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CULTURE SHIFT: VALUES OF GENERATION X AND MILLENNIAL
EMPLOYEES

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Bachelor of Science in Psychology

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at the

CLEVELAND STATE UNIVERSITY

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ABSTRACT

The current study measured levels of individualism and collectivism among Millennial and Generation X employees. With the Millennial generation being the most scrutinized in history, previous research suggests that Millennial and Generation X employees hold differing cultural values, causing the two generations to clash at work. This study revealed mixed findings in which there were certain instances where Millennial employees were more collectivistic than Generation X employees, and others in which they were more individualistic. In addition to the limitations and implications of the current study, a concluding remark on the current state of generational research is offered.

Keywords: generational differences, individualism/collectivism

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CHAPTER I

INTRODUCTION

The United States is currently experiencing the most age-diverse workforce in history (Hanks & Icenogle, 2001). In fact, there are members of four different generations that are working together within many organizations, with the Millennial generation recently becoming the largest, and most scrutinized, of any generation in the workforce (Zemke, Raines, & Filipczak, 1999; Fry, 2018; Howe, 2014). With the recent influx of Millennial employees into the workforce, it is important to get a better understanding of who these employees really are before deciding to label them as narcissistic employees who want no rules and lack communication skills (Raymer, Reed, Spiegel, & Purvanova, 2017). Previous literature suggests that a fundamental difference in cultural values may exist between Millennial and Generation X employees. While no longer considered to be polar opposites, individualists and collectivists are known to miscommunicate and conflict with one another (Triandis, 2000; Cai & Fink, 2002). Therefore, these differences may be a leading cause of the divide between Millennials and their older coworkers. The purpose of the current study was to identify if the Millennial generation is causing a collectivistic shift within the individualistic American workplace. If so, as older generations retire and Millennial employees grow older, they

could potentially set a collectivistic trend for the newer generations, influencing how employees work together and view the organizations for which they work for.

Revealing Millennial employees to be collectivistic would prevent future literature from referring to American employees as individualists, which has been the norm for almost forty years due to studies such as Hofstede (1983), who first labeled the United States as an individualistic country. In order to determine whether this cultural shift is occurring, levels of individualism and collectivism were measured and compared among Millennial and Generation X employees. In addition, levels of job satisfaction, organizational commitment, and segmentation were measured to determine their effect on the relationship between generation and individualism/collectivism.

Individualism and Collectivism

The cultural concepts of individualism and collectivism date back to an article written by Hofstede (1980) in which they were first introduced. Since then, they have become labels in which members of entire countries are categorized under. Individualism is interchangeable with a term first coined by Markus and Kitayama (1991) known as an *independent self-construal*. According to the authors, those with an independent self-construal tend to remain separate from the social context. They believe that they have unique abilities, thoughts, and feelings, and use others mostly for social comparison purposes. This type of individual prioritizes the self over the group. Supporting this, Schwartz (1990) stated that individualists place a larger emphasis on their personal goals compared to the goals of their particular group, and will not hesitate to end a relationship if they are no longer benefitting from it (Kim, Triandis, Kagitcibasi, Choi, & Yoon, 1994).

Individualists share certain general characteristics, but individualism can be divided into *vertical* and *horizontal* sub dimensions (Singelis, Triandis, Bhawuk, & Gelfand, 1995). The main differentiator between these two dimensions is their outlook on equality. Vertical individualists are autonomous beings who believe that inequalities exist between members of the same group, and that competition is essential in order to establish a hierarchy (Singelis et al., 1995). The United States has been described as being made up of vertical individualists (Triandis, 1995). Fiske (1990, 1992) introduced a series of cultural patterns that describe how group members allocate resources, and two of these patterns are in alignment with vertical individualism. The first cultural pattern that aligns with vertical individualism is *market pricing*, in which group members distribute resources based on the amount each member contributes. The more you contribute, the more resources you are entitled to. The second cultural pattern is *authority ranking*, in which those at the top of the hierarchy receive more resources than lower-level members.

Horizontal individualists are also autonomous beings, but while they prefer to be independent of one another, they also believe that each group member has equal status (Singelis et al., 1995). Just as vertical individualism aligned with Fiske's (1990, 1992) cultural pattern of *market pricing*, horizontal individualism is in alignment with this pattern as well. However, horizontal individualism is also aligned with a different cultural pattern known as *equality matching*. This pattern describes how group members share resources equally, regardless of contribution or status (Fiske, 1990, 1992).

Collectivism can be defined as a cultural phenomenon in which individuals have a sense of loyalty to a group, and they feel obligated to dedicate their efforts towards the

group's success. Collectivists yearn for harmony between members of their in-group. They also prefer to exist under a set of rules that consider the context and respect the various relationships between in-group members (Gilovich, Keltner, Chen, & Nisbett, 2013). One of the main differentiators between individualism and collectivism is the level of dependence individuals have on their respective groups. Individualists tend to use an "I" approach, while collectivists use more of a "we" approach (Hofstede & Bond, 1984). Collectivism can be translated into what Markus and Kitayama (1991) referred to as an *interdependent self-construal*. The authors made clear that the defining difference between the interdependent and the independent self-construal is how an individual thinks of "the other". Unlike those with an independent self-construal who use others for social comparison, individuals with an interdependent self-construal consider others to be within the defining boundary of the self.

Similar to individualism, collectivism also has horizontal and vertical sub dimensions (Singelis et al., 1995). Vertical collectivists are those who support the formation of hierarchies and do not believe that one person is equal to the next (Triandis & Gelfand, 1998). However, still being collectivistic, they place a large emphasis on loyalty to an in-group. Vertical collectivists also promote intergroup competition, and if a leader of one's in-group orders an individual to act in a way that goes against one's beliefs, but will help the in-group to succeed, then that individual will obey the leader's demands. Singelis et al. (1995) stated that vertical collectivism aligns with the cultural patterns of *communal sharing* and *authority ranking* as identified by Fiske (1990, 1992). Communal sharing states that individuals are entitled to the resources of their group, and these resources are shared based on need.

On the other hand, horizontal collectivists promote equality between members of the in-group and view each member as having equal status as the next (Singelis et al., 1995). Similar to vertical collectivists, these individuals work together towards a common goal, but the main difference is that horizontal collectivists do not respond well to authoritative leadership. Instead, they prefer a flattened hierarchy (hence the name *horizontal*) in which they work and socialize interdependently (Triandis & Gelfand, 1998). Horizontal collectivists care about the well-being of their coworkers, and they are happy when their coworkers succeed. Additionally, horizontal collectivism aligns with the cultural patterns of *communal sharing* and *equality matching* (Singelis et al., 1995).

Generation X and Millennial Employees

The study of generational differences is a topic that carries with it much controversy. It has been known for creating a divide between researchers and also has been referred to as being “deterministic and reductionistic” due to the fact that the members of each generation are assigned a particular set of characteristics that they share in common with their respective generational members (Rudolph & Zacher, 2018). There are many arguments against the study of generational differences in the workplace, including the argument that the cutoff dates of each generation are completely arbitrary (Twenge, Campbell, Hoffman, & Lance, 2017). A meta-analysis conducted by Constanza, Badger, Fraser, Severt, and Gade (2012) found that there were relatively no significant differences between generations in regard to work-related attitudes. Supplying additional support to this side of the argument, Constanza and Finkelstein (2015) stated that any evidence supporting generational differences is minimal, and there are almost no solid theories that support the existence of such differences.

Although the argument against grouping individuals into generations is strong, previous literature describing the characteristics of Generation X and Millennial employees suggests that there may be generational differences in their cultural values. Generation Xers were raised during a time period that was characterized by poor economic conditions (Smola & Sutton, 2002; Kupperschmidt, 2000). Additionally, nearly half of Generation Xers were raised by divorced parents, forcing them to develop a sense of independence and self-reliance at a young age (Robbins, 1998). Their childhood was also influenced by a worldwide state of competition in which new advancements in technology were being introduced at a rapid pace (Smead, 1999). Altogether, the upbringing of Generation X helps to explain why members of this generation are known to hold strong individualistic values (Sirias, Karp, & Brotherton, 2007).

At work, Generation Xers prefer to work independently and autonomously from their coworkers (Kupperschmidt, 2000; Twenge et al., 2010). They are more committed to themselves rather than their company and have an “individual before the institution” mindset (Reisenwitz & Iyer, 2009; Kennedy, 1994). Furthermore, Generation X employees have been revealed to be highly self-reliant and competitive, and they prefer to solve problems on their own (Sirias et al., 2007; Tulgan, 2007).

Millennials grew up during a time that was most notably influenced by 9/11 and the second Iraq war. These negative historical events contributed to Millennials experiencing a more sheltered upbringing compared to previous generations (Howe & Strauss, 2000). As a result, Millennials’ ability to develop independence was largely inhibited by their hovering parents (Price, 2010). In addition, these hovering parents wanted their Millennial children to feel special, which is why they are the first generation

to receive participation trophies (Monaco & Martin, 2007). In their teenage years, Millennials were introduced to social media, allowing for them to have hundreds of “friends”, which is something that previous generations did not have access to (McGlynn, 2005). Members of this generation are known to hold collectivistic values, and this can be largely attributed to their hovering parents and social media making them feel important and valued by many (Parker, Haytko, & Hermans, 2009). Their collectivistic values help to explain why they would rather work in groups, as working alone increases the risk of personal failure, which is something that Millennials did not experience during their sheltered childhood (Coomes & DeBard, 2004; Chickering & Gamson, 1987).

While at work, Millennials prefer a team-oriented environment (Lancaster & Stillman, 2002; Howe & Strauss, 2000). In addition, Millennial employees highly stress the importance of inclusivity and they desire for there to be support and cohesion between them and their coworkers (Niemczyk & Ulrich, 2009). A defining characteristic of Millennials is their intense desire for equality and their disdain for authority. For example, Niemczyk and Ulrich (2009) found that Millennials prefer managers who avoid using the authoritative approach, but instead attempt to engage their employees by acting as mentors. It was also found that Millennials like to be part of the decision-making process and do not want to be part of an organization that uses a hierarchical approach (McCrindle & Hooper, 2006; Wong, Gardiner, Lang, & Coulon, 2008). Additionally, Millennials perform better in organizations with flattened hierarchies, and they also wish to be treated as partners within their place of work (Earle, 2003).

In reading about the differences between Generation X and Millennial employees, it seems possible that the American workplace may be experiencing a shift towards being more collectivistic due to the rise of the Millennial generation. In addition, Millennial employees' preference for a flattened organizational structure is something that is not as common among previous generations. These previous findings lead to the first two hypotheses of the current study.

H₁: Millennial employees will be significantly more collectivistic than Generation X employees.

H₂: The magnitude of the difference between horizontal and vertical collectivism will be significantly greater for Millennial employees.

Job Satisfaction, Organizational Commitment, and Segmentation

In attempting to identify Millennial employees as being more collectivistic than Generation X employees, there is a series of moderating variables that could potentially help to clarify the relationship between generational membership and cultural values. The first variable is job satisfaction, which is a measure of how employees generally feel about their job (Robbins, Odendaal, & Roodt, 2003). The determining factors of job satisfaction all fall under one of two categories: needs fulfillment (e.g., certain job characteristics) or cognitive processes (e.g., expecting a certain outcome from a job) (Abdulla, Djebarni, & Mellahi, 2011). Aside from its determining factors, job satisfaction is positively correlated with collectivism. (Hui, Yee, & Eastman, 1995; Hui & Yee, 1999; Kirkman & Shapiro, 2001). Therefore, it is predicted that job satisfaction will have a moderating role between generation and collectivism. Specifically, collectivism will be high for Millennial employees when job satisfaction is high, and it

will be low when job satisfaction is low. Collectivism may also fluctuate for Generation X employees based on job satisfaction, but to a much lesser degree due to them being strongly individualistic.

Referring back to the needs fulfillment determinant of job satisfaction, something that many Millennials demand from their jobs is the ability to separate work and home life (Smola & Sutton, 2002; Hershatter & Epstein, 2010). Out of a large sample of Millennials, approximately 30 percent stated that having a balance between work and home is their number one career goal (Universum Incorporated, 2008). Previous literature has used various terms to describe the work-home phenomenon such as work-life balance, work-home conflict, and segmentation-integration. All of these terms fall under the overarching concept of boundary management, which explains how individuals attend to their work and nonwork roles (Kossek, Ruderman, Braddy, & Hannum, 2012). Segmentation, which is the amount to which an individual keeps work and nonwork separate, was chosen for this study based on Millennials' adamancy on keeping work and home separate.

It was previously found that employees who were able to balance their work and home life were more satisfied with their jobs (Haar, Russo, Suñe, & Ollier-Malaterre, 2014). Although Generation X employees also prefer to keep work and home separate, it is predicted that segmentation will influence whether Millennial employees are more collectivistic than Generation X employees. Millennial employees who segment work and nonwork (i.e., high segmentation) and who are satisfied with their jobs will be higher in collectivism compared to when low in segmentation and job satisfaction. This may also occur for Generation X employees, but to a lesser degree due to them being

individualistic. This relationship between generation, job satisfaction, and segmentation leads to the third hypothesis of the current study.

