

MILLENNIALS: FACTORS THAT INFLUENCE THE JOB SEARCH AFTER COLLEGE GRADUATION

Jenifer Skiba, Missouri State University
Christina S. Simmers, Missouri State University
Sherry Cook, Missouri State University

ABSTRACT

There has been much discussion about generational differences in the literature. However, this discussion has mixed views of what employers can expect from the Millennial generation in the workforce. As the Millennials graduate from college, or seek out employers and pursue satisfying careers, employers want to know how to get their attention, how to secure their employment, and how to keep them. Based on a survey of 747 Millennials and non-Millennials, the authors sought to answer these questions. Significant differences between Millennials and non-Millennials were found in both the job seeking process and in the job itself. Within the job seeking process, some of the key findings are that Millennials are more influenced by their friends and associates, tend to more significantly judge a company on its social and web presence, and are more likely to accept the first job offer they receive. Millennials are also looking for a job that is innovative and exciting, with a caring supervisor who provides feedback. The authors also found some gender differences among the Millennial group.

INTRODUCTION

The landscape of the United States workforce has been changing over the past decade as the Silent Generation and Baby Boomers retire and younger workers flood the workforce (De Hauw & De Vos, 2010; Twenge, Campbell, Hoffman, & Lance, 2010). Research generally agrees that there are three unique generational groups that dominate the American workforce today (Becton, Walker, & Jones-Farmer, 2014; Calk & Patrick, 2017). Although time periods and labels may vary, these generational groups are typically identified as: Baby Boomers (born between the early 1940s and mid-1960s), Generation X (born between 1965 and 1980), and Millennials (born between 1981 and 2000). Managers struggle to bring these three generations together, as each group purportedly has unique beliefs, work ethics, values, expectations, and attitudes that they bring into the workplace (e.g., Calk & Patrick, 2017; Kupperschmidt, 2000; Macky, Gardner, & Forsyth, 2008). Many managers, and researchers alike, agree that there may be a negative impact on organizations if these differences are not recognized (Becton et al., 2014).

Millennial college graduates first entered the workforce in 2004 and will continue to enter through approximately 2022 (Hershatter & Epstein, 2010). As of 2016, Millennials have taken over as the largest generational group in the United States workforce (Fry, 2018; Gong, Ramkissoon, Greenwood, & Hoyte, 2018). An analysis by Pew Research Center indicates that, as of 2017, 35% of the American workforce were Millennials (Fry, 2018). In 2018, according to the International Labour Organization (Organization, 2018), that percentage increased to

approximately 43% (age range of 20-39, roughly equivalent to the Millennial age at that time). This shift in workforce has given Millennials the “power to reshape the rules of play at work” (De Hauw & De Vos, 2010, p. 293; Twenge et al., 2010). However, Millennials are the least understood generation in the workplace (Calk & Patrick, 2017).

Millennials are often viewed as a fickle lot who are very mobile, especially when it comes to employment. In the early stages of their careers, Millennials have not shown a commitment to their organizations over the long-term (Calk & Patrick, 2017; Lancaster & Stillman, 2002) and have been said to lack loyalty and work ethic (Marston, 2009; Myers & Sadaghiani, 2010). This may cause leadership voids in the future, unless organizations can learn to change and adapt to the younger workforce and recruit, motivate, and retain these potential leaders (Calk & Patrick, 2017). As Millennials continue to enter the workforce, there is concern about how their dispositions and tendencies will impact their organizations and colleagues (Gong et al., 2018; Myers & Sadaghiani, 2010).

THE MILLENNIAL COHORT

The concept of a generational differences is not new. The idea that generations differ and that they have a significant impact on other generations, and society in general, has been discussed by researchers in anthropology, sociology, and social psychology (Becton et al., 2014; Hung, Gu, & Yim, 2007) for a long time. A generation, or cohort, is typically made up of a group of individuals who are similar in age and location, and who have experienced similar significant historical and social life events (Becton et al., 2014; Calk & Patrick, 2017; Kupperschmidt, 2000). These experiences shape their attitudes and beliefs and create gaps between generations.

