

Work values of generation Y

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Submission date: 10-May-2020 09:52AM (UTC+0700)

Submission ID: 1320587124

File name: 16.Work_Val_Gen_Y_document_DJI_Indi.pdf (487.69K)

Word count: 5613

Character count: 29271

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Abstract

There are about 38.83% of Indonesian workforces who are include in generation Y and this is more than the number of the other generations. The rush of global markets will create a new management approach that includes the generation Y's interest on work aspects. So, this study aims to analyze the differences of generation Y's work values based on gender and work status. The study also explores which predictors variable that has the strongest discriminant for generation Y's work values based on gender and works status. The number of the sample used in this research is 137 Millennial by using nonprobability sampling. This study uses discriminant analysis with the help of SPSS version 23. Independent variables in this study are intrinsic work values, extrinsic work values, social/altruistic work values, and prestige work values. The dependent variables used in this study are the gender of generation Y and work status of generation Y. Two dependent variables this study used two model of discriminant in testing the research hypothesis. The result of analysis indicates that there are significant differences between generation Y by gender and work status. Generation Y's work values based on gender and work status have the strongest discriminator variables on extrinsic work values.

Keywords

generation Y, work values, gender, work status, Indonesia

INTRODUCTION

One of the new challenges in the workforce is the highest number of millennial generation (generation Y) who enter into today workforce with their characteristics that different compared to other generations. In the workplace, millennial are known as the generation who like freedom and flexibility, for example, freedom to learn, work or do a business. This generation is also known as a challenge seeker. Those characteristics of generation Y driving the trend where today young people more selective in selecting a job that suitable for them, and it is can't be separated with their work values.

Values are a person beliefs which used as a goal or final state of someone doing something. Values generally affect attitudes and behaviors. Values could affect satisfaction and commitment. The importance of understanding the differences in work values in each generation becomes a matter of concern for companies related to the organizational environment. Understanding changes in work values of employees or value systems can affect the value of the organization (Smola & Sutton, 2002). With

the transition of leadership from one generation to another generation then the organization will be influenced by the value owned by the next generation.

The result of a survey by Gallup (2016) show that values and work attitude of a generation need more attention. It is because companies or managers pay less attention to their employees' work values, so the companies are able to manage employees well. Generation Y gives a challenge for managers in the company. The challenge is how managers are able to train, educate, and motivate employees to benefit the company from its strengths and potential.

In the career decision, work values are one of the important factors that affect career decision. Work values play the key role to motivate someone in selecting a job and develop skills (Sortheix, Chow, & Salmela-Aro, 2015). Work values become important predictors of human resource output, such as job satisfaction, organizational commitment, conflict management, and the organizational and person job fit (Papavasileiou & Lyons, 2015).

The intrinsic work aspect is a major concern of the Y generation (Ng, Schweitzer,

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& Lyons, 2010). Generation Y has realistic expectations of their first job and salary. On the other hand, they are also looking for companies that give opportunities for rapid progress and skill development. Expectations and values believed by generation Y are not a homogeneous one, yet each person has a different value that is influenced by several factors, one of the factors is gender. Changes in society cause a change in gender roles and ultimately affect values, attitudes, perceptions, and behaviors. Gender has an important role in someone work values orientation. With different nature of male and female, this may also affect the work values choice for both.

McDonald (2011, cited by Maxwell and Broadbridge, 2014) says that 'the tumult of global markets' will shape contemporary management approaches which encompass the interest of generation Y and their aspects in the workplace. Generation Y who will start a career tends to seek the intrinsic factors of a job, such as salaries and rewards that will be given by the employer. Unlike the Y generation that has worked. They tend to place extrinsic factors above other factors in seeking a job (Jin & Rounds, 2012). It is the same with Ng et al. (2010) who found that Y generation places the intrinsic factor of work as the most important aspect.

The purpose of this study is to explore the work values difference between generation Y by gender and by work status. This study is also want to explores which work values aspects that become the strongest discriminant of work values difference between generation Y by gender and by work status.