H₃: Generation, job satisfaction, and segmentation will interact to predict levels of collectivism. Millennial employees who have high job satisfaction and high segmentation will be more collectivistic than Generation X employees. Collectivism will be lower for Millennial employees who have low job satisfaction and low segmentation.

Organizational commitment is an attitude that an employee holds toward an organization and is a measure of how close the employee feels to the organization (Schleicher, Hansen, & Fox, 2011). Meyer and Allen (1984) stated that it could be broken down into *affective* commitment and *continuance* commitment. A few years later, Allen and Meyer (1990) added *normative* commitment as a third component of organizational commitment. Affective commitment can be understood as an employee having an emotional attachment to the organization, and continuance commitment is when an individual stays with the organization due to the perceived costs of leaving (Meyer & Allen, 1984). Lastly, normative commitment is when an individual feels an obligation to remain with the current company (Allen & Meyer, 1990). For the purpose of the current study, the unique effect of each type of organizational commitment was not measured, as they are highly correlated. Instead, a general measure of organizational commitment was used which contained aspects of each of the three components.

Previous literature has revealed that Millennial employees will not hesitate to leave an organization if their needs are not met (Hart, 2006; Westerman & Yamamura, 2007). Majority of Millennials will have experienced four different full-time jobs within

the first ten years after graduating college (Long, 2016). Taking these findings into consideration, it is predicted that organizational commitment, which is positively correlated with collectivism, will moderate the relationship between generation and collectivism (Felle, Yan, & Six, 2008; Hofman & Newman, 2014). In specific, Millennial employees will be high in collectivism when organizational commitment is high, and will be low when organizational commitment is low. With Generation Xers being individualistic, this relationship may occur, but to a lesser degree.

Organizational commitment and job satisfaction are strongly positively correlated (Law & Guo, 2016; Peng, Li, Zhang, Tian, Miao, Xiao, & Zhang, 2016). This relationship is so strong that it is oftentimes redundant to include both variables in the same study. However, taking Millennial employees' preference for segmenting work and home into consideration no longer allows for organizational commitment and job satisfaction to be interchangeable. A recent study found that individuals who segment work and home are much less engaged and absorbed with their work (Chakrabarti, 2011). Adversely, those who are high in work absorption tend to take work home with them (Bakker, Schaufeli, Leiter, & Taris, 2008). Furthermore, it was revealed that organizational commitment was lower for employees who preferred to segment work and nonwork, but their organization provided resources (e.g., on-site daycare) that integrated work and nonwork (Rothard, Phillips, & Dumas, 2005).

These findings suggest that as segmentation between work and nonwork increases, organizational commitment decreases. This reveals a potential discrepancy between organizational commitment and job satisfaction in regard to Millennial employees. While it is predicted that Millennial employees who segment work and

nonwork will be more satisfied with their jobs, resulting in increased collectivism, previous literature also suggests that segmenting work and nonwork will decrease organizational commitment, causing collectivism to decrease. In order to examine how generation, organizational commitment, and segmentation interact, a fourth hypothesis was tested.

H₄: Generation, organizational commitment, and segmentation will interact to predict levels of collectivism. Millennial employees who have high organizational commitment and high segmentation will be more collectivistic than Generation X employees. Collectivism will be lower for Millennial employees who have low organizational commitment and low segmentation.

Hypotheses Justification

Hypotheses 3 and 4 took a different approach in how the cultural phenomena of individualism (which was not hypothesized, but was measured) and collectivism were utilized. Typically, individualism and collectivism are treated as relatively stable constructs, which is why they are used as labels for members of entire countries. There is a strong argument for why individualism and collectivism are used in this way, being that multiple studies on cultural differences have revealed the cultural phenomena to account for a large portion of the variance between members of different cultures (Triandis, 1995). However, humans are complex beings, and it would be entirely inappropriate to label someone as completely individualistic or collectivistic. Instead, a better way of conceptualizing these cultural phenomena is to think of them as context dependent “fluctuating pressures or tendencies” (Singelis et al., 1995).

What makes this study unique is rather than using individualism and collectivism as predictor variables, they were treated as dependent variables in order to determine their plasticity, particularly for the Millennial generation. Growing up in the vertically individualistic culture of the United States certainly influenced the way that Generation X employees approach their jobs, and it is possible that the same might be true for the upcoming Millennial generation. However, while Millennials may be individualistic outside of work along with the majority of Americans, the previous literature on their workplace preferences and characteristics implies that Millennials may be able to fluctuate their cultural values more than previous generations, allowing them to be collectivistic at work, which is something that the American workforce has not previously experienced to a large degree, and is what was tested in this study.

CHAPTER II

METHOD

Participants

A total of 174 participants (100 Millennial and 74 Generation X) were recruited using Amazon's Mechanical Turk and fully completed the survey. Ages ranged from 19 to 58 ($M = 37.27$ and $SD = 9.58$). Sex was evenly represented within the Generation X participants (55% male), while there was an unequal representation among Millennial participants (72% male). To qualify, all participants needed to be between the ages of 18 to 59 years, born and raised in the United States, and currently working full-time in the United States. Due to the arbitrariness of generational cutoffs, the earliest and latest cutoff dates cited in previous literature were used to categorize participants as either Millennials or Generation Xers (Lyons, Duxbury, & Higgins, 2007; Cennamo & Gardner, 2008; Gursory, Maier, & Chi, 2008; Lamm & Meeks, 2009). Anyone born between 1960 to 1979 was labeled Generation X, and anyone born between 1980 to 2000 was labeled a Millennial. Forty-five percent of Generation X participants labeled their jobs as individual-based and 55 percent labeled their jobs as team-based. Only 27 percent of Millennial participants labeled their jobs as individual-based, while 73 percent labeled

their jobs as team-based. All participants signed an electronic consent form (Appendix A) and were compensated for their participation.

Procedure

Before beginning the survey, all potential participants completed a series of screening items in order to ensure that they fit the required qualifications (Appendix B). If they failed any of the screening items, they were disqualified and did not receive compensation. After successfully answering all of the screening items, participants were given access to the survey. The survey contained items that measured individualism and collectivism (including the horizontal and vertical sub dimensions), job satisfaction, organizational commitment, and segmentation (Appendix C, D, E, & F). Participants were instructed to complete the individualism and collectivism items with regard to how they feel while they are at work. There were a few attention check items that participants were required to answer throughout the survey (Appendix G). If they failed any of these items, they were disqualified and did not receive compensation. Once completed with the primary survey items, all participants entered their demographic information (Appendix H) and were compensated.

Measures

Individualism and collectivism. A modified version of the original 32-item measure created by Singelis et al. (1995) was used to measure individualism and collectivism. This measure assessed both the horizontal and vertical sub dimensions, creating four different cultural dimensions: horizontal individualism (HI), vertical individualism (VI), horizontal collectivism (HC), and vertical collectivism (VC). Each of the four sub dimensions consisted of eight items. Overall collectivism and individualism

scores were calculated by combining the horizontal and vertical items. Therefore, collectivism and individualism each consisted of 16 items. Slight modifications were made to the wording of some of the items in order to ensure that each item aligned with the purpose of the study. For example, “family” was changed to “coworkers”. An example of an HI item is, “I like my privacy”. An example of a VI item is, “Competition is the law of nature”. An example of an HC item is, “The well-being of my coworkers is important to me”. An example of a VC item is, “I would sacrifice an activity that I enjoy very much if my coworkers did not approve of it”. All 32 items were rated using a 9-point Likert-type scale ranging from 1 (*never or definitely no*) to 9 (*always or definitely yes*). Collectivism had a reliability of ($\alpha = .93$) and individualism ($\alpha = .84$). The reliabilities of each of the four sub dimensions were HI ($\alpha = .82$), VI ($\alpha = .87$), HC ($\alpha = .89$), and VC ($\alpha = .86$).

Job satisfaction. A five-item measure from Judge, Bono, Erez, and Locke (2005) was used to measure job satisfaction. All five items were rated using a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Examples of some of the items in the measure are, “Most days I am enthusiastic about my work” and, “I find real enjoyment in my work”. The measure was revealed to have sufficient reliability ($\alpha = .81$).

Organizational commitment. The Organizational Commitment Questionnaire (OCQ) originally introduced by Porter, Steers, Mowday, and Boulian (1974) was used to measure overall organizational commitment. This is a 15-item measure in which items were rated on a 7-point Likert-type scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Examples of some of the items in the measure are, “I talk up this

organization to my friends as a great organization to work for” and, “I really care about the fate of this organization”. The OCQ was found to have substantial reliability ($\alpha = .91$).

Segmentation. The nonwork interrupting work (NWIW) and work interrupting nonwork (WINW) portions of Kossek et al.’s (2012) boundary management measure were used to measure segmentation. Each scale consisted of five items that were rated using a 5-point Likert scale. All items but one were reverse coded so that a higher score reflected greater segmentation. An example of a nonwork interrupting work item is, “I take care of personal or family needs during work”. An example of a work interrupting nonwork item is, “I regularly bring work home”. Sufficient reliability was found for both scales respectively ($\alpha = .73$; $\alpha = .86$).

CHAPTER III

RESULTS

Descriptive statistics are shown in Table 1, Table 2, and Table 3. Table 1 contains the means, standard deviations, and correlations of all variables included in the study. The bolded numbers on the diagonal represent the Cronbach's Alpha reliabilities of each scale.

Table 2 contains the means and standard deviations of Generation X and Millennial employees for collectivism, individualism, and the four cultural sub dimensions. Millennials and Generation Xers had equal scores on collectivism, and both generations were highest in horizontal individualism followed by horizontal collectivism. A crosstab was run to determine the consistency of generation assigned by birth cohort to generational self-identity (See Table 3). Overall, 78.4 percent of Generation Xers self-identified as Generation Xers, and 71 percent of Millennials self-identified as Millennials.

Hierarchical linear regression was conducted to test Hypotheses 1, 3, and 4. The covariates used in each regression were determined by a variable's significant correlation with the dependent variable being measured. The purpose of controlling for covariates was to purify the analyses of any confounding effects that un-hypothesized variables may

have had on the dependent variable. Therefore, any inferences made could be attributed to the hypothesized variables being measured. It is also important to note that any and all regressions that included continuous variables were graphed using the method proposed by Aiken, West, and Reno (1991). Therefore, *high* (e.g., high job satisfaction) represents a score one standard deviation above the mean. *Moderate* (e.g., moderate job satisfaction) represents the mean score, and *low* (e.g., low job satisfaction) represents a score one standard deviation below the mean.

For Hypothesis 1, the covariates were entered in Model 1, and the main effects were entered in Model 2. The effect of generation was tested two different ways in order to detect any inconsistencies in the results. The first generational variable tested was a categorical variable in which the participants were assigned to Generation X or Millennial based on birth cohort. The second type of generational variable was created by having the participants self-select the generation that they most identified with. Responses were dummy-coded in order to be used in the regression equation. Using generation by birth cohort and self-identified generation in separate, otherwise identical, regressions served as a potential remedy to the issue of the arbitrariness of generational cutoff dates. Critics of generational differences have suggested that allowing participants to self-identify with a generation is a more valid method of measuring generational differences (Joshi, Dencker, Franz, & Martocchio, 2010; Lyons & Kuron, 2014; Rudolph & Zacher, 2016).

No significant result was found when testing the effect of generation (birth cohort) on collectivism (Table 4). However, a marginally significant effect was found when participants self-selected their generation, $p = .05$ (Table 5). Participants who self-

identified as Millennials were less collectivistic than participants who self-identified as Generation Xers (Figure 1). Altogether, the results did not support Hypothesis 1.

While not hypothesized, regressions were conducted substituting individualism for collectivism in order to determine any generational differences. A significant effect was found for generation (birth cohort), $p < .01$ (Table 6). Millennials were more individualistic than Generation Xers (Figure 2). A similar effect was also found when generation was self-selected, $p < .01$ (Table 7). Self-identified Millennials were more individualistic than self-identified Generation Xers (Figure 3). Due to the consistency of the results when measuring generation both ways, only generation (birth cohort) was tested for Hypotheses 2 to 4.

In order to test Hypothesis 2, repeated measures regression was conducted with HC and VC as the within-subjects factors and generation as the between-subjects factor. A significant effect was found when comparing the magnitude of the difference of HC and VC between generations, $p < .01$ (Table 8). While HC was greater than VC across generations, the magnitude of the difference of HC and VC was greater for Generation X compared to Millennials, not supporting Hypothesis 2.

For the regressions that tested Hypotheses 3 and 4, the covariates were entered in Model 1, main effects entered in Model 2, two-way interactions entered in Model 3, and three-way interactions entered in Model 4. The predictors tested in Hypothesis 3 were generation, job satisfaction, and segmentation. Segmentation was measured two different ways (NWIW and WINW), so two regressions were performed (one with generation, job satisfaction, and NWIW, and the other with generation, job satisfaction, and WINW). For the first regression (generation, job satisfaction, and NWIW), a marginally significant

two-way interaction was found for generation and NWIW, $p < .07$, as well as a significant two-way interaction for job satisfaction and NWIW, $p < .01$ (Table 9). For those with high NWIW, Generation Xers were more collectivistic than Millennials. For those with low NWIW, both generations were equally collectivistic (Figure 4). Regarding the second interaction, for those with high NWIW, collectivism was relatively equal for high and low satisfied employees. For those with low NWIW, unsatisfied employees were more collectivistic than highly satisfied employees. (Figure 5).