As a cohort, Millennials (also known as Generation Y) have been identified as the most educated, well-traveled, and technologically savvy generation ever (Crampton & Hodge, 2009; Gong et al., 2018). They have grown up with computers, in a world of the Internet, technology, smart phones, and social media. They are independent, and are the most diverse generation in terms of race and ethnicity (Becton et al., 2014; Crampton & Hodge, 2009). As such, they tend to value diversity and change. Millennials are also said to be socially conscious (Costanza, Badger, Fraser, Severt, & Gade, 2012), highly cynical, narcissistic (Twenge et al., 2010), overly self-confident, and self-absorbed (Calk & Patrick, 2017; Myers & Sadaghiani, 2010). A common stereotype of Millennials is that they have a sense of entitlement, perhaps stemming from the supportive and protective environment created by their parents (typically Baby Boomers) (Gong et al., 2018).

At work, Millennials value positive reinforcement, autonomy, and teamwork (Calk & Patrick, 2017). They have a strong desire to succeed (Becton et al., 2014), value flexibility (Crampton & Hodge, 2009), and prefer meaningful work (De Hauw & De Vos, 2010). They seek open communication and constant feedback (Crampton & Hodge, 2009), social connections at work (De Hauw & De Vos, 2010; Macky, Gardner, Forsyth, & Cennamo, 2008), and career advancement (De Hauw & De Vos, 2010; Wong, Gardiner, Lang, & Coulon, 2008). They value mentoring and training (De Hauw & De Vos, 2010; Sturges, Guest, Conway, & Davey, 2002). However, Millennials are also said to be distrustful of organizations (Becton et al., 2014), less committed to work (Crampton & Hodge, 2009), and have high expectations for work-life balance (De Hauw & De Vos, 2010).

The research on Millennial work/career habits is mixed, at best. In some studies, Millennials are quick to hop from one job to the next (Calk & Patrick, 2017; Solomon, 2000). Other research shows that this lack of loyalty may be a sign of the economic times or their age/stage in life (Buckley, Viechnicki, & Barua, 2015; Calk & Patrick, 2017). Ng, Schweitzer, and Lyons (2010) found that Millennials place the highest importance on individualistic aspects of the job. The authors also note that Millennials have realistic expectations regarding salary and their first job, but seek rapid advancement and meaningful life outside of work. In examining workplace motivation, Calk and Patrick (2017) found that Millennial workers are motivated by basic needs, such as pleasant working conditions, more leisure time, and increased salary. They also have a desire for belonging or social relationships at work, and seek actualization through challenging and meaningful work.

Understanding and adapting to Millennial workplace motivation can be a source of competitive advantage for organizations that are successful in this endeavor (Calk & Patrick, 2017; Lancaster & Stillman, 2002). As such, this research addresses the following research questions: What factors do Millennials deem to be important when considering potential employers? What factors influence a Millennial to select one company over another? What factors impact a Millennial's desire to stay with an employer versus "job hopping" to another employer down the road? How do all of these factors differ between Millennials and non-Millennials? As Rigoni and Adkins (2016) found, companies trying to attract Millennials have to make it easy for the prospects to choose them over their competition.

METHODOLOGY

The impetus for this research came when a local business person, who served as a client to a marketing class at a Midwest university, expressed an interest in identifying the best way to recruit and retain Millennials for employment. This served as a basis for the research questions. In order to answer these questions, the research began with a series of focus group-style meetings between the students and professor of the marketing class. The goal was to identify job-related attributes that Millennials would consider when selecting an employer. At the completion of this process, a total of 41 factors were identified, as indicated in Table 1 (Appendix). Each of these factors were turned into questions, measured using 5-point Likert scales ranging from strongly disagree (1) to strongly agree (5), that would be used in a survey. Questions regarding age, highest level of education, gender, if the respondent has children, area of educational background, area currently working in (or desire to work in), income, and the state of residence were also included. The survey was created on Survey Monkey. The students and professor then used their social media contacts to send the survey link to both Millennials and non-Millennials, in order to understand differences between the two groups.

RESULTS

A total of 815 responses were received, 747 of which were usable. The remaining responses were not included because the surveys were not completed. The sample was 66.5% female. Respondents were of various ages, with age ranges of 18 – 24 (62.0%, n = 463), 25 – 34 (14.9%, n = 111), 35 – 49 (10.6%, n = 79), 50 – 64 (10.8%, n = 81) and 65 and over (1.7%, n = 13). The age groups of 18 – 24 and 25 – 34 are used to represent the Millennial generation. This group made up the majority of the respondents (76.9%, n = 574). Most of the respondents did not

