

# DIFFERENT GENERATIONS' ATTITUDES TOWARDS WORK AND MANAGEMENT IN THE BUSINESS ORGANIZATIONS

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## Abstract

Different generations' attitudes towards work and management is relevant to modern companies, their managers, human resource management professionals as well as to the employees of the organisations. Currently three different generations – Baby Boom, X and Y are prevailing in the labour market. Many scientists, who analyse attitudes of different generations, notice that they have different point of view towards relationship with managers, due to which different motivational tools and communication methods need to be applied to them. The purpose of the research was to analyse different generations' approach to work and management in the context of the Lithuanian business organizations in order to find proper ways for contemporary organisations to adapt to and overcome generational differences constructively. The article analyses prevailing theoretical concepts relating to generations at work and introduces the results of empirical study, which help to explain the causes determining differing attitudes of the representatives of different generations. The data of the research indicate that Baby Boom, X and Y generations in the Lithuanian organizations are significantly different in self-assigned personal characteristics, evaluations of optimal length of employment relations with one organization, motivating factors in the organizational environment and preferred leadership. These aspects rise challengers for managers and HR specialists – they need to find individual approach to the representatives of different generations in order to ensure achievement of organizational goals.

**Keywords:** generations at work, motivating factors, preferred leadership, length of employment relations.

**Classification JEL:** M12 – Personnel Management.

## 1. Introduction

Today's organisations are faced with a challenge of different generations' diverse attitudes towards work, management, leadership and organisational politics. It is noticed that organisations experience human resource management difficulties which are linked to the fact that employees belong to different generations (*Berings et al., 2004; Cable et al., 2006; Cennamo et al., 2008*). Managers in organisation claim to notice the differences between employees of different ages but do not always know how to solve the related problems (*Deal et al., 2010; De Hauw et al., 2010*). Different generations' employees themselves find it difficult to communicate with each other and organisations' managers struggle to find a way that ensures smooth communication among employees as well to create productive and friendly working environment. Managers find it even harder to ensure effective accomplishment of the organizational goals and smooth leadership.

Knowledge of generations' features allows to actualise strengths of each generation, motivate people, retain and promote cooperation between them (*Hagstrom et al., 1995; Jurkiewicz, 2000; Hansen et al., 2012*). The question arises, how to ensure appropriate management for the members of each generation and how to maintain employees' motivation and identification with the organisation (*Parry, 2011; Maxwell, 2014*).

It should be noted that American scientists devote the largest attention to the issue of generations. William Strauss and Neil Howe proposed the theory of generations, according to which individual characteristics of each generation were distinguished (*1991*). Many scientific investigations were carried out on different generations' traits, characteristics and behaviours (*Coupland, 1991; Smola et al., 2002; Rodriguez et al., 2003; Terjesen et al., 2007; Reizenwitz et al., 2009; Real et al., 2010; Twenge et al., 2010*). However there are just a few Lithuanian

research papers on the generations at workplace (*Labanauskas, 2008; Narijauskaitė & Stonytė, 2011; Stanišauskienė, 2015; Bakanauskienė et al., 2016*). Therefore the information on the attitudes of different generations in Lithuania on work and management is fragmented and insufficient. However such information could be valuable for contemporary organizations, their managers and HRM professionals. Understanding generational differences at work could help companies to improve efficiency, share know-how and reduce personnel turnover.

*The aim of paper* is to analyse different generations' approach to work and management in the context of the Lithuanian business organizations in order to find proper ways for contemporary organisations to adapt to and overcome generational differences constructively. The object of the research – attitudes towards work and management by Baby Boomers' Generation, Generations X and Generation Y. Objectives of the research: 1. To reveal theoretical backgrounds of similarities and differences among different generations' attitude towards work and management; 2. To empirically determine different generations' approach towards work and management in the Lithuanian business enterprises; 3. To analyse the reasons that determine generations' similar/different attitudes towards work and management. Methods of the research: theoretical analysis, survey of the representatives of different generations, quantitative data analysis.

