

Work-life Balance: Attitude and Behavior in the Work Place

Matching Expectations and Closing Generation Gaps

Edward TAI, Karie PANG and Robert CHUNG

Public Opinion Programme, The University of Hong Kong

About the authors:

Edward TAI, Senior Data Analyst of the Public Opinion Programme at the University of Hong Kong, joined the Programme in 2008 and is capable of performing various statistical analyses and modeling based on the research data collected. TAI has been actively applying his statistical knowledge to over 200 research projects of POP.

Karie PANG, Assistant Director of Public Opinion Programme at the University of Hong Kong, graduate of Marketing and Journalism, has been working in the research field for over 15 years.

Robert CHUNG, Director of Public Opinion Programme at the University of Hong Kong and founder of the Programme (in 1991), who has now become a public opinion icon in Hong Kong and nearby regions. CHUNG was the Conference Chairman of the WAPOR 65th Annual Conference held in Hong Kong.

Correspondence concerning this article should be addressed to Edward TAI, Public Opinion Programme at the University of Hong Kong, Room 706, 7/F, The Jockey Club Tower, Centennial Campus, The University of Hong Kong, Pokfulam, Hong Kong. Telephone: (852) 3917 7700; Fax: (852) 2546 0561; Email: pop.network@hkupop.hku.hk.

Abstract

The financial tsunami of 2008 has revolutionized the relationship between employers and employees in Hong Kong. Balancing one's work and personal life has become a key area of concern in the labor market. In order to study this change in work attitude and behavior, the authors use the data collected in Hong Kong from 2006-2012 through a number of job satisfaction and work-life balance surveys conducted by the Public Opinion Programme (POP) at the University of Hong Kong, to pin down these changes in different aspects and across different generations in the work force. The analytical framework of this study comprises a basket of tracking questions on work-life balance as well as 16 attributes measuring a company's performance in providing job satisfaction to its employees, such as compensation, recognition, relationship, job nature, and advancement. In our analysis, there are marked differences between the perception of job satisfaction and some salient work-life balance issues across Boomers, Generations X and Y. Other than discussing the different levels of job satisfaction and their perceived importance, this paper also explores the effect of different work-life balance initiatives taken by employers in their workplace on retention of their employees, especially Generation Y. With deeper understanding of the employees' expectations, employers can strengthen their organizations even when the economy is going down, with affordable financial implications. Unlike tangible compensation and benefits, a well-received work-life balance initiative can help an organization to sustain its growth without losing its competitiveness. This we take to be an important down-to-earth application of opinion research beyond the field of public policy, right in the core of business ethics and economic development.

Keywords: job satisfaction, work-life balance, generation analysis, generation differences, boomers, generation X and Y

Work-life Balance: Attitude and Behavior in the Work Place Matching Expectations and Closing Generation Gaps

Introduction and Literature Review

The concept of work-leisure dichotomy was first constructed in the mid-1800s (Burke, 1995). A hundred years or so later in the late 1970s, the expression "work-life balance" first appeared in the United Kingdom, referring to the balance between an individual's work and personal life. It was primarily a "mother's issue" championed by women who wished to return to work. In 1980s, a work-life balance movement began and innovators started to think about job sharing and other new ways of working (Olmstead, 1979). It was not until 1986 that this phrase was first used in the United States, and flourished since then.

According to The Work Foundation definition, "work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society." In brief, work flexibility was a core element in achieving work-life balance and flexible work arrangements such as flexible working hours, working remotely at home office, and job sharing should be some of the many choices to serve as effective means by employers.

Furthermore, as stated in the research report by The Work Foundation (Visser and Williams, 2006), work-life balance was at the forefront of public policy debates about flexibility and was widely reported in the media as having the potential to transform the world of work, lead to higher productivity and better conditions of work for employees. It was not only beneficial to

the labor side, because employers would also benefit from implementing work-life policies in their company as it could:

- improve productivity and commitment
- reduce absence due to sickness
- increase retention rates for talented workers and reduce replacement costs
- allow organisations to recruit from a wider pool of talent
- enable organisations to offer services beyond usual business hours by employing workers on different shifts that fit in with caring responsibilities.