have children (72.3%, $n = 540$). The majority had some college experience (59.3%, $n = 443$) or a bachelor's degree (22.5%, $n = 168$), with educational background being varied. The most common background was business (33.1%, $n = 247$), followed by education (15.9%, $n = 119$), arts and letters (14.2%, $n = 106$) and medicine (11.4%, $n = 85$). Educational background corresponds to the area in which the respondents currently work or desire to work, with the most common being business (35.5%, $n = 265$), education (16.3%, $n = 122$), arts and letters (10.8%, $n = 81$) and medicine (14.5%, $n = 108$). Household income ranges were across the board, with the majority being below \$49,999 (52.9%, $n = 395$). Household income ranges were as follows: below \$25,000 (32.7%, $n = 244$), \$25,001 – \$49,999 (20.2%, $n = 151$), \$50,000 – \$74,999 (16.9%, $n = 126$), \$75,000 – \$100,000 (13.5%, $n = 101$) and more than \$100,000 (16.7%, $n = 125$). Respondents reported that they lived in one of 24 states, with the largest percent coming from Missouri (84.5%, $n = 631$).

A new variable was created, Millennials, to separate age groups into either Millennials (M) (ages 18-34) or non-Millennials (NM) (ages 35 and older). One-way ANOVAs were run for all 40 items representing job attitude, job selection, job influences and location (See Table 1). Seven items from job attributes were significant. Millennials were more likely to accept the first job offer they received, if they perceived it to be a good one, than non-Millennials ($F = 10.29$, $sig = .001$, M mean = 3.72, NM mean = 3.44). Millennials were also more likely to be flexible regarding job location ($F = 87.04$, $sig. = .000$, M mean = 3.41, NM mean = 2.47), to look for job security ($F = 14.91$, $sig. = .000$, M mean = 4.31, NM mean = 4.01), and to look for flexible scheduling/work hours ($F = 3.80$, $sig. = .052$, M mean = 3.88, NM mean = 3.71). Millennials feel it is important to find a social ($F = 83.86$, $sig. = .000$, M mean = 3.69, NM mean = 2.86) and a fun work environment ($F = 40.11$, $sig. = .000$, M mean = 4.19, NM mean = 3.71), and to have a supervisor/employer who really cares about them ($F = 21.65$, $sig. = .000$, M mean = 4.29, NM mean = 3.93) versus non-Millennials.

Item	Mean	F-Statistic (Sig.)	Millennial Mean	Non-Millennial Mean
Job Attributes				
I would probably accept the first job offer I received, if I perceived it to be a good one.	3.66	10.29 (.001)	3.72	3.44
I am flexible regarding job location.	3.19	87.04 (.000)	3.41	2.47
Job security is something I look for in a job.	4.24	14.91 (.000)	4.31	4.01
Flexible scheduling/work hours is something I look for in a job.	3.84	3.80 (.052)	3.88	3.71
I would sacrifice some salary for more paid time off.	3.42	.22 (.641)	3.41	3.45
Being in a social work environment is important to me (meeting after work, celebrating together, having sports teams after work, etc.)	3.50	83.86 (.000)	3.69	2.86
A fun work environment is something I look for.	4.08	40.11 (.000)	4.19	3.71

Table 1				
JOB SELECTION CRITERIA FOR MILLENNIALS				
Survey Results and Analysis				
Item	Mean	F-Statistic (Sig.)	Millennial Mean	Non-Millennial Mean
Having a supervisor/employer who really cares about me is something I seek in a work environment.	4.21	21.65 (.000)	4.29	3.93
I want to do a variety of different things on my job.	4.05	.16 (.686)	4.06	4.03
I would sacrifice some salary for challenging work experiences.	2.92	.34 (.559)	2.94	2.89
Job Selection				
The work location (city) is very important to me.	3.77	2.78 (.096)	3.74	3.88
The internal work environment (décor, cubes, design of workspace) is important to me.	3.26	3.52 (.061)	3.30	3.13
I want there to be other people close to my own age in my work environment.	3.51	87.36 (.000)	3.67	2.97
Being able to live close to my workplace is important to me.	3.83	3.16 (.076)	3.86	3.72
I want a supervisor who provides a lot of feedback.	3.88	24.03 (.000)	3.96	3.62
Having an employer who is engaged in the community is important to me.	3.55	3.76 (.053)	3.59	3.42
Access to volunteer opportunities through work is important to me.	3.17	7.70 (.006)	3.22	2.97
Access to networking opportunities through work is important to me.	3.77	58.51 (.000)	3.91	3.29
My family is a key influencer in the job I have (or hope to have).	3.55	16.35 (.000)	3.44	3.88
My professors/university are a key influencer in the job I have (or hope to have).	2.92	28.76 (.000)	3.04	2.51
Social media is a key influencer in the job I have (or hope to have).	2.36	3.13 (.077)	2.40	2.24
Job Influencers				
An organization's website is a key influencer in the job I have (or hope to have).	3.21	2.43 (.120)	3.25	3.10
Friends/associates are a key influencer in the job I have (or hope to have).	3.46	12.23 (.001)	3.53	3.22
I judge a company by its social media presence.	2.69	16.70 (.000)	2.79	2.38
I judge a company by its web presence.	3.09	34.57 (.000)	3.24	2.63
Salary/wage is the most important consideration when taking a job.	3.19	.04 (.082)	3.15	3.32
Benefits are the most important consideration when taking a job.	3.37	13.16 (.000)	3.29	3.62
Potential growth/learning environment is the most	3.87	4.02	3.90	3.75

