soccer game, head to a concert or sporting

event, or any other planned activity, let them leave and make up the work by coming in early or staying late another day. Don't force a rigid schedule that requires everybody to be in the office at 8:00 and stay until 5:00. The more freedom the employee has in scheduling, the happier they will be, because it shows that the employer cares about its employees having lives outside of work.

Along with the flexible schedule, Generation Y employees care about overall hours worked. This can mean total hours worked during a given week, or even during a given year. Just like the idea of flexible scheduling, this allows the employees a better balance between home and work. Employees from this generation are in their twenties and early thirties and starting families. The less time they have to spend at work and more time they can spend at home cultivating better relationships with their families, the happier they will be. If excessive hours are unavoidable in a given position, offer more vacation throughout the year. When there are more days available for vacation, it minimizes the overall hours worked during the course of the year and the frustration that builds up with added overtime.

Opportunities for advancement can motivate this young generation. Knowing there is a place for them in the future in positions to affect change can motivate them to stay when other offers present themselves. They won't want to start over from a lower position if they are close to moving into a higher one with their current company. It also motivates the employee to do their current job well to earn that higher position.

While the research has yielded many possible techniques to keep employees happy, like the ones listed above, when all is said and done, everybody is different. To ensure every employee is satisfied, the company must understand the motivators of each

one. At yearly reviews or on a bi-annual basis, the manager should meet with each employee to discuss what he/she is happiest about and what would help improve his/her satisfaction. After hearing what each employee has to say, determine what can be done to implement these ideas in a fair way for all employees. This action not only helps the manager understand each of the employees better, but it also shows each employee that the company is concerned with the happiness of everybody. A company culture needs to be constantly changing to meet the needs of all incoming employees as new generations enter the workforce and take over for the generations leaving.

The case sizes for both the interviews and online surveys in the project were minimal. Further research should be done and tested with a larger sample size to validate these results. While the interviews and surveys suggested that flexible schedules and less overall hours are good substitutes for a higher salary, further investigation can either prove or refute these claims. Tests should be administered to answer the question, “do flexible schedules and fewer hours really improve Generation Y employee retention?” It would also be beneficial to look into how the results changed when examining a global landscape, rather than just the United States.

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Appendix A: William Bliss' Cost of Turnover

1. **Calculate the cost of the person(s) who fills in while the position is vacant.** This can be either the cost of a temporary, or the cost of existing employees performing the vacant job as well as their own.
2. **Calculate the cost of lost productivity at a minimum of 50% of the leaving person's compensation and benefits cost for each week** the position is vacant, even if there are people performing the work. Calculate the lost productivity at 100% if the position is completely vacant for any period of time.
3. **Calculate the cost of conducting an exit interview** to include the time of the person conducting the interview, the time of the person leaving, the administrative costs of stopping payroll, benefit deductions, benefit enrolments and the cost of the various forms needed to process a resigning employee.
4. **Calculate the cost of the manager who has to understand what work remains**, and how to cover that work until a replacement is found. Calculate the cost of the manager who conducts his or her own version of the employee exit interview.
5. **Calculate the cost of training your company has invested** in this employee who is leaving. Include internal training, external programs and external academic education. Include licenses or certifications the company has helped the employee obtain to do their job effectively.
6. **Calculate the impact on departmental productivity** because the person is leaving. Who will pick up the work, whose work will suffer, what departmental deadlines will not be met or delivered late. Calculate the cost of department staff discussing their reactions to the vacancy.
7. **Calculate the cost of severance and benefits continuation** provided to employees who are leaving that are eligible for coverage under these programs.
8. **Calculate the cost of lost knowledge, skills and contacts** that the person who is leaving is taking with them out of your door. Use a formula of 50% of the person's annual salary for one year of service, increasing each year of service by 10%.
9. **Calculate the cost of losing customers that the employee is going to take with them**, or the amount it will cost you to retain the customers of the sales person, or customer service representative who leaves.
10. **The cost of advertisements** (from a \$200 classified to a \$5,000 display advertisement); agency costs at 12 - 20% of annual compensation; employee referral costs of \$500 - \$2,000 or more; Internet postings of \$300 - \$500 per listing.
11. **The cost of the internal recruiter's time to understand the position requirements**, develop and implement a sourcing strategy, review candidate's backgrounds, prepare for interviews, conduct interviews, prepare candidate assessments, conduct reference checks, make the employment offer and notify unsuccessful candidates. This can range from a minimum of 30 hours to over 100 hours per position.
12. **Calculate the cost of a recruiter's assistant** who will spend 20 or more hours in basic level review of resumes, developing candidate interview schedules and making any travel arrangements for out of town candidates.
13. **The cost of the hiring department** (immediate supervisor, next level manager, peers and other people on the selection list) time to review and explain position requirements, review candidates background, conduct interviews, discuss their assessments and select a finalist. Also include their time to do their own sourcing of candidates from networks, contacts and other referrals. This can take upwards of 100 hours.