## **2. The concept of generations and their differences**

The earliest definition of generations was provided by biology scientists who described the generation as a period of time between parents and their off-springs birth. In the context of psychology and sociology generation is described as a cohort. In sociology, definition of generation was introduced by Karl Mannheim (*1952*) who described generation in his essay *The Problem of Generations* as a group of the same age people who are united by some memorable historic event. This definition was repeated and fleshed by Ryder (*1965*) arguing that a generation is a unit of individuals who share the same events in the same interval of time (*Costanza et al., 2012: 377*). Generations were described similarly by the 20<sup>th</sup> century scientists. B. R. Kopperschmidt (*2000*) stressed that generation is a group of people who are connected by the date of birth, position and essential life events that happened during their critical development periods (*Costanza et al., 2012*). Generation can also be defined as form of an age group whose members were born around the same time, as a group of individuals who were born, matured and are living in the same historical period (*Scott et al., 2005*). Sociologist Frank Giancola (*2006*) describes generations as a group of people who share certain historical and social events at the same period of life (*Sajjadi & Castillo, 2012*). Strauss and Howe (*1991*) claim that each generation has different events that help to distinguish one generation from another (*Costanza et al., 2012*). The sociologists of the 20<sup>th</sup> century's last decade (*Pilcher, 1995; Riley, 1998; Miller, 2000*) introduced a new "cohort generation" concept and described cohort as "a group of people of the same or similar age united by common demographic event and/or historical experience on the basis of which their distinctive worldview is formed that differ them from other similar formations (*Kraniauskienė, 2002*).

Sociologist K. Mannheim (*1952*) made one of the biggest contributions to the theory of generations. The scientist equated generation to a social group instead of putting emphasis on its genealogical meaning. Mannheim (*1952*) stressed that biological factors alone cannot account for the differences among generations. While criticizing dichotomous approach that was prevailing in the 19<sup>th</sup> century the scientist claimed that generations can vary with a certain inherent behaviour or share certain knowledge. He was one of the first scientists to draw attention to relevant factors that determine generations' traits and their differences, and claimed that consciousness and attitude of different generations depend on social change, so it is important to take into account social, political, economic and historical factors that may affect and even change the general features and characteristics of the generations. According to the

author the factors listed will determine different traits and characteristics in the long run and will distinguish one generation from the other (*Sajjadi & Castillo, 2012*). The sociologist also investigated the generational clash, stressing that members of one social formation are connected by a similar time of birth and, when reaching the adulthood, they are faced by an inevitable clash with a culture that existed before and, possibly, by a desire to transform it (*Kraniauskienė, 2002: 42*).

W. Strauss and N. Howe (*1991*) made another big contribution analysing the theory of generations. They discovered certain patterns of generation change that are called the theory of generations. The same as Mannheim, pioneers of generations' theory claim, that certain social changes distinguish one cohort from another, and add, that such an event can have an effect on not only the current but also the following generation (*Strauss & Howe, 1991*). Strauss and Howe (*1991*) focused on values and emphasized that specific values characteristic of generations are formed in the childhood during 2<sup>nd</sup> to 4<sup>th</sup> years of life, effected by public events (political, economic and social, including the pace of technical progress) and family upbringing. It should be noted that scientific literature does not provide a unified approach towards classification of generations. People, who are assigned to the same generation, may evaluate the same historical events differently (*Labanauskas, 2008*).

However majority of scientists, considering the main events of a certain period of time, use a simple way to divide people into generations – according to their date of birth. On the basis of these principles Strauss and Howe (*1991*) classified generations and their classification is continued to be used up until now (Table 1).

Table 1. Classification of Generations (*Strauss & Howe, 1991*)

Name of the generation	Birth period
Lost Generation	1883 – 1900
Greatest Generation	1901 – 1924
Silent Generation	1925 – 1942
Baby Boom Generation	1943 – 1960
Generation X	1961 – 1981
Y/Millennial Generation	1982 – 2001

## 2.1. Generations' attitude towards work

Currently the global labour market is covered by three different generations – Baby Boom, X and rapidly growing Y Generation. All of them are in different age groups and have a different working style as well as values, attitude towards work, communication and management. The oldest representative of these generations is a Baby Boom Generation that entered the labour market between the 7<sup>th</sup> and the middle of the 9<sup>th</sup> decades. Currently undergoing the sunset of its career but still covering big part of the labour market it is called a generation of workaholics. In comparison to later generations, this generation feels strong affection to one workplace because “believes that it can only work here and only do this type of job” (*Robbins, 2007*). In this respect Baby Boom Generation is similar to its predecessors – Silent Generation which is known as being particularly loyal to its employer and organisation. If the Silent Generation is referred to as unconditionally loyal to the employer, the Baby Boom Generation is only loyal to a certain extent. Baby Boomers tend to look to the organisation as the engine of their career (*Robbins, 2007*). Meanwhile, Generation X possesses loyalty to its profession rather than to organisation. It appreciates relationship with colleagues more than with organisation. S. P. Robbins (*2007*) notes that representatives of Generation X are not inclined to such dedication for the employer as representatives of previous generations. It is