For the second regression (generation, job satisfaction, and WINW), only a significant main effect was found for WINW, $p < .01$ (Table 9). Employees with low WINW were more collectivistic than employees with high WINW (Figure 6).

Although not hypothesized, regressions were run with individualism as the dependent variable, revealing multiple significant effects. When testing the interaction of generation, job satisfaction, and NWIW on individualism, a marginally significant three-way interaction was found, $p < .07$ (Table 10). For those with high NWIW, there was a negative relationship between job satisfaction and individualism for both generations. Millennials were consistently more individualistic than Generation Xers across all levels of job satisfaction (Figure 7a). For Millennials with moderate NWIW, there was a negative relationship between job satisfaction and individualism. For Generation Xers with moderate NWIW, there was a positive relationship between job satisfaction and individualism. When moderate in NWIW and low in job satisfaction, Millennials were more individualistic than Generation Xers. When moderate in NWIW and high in job satisfaction, Millennials and Generation Xers had similar individualism scores (Figure 7b). For Millennials with low NWIW, there was a negative relationship between job

satisfaction and individualism. For Generation Xers with low NWIW, there was a positive relationship between job satisfaction and individualism. When low in NWIW and low in job satisfaction, Millennials were more individualistic than Generation Xers. When low in NWIW and high in job satisfaction, Millennials and Generation Xers were similar in individualism (Figure 7c).

Running the same regression with WINW in place of NWIW, a significant main effect was found for generation, $p < .01$, and WINW, $p < .05$ (Table 10). Millennials were more individualistic than Generation Xers (Figure 8). Those with low WINW were more individualistic than those with high WINW (Figure 9).

Generation, organizational commitment, and segmentation (NWIW and WINW) were tested to predict collectivism for Hypothesis 4. For the first regression (generation, organizational commitment, and NWIW), a significant two-way interaction was found for generation and NWIW, $p < .05$, and for organizational commitment and NWIW, $p < .01$ (Table 11). When high in NWIW, Generation Xers were more collectivistic than Millennials. When low in NWIW, both generations were similar in collectivism (Figure 10). Figure 11 represents the interaction between organizational commitment and NWIW. For those with high organizational commitment, there was a positive relationship between NWIW and collectivism. For those with low organizational commitment, there was a negative relationship between NWIW and collectivism. When low in NWIW, those with high and low organizational commitment were similar in collectivism. When high in NWIW, those with high organizational commitment were more collectivistic than those with low organizational commitment.

When testing for a three-way interaction between generation, organizational commitment, and WINW, a significant effect was found when collectivism was the dependent variable, $p < .05$ (Table 11). For those with high WINW, both generations had a positive relationship between organizational commitment and collectivism, with Generation Xers consistently higher in collectivism (Figure 12a). For those with moderate WINW, both generations had a positive relationship between organizational commitment and collectivism. When low in organizational commitment, both generations were similar in collectivism. When high in organizational commitment, Generation Xers were more collectivistic (Figure 12b). For those with low WINW, both generations had a positive relationship between organizational commitment and collectivism. When low in organizational commitment, Millennials were more collectivistic. When high in organizational commitment, Generation Xers were more collectivistic (Figure 12c).

Substituting individualism for collectivism as the dependent variable, a significant main effect was found for generation, $p < .01$, and for NWIW, $p < .01$ (Table 12). Millennials were more individualistic than Generation Xers (Figure 13). Those with low NWIW were more individualistic than those high in NWIW (Figure 14).

When replacing NWIW with WINW, a significant main effect was found for generation, $p < .01$, and for WINW, $p < .05$ (Table 12). Millennials were more individualistic than Generation Xers (Figure 15). Those with low WINW were more individualistic than those high in WINW (Figure 16)

CHAPTER IV

DISCUSSION

Summary of Findings

This study aimed to examine if Millennial employees were more collectivistic at work than Generation X employees, causing a stirrup between the generations in the vertically individualistic American workplace (Triandis, 1995). Without taking any confounding variables into consideration, Millennials and Generation Xers were equally collectivistic. Holding constant any confounding variables resulted in Millennial employees being more individualistic and less collectivistic than Generation Xers. Furthermore, both Generation Xers and Millennials were higher in individualism than collectivism, implying that the American workplace is still individualistic.

Looking at both generations' scores on the four sub dimensions of individualism and collectivism, Generation Xers and Millennials scored highest on horizontal individualism followed by horizontal collectivism, suggesting a shift in the American workplace from a traditional hierarchical structure to a more flattened structure. This is something that we are beginning to see a lot more of as organizations continue to shift to a more organic and flexible structure in order to stay competitive in the current market (Daft, 2016). After measuring the magnitude of the difference between horizontal and vertical collectivism, it was Generation Xers that had a significantly larger difference

between the two constructs. Altogether, there was no evidence of Millennial employees being more collectivistic than Generation X employees when holding constant the effect of other variables.

Adding job satisfaction and segmentation into the equation resulted in multiple significant effects when using those variables, along with generation, to predict collectivism. For the employees who completely kept nonwork from interrupting work, Generation Xers were more collectivistic, but for the employees who allowed for nonwork distractions to interfere with work, the gap between Generation Xers and Millennials tightened, with Millennials being slightly more collectivistic. Neither job satisfaction or organizational commitment significantly contributed to the interaction between generation and NWIW when predicting collectivism.

A possible explanation for the increase in collectivism as Millennial employees allowed for nonwork to interrupt work is their frequent usage of social media for social, rather than business, purposes (Bolton, et al., 2013; eMarketer, 2011). Previous research on this topic found that Millennials that worked for an organization that allowed for them to check social media were higher in collectivism than Millennials that worked for an organization that banned such actions. In fact, allowing for employees to blog on nonwork related topics allowed for them to express their diverse opinions, resulting in them increasing their trust and emotional attachment to their coworkers (Luo, Guo, Zhang, Chen, & Zhang, 2015). Employees who partook in nonwork related blogging were able to learn more about each other and they perceived each other as “circle members” (Leidner, Koch, & Gonzalez, 2010). This finding can be connected with Markus and Kitayama’s (1991) concept of the interdependent self-construal and the view

of the other as part of one's circle. In other words, it is possible that allowing for Millennials to check their social media while at work will cause an increase in their collectivistic values and behaviors.

Across both generations, satisfied employees who kept nonwork from interrupting work were more collectivistic than those who did not segment nonwork from work. For moderately satisfied employees, collectivism was relatively stable whether or not nonwork interrupted work. Employees with low job satisfaction and who did not keep nonwork from interrupting work were higher in collectivism than those who did keep them segmented. Altogether, for those employees who kept nonwork from interrupting work, satisfied and non-satisfied employees were similar in collectivism with highly satisfied employees being slightly more collectivistic. On the other hand, for those employees who allowed for nonwork to interfere with work, unsatisfied employees were higher in collectivism than moderately and highly satisfied employees. One way of interpreting this interaction between job satisfaction and NWIW is that employees who have low job satisfaction can still be collectivistic at work as long as their nonwork lives interrupt their work. Allowing for nonwork to spill over into work can potentially distract them from their unsatisfying job, helping them to get through the workday. Furthermore, employees who are satisfied with their job would rather not be distracted by nonwork while working, and are more collectivistic when able to keep nonwork matters from distracting them while they are working.

When testing the effect of WINW with generation and job satisfaction to predict collectivism, all that was found was that employees who took work home with them were more collectivistic compared to employees who completely kept work from interfering

with their nonwork lives. Collectivists are characterized as putting the team before the individual, so it is reasonable to presume that the reason those employees who allowed for work to interrupt their nonwork lives were higher in collectivism was because they wanted to do their part in making sure that their company was succeeding.

There were also non-hypothesized, yet notable, results found when observing the effect of generation, job satisfaction, and segmentation on individualism. Specifically, individualism was higher for employees from both generations who simultaneously kept nonwork from interrupting work and were low in job satisfaction compared to those employees who were high in job satisfaction, with Millennials consistently being more individualistic than Generation Xers. For those employees who moderately kept nonwork from interrupting work and were low in job satisfaction, the gap between Millennials and Generation Xers increased, with Millennials being more individualistic. However, for those with high job satisfaction, the gap tightened as Millennials decreased in individualism while Generation Xers increased. Lastly, for employees whom nonwork interrupted work, the gap between Millennials and Generation Xers grew larger when low in job satisfaction, but as satisfaction increased, the gap tightened, with Millennials decreasing in individualism while Generation Xers drastically increased in individualism.

This interaction can be linked with the finding previously discussed where Millennial employees were higher in collectivism when nonwork interrupted work. Conversely, for Millennials who were both satisfied with their job and allowed for nonwork to interrupt work, individualism decreased, while it increased for Generation Xers. Due to regression not allowing for causal inferences, one interpretation is that Millennials were satisfied with their job because nonwork interfered with work (e.g.,

allowing for them to check social media), therefore individualistic values and behaviors decreased (Luo et al., 2015). This finding contradicts previous findings that segmentation is positively correlated with job satisfaction (Haar, Russo, Suñe, & Ollier-Malaterre, 2014). These results suggest that it depends on the type of segmentation, as well as generational membership, in order to determine the relationship between segmentation and job satisfaction.

It was also revealed that employees who allowed for work to interrupt nonwork were higher in individualism compared to employees who kept work and nonwork segmented. This finding reflects the previously described relationship between collectivism and WINW, creating potential confusion between the two similar results. However, individualism and collectivism are two distinct constructs, making it possible for a result such as this one to occur (Triandis, 1995). It is possible that employees that take work home with them are more collectivistic in regard to their job, however, taking work home with them may also cause them to be more individualistic in their nonwork lives, tending to focus on their career rather than their friends and family.

Organizational commitment interacted with NWIW when predicting collectivism, but organizational commitment and NWIW had a different effect on collectivism compared to job satisfaction and NWIW. In specific, collectivism was highest for employees who had high organizational commitment, followed by employees with moderate and then low organizational commitment. For those with high organizational commitment and who also kept nonwork from interrupting work, collectivism was higher compared to those who allowed nonwork to interrupt work. Collectivism remained stable for employees with moderate organizational commitment regardless of NWIW.

Employees with low organizational commitment who also allowed for nonwork to interrupt work were higher in collectivism compared to those who kept nonwork and work separate.

Comparing the interaction between organizational commitment and NWIW with the interaction between job satisfaction and NWIW when predicting collectivism, we see that the directionality of the relationship between variables is consistent across both interactions (i.e., those high in job satisfaction were more collectivistic as NWIW increased, and those high in organizational commitment were also more collectivistic as NWIW increased). The difference between the two interactions is that those high in organizational commitment were always highest in collectivism, whereas those with high job satisfaction were only highest in collectivism when also non-work did not interrupt work. As previously described, when non-work interrupted work, those high in job satisfaction were lowest in collectivism compared to other levels of job satisfaction. A possible interpretation of this difference between the two interactions is that being committed to one's organization is sufficient in order to also be collectivistic, while being satisfied with one's job does not mean that one will also be high in collectivism, as one also needs to be able to keep nonwork from interrupting work.

Arguably the most interesting finding of the current study was the three-way interaction between generation, organizational commitment, and WINW when predicting collectivism. Millennials were higher than Generation Xers in collectivism when low in organizational commitment and when work interrupted nonwork. At all other instances both generations were either equal in collectivism, or Generation Xers were higher in collectivism. The importance of this finding is that majority of Millennials are known to

lack commitment to whichever organization they currently work for. On average, Millennials will have worked four different full-time jobs within their first ten years after graduating college (Long, 2016). Additionally, a recent survey found conflicting results in which Millennials reported having a stronger desire compared to any other generation to be known as “work martyrs” (i.e., sacrificing their life for work) (Carmichael, 2016). Therefore, it is possible that this particular circumstance in which Millennials were more collectivistic than Generation Xers when they allowed work to interrupt nonwork and were low in organizational commitment actually accounts for the majority of Millennials in the current workforce, implying that the overall purpose of the current study was confirmed.

Cultural Values, Conflict, and Compatibility

If the majority of Millennial employees are indeed more collectivistic than Generation X employees, this difference in cultural values could potentially help to explain why Millennial employees are so highly scrutinized. The incompatibility between individualists and collectivists lies largely in how they communicate and handle conflict. For example, individualists (which previous literature has deemed Generation X employees to be) have a higher tendency of expressing their negative emotions while collectivists would rather keep things to themselves (Triandis, 2000). Therefore, it is possible that the reason we hear and read so much about issues with Millennial employees is because the people that are complaining about them are their individualistic coworkers who not only hold different workplace values, but also are more likely to vocalize their discontent.

Also contributing to the lack of compatibility of individualists and collectivists is that collectivists, who are very protective of their in-group, are known to be hostile towards threatening out-group members (Triandis, 2000). There is a chance that Millennial employees consider their fellow Millennial coworkers as in-group members, and they are collectively defensive against their older, more individualistic coworkers whom they have labeled out-group members due to the scrutiny put forth by many of them. When attempting to settle intercultural disputes, collectivists have been found to be more willing to compromise while individualists typically do not budge, making matters even worse (Cai & Fink, 2002).

