

# INDEX

- Advancement, 60  
Age effect, 10–11  
Altruism, 51–52  
Altruistic work values, 46, 51  
Analysis of variance (ANOVA), 52, 56
- “Baby Boom Echo”, 4  
Baby Boomers, 3–4, 6, 7, 9, 11, 16, 24, 25, 32, 66–67, 75, 97, 104, 107, 116  
reputation, 29  
*See also* Gen Xers; Millennials; Veterans  
“Baby Bust”, 4  
Boundaryless careers, 31, 32, 95–96  
Boundaryless mindset, 31
- Canadian workers  
generation, 77  
Career experiences, 16–17  
career events, 82–88  
career patterns, 77–82  
findings in studies, 77  
generational differences  
in, 76–77  
generations, 73–76  
modern career, 72–73  
pivotal career moments, 88–91  
Career outcomes, 17–18, 95, 98  
career satisfaction, 102–105  
inter-generational  
comparison of career satisfaction, 105  
intergenerational  
differences, 97, 101  
met expectations, 97–102  
meta-analysis, 96–97  
objective and subjective, 96  
work–life balance, 105–108  
Career(s), 71, 73  
achievement, 63, 66–67  
anchors, 33–36  
changes, 87, 89  
concepts, 12–14, 21  
confidence, 28

- construction theory, 73
- decisions, 46
- events, 82–88
- identity, planning, and resilience, 22–24
- ladder, 72
- literature, 96
- Millennials' career
  - expectations, 36–41
- modern, 30–33, 71–73
- modern career
  - perspectives, 30–33
- paths, 72
- patterns, 72, 76, 77–82
- researchers, 72
- salience, 25–26
- satisfaction, 102–105
- self-efficacy, 28–30
- success, 96
- work locus of control, 26–28
- “Chutes and ladders”
  - model, 72
- Cognitive work values. *See*
  - Intrinsic work values
- Cohort effect, 11
- Comfort values, 49
- Continuous learning, 63, 68
- Convenient hours of work, 57–58, 60
- Curvilinear trends, 50
- Data collection method, 49
- Demography, changing, 2
- Early-career Millennials
  - generation, 76
- Economic data, 76
- Employee movement,
  - creating paths for, 112–113
- Employers, implications
  - for, 18–19
- Employment
  - characteristics of sample
    - in study, 15
  - relationship, 71
- Extrinsic work values, 46, 49–50
- Feedback, 57, 63, 65
- Flexibility, 65–66
- Follow-up *t*-tests, 56
- Freedom, 68
- Gen Xers, 3–4, 6, 7–8, 9, 12, 16, 18, 25–27, 32, 36, 65–66, 97, 99, 102, 107, 114–116
  - career, 75
  - employees, 19, 111
  - See also* Baby Boomers; Millennials; Veterans
- Generation X. *See*
  - Gen Xers
- Generation Y, 3–4
- Generation(s), 2, 4, 9
  - age effect, 10–11
  - Baby Boomers
    - (1946–1964), 7
  - career concepts, 12–14
  - career experiences, 16–17
  - career outcomes, 17–18
  - cohort effect, 11

- demographic profile of
    - sample in study, 13–14
  - employment
    - characteristics of
      - sample in study, 15
  - Gen Xers (1965–1979), 7–8
  - identification, 5
  - implications for
    - employers, 18–19
  - Matures (before 1945), 5–7
  - Millennials (1980–1992), 8–9
  - period effect, 11
  - by researchers in United States, 6
  - size in Canada, 6
  - study, 11–12
  - work priorities, 14–16
  - in workplace, 3
- Generational career shift, 69
- Generational differences, 18, 99
- altruistic work values, 51
  - in career commitment components, 23
  - in career experiences, 76–77
  - extrinsic work values, 49–50
  - intrinsic work values, 47–48
  - management, 3
  - prestige work values, 50
  - social work values, 50–51
  - in work values, 47
- Generational effect.  
*See* Cohort effect
- Generational gaps, 67–68
- Generational studies, 1–3
- “Gig economy”, 8
- In-depth interviews, 77
- Instrumental work values.  
*See* Extrinsic work values
- Interesting work, 68
- Intergenerational differences, 97, 101
- Intrinsic work values, 45, 47–48
- Jobs, 65, 72
  - change, 77
  - security, 49, 68
- Labor force, 74
- Labor market, 74–75
- Legacy, leaving, 67
- Lyons Work Values Inventory, 47
- Matures, 4–7, 11, 16, 24, 32, 97, 99, 102, 104
- Met expectations, 97, 98–102
- Mid-career, 74
- Millennials, 4, 6, 8–9, 12, 26, 29, 32, 63–65, 75, 102, 104, 107, 111, 114

- career expectations, 36–41
- high expectations, 117–118
- looking for direction, 116–117
- See also* Baby Boomers; Gen Xers; Veterans
- Minnesota Importance Questionnaire, 47
- Mobility, 76
- Modern careers, 30–33, 71–73
- Multiple jobs, 72
- Nexus Generation, 115
- Non-traditional work arrangements, 71
- Organizational change, 77
- Organizations, 71
- Pairwise comparison, 56
- Part-time work, 71
- Period effect, 11
- Personal growth, 51
- Pivotal career moments, 88–91
- “Plug-and-play” employees, 71
- Post-war economy, 74
- Prestige values, 46
- Prestige work values, 50
- Promotion, 77–78
- Protean careers, 31, 32, 95–96
- Psychological needs, 45–46
- Recognition, 68
- Return on investment (ROI), 95
- Reverse mentoring, 117
- Salary, 49, 63
- Self-enhancing and social aspect, 63–65
- “Serial careers”, 72
- Shifting responsibility for career management, 72
- Social cognitive career theory (SCCT), 28
- Social unit, 1
- Social work values, 46, 50–51
- Status values. *See* Prestige values
- Supervisory support, 63
- Temporary jobs, 71
- Traditional career environment, 73–74
- Traditional careers, 30–31
- Unemployment rates, 74
- Veterans, 3–4, 6  
*See also* Baby Boomers; Gen Xers; Millennials
- Work arrangements, 88
- Work aspects, 45, 46, 68–69
- Work conditions, 65
- Work environment, 65

- Work locus of control, 26–28
- Work priorities, 14–16, 45, 60, 113–114
  - inter-generational differences, 61–63
- Work value priorities, 45
  - Baby Boomers, 66–67
  - categories, 45–46
  - convenient hours of work, 57–58
  - Generation Xers, 65–66
  - generational career shift, 69
  - generational gaps, 67–68
  - mean generational work value priorities, 53–55
  - measurement, 47
  - Millennials generation, 63–65
  - priorities of generations, 58–61
  - ratings of generation, 52–56
  - ratings of work priorities, 64
  - social work values, 51–52
  - staying relevant, leaving legacy, 67
  - work aspects, 68–69
  - work values findings in studies, 52
- Work values, 45, 46, 52, 69
  - findings in studies, 52–63
  - generational differences, 47–51
- Work-related outcomes, 45
- Workforce
  - Baby Boom generation, 7
  - Gen Xers, 7–8, 116
  - Matures in, 5, 73
- Worklife Balance, 65–66
- Working conditions, 51
- Work–life balance, 49, 66, 105–108
- Workplace, generations in, 3–19