Item	Mean	F-Statistic (Sig.)	Millennial Mean	Non-Millennial Mean
important thing when considering a job.		(.046)		
Location is the most important consideration when taking a job.	3.19	5.62 (.018)	3.14	3.36
Having a job I perceive to be innovative and exciting is important to me.	4.05	29.56 (.000)	4.14	3.74
Being able to express my creativity on the job is important to me.	3.94	5.04 (.025)	3.99	3.79
<i>Location</i>				
Living in a large city (million plus area) is important to me.	2.45	30.45 (.000)	2.59	2.01
A diverse culture (different lifestyles, ethnicities, etc.) is important to me in choosing somewhere I would want to live/work.	3.18	32.27 (.000)	3.31	2.74
A robust arts community is important to me in choosing somewhere I would want to live/work.	2.86	4.37 (.037)	2.91	2.69
Outdoor/nature activities are important to me in choosing somewhere I would want to live/work.	3.61	4.12 (.043)	3.66	3.45
A multi-faceted downtown with shopping, eating and entertainment activities is important to me in choosing where I would want to live/work.	3.51	30.89 (.000)	3.64	3.10
Having sporting events is important to me in choosing where I want to live/work.	3.01	5.79 (.016)	3.08	2.81
A low cost of living is important in choosing where I want to live/work.	3.70	.317 (.573)	3.69	3.73
Feeling safe is important in choosing where I want to live/work.	4.33	1.62 (.204)	4.35	4.26
A short commute time to work is important in choosing where I want to live/work.	3.78	1.02 (.312)	3.77	3.85
A good school system is important in choosing where I want to live/work.	3.77	6.99 (.008)	3.70	3.97

Seven items from job selection were also significant. Millennials want there to be other people close to their age at work ($F = 87.36$, $\text{sig.} = .000$, $M \text{ mean} = 3.67$, $NM \text{ mean} = 2.97$) and a supervisor who provides a lot of feedback ($F = 24.03$, $\text{sig.} = .000$, $M \text{ mean} = 3.96$, $NM \text{ mean} = 3.62$) compared to non-Millennials. Millennials also rated having an employer who is engaged in the community ($F = 3.76$, $\text{sig.} = .053$, $M \text{ mean} = 3.59$, $NM \text{ mean} = 3.42$) and having access to volunteer ($F = 7.70$, $\text{sig.} = .006$, $M \text{ mean} = 3.32$, $NM \text{ mean} = 2.97$) and networking ($F = 58.51$, $\text{sig.} = .000$, $M \text{ mean} = 3.91$, $NM = 3.29$) opportunities through work as more important when looking for a job than non-Millennials did. Millennials indicated that they were neutral in their opinion that their professors/university are key influencers in selecting the job they have (or hope to have) ($F = 28.76$, $\text{sig.} = .000$, $M \text{ mean} = 3.04$, $NM = 2.51$), whereas non-Millennials were less likely to be influenced by professors/university. Non-Millennials indicated that their family is

more of a key influencer in job selection than Millennials did ($F = 16.35$, $\text{sig.} = .000$, $M \text{ mean} = 3.44$, $NM = 3.88$).