While it may currently seem like Millennial employees will continue to be the generational outcast of the workplace, Triandis (2000) offered four stages of intercultural communication that help to explain the current state of Millennial employees compared to their older coworkers. The first stage is termed *unconscious incompetence*. In this stage, people with certain cultural values are unaware that other people might have different values. Let this stage represent when Millennials first entered the workforce. With the American workforce being individualistic for so long, no one even considered that a new generation could potentially have different values. The next stage is *conscious incompetence*. This is the stage in which groups with differing cultural values begin to notice that they are clashing in certain areas, but they are uncertain as to why this is. Let this stage represent the current state of the American workforce. Millennials are clashing with their older coworkers, and there is not a consistent reason as to why this is. The third stage is *conscious competence*, and this is the stage that the current workforce should strive for next. In this stage, groups with differing cultural values understand that

each other has different views and they make an effort to communicate more clearly with one another. The final stage is *unconscious competence*, which is when groups are able to interculturally interact without putting forth any extra effort. If organizations begin to realize that Millennial employees hold different cultural values than their older coworkers, then organizations can begin to address this problem by following the stages proposed by Triandis (2000).

Limitations and Future Directions

A limitation of the current study is the usage of cross-sectional analysis in order to measure generational differences. Due to the lack of an agreed upon generational theory, the majority of empirical research conducted on generational differences is cross-sectional. It is believed by some that separating a sample into generations is not the most effective way to measure individual differences, and that doing so is lazy (Costanza & Finkelstein, 2015). The biggest issue with dividing a sample into generations is that it becomes difficult to separate out the confounding effects of age, period, and cohort (Rudolph & Zacher, 2016). Some researchers have gone as far as saying that cross-sectional research makes it impossible to measure generational differences (Parry & Urwin, 2010).

An additional limitation is the sample size, as adding more participants would help to increase power. Furthermore, this study lacked a nonwork control group. In the future, it would be beneficial to have a group of participants respond to the items while not asked to think about work in order to determine if any differences in cultural values exist for individuals at work versus not at work. Adding to this limitation, simply asking participants to think of work while answering the items may not have been effective. It

might have been more effective to have the participants respond to the items while they were actually at work. Lastly, when collecting data online through sources such as Mechanical Turk, researchers need to be weary of participant dishonesty. In this case, special steps were taken in order to ensure that participants were honest in their responses (Bowen, Stevenor, & Davidson, 2018).

Also acting as both a limitation to generational research and a suggestion for future research is the effect of stereotype threat on Millennial employees. For example, Costanza and Finkelstein (2015) emphasize that generational characteristics are a way of stereotyping a group of people. This is certainly tough to argue, so future research should attempt to measure if Millennial employees are listening to all of the scrutiny, causing them to fall victim to stereotype threat. If this is the case, it can then be observed whether stereotype threat is causing Millennial employees to form a collectivistic identity in order to shield themselves from their older coworkers. The current study observed *if* Millennials were more collectivistic than Generation Xers, but it did not determine *why* they are. Future studies should focus on not only the “if” but also the “why”.

Closing Remarks on the Current State of Generational Differences

In regard to the implications of all generational research as well as the future of this area of study, we know that humans use mental shortcuts because they can be an efficient way of reaching a solution, and just because a generational theory has not yet been validated does not mean that generational differences do not exist, therefore, researchers should continue to explore this topic (Bodenhausen & Hugenberg, 2009). In addition, the same researchers that declared that cross-sectional measurement of generations makes it impossible to identify differences also stated that practitioners might

have less of an issue with the statistical limitations of cross-sectional analysis (Parry & Urwin, 2010). While measuring the effects of other individual differences may be a more effective and accurate method of predicting work values and outcomes as supported by Costanza and Finkelstein (2015), businesses don't have the time or money to accommodate differences between individual workers.

The fact of the matter is that more and more studies are finding consistent results that suggest that generational differences do exist (Lyons & Kuron, 2013). The findings of this study certainly do not prove that generational differences exist; however, these findings in addition to the findings of many previous studies on generational differences have utility and can serve a purpose within organizations. I argue that researchers should continue to attempt to develop a generational theory in order to overcome the age, period, and cohort confound. In the meantime, businesses can benefit from the findings from current generational research, and they should utilize current information when making business decisions. Once researchers have developed newer findings that better explain differences between members of the workforce (whether or not these differences are based on generational membership), then businesses can utilize the newer information when the time comes. In the end, I/O psychology exists to create a better and more effective workplace, and it would be completely selfish for researchers to withhold and discount potentially beneficial information from organizations because of a methodological concern that practitioners are not even worried about.

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Table 1. Descriptive Statistics and Correlations

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. Collectivism	5.58	1.65	.79																	
2. Individualism	6.00	1.16	.37**	.84																
3. HC	3.91	1.69	.95**	.27**	.89															
4. YC	3.25	1.76	.95**	.43**	.80**	.86														
5. HI	6.92	1.15	.13	.69**	.22**	.12	.82													
6. Job Satisfaction	3.08	1.82	.23**	.87**	.22**	.17*	.87	.87												
7. Organizational Commitment	3.48	1.22	.23**	.46**	.31**	.12	.05	.10	.81											
8. VLNW	2.77	1.52	.23**	.35**	.24**	.18*	.14	.14	.72**	.91										
9. VLNW	3.22	1.85	.35**	.36**	.24**	.18*	.14	.14	.72**	.91	.71									
10. VLNW	3.22	1.85	.35**	.36**	.24**	.18*	.14	.14	.72**	.91	.71	.86								
11. Age	37.27	9.58	-.02	-.20**	.03	.07	-.12	-.26**	.08	.05	.08	.10	.19*							
12. Sex	-	-	.17*	-.18*	.21**	.11	-.15*	-.13	.02	.01	.05	.06	-.18*	-.01						
13. Job Type	-	-	.02	.21**	.20**	.08	.03	.24**	.12	.04	.04	.06	-.57**	-.17*	.20**					
14. Generation (Birth Cohort)	-	-	.02	.21**	.20**	.08	.03	.24**	.12	.04	.04	.06	-.57**	-.17*	.20**	.16*				
15. Silent (Self-ID)	-	-	.27**	.23**	.21**	.13	.19*	.10*	-.02	.02	.02	-.18*	-.17*	-.18*	.03	-.20**	-.08			
16. Baby Boomer (Self-ID)	-	-	.01	-.02	.01	.02	.04	-.05	.02	.12	.02	-.07	.30**	-.01	.01	-.64**	-.21**	-.20**		
17. Generation X (Self-ID)	-	-	.03	-.20**	.09	.66	-.04	-.23**	.11	.14	-.06	-.03	.48**	.16*	-.11	-.64**	-.21**	-.20**		
18. Millennial (Self-ID)	-	-	.11	-.20**	-.11	-.11	-.05	.17*	-.12	-.08	.07	.07	-.60**	-.07	.11	.68**	-.21**	-.23**	-.72**	

Cronbach (1951) alpha coefficients on the main diagonal in bold

* $p < .05$ ** $p < .01$

Note. Generation (Birth Cohort) was coded 0 = Generation X compared to 1 = Millennial. Silent (Self-ID), Baby Boomer (Self-ID), Generation X (Self-ID), and Millennial (Self-ID) coded 1 = ID as that generation compared to 0 = not ID as that generation. Sex was coded 1 = Male compared to 2 = Female. Job Type was coded 1 = Individual-based compared to 2 = Team-based.

Table 2. Descriptive Statistics

	Generation X		Millennial	
	<i>M</i>	SD	<i>M</i>	SD
Collectivism	5.54	1.37	5.60	1.81
Individualism	5.72	1.02	6.21	1.21
HC	6.00	1.42	5.84	1.86
VC	5.09	1.54	5.37	1.90
HI	6.88	1.10	6.95	1.20
VI	4.57	1.71	5.46	1.81

Note. These values represent Generation (Birth Cohort).

Table 3. Crosstab Results

Generational ID	Birth Cohort	
	Generation X	Millennial
Silent	1.4%	9.0%
Baby Boomer	17.6%	5.0%
Generation X	78.4%	15.0%
Millennial	2.7%	71.0%

Note. Bolded values represent the percentage of participants whose generational identity matched their generation assigned by birth cohort.

Table 4. Summary of Hierarchical Regression Analysis for Generation (Birth Cohort) Predicting Collectivism (N = 174)

Variable	Model 1				Model 2			
	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>B</i>	<i>SE B</i>	β	<i>t</i>
Individualism	.38	.10	.27	3.84**	.42	.10	.30	4.12**
Job Type	.68	.21	.20	3.23**	.78	.22	.23	3.57**
Job Satisfaction	-.05	.16	-.03	-.28	-.09	.16	-.05	-.53
Organizational Commitment	.52	.12	.39	4.32**	.53	.12	.40	4.48**
NWIW	-.02	.13	-.01	-.15	.01	.13	.00	.05
WINW	-.42	.11	-.27	-4.02**	-.41	.10	-.27	-3.96**
Generation					-.36	.21	-.11	-1.69
<i>R</i> ²		.39				.40		
<i>R</i> ² Change						.01		
<i>F</i>		17.64				15.70		
<i>F</i> for change in <i>R</i> ²						2.86		

** $p < .01$

Note. Generation coded 0 = Generation X compared to 1 = Millennial.

Table 5. Summary of Hierarchical Regression Analysis for Generation (Self-Identified) Predicting Collectivism (N = 174)

Variable	Model 1				Model 2			
	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>B</i>	<i>SE B</i>	β	<i>t</i>
Individualism	.38	.10	.27	3.84**	.38	.10	.27	3.79**
Job Type	.68	.21	.20	3.23**	.75	.21	.22	3.58**
Job Satisfaction	-.05	.16	-.03	-.28	-.11	.16	-.06	-.67
Organizational Commitment	.52	.12	.39	4.32**	.54	.12	.40	4.59**
NWIW	-.02	.13	-.01	-.15	-.01	.13	.00	-.06
WINW	-.42	.12	-.27	-4.02**	-.37	.10	-.24	-3.57**
Silent					.98	.44	.14	2.22*
Baby Boomer					.29	.34	.06	.86
Millennial					-.44	.22	-.13	-1.98*
<i>R</i> ²		.39				.44		
<i>R</i> ² Change						.05		
<i>F</i>		17.64				14.14		
<i>F</i> for change in <i>R</i> ²						4.75**		

* $p < .05$ ** $p < .01$

Note. Generation (Self-Identified) coded 1 = Silent, Baby Boomer, and Millennial compared to 0 = Generation X.

Table 6. Summary of Hierarchical Regression Analysis for Generation (Birth Cohort) Predicting Individualism (N = 172)

Variable	Model 1				Model 2			
	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>B</i>	<i>SE B</i>	β	<i>t</i>
Collectivism	.21	.05	.29	4.03**	.21	.05	.30	4.32**
Sex	-.40	.16	-.16	-2.52*	-.30	.15	-.12	-1.97
Job Type	-.51	.16	-.21	-3.20**	-.62	.16	-.26	-3.95**
NWIW	-.31	.09	-.22	-3.35**	-.32	.09	-.23	-3.64**
WINW	-.20	.08	-.18	-2.57*	-.18	.08	-.16	-2.35*
Generation					.54	.15	.23	3.61**
<i>R</i> ²		.32				.37		
<i>R</i> ² Change						.05		
<i>F</i>		15.59				16.11		
<i>F</i> for change in <i>R</i> ²						13.045**		

p* < .05 *p* < .01

Note. Generation Coded 0 = Generation X compared to 1 = Millennial

Table 7. Summary of Hierarchical Regression Analysis for Generation (Self-Identified) Predicting Individualism (N = 172)

Variable	Model 1				Model 2			
	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>B</i>	<i>SE B</i>	β	<i>t</i>
Collectivism	.21	.05	.29	4.03**	.22	.05	.30	4.23**
Sex	-.40	.16	-.16	-2.52*	-.30	.16	-.12	-1.93
Job Type	-.51	.16	-.21	-3.20**	-.58	.16	-.24	-3.69**
NWIW	-.31	.09	-.22	-3.35**	-.32	.09	-.23	-3.63**
WINW	-.20	.08	-.18	-2.57*	-.19	.08	-.17	-2.55*
Silent					.61	.34	.12	1.82
Baby Boomer					.30	.25	.08	1.19
Millennial					.61	.16	.26	3.81**
<i>R</i> ²		.32				.38		
<i>R</i> ² Change						.06		
<i>F</i>		15.59				12.42		
<i>F</i> for change in <i>R</i> ²						5.18**		

p* < .05 *p* < .01

Note. Generation (Self-Identified) coded 1 = Silent, Baby Boomer, and Millennial compared to 0 = Generation X.