14. **Calculate the administrative cost of handling, processing and responding** to the average number of resumes considered for each opening at \$3.50 per resume.
15. **Calculate the number of hours spend by the internal recruiter interviewing** internal candidates along with the cost of those internal candidates to be away from their jobs while interviewing.
16. **Calculate the cost of reference, educational and criminal background checks**, especially if these tasks are outsourced. Don't forget to calculate the number of times these are done per open position as some companies conduct this process again for the final 2 or 3 candidates.
17. **Calculate the cost of the various candidate pre-employment tests** to help assess a candidates' skills, abilities, aptitude, attitude, values and behaviours.
18. **Calculate the cost of orientation** in terms of the new person's salary and the cost of the person who conducts the orientation. Also include the cost of orientation materials.
19. **Calculate the cost of departmental training** as the actual development and delivery cost plus the cost of the salary of the new employee. Note that the cost will be significantly higher for some positions such as sales representatives and call centre agents who require 4 - 6 weeks or more of training.
20. **Calculate the cost of the person(s) who conducts the training.**
21. **Calculate the cost of various training materials needed** including company or product manuals, computer or other technology equipment used in the delivery of training.
22. **Calculate the cost of supervisory time spent in assigning, explaining and reviewing** work assignments and output. This represents lost productivity of the supervisor. Consider the amount of time spent at 7-hours per week for at least 8 weeks.

Sub-Total Training Cost Lost Productivity Costs As the new employee is learning the new job, the company policies and practices, etc. they are not fully productive. Use the following guidelines to calculate the cost of this lost productivity:

23. Upon completion of whatever training is provided, the employee is contributing at a 25% productivity level for the first 2 - 4 weeks. The cost therefore is 75% of the new employees full salary during that time period.
24. During weeks 5 - 12, the employee is contributing at a 50% productivity level. The cost is therefore 50% of full salary during that time period.
25. During weeks 13 - 20, the employee is contributing at a 75% productivity level. The cost is therefore 25% of full salary during that time period.
26. Calculate the cost of co-workers and supervisory lost productivity due to their time spent on bringing the new employee "up to speed."
27. Calculate the cost of mistakes the new employee makes during this elongated indoctrination period.
28. Calculate the cost of lost department productivity caused by a departing member of management who is no longer available to guide and direct the remaining staff.
29. Calculate the impact cost on the completion or delivery of a critical project where the departing employee is a key participant.
30. Calculate the cost of reduced productivity of a manager or director who loses a key staff member, such as an assistant, who handled a great deal of routine, administrative tasks that the manager will now have to handle.

New Hire Costs

31. Calculate the cost of bringing the new person on board including the cost to put the person on the payroll, establish computer and security passwords and identification cards, business cards, internal and external publicity announcements, telephone hook-ups, cost of establishing email accounts, costs of establishing credit card accounts, or leasing other equipment such as cell phones, automobiles, laptops, etc.