Eight items of job influencers were significant. The Millennials indicated that their friends/associates are key influencers in the job they have (or hope to have) more so than the non-Millennials ($F = 12.23$, $\text{sig.} = .001$, $M \text{ mean} = 3.53$, $NM \text{ mean} = 3.22$). Millennials are more likely than non-Millennials to judge a company by its social media ($F = 16.70$, $\text{sig.} = .000$, $M \text{ mean} = 2.79$, $NM \text{ mean} = 2.38$) and web presence ($F = 34.57$, $\text{sig.} = .000$, $M \text{ mean} = 3.24$, $NM \text{ mean} = 2.63$), though social media less so. For Millennials, a potential growth/learning environment ($F = 4.02$, $\text{sig.} = .046$, $M \text{ mean} = 3.90$, $NM \text{ mean} = 3.75$), a job they perceive as innovative and exciting ($F = 29.56$, $\text{sig.} = .000$, $M \text{ mean} = 4.14$, $NM \text{ mean} = 3.74$), and being able to express their creativity ($F = 5.04$, $\text{sig.} = .025$, $M \text{ mean} = 3.99$, $NM \text{ mean} = 3.79$) was more important to them than for non-Millennials. Non-Millennials viewed benefits ($F = 13.16$, $\text{sig.} = .000$, $M \text{ mean} = 3.29$, $NM \text{ mean} = 3.62$) and location ($F = 5.62$, $\text{sig.} = .018$, $M \text{ mean} = 3.14$, $NM \text{ mean} = 3.36$) to be the most important considerations when taking a job.

For location, there were seven significant items. Millennials found living in a large city ($F = 30.45$, $\text{sig.} = .000$, $M \text{ mean} = 2.59$, $NM \text{ mean} = 2.01$), a diverse culture ($F = 32.27$, $\text{sig.} = .000$, $M \text{ mean} = 3.31$, $NM \text{ mean} = 2.74$), a robust arts community ($F = 4.37$, $\text{sig.} = .037$, $M \text{ mean} = 2.91$, $NM \text{ mean} = 2.69$), outdoor/nature activities ($F = 4.12$, $\text{sig.} = .043$, $M \text{ mean} = 3.66$, $NM \text{ mean} = 3.45$), a multi-faceted downtown ($F = 30.89$, $\text{sig.} = .000$, $M \text{ mean} = 3.64$, $NM \text{ mean} = 3.10$) and having sporting events ($F = 5.79$, $\text{sig.} = .016$, $M \text{ mean} = 3.08$, $NM \text{ mean} = 2.81$) more important for choosing where they would live/work than non-Millennials. However, living in a large city and a robust arts community were not as important to the Millennials as the other attributes. Non-Millennials rated a good school system ($F = 6.99$, $\text{sig.} = .008$, $M \text{ mean} = 3.70$, $NM \text{ mean} = 3.97$) as more important to them in choosing where they want to live/work than the millennials.

To delve further into the Millennial responses, deeper analysis was performed to identify if there were any differences between males and females. The data was divided so only the Millennial cases were selected. A one-way ANOVA was run for all items with the factor of gender. Significant differences were found based on gender. Males indicated they were more flexible regarding job location ($F = 9.14$, $\text{sig.} = .003$, $\text{male mean} = 3.61$, $\text{female mean} = 3.31$), that access to networking opportunities through work was important ($F = 8.04$, $\text{sig.} = .005$, $\text{male mean} = 4.06$, $\text{female mean} = 3.84$), that a potential growth/learning work environment was important ($F = 7.61$, $\text{sig.} = .006$, $\text{male mean} = 4.05$, $\text{female mean} = 3.83$) and having sporting events was more important to them when choosing where they wanted to live/work ($F = 19.25$, $\text{sig.} = .000$, $\text{male mean} = 3.42$, $\text{female mean} = 2.91$) than females. Females indicated they were more likely to accept the first job offer they received if they perceived it to be a good one ($F = 9.05$, $\text{sig.} = .003$, $\text{male mean} = 3.55$, $\text{female mean} = 3.81$). Females also indicated that job security ($F = 8.19$, $\text{sig.} = .004$, $\text{male mean} = 4.17$, $\text{female mean} = 4.38$), flexible scheduling/work hours ($F = 4.15$, $\text{sig.} = .042$, $\text{male mean} = 3.77$, $\text{female mean} = 3.94$), having a supervisor/employer who really cares about them ($F = 10.06$, $\text{sig.} = .002$, $\text{male mean} = 4.13$, $\text{female mean} = 4.37$), having access to volunteer opportunities through work ($F = 5.83$, $\text{sig.} = .016$, $\text{male mean} = 3.07$, $\text{female mean} = 3.30$), and that feeling safe were more important in choosing where they want to live/work ($F = 13.95$, $\text{sig.} = .000$, $\text{male mean} = 4.17$, $\text{female mean} = 4.44$) than males. Males were neutral on the importance of having a robust arts community where they lived/worked, whereas females considered it less important ($F = 3.70$, $\text{sig.} = .055$, male

mean = 3.05, female mean = 2.84). Living in a large city was not important to either gender, though less important to females ($F = 7.83$, $sig. = .005$, male mean = 2.79, female mean = 2.48).