Table 8. Summary of Repeated Measures Regression Analysis Measuring the Difference between HC and VC

Variable	<i>MS</i>	<i>F</i>
Generation	.14	.05
Horizontal and Vertical Collectivism	80.86	68.98**
Horizontal and Vertical Collectivism x Generation	8.57	7.31**

***p* < .01

Note. Generation coded 0 = Generation X compared to 1 = Millennial

Table 9. Summary of Hierarchical Regression Analysis for Generation, Job Satisfaction, and Segmentation Predicting Collectivism (N = 174)

Variable	Model 1				Model 2				Model 3				Model 4			
	B	SE B	β	t	B	SE B	β	t	B	SE B	β	t	B	SE B	β	t
Individualism	.38	.09	.27	4.08***	.42	.10	.30	4.17***	.39	.10	.28	4.01***	.39	.10	.80	3.86***
Job Type	.68	.21	.20	3.24***	.78	.22	.23	3.57***	.80	.21	.23	3.74***	.79	.21	.23	3.72***
Organizational Commitment	.49	.08	.37	6.07***	.53	.12	.40	4.48***	.45	.12	.33	3.79***	.45	.12	.34	3.81***
NWIW	-.43	.10	-.28	-4.26***	-.41	.10	-.27	-3.96***	-.45	.10	-.29	-4.37***	-.45	.10	-.29	-4.39***
Generation					-.36	.21	-.11	-1.69	1.19	1.09	.36	1.10	2.26	2.41	.69	.94
Job Satisfaction					-.09	.16	-.05	-.53	-1.03	.33	-.57	-3.11***	-.87	.46	-.48	-1.91*
NWIW					.01	.13	.00	.05	-.09	.22	-.10	-.40	-.39	.66	-.44	-.60
Generation x Job Satisfaction									-.43	.24	-.41	-1.84*	-.77	.73	-.73	-1.06
Generation x NWIW									.34	.10	.80	3.39***	.29	.15	.67	1.92*
Job Satisfaction x NWIW													.10	.20	.33	.49
Generation x Job Satisfaction x NWIW																
R^2		.39				.40				.45				.45		
R^2 Change						.01				.05				.00		
F		26.74				15.70				13.32				12.08		
F for change in R^2						.98				5.07***				24		
Individualism	.51	.10	.36	5.21***	.42	.10	.30	4.17***	.44	.10	.31	4.35***	.45	.10	.32	4.42***
Job Type	.69	.22	.20	3.11***	.78	.22	.23	3.57***	.80	.22	.24	3.66***	.80	.22	.23	3.66***
Organizational Commitment	.48	.09	.36	5.48***	.53	.12	.40	4.48***	.52	.12	.39	4.37***	.51	.12	.39	4.30***
NWIW	-.07	.13	-.04	-.53	.01	.13	.00	.05	.04	.13	.02	.31	.03	.13	.02	.25
Generation					-.36	.21	-.11	-1.69	.31	.94	.10	.33	3.68	2.37	1.12	1.56
Job Satisfaction					-.09	.16	-.05	-.53	-.18	.37	-.10	-.50	-.42	.54	.23	.78
NWIW					-.41	.10	-.27	-3.96***	-.15	.38	-.09	-.38	.49	.56	.31	.87
Generation x Job Satisfaction									.17	.23	.19	.74	-.84	.70	-.93	-1.22
Generation x NWIW									-.40	.20	-.43	-1.99**	-.19	.16	-.60	-2.04**
Job Satisfaction x NWIW									.00	.10	-.01	-.04	.31	.20	1.26	1.55
Generation x Job Satisfaction x NWIW																
R^2		.32				.40				.41				.42		
R^2 Change						.08				.01				.01		
F		20.16				15.70				11.46				10.73		
F for change in R^2						6.92***				1.35				2.41		

* $p < .07$ ** $p < .05$ *** $p < .01$

Note. Results for Generation, Job Satisfaction, and NWIW are located on the top half, and results for Generation, Job Satisfaction, and WINW on the bottom half.

Table 10. Summary of Hierarchical Regression Analysis for Generation, Job Satisfaction, and Segmentation Predicting Individualism (N = 172)

Variable	Model 1			Model 2			Model 3			Model 4		
	B	SE B	β	t	B	SE B	β	t	B	SE B	β	t
Job Type	-.55	.16	-.23	-3.35***	-.61	.16	-.25	-3.89***	-.65	.16	-.27	-4.08***
WINW	-.23	.08	-.21	-2.90***	-.17	.08	-.15	-2.10**	-.15	.08	-.14	-1.84*
Collectivism	.24	.05	.33	4.58***	.22	.05	.31	4.29***	.23	.06	.33	4.20***
Sex	-.42	.16	-.17	-2.61**	-.30	.15	-.12	-1.97*	-.35	.16	-.14	-2.21**
Generation					.53	.15	.23	3.52***	1.50	.82	.64	1.82
Job Satisfaction					-.05	.09	-.04	-.54	.26	.25	.21	1.05
NWIW					-.33	.09	-.24	-3.67***	-.04	.30	-.03	-.12
Generation x Job Satisfaction									-.19	.17	-.30	-1.16
Generation x NWIW									-.11	.18	-.14	-.59
Job Satisfaction x NWIW									-.07	.08	-.24	-.91
Generation x Job Satisfaction x NWIW												
R^2		.27				.37						
R^2 Change						.10						
F		15.73				13.80						
F for change in R^2						8.41***						3.59*
Collectivism	.25	.05	.35	5.19***	.22	.05	.31	4.29***	.24	.05	.33	4.50***
Sex	-.43	.16	-.18	-2.72***	-.30	.15	-.12	-1.97*	-.33	.16	-.14	-2.13**
Job Type	-.56	.16	-.23	-3.47***	-.61	.16	-.25	-3.89***	-.64	.16	-.27	-4.05***
NWIW	-.34	.09	-.24	-3.62***	-.33	.09	-.24	-3.67***	-.36	.09	-.26	-3.92***
Generation					.53	.15	.23	3.52***	.68	.69	.29	.98
Job Satisfaction					-.05	.09	-.04	-.54	.00	.27	.00	-.01
NWIW					-.17	.08	-.15	-2.10**	-.44	.28	-.40	-1.59
Generation x Job Satisfaction									-.27	.17	-.43	-1.63
Generation x NWIW									.25	.15	.39	1.73
Job Satisfaction x WINW									.03	.07	.15	.47
Generation x Job Satisfaction x WINW												
R^2		.29				.37						
R^2 Change						.08						
F		17.27				13.79						
F for change in R^2						6.77***						9.40

* $p < .07$ ** $p < .05$ *** $p < .01$

Note. Results for Generation, Job Satisfaction, and NWIW are located on the top half, and results for Generation, Job Satisfaction, and WINW on the bottom half.

Table 11. Summary of Hierarchical Regression Analysis for Generation, Organizational Commitment, and Segmentation Predicting Collectivism (N = 174)

Variable	Model 1			Model 2			Model 3			Model 4		
	B	SE B	t	B	SE B	t	B	SE B	t	B	SE B	t
Individualism	.42	.10	.30	.42	.10	.30	.39	.10	.28	.39	.10	.27
Job Type	.71	.22	3.21***	.78	.22	.23	3.57***	.72	.21	.21	.21	.21
Job Satisfaction	.47	.12	4.00***	-.09	.16	-.05	-.53	-.17	.16	-.10	.16	-.09
WINW	-.49	.11	-4.51***	-.41	.10	-.27	-3.96***	-.43	.10	-.27	.10	-.28
Generation				-.36	.21	-.11	-1.69	1.86	1.09	.57	1.72	1.10
Organizational Commitment				.53	.12	.40	4.48***	-.10	.25	-.07	.35	.08
NWIW				.01	.13	.00	.05	-.80	.38	-.41	-.49	-.25
Generation x Organizational Commitment								-.17	.16	-.25	-.59	-.82
Generation x NWIW								-.51	.24	-.48	-.107	-.100
Organizational Commitment x NWIW								.24	.08	.73	.17	.52
Generation x Organizational Commitment x NWIW											.15	.54
R^2	.32			.40			.45			.45		
R^2 Change	.08			.08			.05			.00		
F	19.77			15.70			13.16			12.01		
F for change in R^2	7.31***			7.31***			4.76***			4.76***		
Individualism	.55	.10	.39	.42	.10	.30	4.17***	.44	.10	.31	.10	.32
Job Type	.74	.23	.22	.78	.22	.23	3.57***	.78	.22	.23	.22	.23
Job Satisfaction	.36	.12	2.90***	-.09	.16	-.05	-.53	-.08	.17	-.05	.17	-.05
NWIW	-.13	.14	-.07	.01	.13	.00	.05	.01	.13	.00	.13	-.01
Generation				-.36	.21	-.11	-1.69	1.15	1.00	.35	1.16	1.74
Organizational Commitment				-.41	.10	-.27	-3.96***	-.42	.34	-.27	.35	.50
WINW								-.06	.17	-.09	-.115	-.108
Generation x Organizational Commitment								-.38	.20	-.42	-.167	-.64
Generation x WINW								.06	.07	.22	.12	.51
Organizational Commitment x WINW											.12	-.51
Generation x Organizational Commitment x WINW											.15	1.58
R^2	.24			.40			.41			.43		
R^2 Change	.16			.16			.01			.02		
F	13.37			15.70			11.48			11.05		
F for change in R^2	14.53***			14.53***			1.38			4.40**		

* $p < .07$ ** $p < .05$ *** $p < .01$

Note. Results for Generation, Organizational Commitment, and NWIW are located on the top half, and results for Generation, Organizational Commitment, and WINW on the bottom half.

Table 12. Summary of Hierarchical Regression Analysis for Generation, Organizational Commitment, and Segmentation Predicting Individualism (N = 172)

Variable	Model 1				Model 2				Model 3				Model 4			
	B	SE B	β	t	B	SE B	β	t	B	SE B	β	t	B	SE B	β	t
Collectivism	.24	.05	.33	4.58***	.23	.06	.32	4.24***	.24	.06	.33	4.09***	.23	.06	.33	4.02***
Sex	-.42	.16	-.17	-2.61***	-.30	.15	-.12	-1.95*	-.30	.16	-.12	-1.88*	-.30	.16	-.12	-1.87*
Job Type	-.55	.16	-.23	-3.35***	-.62	.16	-.26	-3.94***	-.62	.16	-.25	-3.87***	-.61	.16	-.25	-3.84***
WINW	-.23	.08	-.21	-2.90***	-.17	.08	-.15	-2.17**	-.16	.08	-.14	-1.96*	-.16	.08	-.14	-2.00**
Generation					.54	.15	.23	3.61***	.61	.15	.26	.72	1.52	.180	.65	.85
Organizational Commitment					-.05	.07	-.05	-.77	-.04	.07	-.04	-.19	.14	.27	.15	.53
NWIW					-.33	.09	-.24	-3.71***	-.14	.09	-.10	-.29	.40	.20	-.02	.05
Generation x Organizational Commitment									.03	.13	.06	.22	-.17	.38	-.36	-.46
Generation x NWIW					-.07		-.10	-.40	-.07		-.10	-.40	-.36		-.48	-.67
Organizational Commitment x NWIW					-.04		-.15	-.60	-.04		-.15	-.60	-.07	.09	-.30	-.83
Generation x Organizational Commitment x NWIW													.07	.11	.39	.57
R^2		.27				.37				.37				.38		
R^2 Change						.10					.10			.01		
F						13.86					9.62			8.74		
F for change in R^2						8.53***					.20			.33		
Collectivism	.25	.05	.35	5.19***	.23	.06	.32	4.24***	.25	.06	.34	4.46***	.25	.06	.35	4.55***
Sex	-.43	.16	-.18	-2.72***	-.30	.15	-.12	-1.95*	-.30	.16	-.12	-1.88*	-.29	.16	-.12	-1.85*
Job Type	-.56	.16	-.23	-3.47***	-.62	.16	-.26	-3.94***	-.63	.16	-.26	-3.96***	-.63	.16	-.26	-3.97***
NWIW	-.34	.09	-.24	-3.02***	-.33	.09	-.24	-3.71***	-.31	.09	-.22	-3.32***	-.30	.09	-.22	-3.23***
Generation					.54	.15	.23	3.61***	-.43	.15	-.28	-.58	-.96	.180	-.84	-.109
Organizational Commitment					-.05	.07	-.05	-.76	.23	.21	.24	1.11	.01	.32	.01	.03
WINW					-.17	.08	-.15	-2.17**	-.05	.24	.05	.21	-.20	.36	-.18	-.55
Generation x Organizational Commitment									.04	.12	.08	.30	.40	.41	.82	.98
Generation x WINW									.24	.14	.37	1.66	.67	.48	1.02	1.39
Organizational Commitment x WINW									-.08	.05	-.46	-.58	-.02	.09	-.12	-.25
Generation x Organizational Commitment x WINW													-.10	.11	-.74	-.94
R^2		.29				.37				.39				.39		
R^2 Change						.08					.02			.00		
F						13.86					10.26			9.40		
F for change in R^2						6.89***					1.54			.88		

* $p < .07$ ** $p < .05$ *** $p < .01$

Note. Results for Generation, Organizational Commitment, and NWIW are located on the top half, and results for Generation, Organizational Commitment, and WINW on the bottom half.