32. Calculate the cost of a manager's time spent developing trust and building confidence in the new employee's work.

Sub-Total New Hire Cost Lost Sales Costs

33. For sales staff, divide the budgeted revenue per sales territory into weekly amounts and multiply that amount for each week the territory is vacant, including training time. Also use the lost productivity calculations above to calculate the lost sales until the sales representative is fully productive. If the sales person goes to a competitor calculate the lost of sales from the clients that go over to that competitor. Can also be used for telemarketing and inside sales representatives.

34. For non-sales staff, calculate the revenue per employee by dividing total company revenue by the average number of employees in a given year. Whether an employee contributes directly or indirectly to the generation of revenue, their purpose is to provide some defined set of responsibilities that are necessary to the generation of revenue. Calculate the lost revenue by multiplying the number of weeks the position is vacant by the average weekly revenue per employee.

Appendix B: Full Online Survey

There are certain methods and actions that a company can utilize to minimize the retention and motivation issues with Generation Y employees. To most effectively retain these employees, a business first must understand what motivates the individuals from that generation and how it differs from management's generations. From this knowledge they can implement the proper techniques to keep the employees the happiest.

1. What year were you born?
2. How many years have you worked a full-time job?
3. In that time, for how many different companies have you worked?
4. How many times have you voluntarily left a position at a company?
5. What are some reasons you have switched companies voluntarily?
6. How long was your longest employment with one company?
7. If a job always gets done correctly, on time, and ethically, do you believe it is ok to multi-task with personal items such as email, text messages, and music?
8. When deciding between two positions/companies, please rank the following items by their level of importance to you (1 being the most important).
 - a. Salary
 - b. Flexible Schedule
 - c. Consistent Feedback on Performance
 - d. Total Vacation Time
 - e. Annual Bonuses or Not
 - f. Overall Hours Required
 - g. Employee Benefits
 - h. Amenities at Work (fitness area, lunches provided, better coffee, etc...)
 - i. Option to Work from Home
 - j. Opportunities for Advancement
 - k. Environmental and Social Consciousness
9. If there are items that are more important than the ones listed please add them.

Appendix C: Full Personal Interviews

Jason Taylor:

29, Senior Software Engineer at Mobile Cause.com

1. I was looking for a place to gain experience as an intern and it just turned into a job. At the time I thought it would be nice to stay there for a whole career, but mainly to avoid the job search thing. Working for a career wasn't why I started working there.
2. Yeah, 100%. Unless it's my own company that I run myself, I doubt I will ever be at a company for a whole career. You have to trust that the company is going to be around for a long time. My first company burned me so bad that it turned me off to big corporations. When interviewing for jobs, everybody was very surprised I stayed at my first job for 7 years. They expected 2-3 years. I stay longer than most because I like the stability.
3. The actual work at my first company was very good and the team I worked with. There are so few people in my current company, there isn't time for an abundance of meetings and we can all work on what we need to do. Only 3 hours of meetings of week and the rest is the actual work that I enjoy. You accept a position for the actual job you would do, not the meetings and other tasks.
4. Bureaucracy made my first job very bad. So many layers of management that 2 or 3 layers above you there is no personal connection to the management. Those people making the budget decisions treat you as a number for layoffs and such. You are just a number and not an actual person, so that is very demotivating, which means my work is my only value for the company, not me as a person.
5. I work more hours than needed at my current job, but that is because I enjoy the work I do. I don't even consider a minimum number of hours that I have to work. But, I can do my work at home and if I had to stay in the office the whole time to put the hours in, that would make a difference. The hours are more draining if I have to go into the office for all of my hours. The day to day annoyances are what really wear on you. Flexible hours are more important than the overall hours or the salary.
6. B, the flexible hours for a little less money, but it depends on how much less money. I tend towards flexible hours being the most important. If the hours are flexible people are more open do doing extra work. The work life balance is the important part. The overall hours don't matter as much as long as I can control them so I still have a work life balance.
7. 15% more money
8. Flexible schedule and flat organizations (structurally). Any employee can go up to the CEO and present ideas. There is a personal relationship with management and all of your co-workers. It encourages personal relationships and teamwork between everybody. You can keep your employees forever if you can keep them happy at work because there is so much time spent at work.
9. I don't understand why things like personal tasks and appearance and dress code matter if the work quality is good. If your work quality is bad, maybe some of that is cause. Good employees can manage themselves and are honest with themselves on if their work is

suffering and they want to do more. The best employees should be treated like the best employees.