LITERATURE REVIEW AND HYPOTHESES

Gender and work values

Gender differences are seen in many aspects of work. These include the way of thinking, the delivery of ideas, the attitudes and behaviors of each, as well as the values that they believe. Individual differences in work values appear in line with the social background of demography, one of which is gender. Gender plays an important role in the development of someone work values orientation.

According to Sillerud (2011), gender has little effect on work values and only has a significant effect on the intrinsic work values.

Women assume that the intrinsic work values are more important than the intrinsic work values of men. This is similar to Sortheix et al. (2015) and Lechner et al. (2017) which states that the intrinsic work value of men is lower than women. Although gender differs in intrinsic work values, there is no difference in the extrinsic work values on gender (Krahn & Galambos, 2014). In contrast to the study, Sock, Kee, Hung, and Cheng (2012) say that there is no significant difference between men and women on the work values. Men and women assess relationships with superiors as the most important dimensions of work. Where relationships with superiors can be classified as extrinsic work values.

H1a: There are differences in work values between gender generation Y.

H1b: Generation Y work values by gender have strong differences in intrinsic aspects.

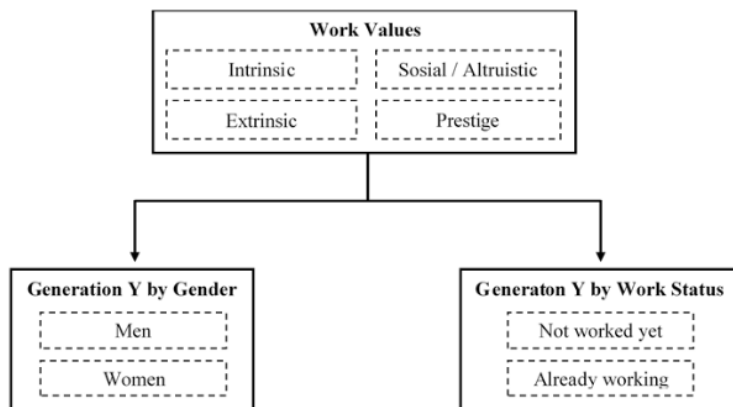
Work status and work values

Although work values are often seen as a stable difference, the new evidence says that work values can vary. Work values tend to be unstable in late adolescence or when they not yet entering the workforce and tend to be stable as one enters the workforce (Jin & Rounds, 2012). At the age of 18 to 25 years, work values are increasing, especially in intrinsic value (Krahn & Galambos, 2014). Changes in work values are influenced by their developmental experiences. A person's transition from school to work will increase the extrinsic value (Lechner et al., 2017). Millennial students think that extrinsic value is the most important value among other work values (Davis, 2016). The contrast is stated by Kuron et al. (2015), which says that there is no significant difference in work values between generation Y before they entering the workforce with generation Y who entering the workforce.

H2a: There are differences in work values between generation Y who has not worked yet and generation Y who already working.

H2b: Work values between generation Y who has not worked yet and generation Y who already working have strong differences in extrinsic aspects.

Figure 1.
Research Framework



METHODS

Population and sample

The population is the whole group of people, events, or things that researchers want to study (Sekaran, 2006). The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics set by the researchers to be studied and drawn conclusions (Sugiyono, 2008). The population used in this study consists of two population groups, the working generation Y workforce population and the generation Y work force that has not or does not work (open unemployment).

The sample is part of the number and characteristics of a population (Sugiyono, 2008). The sample is a partial member of the population. The sampling design used in this study is nonprobability sampling. Nonprobability sampling is used when the magnitude of elements in the population is unknown. Nonprobability sampling method technique used in this research is purposive sampling, where the researcher know that the required information can be obtained from one particular group that is able to provide the desired information and they have fulfilled the criteria that have been determined (Ferdinand, 2014). This technique is chosen because the population is too large. Because this research uses purposive sampling, then there are criteria that must be met in selecting respondents to be sampled. The minimum sample size that must be met is 30 samples (Roscoe, 1982 cited by Sugiyono,

2008). This is based on the minimum sample requirement that can be used for statistical data.