believed that parents influenced Generation X to have such an approach to work, because they worked extremely hard themselves, “played according the rules” but their loyalty to organisation failed to protect them from losing jobs (*Tolbize, 2008*). As a result, they are sceptical about the commitment to a single organization, do not attach themselves to a single workplace, prefer to work only for themselves, and value personal life. However, compared to the younger generation, employees of this generation want more to identify themselves with the organisation and remain there because of mere obligation.

Generation Y, in many aspects, has some similar attitude to Generation X, however, at the same time it is a completely different generation in comparison to previous ones. This generation is loyal to the opportunities of its career and loyal to itself, however it does not have a sense of loyalty to the organisation so it is difficult to keep it in the same workplace. Representatives of this generation usually look at their current position as a temporary stop which is a stage of learning and development. When they feel that all problems that they encounter are familiar they dare to make a change and move to another organisation (*Parry & Urwin, 2011*). Representatives of this generation are loyal to the project and/or manager. In the first case they become loyal to the project not to the organisation that they work for, if it appears interesting and meaningful, participating in it, they can achieve and create something that will be meaningful and useful in future.

This generation is particularly motivated by interesting tasks, training and professional development opportunities, thus in parallel with the financial factor it becomes necessary to interest an employee with a new task or to engage him or her in a new training or projects. It is worth noticing that other generations also have an urge for trainings, however older generations’ representatives prioritise trainings that are related to their current job, while younger employees prefer trainings related to management and leadership (*Tolbize, 2008; Parry & Urwin, 2011*). It is clear that a desire to have an interesting and meaningful job is an outstanding feature of Generation Y. Therefore, loyalty is inseparable from managers’ obligation to engage his or her employee in a certain project. Secondly, representatives of this generation have a sense of loyalty to their manager. This manager must be capable to create right relationships based on continuous communication and empathy. In other words, he or she has to become a role model. Nevertheless, scientists point out that in the nearest future a year of work in one company will mean a long commitment instead of a short one (*Cogin, 2012*). Hence, loyalty to an organisation will decline further because this period of time is too short for an employee to fully identify himself or herself with an organisation which he or she works for.

Research conducted in America shows that 70% of Silent Generation employees claim that they would like to stay in the same company for the rest of their lives, 65% of Baby Boom Generation claim the same while only 40% of Generation X representatives agreed on that and only 20% of Generation Y (*Tolbize, 2008*). However, these results might be influenced not only by the traits of a certain generation but also by the fact that with time more stability is wanted in one’s life. It should be noted that the level of employee loyalty can be influenced by the country’s economic situation. If a country is economically strong wide spectrum of opportunities open up, new companies emerge, old ones expand. As a result, new job opportunities emerge, thus people taking advantage of this, change their workplace much more frequently.

Nevertheless, evaluating employees’ loyalty we should take into account characteristics of certain generation. Personal life is very important to Generations X and Y. They choose a working place that allows them to separate work from personal life. If previous generations associated hard work with success and achievements, a job for Generations X and Y has not only to provide pleasure and be meaningful but also not to ‘steel’ their precious time.