However, the implementation of work-life policies requires long-term commitment and even a “paradigm shift” in the work culture to reap the fruits of work-life balance. Hiccups would get into the way which deterred further development. As revealed by a recent study by Harvard and McGill University researchers (Heymann, 2007), although the U.S. had been a proud leader in adopting laws that provided for equal opportunity, its family-oriented workplace policies such as maternity leave, paid sick days and support for breast feeding, were among the worst of all wealthy countries nowadays. U.S. is no longer a front-runner for promoting a balanced work and life around the globe.

How about the state of work-life balance in Hong Kong? According to a recent human resources report on employment trends (Hudson, 2012), employees in Hong Kong worked the longest hours in Asia Pacific, with almost half reportedly working more than 51 hours per week. As compared to the U.S. and European countries, work-life balance definitely has a much shorter history in Hong Kong and little research was done in this area before 2000. Majority of studies were focused on staff engagement, recruitment and retention, until 2004 when the first

representative population-wide survey dedicated to work-life balance was launched (Richard, HKU & CSR Asia, 2004). This survey re-confirmed that long working hours affected the workers' daily lives adversely, causing prolonged health problems and eventually high turnover rates. The government of Hong Kong recognised this and took the lead to improve work-life balance of the civil servants in July 2006 by implementing a 5-day work week. Conceptually, it was highly similar to compressed work week which spared employees from work duties for the whole weekend. This policy was soon followed by many large corporations and public organizations. However, work-life balance was not just about working hours and many companies were eager to know what other initiatives they could offer. At around that time, in order to promote good practice of work-life balance in Hong Kong, Community Business (CB) initiated an annual survey series named "The State of Work-Life Balance In Hong Kong" which surveyed at least 1,000 working population every year with the aim to map and track over time how balanced or imbalanced Hong Kong people's working life was in this international city. The data collected has become the crux of this paper.

For the times to come, what is highly challenging to the employers is that what constitutes a good work-life balance could be completely different for each employee even for those working within the same company whilst major changes in the macro environment could transform the employees' expectations tremendously in a blink.

Beyond those macro changes, employees' expectations on good work-life balance initiatives actually deviate across generations. One purpose of this paper is to address these differences across generations in terms of work-life balance performance and achievement in Hong Kong during recent years.

The term Generation Y (born in 1977-94) first appeared in August 1993 (Howe and Strauss, 1993) to describe the teenagers of the day, in contrast to Generation X (born in 1966-76) and Boomers (born in 1946-65). Generation Y is considered to be independent, confident and diverse, and considers work-life balance a necessity, not a luxury (O'Malley, 2006).

As shown in a recent study conducted by Robert Half, an American human resource consulting firm, Generation Y employees has their own specific values and ideals towards the company. The presence of technology in our day-to-day life has fundamentally changed Generation Y's attitude and behavior in the workplace (Islam, 2011). According to a 2006 study targeting at 3,000 Australians done by Mark McCrindle of McCrindle Research, work-life balance is recognised as the leading retention strategy for Generation Y.

On the general issue of work-life balance, various studies have been conducted, from understanding the different management styles and employees' needs (Wallace, 2007) to understanding the work effectiveness needs of end users in a legal industry, namely, "A WorkSpace Futures research project" conducted in 2007 by Steelcase WorkSpace Futures (WSF) in collaboration with the Wood Business Unit. D'Netto argued in the recent study that in many organisations, work-life balance initiatives proposed as a certain kind of the Human Resources arrangements is inadequate in addressing the diversified generational workforces (D'Netto, 2011). Managers on top should step forward in understanding their employees' mind, if up-to-earth work-life balance initiatives are required to motivate them.

This paper will apply the generation analysis framework to gauge the needs of different generations for work-life balance initiatives in the workplace, and the mismatch between the given (from employers) and requested (from employees) within the Hong Kong labor force.