Data types and sources

Data collecting methods can be done with several techniques, such as questionnaires, interviews, and observation. Data collecting methods conducted in this study used questionnaires, interviews, and literature study. In this research, the questionnaires distributed directly to the respondents by hard copy and mostly done through the internet (google docs) because of the unknown population size and the extent of the population dispersal area. The questionnaire used in this study consisted of respondent data and statement items measured by Likert scale 1-5. Interviews used in this research is to ask some questions directly to some respondents to obtain useful information for research. Literature study in this study was conducted by reviewing journals and data from previous surveys and from Statistics Indonesia.

Analysis method

Based on the purpose of this study, the discriminant analysis is used. Discriminant analysis is a form of regression analysis used when the dependent variable is in the form of non-metric or nominal data while the independent variable is in the form of metric or non-category data (interval or ratio). The dependent variable becomes the basis of

discriminant analysis because the multivariate form of discriminant analysis is dependent. The main purpose of the discriminant analysis is to identify a set of variables that can be the best differentiator of both groups on the dependent variable (Ghozali, 2016).

This study used two discriminant models. The first discriminant model is a discriminant model with the gender of generation Y as the dependent variable (D1) and the second discriminant model is a discriminant model with the dependent variable working status of generation Y (D2). The following is the general equation of the discriminant model:

$$D = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_kX_k$$

with the following descriptions:

D = discriminant score

b = discriminant coefficients

X = predictors or independent variables

RESULTS AND DISCUSSION

Reliability and validity test

Reliability test is a test used to see the quality of research instruments, whether the instrument is reliable or not. Reliable or not a construct can be seen from the value of Cronbach Alpha (α). A data is said to be reliable if the value of Cronbach Alpha > 0.60 (Nunnally, 1967 cited by Ghozali, 2007). Based on the reliability test results, it is known that the four variables have Cronbach Alpha (α) values above 0.60, where the intrinsic work values have Cronbach Alpha value is 0.665, extrinsic work values are 0.614, social work / altruistic values is 0.615, and work values prestige is 0.727. These four variables have fulfilled the reliability test and can be said to be reliable.

Validity test is conducted to measure valid or not valid of a research instrument. An instrument is valid if the question in the instrument or questionnaire is able to illustrate the purpose of the construct or variable to be measured in a study. The validity test can be measured by looking at the Pearson Correlation value of each indicator to the total construct. The indicator is valid if the correlation coefficient value is greater than the r table value. Based on the result of validity test, all indicators have Pearson correlation value greater than r table. Therefore, it can be concluded that all

indicators used in this study are valid which means that indicators are able to describe their respective constructs.

Discriminant analysis

In the discriminant analysis, the first test is a test of equality of group means. The test of equality of group means is a test conducted to see whether there are univariate differences in dependent variables of four independent variables, which dependent variables in this study are the gender and work status. The test of equality of group means uses the Wilks' Lambda value and the significance value.

The results of the mean equality test of variables for discriminant model 1 show that the independent variables of intrinsic work values ($\lambda = 0.908$ sig. = 0,000), extrinsic work values ($\lambda = 0.848$ sig. = 0,000), and work values prestige ($\lambda = 0.940$ sig = 0.004) able to differentiate generation Y by gender. It can be seen from Wilks' Lambda value with significance below 0.05. While the independent variables of social/altruistic work values ($\lambda = 0.972$ sig. = 0.5) indicated having very low importance and almost unable to distinguish generation Y by gender (D1). The results of the mean equality test for the discriminant 2 model show that the independent variables of intrinsic work values ($\lambda = 0.956$ sig. = 0.014), and extrinsic work values ($\lambda = 0.951$ sig. = 0.010) are able to distinguish Y generation by work status (D2). While the independent variable work values of social / altruistic ($\lambda = 0,978$ sig. = 0,082) and work values prestige ($\lambda = 0,999$ sig. = 0,788) are unable to differentiate Y generation based on work status that mean these two variables have low role in distinguishing objects.