Michael Sells:

29, Software Engineer at DataLogix

1. Definitely a job to gain experience and never even thought what I was doing at the time is what I would end up doing in the long run. I didn't think people actually stayed at a company forever
2. When I started my first job I thought I might stay at a place for a whole career and then once I realized the path that would need to be taken I didn't want to stay with a company for the rest of my career. My opinion went even further into the not spending a whole career at one place. Chances are very low of finding a job to work in for the rest of my career and actually stay interested.
3. Having something interesting to work on and a sense of ownership on the work and empowered to make important decisions without having to just do whatever I'm told by management. I didn't realize how important that was to me until I got to my new job. The company expects the employees to make good decisions on their own. Continuous learning and being able to work on new stuff. Makes the job more fun. Flexible schedule is a big deal, along with a work-life balance. I like being able to work at home to help with balance, but I don't want to HAVE to work from home just to keep my job.
4. Micro-management. Not being trusted to do my job. Somebody wanting me to check in at every stage of a project, not being able to multi-task personal items in the schedule. We used to have lots of meetings....status meetings every hour when there was a problem. Company Bureaucracy. Because of the bureaucracy, you can't work on things if not through the correct channels...could be worked on at home to improve company, but it wasn't worked on during company time. It wasn't directly related to the task assigned, so it's not accepted.
5. Flexible time is the most important, but if just talking overall hours, it would be salary. Just because I have a family to spend time with and take care of.
6. If both salaries are enough to live on, the 2nd option
7. At least 10% higher salary
8. I'd be looking for being held accountable to do my job the right way and be trusted to do my job the right way. They hire the people they want and trust them to do their job the right way. There is an effort made to be very social with one another. It is a team building atmosphere, rather than everybody being expected go to a cube and just work and knock it out before the end of the day.
9. When I left my first job one thing I was concerned about was a company that used key stroke loggers and your output was judged by the number of keystrokes each day. I was concerned with how much they monitored personal use of internet and such. I want to be able to check my email and stuff like that. As long as the job is getting done, that stuff isn't a big deal to the company. If they are concerned with that, then they don't actually know who is good and can't judge work correctly.

Mattijs van DeLiefvoort

30, Senior Innovation Engineer at Ball Corporation

1. I was looking for a job, but I knew I would eventually be moving to a different state and different company. I looked for a job with quicker advancement so I could build my resume for when I moved. I was looking for something that had an open position in Colorado, but if not I could increase my resume for my next job.
2. Once I moved and was looking for jobs in Colorado I was hoping to maybe find a job and stick with it for the rest of my career but deep down inside I knew that wasn't very correct and usually you don't have the opportunity for the advancement and salary increases to stay forever. If it is a good company there are perks to staying for a whole career. You have to find the right company that is going to treat you well in order to stay. You start to think, "Why would I want to move somewhere else?" I didn't want to have a repetitive job and if that was the case I would want a new job every 10 years or so.
3. Knowing that you are doing a job that you really like and enjoy rather than just taking one of a handful of jobs that was offered to you after college. Finding out what it is like in the real world rather than what you learn in school and figure out what type of job you want to do and make yourself happy. Having an individual choice of the type of work that I wanted to do. Being able to work with people that I get along with and enjoy working with. A more relaxed environment. Having the power and trust from your boss or coworkers to do what you want to when you want to is nice.
4. Feeling pressured into working obscene amounts of hours. 60 hours was kind of the standard at my first job and 80 hours happened sometimes. Feeling pressured to work late and work weekends. A flexible schedule was out of the question and you could be called in to work at any time. I needed to basically be on call if an emergency came up. But I knew it would bump up my resume so I could move on to something better.
5. The salary would be more important, but it would have to be a pretty good trade off. You know what you are getting into when you take a job.
6. Would take up to a 10-15% pay cut to work closer to 40-45 hours rather than 60-70
7. 10-15%. Family life has a lot to do with it. If you have a family you are more likely to take the job with less hours but if you are single you might take the money.
8. Empowerment and trust from your coworkers and superiors
9. To a point it should be acceptable and there are limits. Ethics come into play sometimes with that. Listening to music while working is fine, but if you are taking an hour of your 8 hour day to check email, taking you away from work isn't acceptable. People take smoke breaks during the day, but there are other people who don't smoke who aren't taking those breaks, so you have to figure out of what is acceptable and what isn't up front. Compare to a person taking smoke breaks every hour or so. Treat it kind of as a flexible schedule type thing.