## 2.2. Generations' attitude towards management

The managers of organizations generally agree that there is no management style that could be completely suitable to all generations. Younger generation representatives change organisations often and usually not because of a better salary but due to new opportunities. Working many years for the same company is incomprehensible to Generation Y (*Braksick, 2012*). They want challenges and go where they can encounter them. Therefore managers' personality plays a crucial role in trying to retain employees of this generation. According to "Well Fleet Research and Consulting" data of recent 5 years, Generation Y receives more than one offer at the same time and 82% of them are convinced that sooner or later they will get a desired job (*Durkin, 2007*). Therefore, younger employees want a strong leader who could provide an opportunity to learn, improve, make career, a leader who would be open to changes and opinion of others. They appreciate more the managers who do not simply give tasks but the ones who communicate and explain 'why it is important to perform them'. Representatives of this generation expect feedback from their managers while representatives of the older generation do not see it as a necessity. It is important for Generation Y to work with a manager who is kind, understanding, who is open minded and easy to communicate with. It is worth noticing that employees of Baby Boom Generation or Silent Generation prefer a trustworthy manager while Generation Y values the manager who has an ability to listen and takes their opinion into an account. However, A. Tolbize (*2008*) notices that peoples' attitude may change with their age and can depend on a certain situation rather than on the characteristics of a generation. However, analysing this generation's approach to management, it is obvious that employees of Generation Y, unlike previous generations, want a manager who carries out a role of a teacher as well as a coach (*Coley, 2009*).

According to the research data of V. Stanišauskienė (*2015*), differences between Generations X and Y are clearly visible. The scientist notes that these generations evaluate influence of other people differently. The employees of Generation Y tend to be critical of their managers while Generation X accepts authorities' opinion unquestionably. A manager for the representatives of this generation has big authority, however, unlike Baby Boom Generation employees, they do not wait for a command from a manager higher in hierarchy but willingly ask and expect the same thing from him. Generation X is impressed by engaging and inspiring manager, manager who is setting an example, who they could follow to a different organisation in the future. Whereas Baby Boom Generation finds it important that a manager should have clear goals and vision, be professional and would provide an image of strong personality. It is important for them to get a clear guidance from a professional manager who does not interfere with their work too much and give minimal feedback. Being in the middle of these three groups a manager should evaluate the specific aspects of the generations and have in mind that Baby Boom Generation is likely to sacrifice for a job, to work for a long period of time with commitment and dedication, Generation X perceives work in a simple and flexible way, while Generation Y does not understand how one could sacrifice personal time for work.

## 3. Research method

A quantitative research method – survey was selected to achieve the set goal. The respondents were selected from 5 business organization working in the information technology area. The general population of the organizations, from which the sample of the respondents was taken, was 850 people. The main selection criterion of the respondents was age, following to which the respondents were divided into three generation groups – respondents born 1943–1960, 1961–1981 and 1982–2001 (according to Strauss-Howe's classification of generations). Another criterion was work experience. The aim was to form the sample of respondents (especially of younger generation) who at least had minimum work experience. In total there

were 223 respondents selected – 24 from Baby Boom Generation, 82 from Generation X and 117 from Generation Y.

The questionnaire was developed for the implementation of empirical research. Questions were based on insights discussed in theoretical part. The following constructs were measured:

- Generations' personal qualities profile;
- Optimal length of employment relations with one organization;
- Motivating factors;
- Attitudes towards management.

In order to compare if the responses of different generations differ significantly, the following statistical criteria were used: Pearson's Chi square test; Kruskal-Wallis H test.

#### 4. Empirical Research Data Analysis

Respondents indicated the most prominent personal characteristics what are possessed by their generations.

##### Generations' personal qualities profile

As it can be seen from Table 2, the Baby Boom Generation in most cases has pointed out these features: loyalty to organisation (83.3%), workaholic attitude (62.5%) and work priority (66.7%). Generation X distinguished these features: loyalty to the organisation (54.9%), work priority (53.7%) and workaholic attitude (50.0%). While Generation Y mentioned qualities like openness to change (76.9%), self-esteem (70.9%) and being ambitious (68.4%).

Table 2. Individual characteristics assigned to themselves by different generations (own study)

	Baby Boom Generation	Generation X	Generation Y
Workaholics	62.5%	50.0%	15.4%
Open to change	37.5%	20.7%	76.9%
Feeling great respect for their manager	41.7%	24.4%	1.7%
Loyal to organisation they work for	83.3%	54.9%	4.3%
Like to work in a team	37.5%	36.6%	49.6%
Not afraid of criticism	20.8%	15.9%	25.6%
Have self esteem	54.2%	39.0%	70.9%
Prioritise work	66.7%	53.7%	11.1%
Prioritise personal life	4.2%	17.1%	34.2%
Selfish	4.2%	9.8%	23.9%
Individualists	0.0%	9.8%	43.6%
Work overtime gladly	45.8%	26.8%	8.5%
Ambitious	12.5%	26.8%	68.4%
Have entrepreneurial qualities	16.7%	15.9%	47.9%
Likes formal working relationship	16.7%	17.1%	7.7%