The general objective of this research is to determine the most efficient variables in differentiating generation Y by gender and based on work status, the stepwise selection is used in the analysis process. Stepwise selection is a combination of forward selection method and backward selection method. The results showed that in the discriminant model 1, the maximum value of Mahalanobis distance D1 was largest in the extrinsic work values variable (sig = 2,388E-6). The second stage is the social work / altruistic work variable (sig = 2.124E-7) and the third stage is the intrinsic work values variable (sig = 1.672E-8). It can be concluded that there is a significant stepwise variable in

the variable work extrinsic values, social values work / altruistic and intrinsic values work. All three variables are able to distinguish generation Y by gender. The maximum value of Mahalanobis distance D2 was largest in the extrinsic work values variable (X2) and the second stage is the intrinsic work values variable (X1). It can be concluded that significant stepwise variables are found in extrinsic work values variables and intrinsic work values. These variables are able to differentiate Y generation based on work status.

In the canonical discriminant output can be seen multivariate aspects of the discriminant model. From the table of eigenvalues, there is canonical correlation value used to measure the degree of relationship between discriminant results or the amount of variability that can be explained by independent variables to the dependent variable. From the summary table of canonical correlation values, the D1 discriminant function is very significant (0.000 <0.05) with a correlation value of 0.504. The discriminant function D2 also has a significance of 0.000 (<0.05) with a correlation value of 0.370. The significance value indicates that there are significant differences between different groups of respondents based on the independent variables entered into the model. The canonical correlation value is then squared to see the degree of relationship between discriminant results or the amount of variability that can be explained by independent variables to the dependent variable. In the D1 function, if the correlation value is squared fed 0.2540. And in the D2 function, the correlation squared value shows the number 0.1369. The greater the canonical correlation value, where the maximum value is 1, the higher the relationship between the discriminant value and the group. So it concluded that in discriminant model 1, 25.4% variation of generation Y gender variable can be explained by extrinsic work values variable, social work / altruistic work values, and intrinsic work values. Whereas in discriminant model 2, a variation of a generation Y working status variable can be explained by extrinsic work values variable and intrinsic work values variable 13.69%. And the relationship between each function is low.

The result of the discriminant model 1 matrix structure shows that the work values variable that most distinguish generation Y on

the basis of gender are extrinsic work values with a correlation value of 0.727, followed by successive social values / altruistic work (0,547) and intrinsic work values (-0.291). The result of the discriminant model 2 matrix structure shows that most work values variables that distinguish Y generation based on work status are extrinsic work values with a correlation value of 0.567, and the second is intrinsic work values with a correlation value of -0.536.

From the result of discriminant function coefficient hence can be formed discriminant function:

$$Z_1 = -11.561 + 0.192X_1 + 0.271X_2 - 0.332X_3$$

$$Z_2 = -0.871 - 0.324X_1 + 0.314X_2$$

The classification results for the discriminant model 1, on the original line of male groups of 28 respondents or 66.7% of the total number of male group respondents were correctly classified. While 14 respondents or 33.3% of the total number of male group respondents misclassified. Meanwhile, in the original line of women's group, 71 respondents (74.7%) were classified correctly. While 24 respondents (25.3%) are misclassified.

The classification results for the discriminant model 2, on the original line of generation Y group that has not worked yet, as many as 44 respondents or 63.8% of the total number of respondent generation Y groups that have not worked yet are classified correctly. While 25 respondents or equal to 36.2% of the total number of respondent generation Y group has not worked, there was misclassified. Meanwhile, in the original column, the generation Y group has worked, as many as 48 respondents (70.6%) are classified correctly. While 20 respondents (29.4%) declared a misclassification. The accuracy of discriminant functions can be calculated by:

Model 1

$$= \frac{\text{Classification accuracy}_0 + \text{Classification accuracy}_1}{\text{Total respondents}}$$

$$= \frac{28 + 71}{137} = 0,723$$

Model 2

$$\begin{aligned} &= \frac{\text{Classification accuracy}_0 + \text{Classification accuracy}_1}{\text{Total respondents}} \\ &= \frac{44 + 48}{137} = 0,672 \end{aligned}$$

It can be concluded that the classification accuracy is 0.723 or 72.3% for the discriminant model 1 and discriminant 2 model is stated to have been correctly classified by 0.672 or 67.2%.