Appendix D: Online Survey Results (Part 1)

| | 1945 | 1947 | 1949 | 1951 | 1952 | 1955 | 1959 |
|-------------------------------|-------------------------------------|--|---------------------------------------|---|-----------------------------|--------------------|--|
| Year Born | BB | BB | BB | BB | BB | BB | BB |
| Generation | 45 | 41 | 42 | 30 | 41 | 40 | 31 |
| Years Worked | 10 | 3 | 20 | 6 | 5 | 12 | 13 |
| # Companies | 8 | 2 | 10 | 4 | 3 | 11 | 11 |
| # Voluntary Leaves | | | | | | | |
| Reasons for Leaving | Better Pay/Job, Location, Stability | president of company wasn't consistent in his role as to collections of debt | better pay/benefits, in compatibility | personal dissatisfaction, have a child, better salary/benefits | change employer, relocation | moved, job ran out | Better pay, relocation, better company, more opportunity |
| Longest Employment | 13 | 25 | 9 | 18 | 16 | 11 | 5 |
| Are Personal Tasks ok? | Yes | Yes | No | Yes | No | Yes | Yes |
| Salary | 2 | 2 | 1 | 1 | 1 | 4 | 2 |
| Flexible Schedule | 9 | 4 | 8 | 10 | 5 | 1 | 3 |
| Performance Feedback | 7 | 7 | 4 | 11 | 9 | 10 | 7 |
| Total Vacation | 5 | 8 | 5 | 5 | 3 | 3 | 6 |
| Annual Bonuses? | 11 | 10 | 9 | 6 | 11 | 5 | 9 |
| Overall Hours | 1 | 6 | 3 | 3 | 4 | 6 | 1 |
| Employee Benefits | 3 | 5 | 2 | 2 | 2 | 7 | 4 |
| Amenities at Work | 6 | 11 | 10 | 7 | 8 | 8 | 10 |
| Work from Home | 10 | 9 | 11 | 8 | 6 | 2 | 5 |
| Opportunities for Advancement | 4 | 3 | 7 | 4 | 10 | 9 | 11 |
| Social Consciousness | 8 | 1 | 6 | 9 | 7 | 11 | 8 |
| Extra Ideas | | | | Personal satisfaction/pride in product/service. Feeling of accomplishment | | | |

Appendix D: Online Survey Results (Part 2)