After evaluation of statistically significant differences between respondents of different generations it was found that representatives of Baby Boom Generation and Generation X statistically more significantly consider themselves to be workaholics, they feel significantly more respect to the manager and think themselves to be loyal to organisation and prioritise work over leisure more that Generation Y. Meanwhile Generation Y in comparison to Baby Boom and

Generations X, statistically significantly more frequently possesses these qualities: openness to change, self-esteem, prioritising of personal life, selfishness, individualism, ambitiousness and entrepreneurial qualities. Therefore it can be stated that Baby Boom Generation and Generation X possess similar qualities. Majority of both generations' respondents stated that they are loyal employees. Baby Boom Generation highlighted it in particular. It is important to stress that majority of Generation Y respondents noted completely different traits. At this point a gap between younger and older generations is evident. Responses made by Generation Y prove the assumptions posed in the theoretical part of this article that representatives of this generation tend to have higher self-confidence and desire for innovations. They accept changes positively and initiate them.

### Optimal length of employment relations with one organization

Respondents' attitudes differed significantly when asked about the period of time spent within one organisation which could be considered as optimal period of time. As it can be seen from Figure 1 the majority of representatives of Baby Boom Generation indicated the period of 5 to 25 years, Generation X – 5 to 10 years and Generation Y – 3 to 5 years. It should be noted that these differences are statistically significant and they suggest that Generation Y representatives indicate statistically significantly ( $p < 0.05$ ) shorter time than representatives of Baby Boom Generation and Generation X. It is interesting to note that 2.6% of respondents indicated that 1 to 2 years is an optimal period of time to work for one organisation whereas respondents of older generations did not even consider that as an option. Thus, results confirmed the theoretical insights claiming, that with each next generation of employees, attachment to the organisation declines. It can also be stated that if years worked for one organisation will continue to decline, it is likely that the level of commitment to the organisation will decline too. This may require to essentially change employment relations between employers and new coming generations of employees. With the changing situation, the mutual benefit expected by the employee and the organization from their cooperation became more important than the unilateral loyalty of the employee. The employee invests the competencies which he or she possesses (knowledge, capabilities and skills), time and effort and, in return, expects to receive a certain benefit, which is usually perceived as either a direct monetary reward or a change of career portfolio (competencies and status).

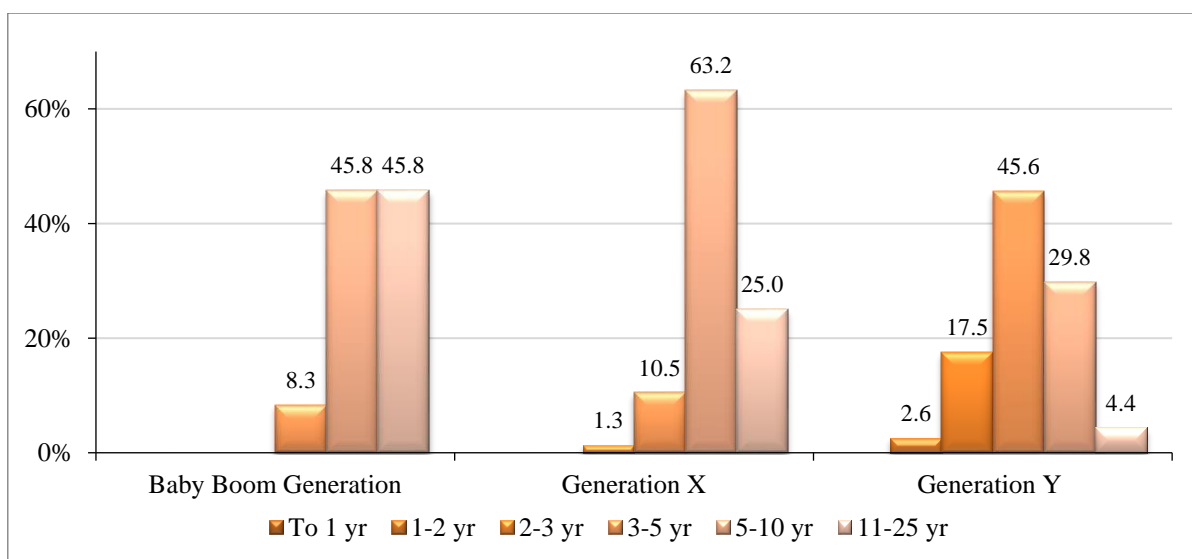


Figure 1. Optimal length of employment relations with one organization (own study)