Interpretations

Generation Y Work Values Differences on Gender

The results show that from the work values aspect used as the predictors of differentiating work values of generation Y by gender (i.e. intrinsic work values, extrinsic work values, social work / altruistic work values, and work values prestige), the four aspects of work values stating that there are differences in work values of generation Y by gender. This is shown through the results of the equality of group means test of variables using Wilks' Lambda with a significance of 0.05. From these results, the hypothesis of research H1 (a) is acceptable.

The results show that extrinsic work values are the work values aspect which has the greatest distinguishing strength with significantly less significance value than 0.05 (2,388E-6). That means extrinsic work values between men and women of generation Y have strong differences. In second place that has the greatest distinguishing power are social/altruistic work values (2.124E-7) and followed by intrinsic work values (1.672E-8). While work values prestige does not have a differentiating power for generation Y by gender or it can be argued that male generation Y and female generation Y have no differences in work values prestige.

Results of the difference in work values based on gender of generation Y show the same conclusion with the results of research conducted by Sillerud (2011), Sortheix et al. (2015), and Lechner et al. (2017) which concludes that there are differences in work values based on gender generation Y. The research was conducted in the western country and stated that the gender of generation Y is able to differentiate the intrinsic value of work values. This study conducted in Indonesia shows that the

largest difference in Y generation work values based on gender lies in the extrinsic value and intrinsic value is ranked third for the largest differentiator. From the above explanation, H1 (b) which states that the most powerful Y generation work value difference is in the intrinsic aspect is rejected. Because this study shows different results, that is, the most powerful difference in Y generation work values based on the extrinsic aspects.

The results showed that from several factors on the extrinsic aspect it is known that the male generation Y assesses the balance factor of work life and personal life is the most important extrinsic factor of work. In the second place, men judge that salary factor is also an important factor in doing the job. When associated with the culture of Indonesian society itself, men are often used as household leaders and family backbone. It is the reason that salary becomes an important factor for the male generation Y. Other extrinsic factors that are considered important by the male generation Y are job-related information and job security perceived while working.

While the factors on the extrinsic work aspects that are considered important for female generation Y are job security. When we look at social phenomena that often occur in the workplace, women often get discrimination or even ill-treatment at work. So it becomes important for women to see job security as the most important factor. The second extrinsic factor that is considered important for the female generation Y is the supervisor who gives support. The nature of women is often described as a weak person compared to men. So the support of superiors becomes important for female generation Y to be able to pass every challenge in the job. Other important extrinsic factors felt by the female generation are the balance of work life and personal life, as well as the benefits earned in the work, such as insurance, subsidy, and others. Associated with the culture of Indonesian society, especially the Javanese society, women are often described as someone who is responsible for home affairs, such as taking care of husbands, children, kitchens, and so forth. Therefore, for female generation Y can still have enough free time for themselves and family, in addition to work, becomes important.

Generation Y Work Values Differences on Work Status

The second hypothesis in this study is to explore if there are differences in Y generation work values based on their work status and which aspect is the strongest differentiator. The results of the equality of group means of the variables show that there is a difference of generation Y work values based on work status which lies in the extrinsic and intrinsic aspects of work values. This is evidenced by the Wilks' Lambda significance value below 0.05 and it is claimed that the intergroup has a significant difference. From the result, H2 hypothesis (a) can be accepted where the result of research stated there is a difference of work values between generation Y based on work status, that is generation Y who not work yet and generation Y who has been working. From the results of stepwise selection for the second model of this study, it is found that extrinsic work values are the biggest differentiating work values aspect of generation Y who not work yet and generation Y has worked with a significance value of 0.010 (<0.05). The second largest differentiator is intrinsic work values with a significance value of $5.158E-5$ (<0.05). While for social/altruistic work values and work values prestige can't distinguish generation Y work values based on their working status.