| | 1960 | 1960 | 1967 | 1969 | 1969 | 1971 | 1972 | 1973 | 1975 |
|-------------------------------|------------------|--|---|------|------|----------------------|-----------|----------------------------|--|
| Year Born | BB | BB | X | X | X | X | X | X | X |
| Generation | 35 | 30 | 25 | 25 | 21 | 18 | 17 | 16 | 18 |
| Years Worked | 4 | 8 | 6 | 2 | 6 | 2 | 2 | 3 | 6 |
| # Companies | 2 | 7 | 4 | 0 | 0 | 1 | 1 | 1 | 2 |
| # Voluntary Leaves | | | | | | | | | |
| Reasons for Leaving | undesirable work | Culture, Compensation, work not being very interesting | money, opportunity, location, work/life balance | | | moved to a new state | relocated | advancement | fulfilled my commitment, better benefits/money |
| Longest Employment | 29 | 7 | 10.5 | 7 | 13 | 9 | 10 | 14 | 4 |
| Are Personal Tasks ok? | Yes | Yes | Yes | No | Yes | Yes | Yes | Yes | Yes |
| Salary | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 1 |
| Flexible Schedule | 2 | 9 | 2 | 3 | 6 | 6 | 6 | 6 | 4 |
| Performance Feedback | 11 | 4 | 7 | 6 | 9 | 4 | 10 | 7 | 10 |
| Total Vacation | 3 | 8 | 6 | 7 | 7 | 3 | 5 | 3 | 6 |
| Annual Bonuses? | 4 | 5 | 8 | 8 | 8 | 8 | 7 | 5 | 3 |
| Overall Hours | 5 | 2 | 4 | 5 | 4 | 7 | 4 | 8 | 5 |
| Employee Benefits | 6 | 3 | 3 | 1 | 3 | 2 | 2 | 4 | 2 |
| Amenities at Work | 7 | 7 | 10 | 9 | 11 | 9 | 11 | 11 | 7 |
| Work from Home | 8 | 10 | 9 | 10 | 5 | 10 | 9 | 10 | 8 |
| Opportunities for Advancement | 9 | 6 | 5 | 4 | 2 | 5 | 3 | 2 | 9 |
| Social Consciousness | 10 | 11 | 11 | 11 | 10 | 11 | 8 | 9 | 11 |
| Extra Ideas | | Type of work | | | | | | Job Content/responsibility | Appreciation for what I do |

Appendix D: Online Survey Results (Part 3)

| | 1977 | 1968 | 1979 | 1979 | 1980 | 1982 | 1982 | 1983 |
|-------------------------------|---|---------------------------|---|--|---|---|--------------------------|-------------------------------------|
| Year Born | | | | | | | | |
| Generation | X | X | X | X | Y | Y | Y | Y |
| Years Worked | 10 | 24 | 13 | 13 | 8 | 5 | 7 | 7 |
| # Companies | 5 | 11 | 4 | 4 | 3 | 1 | 2 | 2 |
| # Voluntary Leaves | 1 | 8 | 3 | 3 | 3 | 0 | 1 | 1 |
| Reasons for Leaving | zero advancement, departmental shutdown | Moved, found a better job | position advancement, change of scenery | career development, better opportunities | moved out of state for family education reasons. Returned to CO | micro-managing, hostile owner, compensation | Stress, lifestyle change | Money, work Environment, Colleagues |
| Longest Employment | 3.25 | 7.5 | 7 | 7 | 3.5 | 5 | 6 | 4 |
| Are Personal Tasks ok? | No | Yes | No | No | Yes | Yes | Yes | Yes |
| Salary | 2 | 1 | 2 | 2 | 1 | 1 | 8 | 1 |
| Flexible Schedule | 6 | 5 | 9 | 9 | 6 | 4 | 1 | 2 |
| Performance Feedback | 3 | 6 | 7 | 7 | 7 | 5 | 3 | 11 |
| Total Vacation | 5 | 4 | 5 | 5 | 3 | 3 | 4 | 3 |
| Annual Bonuses? | 7 | 7 | 4 | 4 | 5 | 8 | 9 | 9 |
| Overall Hours | 9 | 8 | 8 | 8 | 8 | 2 | 2 | 6 |
| Employee Benefits | 4 | 2 | 3 | 3 | 4 | 9 | 5 | 4 |
| Amenities at Work | 10 | 9 | 11 | 11 | 9 | 7 | 6 | 7 |
| Work from Home | 8 | 10 | 10 | 10 | 10 | 10 | 7 | 8 |
| Opportunities for Advancement | 1 | 3 | 1 | 1 | 2 | 6 | 10 | 10 |
| Social Consciousness | 11 | 11 | 6 | 6 | 11 | 11 | 11 | 5 |
| Extra Ideas | Commute | 401k & pension plans | Make a difference, responsibility | | | | | |