## Motivating factors

Differences in generations' attitudes towards motivating factors were quite significant (Figure 2). According to the data of the research representatives of Generation Y would be stimulated by competitive salary, career prospects, training and development opportunities as well as challenging work, while Baby Boomers would be least motivated by such motivation instruments. Personal qualities of a manager as well as calm and stress free-job would be the most appealing to them (Baby Boomers). As for Generation X, they prefer flexible working hours and competitive salary. It should also be noted that study results confirmed theoretical insights that salary is not the main and only motivation that applies to Generation Y. In addition to salary, they need to be provided with career opportunities – with a chance to be promoted or opportunity to work in another department. So development of competences is an integral part of working life for Generation Y.

It should be noted that the biggest generational differences were distinguished between Generation Y and Baby Boom Generation. This can also be confirmed by additional question related to motivation. They were asked to identify, which of the listed factors motivate them most. After summarising the results, it was found that social atmosphere (positive work environment, ability to express opinion freely, help of colleagues and managers, etc.) motivates Generation Y the most and Baby Boom Generation is least motivated by this composite factor.

According to the results an assumption can be made that working environment is very important for Generation Y. It also confirms an assumption made earlier that relationships with a manager and with colleagues are crucial for the representatives of this generation. They are impressed by the fact that they can always ask for help and advice from their colleagues and manager. The opportunity to express their opinion freely is also a very important part of their working life. It allows them to feel free, unconstrained, they feel appreciated, useful and developing as professionals.