Analytical Framework

The authors aggregated a considerable amount of primary data collected in Hong Kong through 12 job satisfaction surveys (HeadlineJobs Quality Workplace Index Survey, *QWI*, 2008 - 2012) and 7 work-life balance surveys (Community Business The State of Work-Life Balance in Hong Kong Survey, *WLB*, 2006 – 2012), all conducted by the Public Opinion Programme (POP) at the University of Hong Kong. The data collection period spanned over 7 years during which the worldwide economic tsunami took place in 2008, which dramatically changed the economic outlook and the financial well-being of many working people. A total of 14,486 valid cases were included in this study.

To identify changes in different aspects of the work environment and across different generations in the work force, the authors have stratified the overall sample according to respondents' 1) year of birth thus generation, and 2) whether the data was collected before or after the economic tsunami. As a result, 6 distinctive groups were generated which become the skeleton for our analyses.

[Table 1, Composition of respondents]

	Pre-Tsunami (2006-08)	Post-Tsunami (2009-12)	<i>Total</i>
Boomers (1946-1965)	19%	25%	44%
Generation X (1966-1976)	11%	16%	26%
Generation Y (1977-1994)	12%	18%	30%
<i>Total (N=14,486)</i>	42%	58%	100%

Research Findings

Current Work Life Balance and Job Satisfaction

Hong Kong is renowned for its “work hard, play hard” culture, is it true? According to our work-life balance surveys (WLB, 2006-12), each employee worked around 50 hours per week on average at their full time job. As to how many hours they spent on doing personal or private activities, such as meeting friends, working out and traveling, the figure was 11 hours on an average week. Situations for pre- and post-tsunami remained stable in this aspect, but significant differences were observed across generations for the “play time” they had enjoyed. Specifically, Generation Y had 13 hours per week, Generation X had 11 hours and Boomers 10 hours only. Generation differences in the post-tsunami period were tested to be statistically significant using F-test at $p < 0.01$ level.

[Table 2, Working time and personal time (in hours) of the workforce in HK]

	Generation	Pre-Tsunami	Post-Tsunami	Change
Working time	Boomers	50.2	49.0	-1.1
	Generation X	50.0	48.4	-1.6
	Generation Y	49.6	48.0	-1.6
Personal time	Boomers	9.9	10.5	+0.5
	Generation X	11.6	10.5	-1.1
	Generation Y	13.5	13.0	-0.5

With respect to family-oriented policies, our latest statistics (WLB, 2012) revealed that the top 5 work-life initiatives offered by the local employers were career breaks / unpaid personal leave / part-paid leave / sabbaticals (35%), flexible working time (27%), extra paid leave (additional to the paid annual leave, 26%), option to work remotely / at home sometimes (21%), and job-sharing / sharing workload among colleagues on an *ad hoc* basis (15%). However, around one-fifth (22%) of employees reported that their employers did not offer any of the above work-life initiatives.

When it came to overall job satisfaction in the workplace (QWI, 2008-12) before the economic tsunami took a toll on the workforce, Boomers were the most contented group with a net satisfaction (i.e. satisfaction % minus dissatisfaction % obtained from a 5-point likert scale) of 45%, whereas the respective figures for Generations X and Y were 40% and 43%. Interestingly, the picture was changed after the tsunami and the gap among generations was significantly widened, as the figures changed to **53%, 47% and 38%**. Multidirectional changes were observed among generations. For Boomers and Generation X, job satisfaction climbed up by 8 and 6 percentage points, while that of Generation Y dropped by 6 percentage points, thus making this young generation the unhappiest group. These differences in the post-tsunami period were tested to be statistically significant using Chi-squared test at $p < 0.01$ level.

[Table 3: Job satisfaction across generations]

	Pre-Tsunami	Post-Tsunami	Change
Boomers	45%	53%	+8%
Generation X	40%	47%	+6%
Generation Y	43%	38%	-6%

The observation that Generation Y was being the most dissatisfied group after the tsunami was further supported by this survey finding: they scored the lowest mark at 5.7 out of 10 in terms of the degree to which they had achieved their ideal work-life balance, while those for Boomers and Generation X were 5.9 and 6.0. These differences were less evident before the tsunami, being 5.7, 5.6 and 5.7 respectively for Boomers, Generation X and Generation Y (WLB, 2006-12). Once again, the generation gaps had grown wider in the workplace.