Appendix D: Online Survey Results (Part 4)

| | 1983 | 1983 | 1983 | 1984 | 1984 | 1984 | 1986 | 1986 | 1987 |
|-------------------------------|--|--|---|---|---------------------------------|-------------------|------|------|------|
| Year Born | | | | | | | | | |
| Generation | Y | Y | Y | Y | Y | Y | Y | Y | Y |
| Years Worked | 8 | 7 | 14 | 6 | 2 | 2.5 | 2 | 2 | 2 |
| # Companies | 2 | 6 | 8 | 2 | 2 | 1 | 1 | 1 | 1 |
| # Voluntary Leaves | 1 | 5 | 7 | 1 | 0 | 0 | 0 | 0 | 0 |
| Reasons for Leaving | Company Culture, Work Type, Hours, Pay, Bureau cracy | managenial incompetance, bureau cracy, lack of technical challenges, learning and growth opportunities | location, pay/benefits, going back to school, did not like the work | Poor treatment, compensation, corporate culture | Poor salary, change in interest | | | | |
| Longest Employment | 6 | 7 | 2.5 | 2.5 | 1 | 2 | 2 | 2 | 2 |
| Are Personal Tasks ok? | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Salary | 2 | 1 | 1 | 9 | 3 | 2 | 2 | 1 | 1 |
| Flexible Schedule | 1 | 2 | 3 | 8 | 1 | 5 | 3 | 7 | 7 |
| Performance Feedback | 8 | 7 | 8 | 6 | 6 | 4 | 9 | 10 | 10 |
| Total Vacation | 5 | 6 | 2 | 7 | 8 | 8 | 5 | 2 | 2 |
| Annual Bonuses? | 6 | 8 | 5 | 10 | 9 | 7 | 6 | 11 | 11 |
| Overall Hours | 4 | 9 | 6 | 5 | 4 | 10 | 7 | 8 | 8 |
| Employee Benefits | 7 | 3 | 7 | 2 | 2 | 9 | 2 | 4 | 4 |
| Amenities at Work | 9 | 4 | 9 | 3 | 7 | 11 | 11 | 3 | 3 |
| Work from Home | 3 | 5 | 10 | 11 | 5 | 6 | 8 | 6 | 6 |
| Opportunities for Advancement | 11 | 10 | 4 | 4 | 7 | 1 | 4 | 5 | 5 |
| Social Consciousness | 10 | 11 | 11 | 1 | 10 | 3 | 10 | 9 | 9 |
| Extra Ideas | Sense of ownership, Interesting Work | | | | | Work satisfaction | | | |

Appendix D: Online Survey Results (Part 5)

| | 1988 | 1989 | 1986 | 1983 | 1982 |
|-------------------------------|------|------|------|--|---------------------|
| Year Born | | | | | |
| Generation | Y | Y | Y | Y | Y |
| Years Worked | 1 | 1 | 3 | 6 | 8 |
| # Companies | 1 | 1 | 1 | 3 | 2 |
| # Voluntary Leaves | 0 | | 0 | 2 | 1 |
| Reasons for Leaving | | | | Lack of Advancement opportunities, micro-managing, poor managerial treatment | location and salary |
| Longest Employment | 1 | 1 | 3 | 5 | 5 |
| Are Personal Tasks ok? | Yes | Yes | No | Yes | Yes |
| Salary | 2 | 2 | 10 | 2 | 1 |
| Flexible Schedule | 3 | 1 | 4 | 3 | 2 |
| Performance Feedback | 4 | 6 | 7 | 10 | 11 |
| Total Vacation | 5 | 3 | 6 | 5 | 5 |
| Annual Bonuses? | 11 | 9 | 11 | 7 | 7 |
| Overall Hours | 6 | 4 | 2 | 1 | 3 |
| Employee Benefits | 8 | 8 | 9 | 6 | 4 |
| Amenities at Work | 7 | 11 | 3 | 8 | 8 |
| Workfrom Home | 10 | 7 | 5 | 9 | 9 |
| Opportunities for Advancement | 1 | 5 | 8 | 4 | 6 |
| Social Consciousness | 9 | 10 | 1 | 11 | 10 |
| Extra Ideas | | | | | |