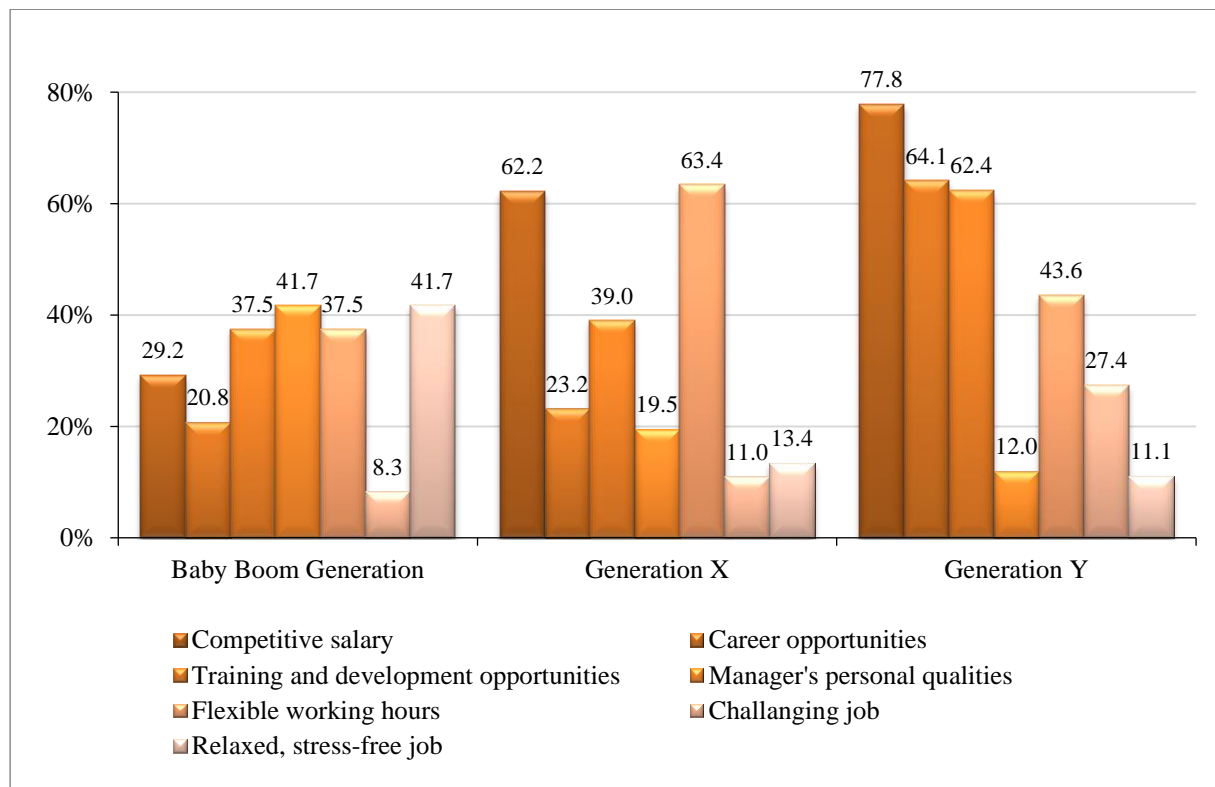


Figure 2. Motivating factors for different generations (own study)



### Attitudes towards management

In respect to the attitudes to management, Generation Y was theoretically distinguished as a generation which is difficult to communicate to, which wants quick results and manager-leader above in the hierarchy who would be able to give advice, consult, be a role model but would not be intrusive. In order to confirm or deny this assumption, respondents were asked to indicate their preferred leadership style.

It should be noted that all three generations indicated a democratic style as the best approach in work environment, however, Generation Y expressed almost the same support for democratic leadership (55%) as for liberal one (45%). This shows that for Generation Y it is important to have a manager who provides more freedom at work and ensures more deliberations in decision making. It should also be noted that analysing qualities of good managers as conceived by different generations, it was found that manager's ability to listen was valued more by Baby Boom Generation (70.8%) whereas Generation Y stated that having a manager who is a leader is extremely important to them (59.8%), (Figure 3).

To summarise, it can be stated that Generation Y change approach to the manager and management itself in comparison to Baby Boomers and generation X. They (Generation Y) want to see an enthusiastic manager personality who would not only manage but would also provide constant feedback, involve in various trainings, projects, stimulate their interest in business, consult and would not quite exactly tell them how to implement the tasks. Thus a manager should put himself or herself in a role of a teacher but when necessary express their strong opinions and clear position on certain issues.

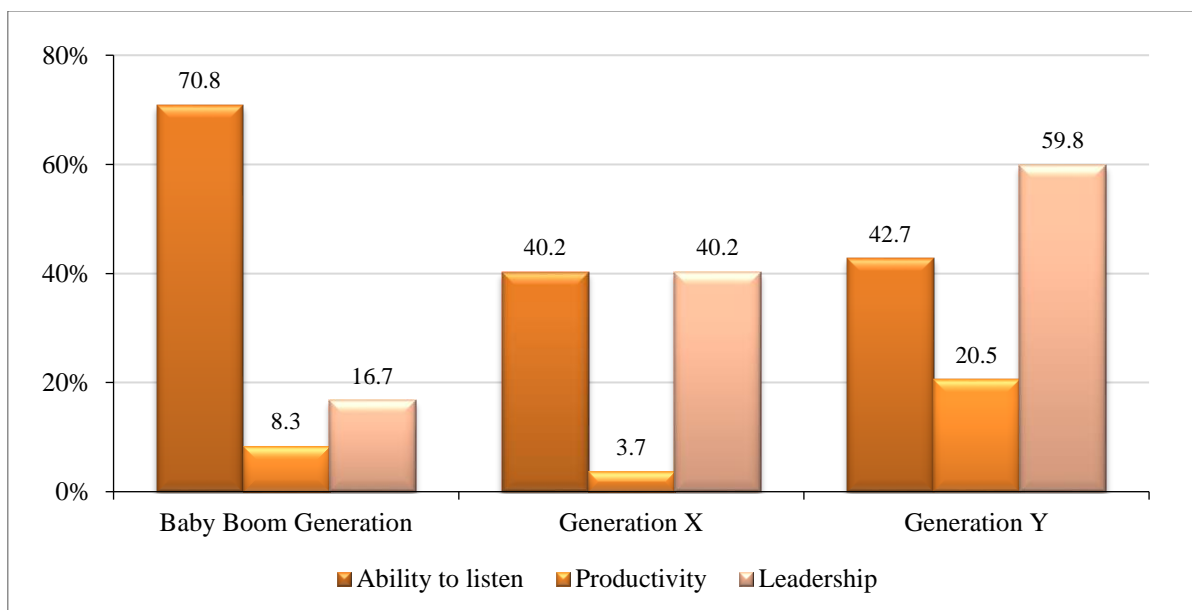


Figure 3. Qualities of a good manager (own study)