The results are supported by Davis (2016) and Lechner et al. (2017) which states that generation Y that has not worked yet and generation Y who already work have differences on the extrinsic work values. A person's transition from school or education to the world of work will increase the extrinsic value (Lechner et al., 2017). So the hypothesis of H2 (b) is acceptable, where work values between generation Y who have not worked yet and generation Y who has worked have a strong difference in extrinsic aspect.

For the generation Y that has not worked yet, access to information for the work is the most important factor. The world of work is something new in their career development process. The limitations of knowledge and experience require them to gain as much information access as possible in order to be able to do the job well. The next important extrinsic factor in work is the balance of work life and personal life. For someone who is in the transition from school to work, the balance of personal life and work life is one of

the main concerns. Commonly used time for personal interest will be widely used for work. And sometimes it makes the generation Y who lack experience will be surprised by the differences in daily habits. Other factors on extrinsic aspects of concern are job security, and benefits derived from work, such as benefits, insurance, and so forth. Generation Y who have not worked yet often have high expectations about their first job. This is due to the existence of differences in social environment, culture, and structure between schools/colleges with the workplace.

As for the Y generation who are already working, the first extrinsic factor that is considered the most important is job security, which is where a person feels safety and health need to be guaranteed for them to feel comfortable when doing the job. Extrinsic factors that are considered important is the balance of life with work life, support from superiors, and access to information on the work. When someone has a supervisor who always gives support it is able to make someone comfortable to work and feel helpful when finding difficulties in working. Superiors who support their subordinates are also able to become one of the reasons for a team capable of working better.

CONCLUSION

This study aims to see the differences in generation Y work values based on gender characteristics and work status. Gender characteristics are divided into groups of men and women. Characteristics of work status divided into groups not working yet and working. Based on the results of data analysis and processing, it is concluded that from the four research hypotheses that have been proposed at the beginning there is one hypothesis that is rejected because the results of the study are different from the hypothesis prepared, it is hypothesis H2 (b). The results show that generation Y work values based on male and female gender groups are shown to have significant differences. Extrinsic work values are the strongest distinguishing aspect and intrinsic work values are the weakest distinguishing aspect. The results of the research for the second research model indicate that there are significant differences in work values between Y generation not working and Y generation that has been working. The strongest differentiator lies in the extrinsic aspects of work values.

The results of the difference in generation Y work values based on gender groups are in line with previous research which concludes that there are differences in work values based on gender (Krahn & Galambos, 2014; Lechner et al., 2017; Sillerud, 2011; Sortheix et al., 2015). However, from these studies only research conducted by Lechner et al. (2017) which states that extrinsic work values between men and women have strong differences. Males have higher extrinsic values than women. The results of the second research model in line with Jin and Rounds (2012), Davis (2016), and Lechner et al. (2017). The individual transition from school to the workplace can increase the extrinsic value of work values (Lechner et al., 2017). Millennial students see the extrinsic aspects of work values as the most important aspect of work value (Davis, 2016). Work values are considered less stable during school (18-22 years old) and tend to be more stable when they are graduated and ready to enter the workforce (22-26 years old) (Jin & Rounds, 2012).

Limitations and future suggestions

This study is limited to the purpose of looking at differences in work values and to find out which predictor variables are the strongest differentiators. While there are still many methods and concept development that are not examined in this research, such as the causality effect between variables and other demographic variables. So to be the attention of the next research is first, to do research on generation Y work values based on gender and work status with work values aspects are more diverse or other characteristics. Secondly, in this study, the respondents obtained grouped on the respondents with the characteristics of the year of birth between 1992 until 1995. Generation Y is a person with a birth year between 1980 until 2000. It needs to be done so that the results of research is better because it is able to reach the generation Y characteristic birth year evenly. Third, it is necessary to do research with the wide area or specified population to be more accurate in generalizing the results. Or in other words, the sample should be more obvious. Fourth, from the result of the respondent characteristic based on domicile, the majority of respondents come from Semarang City, Boyolali District, and Jakarta City. Since the majority of the samples come from these

three regions and there are imbalances with other regions, it is possible to have different results when using more evenly distributed samples or other samples.

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