DISCUSSION / MANAGERIAL IMPLICATIONS

The primary goal of this research was to investigate the factors that Millennials deem to be important when looking for their first job out of college. The results show that there are some differences between Millennials and non-Millennials in what they are looking for from a job and the location in which they live and work. When seeking a job, Millennials are influenced by their friends and associates in what job they pursue. This may stem from their having grown up in a world of social media, where obtaining opinions and recommendations is both easy to do and socially acceptable. Millennials also judge a company by both its social and web presence. Millennials are considered “digital natives,” having grown up in “era of information technology” (Gong et al., 2018; Hershatter & Epstein, 2010). As such, they likely perceive a greater fit between themselves and an organization that effectively uses social media and the web. In other words, there is a match between their communication styles, especially if the organization supports employee social media use (Cho, Park, & Ordonez, 2013). Managers seeking to hire and keep Millennials should make sure their social media policies line up with this perspective. Millennials are more likely to accept the first reasonable job offer made to them than non-Millennials would, but they are looking for flexibility in their work hours. Although this was truer for females than males, this finding is in line with Ng et al. (2010) who found that Millennials were realistic when thinking about their first job, but quickly seek advancement. This means that managers not only need to provide a first offer that is attractive and will bring the Millennial in the doors, but they also need to highlight the path to advancement. In addition, providing flexible hours helps to bring about the work-life balance and autonomy that Millennials expect in their lives (De Hauw & De Vos, 2010; Macky, Gardner, Forsyth, et al., 2008). In choosing the location where they would live and work, they are flexible in the location of the job but seek a location with a diverse culture, a robust arts community, outdoor/nature activities, sporting events and a multi-faceted downtown.

For the job itself, Millennials are looking for a job that is innovative and exciting in which they can express their creativity and can grow and learn on the job. They also seek a caring supervisor/employer who provides a lot of feedback. This finding helps to support the idea that Millennials prefer meaningful work and seek to be challenged on the job (De Hauw & De Vos, 2010). Organizations should provide mentoring and training on the job which can help Millennials develop new skills and allow them to better utilize the skills and creativity they currently have. At the same time, autonomy in the job may allow Millennials the flexibility to stay creative.

Millennials prefer a social and fun work environment with people close to their age. This finding supports the research by Macky, Gardner, Forsyth, et al. (2008) that shows that Millennials desire social connections at work and social involvement. Providing opportunities for colleagues to come together in a social setting, and giving permission for that socialization, is key for managers working with the Millennial generation. Millennials are also interested in access to volunteer and networking opportunities, as well as a supervisor/employer who is engaged in the community. This is not too surprising given this generation’s concern with the environment and making a difference in the world (e.g., McGlone, Spain, & McGlone, 2011).

Job security is important to Millennials, surprisingly more so than to the older non-Millennials. This is interesting, especially given the stereotype that Millennials lack loyalty to their organization and tend to hop from one job to the next. This shows that Millennials value job security, even if they don't expect it (De Hauw & De Vos, 2010). It also should be noted that it may reflect a desire to be proactive in terms of job security and their own employability (De Hauw & De Vos, 2010).

Gender differences were found among the Millennials. Males were more flexible in the job location, but indicated that access to networking opportunities, the potential for growth/learning and having sporting events were more impactful factors than for females. Females were more likely to accept the first offer they received if they perceived it to be a good one. They also indicated that job security, feeling safe, flexible scheduling and a caring supervisor/employer was more important to them than to the males. These differences provide some insight to organizations when attempting to hire Millennials.

LIMITATIONS / FUTURE RESEARCH

There are some limitations to the results of this research. First, the research utilized a self-reported, cross-sectional survey. This may lead to issues such as social desirability and response-set biases. It also limits the ability to assess for life stage or career stage effects. Future research should utilize other methods such as longitudinal designs to help account for these effects. Second, as this was a preliminary study, job-related attitudes were assessed based on single item questions. This limits the analysis that could be performed. Future research should focus on creating scales for the related items in order to further investigate the differences between generational work attitudes. Finally, the sample was accessed through the social media network of students at a Midwest university. Great care must be taken when generalizing the results to other regions and countries. Future research should examine Millennial views across regions and countries.

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