### 5. Reasons causing different attitudes among generations

According to Mannheim (1952) and Strauss-Howe's (1991) theories it was assumed that generations' attitudes were heavily influenced by political, economic, social and historical events. All these factors determine generations' different features and characteristics thus separating one from the other. The study results in Lithuania supported the scientists' theoretical ideas mentioned above. Grown up in post-war years Baby Boom Generation values safety, stability and financial certainty. They feel the strongest attachment to one job and think that their position in organisation that has been 'won' throughout these years should be valued and

respected by the manager. Baby Boomers echoed each other claiming that a good and friendly employer must raise the salary for an employee working for a long time in the same company.

The research data were also in line with Mannheim (1952) and Strauss-Howe's (1991) ideas in respect to Generation X. Getting mature during the collapse of communism and seeing their parent work constantly, the representatives of this generation value free time and pay more attention to themselves and their families. We cannot make assumptions that members of this generation are less loyal, however they are more committed to their work (not organisation), they value the balance between work and personal life and flexible working hours.

The attitude towards work for Generation Y was formed by the times of surplus as well as changes in the labour market when economic situation was improving, new jobs were emerging, foreign companies entering the Lithuanian market. All of these factors developed attitude towards work for Generation Y. Their confidence, search for innovation, individualism and openness to changes are reflected in the research data.

Results of the survey confirmed that the analysis of different generations' attitude cannot exclude the age factor. A person who has a family and strong financial stability may not necessarily want to stay in the same organisation because of their unconditional loyalty but because they would not want to risk losing their financial security, would not want to part with their family, friends or the place of residence. It should be noted that respondents of Baby Boom Generation most frequently stated that they would not change their place of residence (58.3%) while Generations X and Y said that they would change it if a new job would open up new opportunities. The representatives of a Baby Boom generation usually indicated reasons like being late to start something new at this age, that they like stability or that they already have created material well-being in a current place of residence. It is worth noticing that 79.5% of Generation Y would be determined to change their place of residence if a new job would open up new career and development opportunities. This proves that representatives of younger generations are motivated by competence development, various trainings and seminars.

## 6. Conclusion

Summarizing the findings on the attitudes of the generations debated in scientific publications and the empirical research in the Lithuanian business organizations the following conclusions can be drawn:

- Research literature highlights the differences between characteristics of the generations as well as the differences in their attitude towards work and management. Many sources of literature claim that employees of Baby Boom Generation are loyal to the employer, Generation X has loyalty to its profession while Generation Y is loyal to its career and to itself. Attention is drawn to the fact that the employees' identification with the organisation is decreasing with every generation. If Baby Boom Generation is called a generation of workaholics who work because it is their duty, then Generations X and Y are orientated to the job that provides them with an opportunity to have more free time and a meaningful and interesting job.
- Investigating individual characteristic assigned to themselves by different generations it was established that the Baby Boom and X Generations pointed out loyalty to organisation, workaholic attitude and work priority as the most outstanding characteristics while the representatives of Generation Y define themselves indicating openness to change, self-esteem and being ambitious.
- The research results confirmed theoretical insights that loyalty to organisation decreases with every next generation. The reason considered could be changing attitude towards work, accelerating changes in the labour market, opening of new world-wide opportunities. This may require to essentially change employment relations between

employers and new coming generations of employees. With the changing situation, the mutual benefit expected by the employee and the organization from their cooperation became more important than the unilateral loyalty of the employee. Previously relationship between the organization and its employee was based on good and long term emotional connection of the employee and the organization.

- Differences in generations' attitudes towards work motivation were quite significant. Representatives of Generation Y are stimulated by competitive salary, career prospects, training and development opportunities as well as challenging work. Benevolent personal qualities of a manager also calm and stress free-job environment would be the most appealing to Baby Boomers. Generation X prefers flexible working hours and competitive salary.
- Analysing qualities of good managers as conceived by different generations, it was found that manager's ability to listen was valued more by Baby Boom Generation whereas Generation Y stated that having a manager who is a leader is extremely important to them.

The research results indicated that retention and motivation of Generation Y in comparison to previous generations is the most challenging task that organisation's manager and HRM professionals currently have to face.

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