APPENDIX B

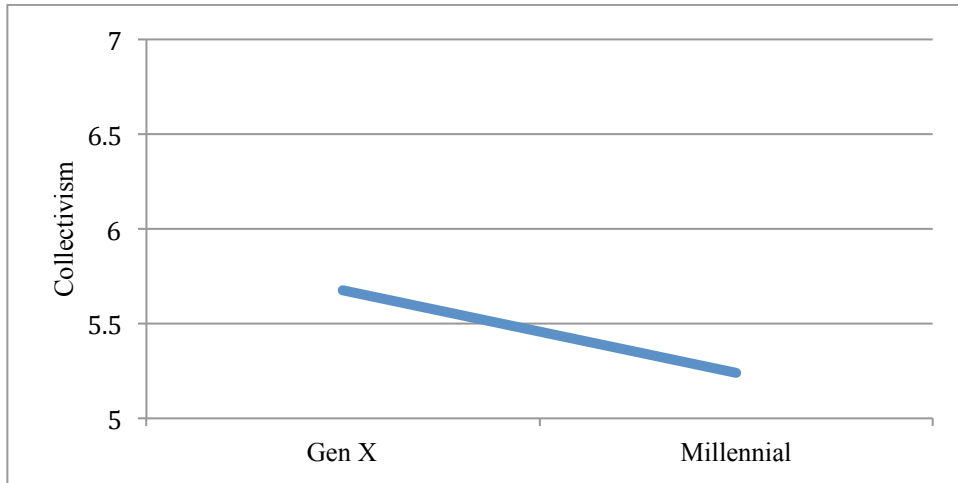


Figure 1. Main effect of Generation (Self-Identified) on Collectivism.

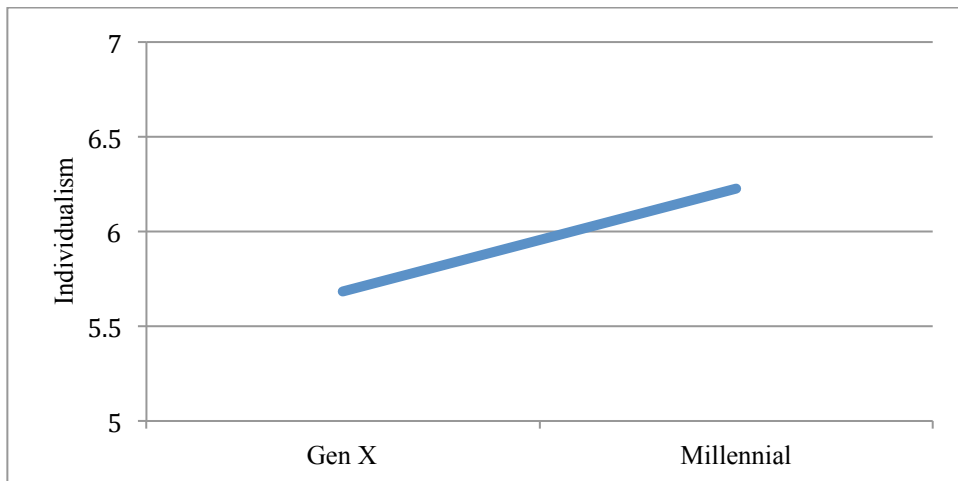


Figure 2. Main effect of Generation (Birth Cohort) on Individualism.

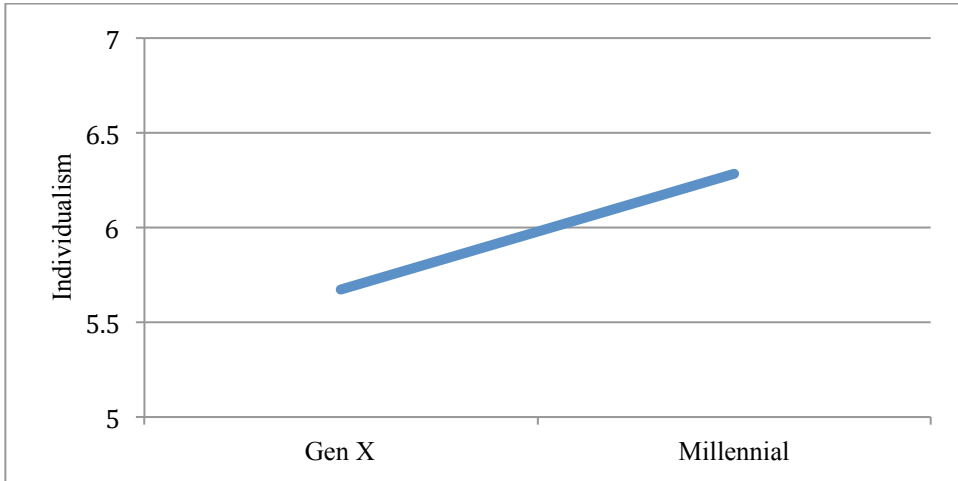


Figure 3. Main effect of Generation (Self-Identified) on Individualism.

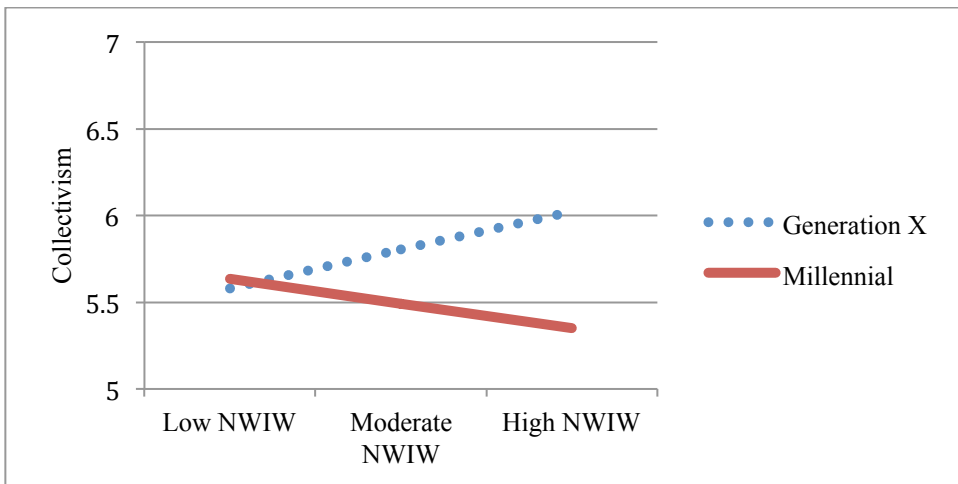


Figure 4. Two-way interaction between Generation and NWIW.

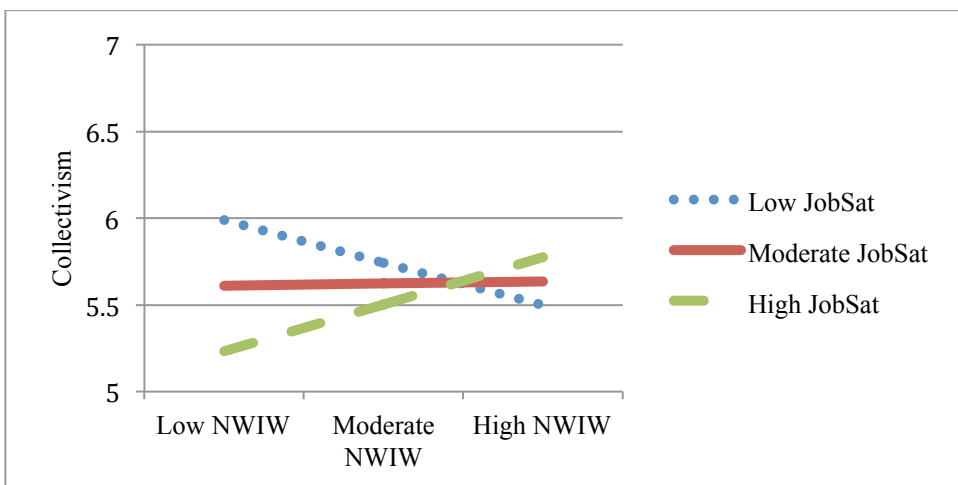


Figure 5. Two-way interaction between Job Satisfaction and NWIW.

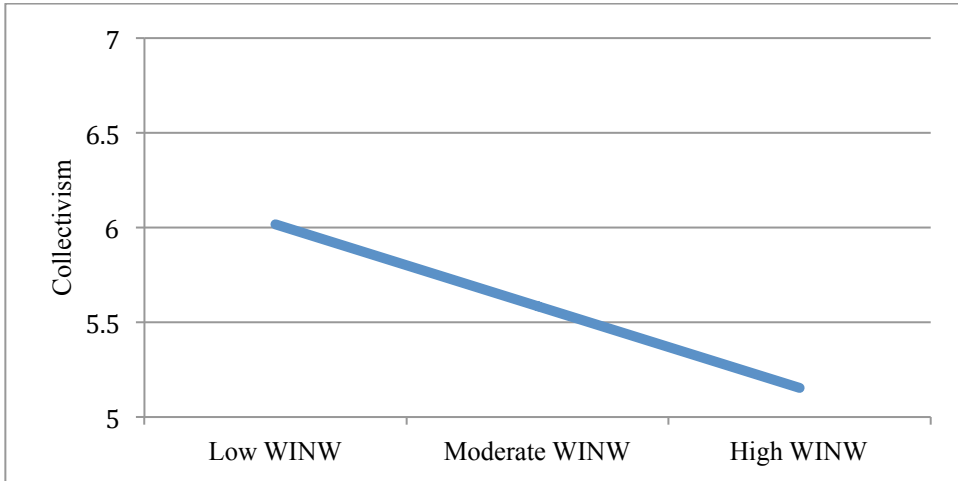


Figure 6. Main effect of WINW on Collectivism.

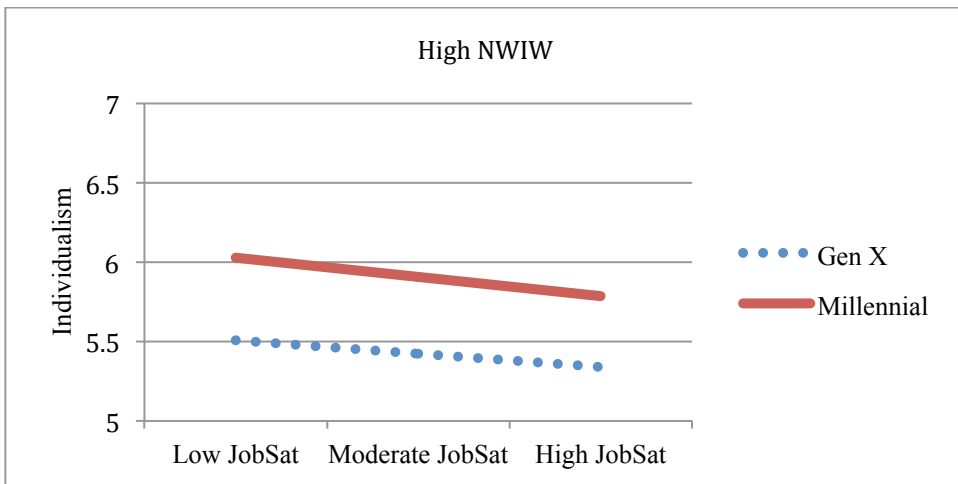


Figure 7a. Three-way interaction between Generation, Job Satisfaction, and NWIW.

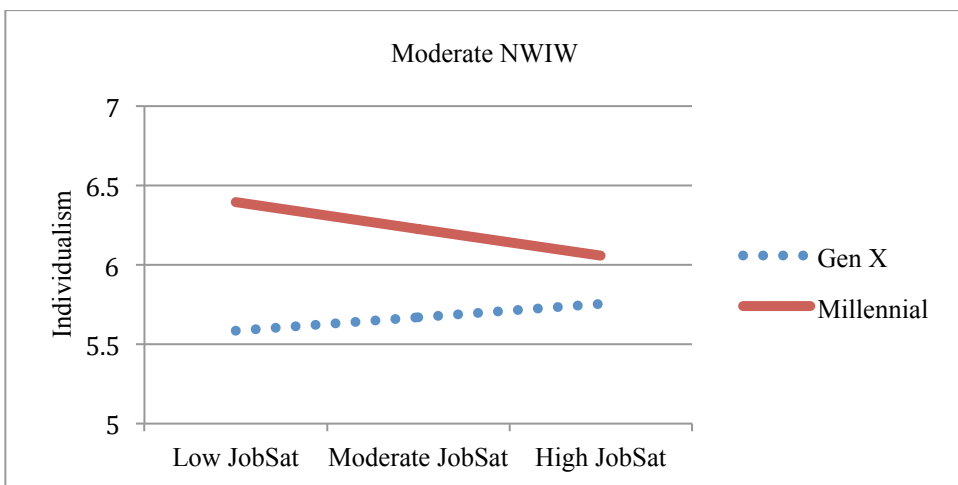


Figure 7b. Three-way interaction between Generation, Job Satisfaction, and NWIW.