[Table 4: Degree to which employees have achieved their ideal WLB]

	Pre-Tsunami	Post-Tsunami	Change
Boomers	5.7	5.9	+0.3
Generation X	5.6	6.0	+0.3
Generation Y	5.7	5.7	--

Importance and Satisfaction of Various Job-related Attributes

Based on our job satisfaction survey model (QWI, 2008-12), of the 16 job-related attributes measured, the most important and least important factors of job satisfaction as perceived by Boomers, Generation X, and Generation Y can be identified in the following table:

[Table 5: Net importance of the 16 attributes]

	Net importance %				
	Overall	Boomers	Generation X	Generation Y	Maxi. diff. across generations*
Safe working environment	95%	95%	95%	94%	--
Salary	95%	93%	94%	96%	+3%
Job security	94%	95%	93%	92%	--
Relationship with co-workers	93%	92%	94%	93%	--
Management recognition	92%	88%	93%	94%	+7%
Relationship with supervisor	91%	89%	95%	91%	--
Benefits	87%	85%	90%	87%	--
Professional development	80%	78%	80%	82%	+3%
Full play to potentials	77%	72%	81%	79%	--
Meaningfulness	74%	71%	73%	75%	+4%
Contribution	73%	77%	79%	64%	--
Corporate culture	72%	73%	73%	68%	--
Networking	67%	70%	67%	63%	--
Career advancement	62%	45%	64%	82%	+38%
Job variety	49%	48%	42%	54%	+12%
Work flexibility	32%	26%	26%	44%	+18%

* shows only those attributes which Generation Y has the highest net importance %, values is calculated by using Generation Y net importance to deduct the smaller of the two generations' net importance %

The findings showed that there were similarities and differences among different generations for what they valued most in their current job position. Salary was no doubt one of the most important factors for everybody, but what mattered too differed across generations. Boomers also concerned about the environment safety and job security. Generation X cared about their job security and relationship with boss/supervisor, whereas for Generation Y, relationship with co-workers ranked high followed by safety at the workplace. All attributes mentioned, however, reached over 90% importance, meaning that they mattered a lot to all generations.

On the other hand, as compared to the other 15 attributes put to test, work flexibility such as flexi hours attained the lowest importance value across all generations. However, since the net values were all positive, work flexibility was indeed perceived as an important factor in an absolute sense. Moreover, it is worth mentioning that Generation Y apparently attached the highest importance to this attribute (44%) as compared to Generation X (26%) and Boomers (26%), meaning that flexible work arrangements is an important measure to retain young talents. The situation remained stable before and after the financial tsunami.

In order to create and maintain a highly-engaged workforce, the most ideal scenario would be to achieve high satisfaction for all important attributes that mattered most to the employees, but it was easier said than done and the employers had to pay. If and when prioritization was a must, one possible strategy was to locate some important attributes which still had ample room for improvement in terms of employee satisfaction, and which might have been overlooked by the employers before. By contrasting employees' perceived importance and satisfaction towards each of the 16 attributes by each generation, 6 attributes stood out, namely 1) career advancement, 2) management recognition, 3) meaningfulness, 4) professional development, 5) salary and 6) work flexibility (arranged in alphabetical order). They all exhibited one common characteristic: their net importance increased from Boomers to Generation X to Generation Y, whereas their net satisfaction went the other way. In other words, these were the most generation-sensitive aspects with very diversified views from different generations. Of these 6 "problematic" attributes identified, regardless of the economic situation and job nature, work flexibility appeared to be the most uncomplicated and affordable way to increase satisfaction because its implementation would cost very little to the boss.