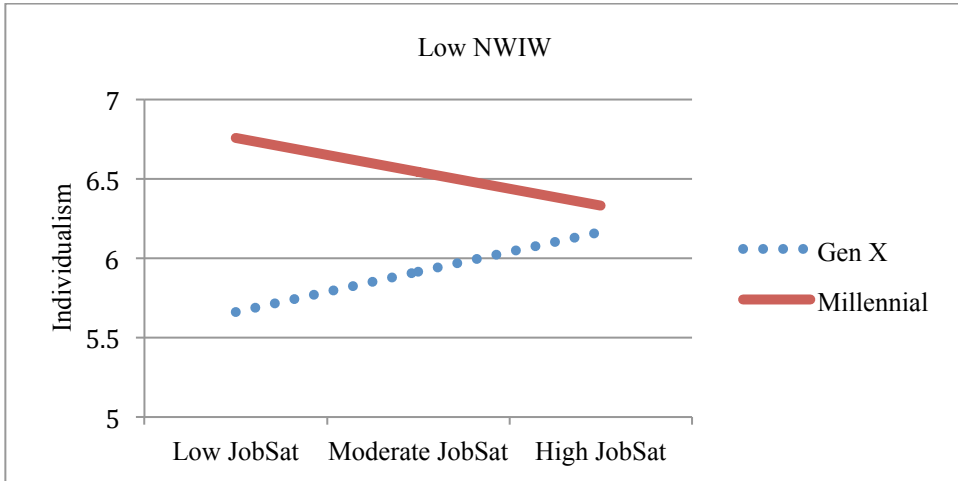


Figure 7c. Three-way interaction between Generation, Job Satisfaction, and NWIW.

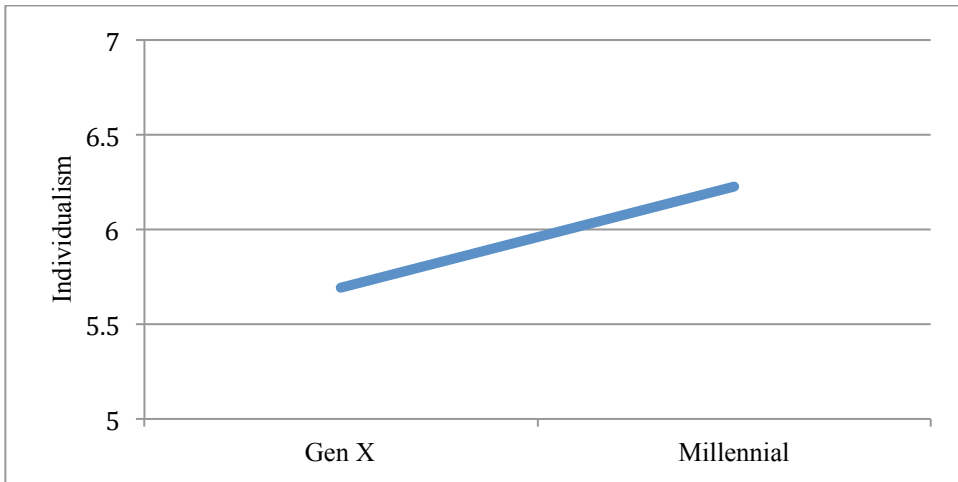


Figure 8. Main effect of Generation on Individualism.

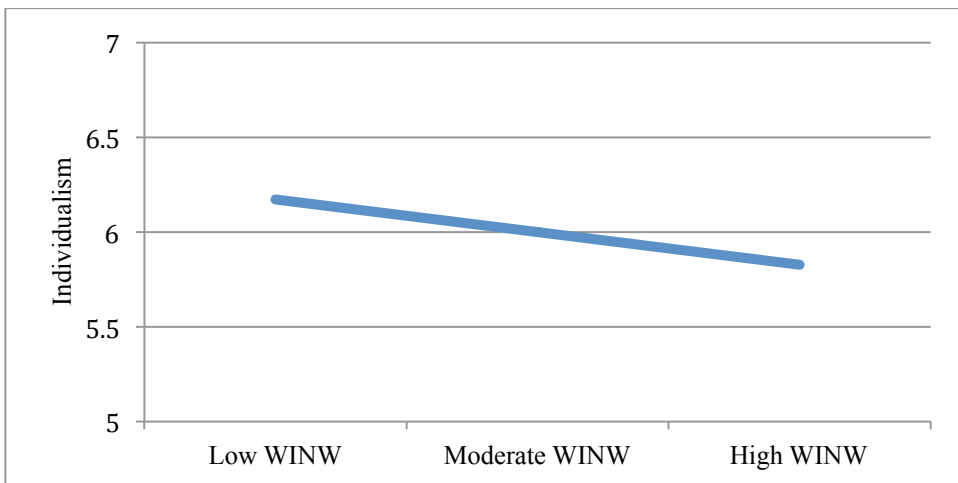


Figure 9. Main effect of WINW on Individualism.

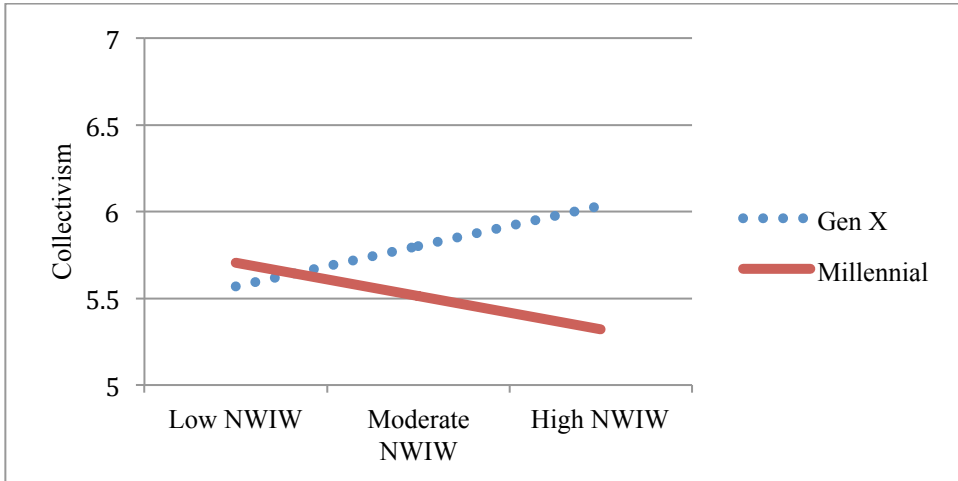


Figure 10. Two-way interaction between Generation and NWIW.

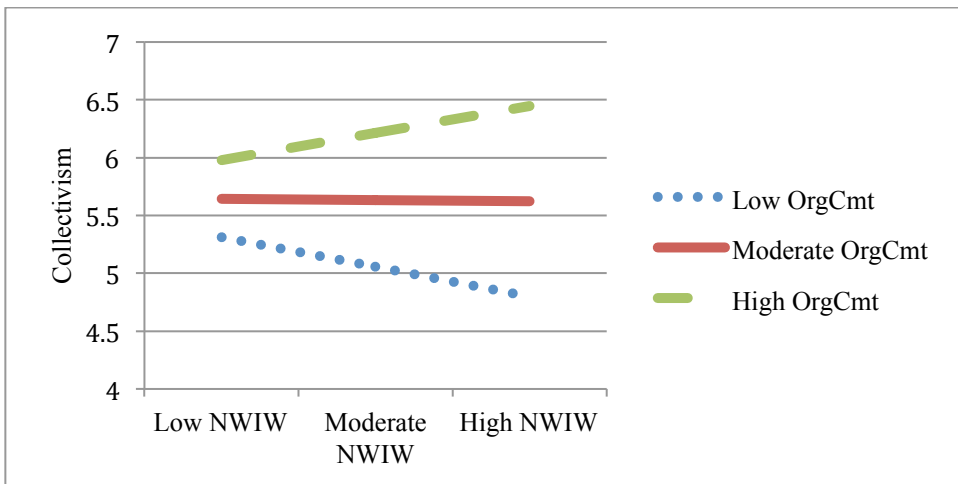


Figure 11. Two-way interaction between Organizational Commitment and NWIW.

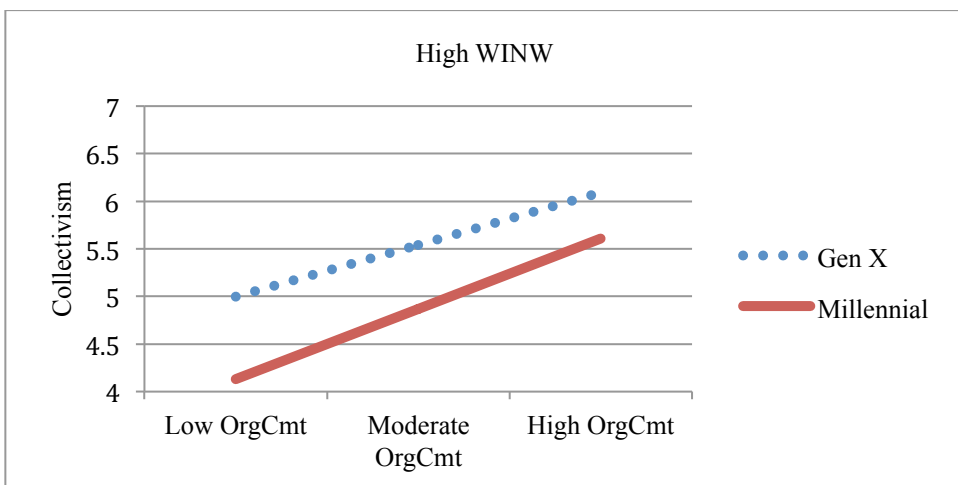


Figure 12a. Three-way interaction between Generation, Organizational Commitment, and WINW.

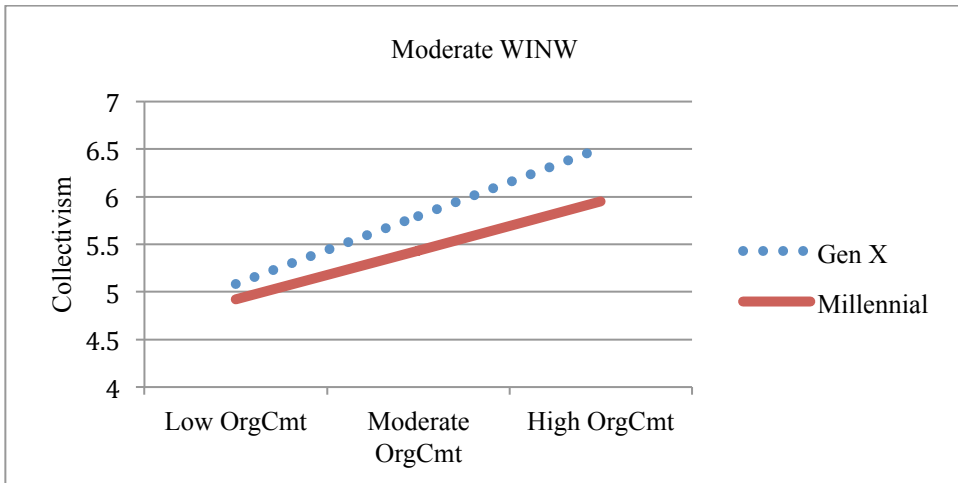


Figure 12b. Three-way interaction between Generation, Organizational Commitment, and WINW.

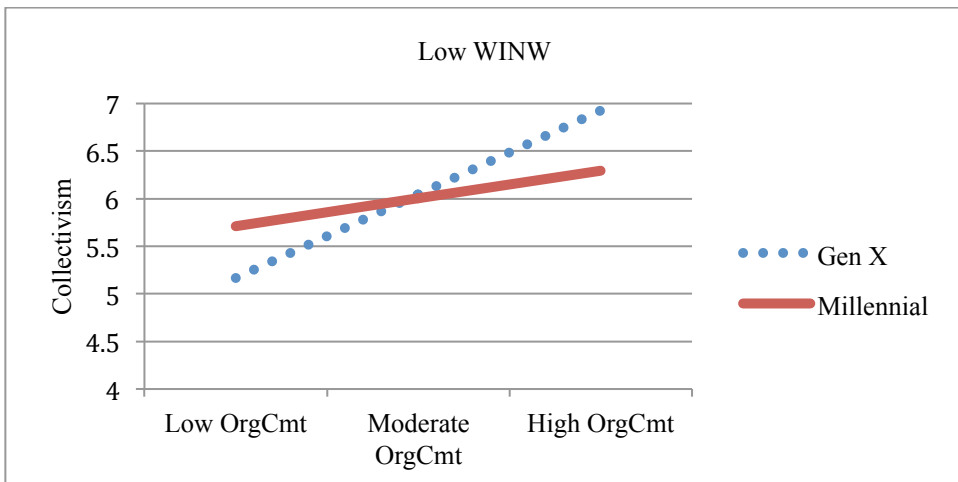


Figure 12c. Three-way interaction between Generation, Organizational Commitment, and WINW.

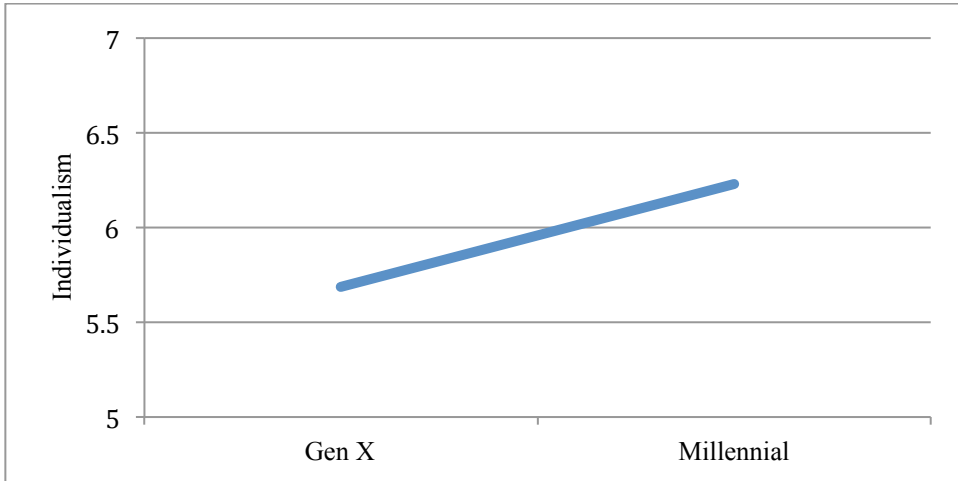


Figure 13. Main effect of Generation on Individualism.

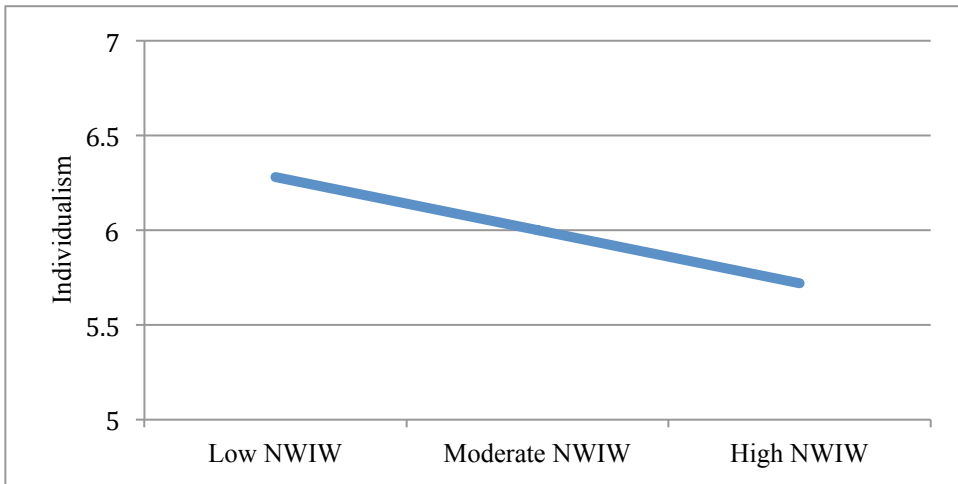


Figure 14. Main effect of NWIW on Individualism.

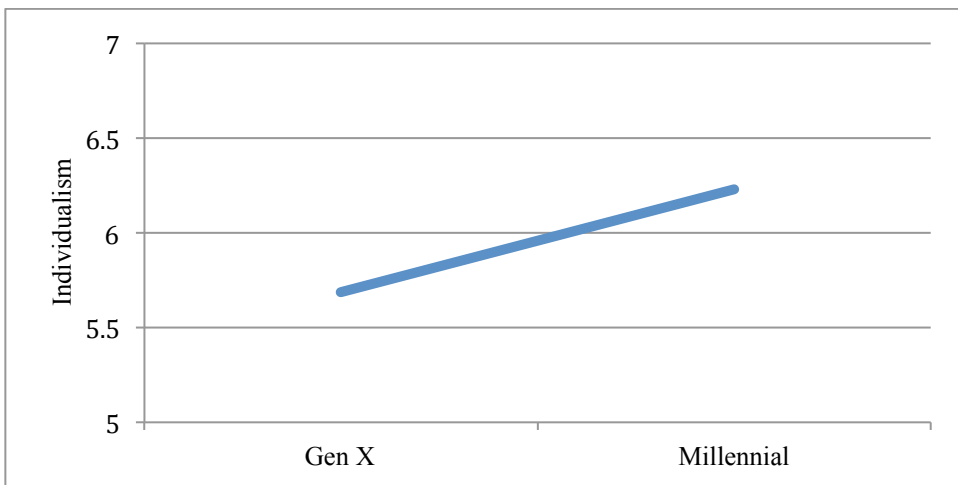


Figure 15. Main effect of Generation on Individualism.

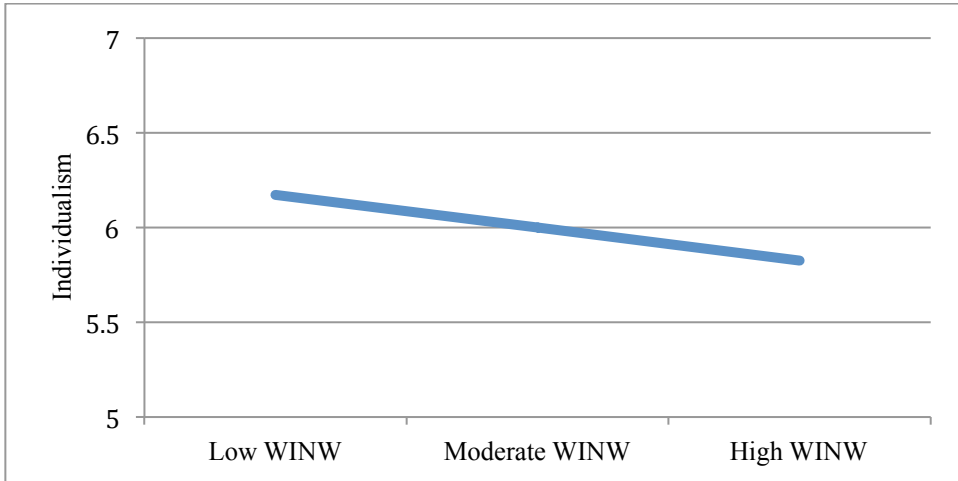


Figure 16. Main effect of WINW on Individualism.

APPENDIX C

Informed Consent

We are Brent Stevenor and Chieh-Chen Bowen. We invite you to complete our survey. The topic is understanding what people value. For additional questions about this research, you may contact Brent Stevenor in the psychology department at bastevenor2332@gmail.com or at (216) 687-2582.

This survey has 21 questions. It should take 15 minutes to complete. To participate, you must be 18 years or older and currently working full-time. You must also have been born and raised in the United States and currently living in the United States.

Once you have completed the survey, you may submit it for payment. You will be compensated \$0.50 through Mechanical Turk for completion of the survey. Your participation is voluntary. You may stop the survey at any time. There are no consequences for not completing the survey. There is no partial payment. If you do not fully complete the survey, you will not receive payment. There are no direct benefits for completing this study. The risks of this study do not exceed those of daily living.

Your Mechanical Turk Worker ID will be used to process the payment. Your ID will not be stored with the research data that we collect from you. No personal identification information will be collected.

If you have any questions about your right as a participant, you may contact the Cleveland State University Institutional Review Board at 216-687-3630.

Please provide an electronic signature by typing your Mechanical Turk Worker ID in the space below if you accept the terms.

APPENDIX D

Screening Items

1. Were you born and raised in the United States of America?
 - Yes
 - No

2. Are you currently living in the United States of America?
 - Yes
 - No

3. Please select your current employment status.
 - Unemployed
 - Part-time (fewer than 30 hours per week)
 - Full-time (30 hours or more per week)

4. Please specify your current age.
 - (Drop down box ranging from “under 18” to “over 65”)

APPENDIX E

Horizontal and Vertical Individualism/Collectivism Measure

Please indicate the number that corresponds to your sense of the event's frequency or degree of agreement with the following statements:

1. I often do "my own thing".

Never/ Definitely No									Always/ Definitely Yes
1	2	3	4	5	6	7	8	9	

2. One should live one's life independently of others.

Never/ Definitely No									Always/ Definitely Yes
1	2	3	4	5	6	7	8	9	

3. I like my privacy.

Never/ Definitely No									Always/ Definitely Yes
1	2	3	4	5	6	7	8	9	

4. I prefer to be direct and forthright when discussing with coworkers.

Never/ Definitely No									Always/ Definitely Yes
1	2	3	4	5	6	7	8	9	

5. I am a unique individual.

Never/ Definitely No									Always/ Definitely Yes
1	2	3	4	5	6	7	8	9	

6. What happens to me is my own doing.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

7. When I succeed, it is usually because of my own abilities.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

8. I enjoy being unique and different from my coworkers in many ways.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

9. It annoys me when other coworkers perform better than I do.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

10. Competition is the law of nature.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

11. When another coworker does better than I do, I get tense and aroused.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

12. Without competition, it is impossible to have a good society.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

13. Winning is everything.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

14. It is important that I do my job better than coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

15. I enjoy working in situations involving competition with coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

16. Some people emphasize winning; I'm not one of them.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

17. The well-being of my coworkers is important to me.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

18. If a coworker gets a prize, I would feel proud.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

19. If a coworker were in financial difficulty, I would help within my means.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

20. It is important to maintain harmony with my coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

21. I like sharing little things with my coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

22. I feel good when I cooperate with coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

23. My happiness depends very much on the happiness of my coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

24. To me, pleasure is spending time with coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

25. I would sacrifice an activity that I enjoy very much if my coworkers did not approve of it.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

26. I would do what would please my coworkers, even if I detested that activity.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

27. Before taking a major trip, I consult with most of my coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

28. I usually sacrifice my self-interest for the benefit of my coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

29. Children should be taught to place duty before pleasure.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

30. I hate to disagree with other coworkers.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

31. We should keep our aging parents with us at home.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

32. Children should feel honored if their parents receive a distinguished award.

Never/ Definitely No								Always/ Definitely Yes
1	2	3	4	5	6	7	8	9

APPENDIX F

Job Satisfaction Measure

Please indicate your level of agreement with the following statements:

1. Most days I am enthusiastic about my work.

Strongly Disagree				Strongly Agree
1	2	3	4	5

2. I feel fairly satisfied with my present job.

Strongly Disagree				Strongly Agree
1	2	3	4	5

3. Each day at work seems like it will never end. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

4. I find real enjoyment in my work.

Strongly Disagree				Strongly Agree
1	2	3	4	5

5. I consider my job rather unpleasant. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

APPENDIX G

Organizational Commitment Measure

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement.

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

2. I talk up this organization to my friends as a great organization to work for.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

3. I feel very little loyalty to this organization. (R)

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

4. I would accept almost any type of job assignment in order to keep working for this organization.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

5. I find that my values and the organization's values are very similar.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

6. I am proud to tell others that I am part of this organization.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

7. I could just as well be working for a different organization as long as the type of work was similar. (R)

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

8. This organization really inspires the very best in me in the way of job performance.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

9. It would take very little change in my present circumstances to cause me to leave this organization. (R)

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

11. There's not too much to be gained by sticking with this organization indefinitely. (R)

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

13. I really care about the fate of this organization.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

14. For me this is the best of all possible organizations for which to work.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

15. Deciding to work for this organization was a definite mistake on my part. (R)

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

APPENDIX H

Segmentation Measure

Listed below are a series of statements that may relate to your current situation with the company or organization for which you work. Please indicate the degree of your agreement or disagreement with each statement.

1. I take care of personal or family needs during work. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

2. I regularly bring work home. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

3. I respond to personal communications (e.g., emails, texts, and phone calls) during work. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

4. I respond to work-related communications (e.g., emails, texts, and phone calls) during my personal time away from work. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

5. I do not think about my family, friends, or personal interests while working so I can focus.

Strongly Disagree				Strongly Agree
1	2	3	4	5

6. I work during my vacations. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

7. When I work from home, I handle personal or family responsibilities during work. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

8. I allow work to interrupt me when I spend time with my family or friends. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

9. I monitor personal-related communications (e.g., emails, texts, and phone calls) when I am working. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

10. I usually bring work materials with me when I attend personal or family activities. (R)

Strongly Disagree				Strongly Agree
1	2	3	4	5

APPENDIX I

Attention Check Items

1. My responses to the next series of items will reflect how I feel...
 - while at home.
 - while at work.
 - while I am with my friends.
 - while I am on vacation.

2. My responses reflect how I feel...
 - while on vacation.
 - while at home.
 - while with my family.
 - while at work.

3. Please select "Lasagna" to prove that you are paying attention.
 - Ravioli
 - Spaghetti
 - Lasagna
 - Alfredo

APPENDIX J

Demographic Items

1. What is your race? Choose one that best describes you.
 - White
 - Black/African-American
 - Hispanic/Latino/Spanish Origin
 - American-Indian or Alaskan Native
 - Asian/Pacific Islander
 - Some other race(s)

2. What is your gender?
 - Male
 - Female

3. Please select the option that best describes your current job.
 - Individual-based
 - Team-based

4. What is your job title?
 - (Text box)

5. Which generation do you most closely identify with?
 - Silent
 - Baby Boomer
 - Generation X
 - Millennial
 - Generation Z