[Table 6: Net satisfaction of the 16 attributes]

	Net satisfaction %				
	Overall	Boomers	Generation X	Generation Y	Maxi. diff. across generations*
Safe working environment	74%	72%	75%	75%	--
Relationship with co-workers	69%	67%	72%	71%	--
Contribution	60%	66%	65%	49%	-17%
Job security	54%	57%	54%	53%	-4%
Meaningfulness	52%	58%	56%	42%	-16%
Relationship with supervisor	52%	51%	52%	52%	--
Networking	48%	52%	52%	40%	-12%
Work flexibility	40%	43%	42%	33%	-11%
Job variety	37%	43%	40%	28%	-15%
Full play to potentials	36%	38%	41%	27%	-13%
Professional development	32%	37%	35%	26%	-12%
Salary	31%	40%	39%	15%	-25%
Benefits	24%	26%	29%	18%	-11%
Corporate culture	23%	26%	22%	22%	--
Management recognition	22%	25%	20%	19%	-6%
Career advancement	10%	18%	11%	3%	-14%

* shows only those attributes which Generation Y has the lowest net satisfaction %, values is calculated by using Generation Y net importance to deduct the larger of the two generations' net satisfaction %

[Table 7: Contrasting generation difference for net importance and satisfaction of 6 selected attributes]

	Maxi. diff. across generations (Net importance %)	Maxi. diff. across generations (Net satisfaction %)
Career advancement	+38%	-14%
Work flexibility	+18%	-11%
Management recognition	+7%	-6%
Meaningfulness	+4%	-16%
Professional development	+3%	-12%
Salary	+3%	-25%

Consequences of Un-Fulfilled Work Life Expectations

Numerous studies have consistently demonstrated that work-life balance was a key issue affecting motivation, productivity, quality of work, attraction and retention of talents (WLB, 2006-12). As revealed by a recent study (WLB, 2010), nearly 60% of employees admitted that flexible work arrangements was an important factor when they considered joining or staying with an organization (58%), especially for Generation Y, with a net importance value of 50%, as compared to the 22% and 27% for Boomers and Generation X.

[Table 8: Net importance of flexible work arrangements]

Net importance	Boomers	Generation X	Generation Y
	22%	27%	50%

Furthermore, prolonged fatigue, insomnia, stressed out, reduced productivity and absenteeism were all commonly reported problems resulting from poor work-life balance. Some employees would actually consider leaving their current job for better work-life balance. The figure stood at 33% before the tsunami and 35% after it. Generation differences after the tsunami was great, as the figures for Boomers, Generation X and Generation Y were **22%, 36% and 53%** respectively. Such differences were tested to be statistically significant using Chi-squared test at $p < 0.01$ level, and this gap was probably much broader than any boss could have imagined. Since over half of the Generation Y would reportedly leave their current job because of unsatisfactory work-life arrangements offered by their boss, this finding further substantiated the significance of work-life initiatives in recruiting, attracting and keeping the young talents in their workplace.

[Table 9: Intention to leave current job for better WLB]

	Pre-Tsunami	Post-Tsunami	Change
Boomers	25%	22%	-3%
Generation X	34%	36%	+2%
Generation Y	50%	53%	+4%

Matching Expectations and Closing Generation Gaps

Given there might be plentiful choices for flexible work arrangements in the job market, employers especially those with limited time and resources should carefully prioritize what measures should be implemented first, and to which target groups. Fortunately, survey statistics (WLB, 2010) showed that flexible working time topped the list as the most wanted work arrangement across all generations. The second most wanted item was career breaks / unpaid personal leave / part-paid leave / sabbaticals for both Boomers and Generation Y. As for Generation X, the second and third place went to option to work remotely / at home sometimes, then career breaks / unpaid personal leave / part-paid leave / sabbatical. Lastly for third place for Boomers and Generation Y, they are job-sharing and compressed work week respectively. The above generation differences in the post-tsunami period were tested to be statistically significant using Chi-squared test at $p < 0.01$ level. Meanwhile, it is interesting to know 13% of Boomers said they had no desire for any flexible work arrangements. The corresponding percentages for Generations X and Y were 4% and 3%.

[Table 10: Most desired flexible work arrangements]

	Boomers	Generation X	Generation Y
1	Flexible working time (29%)	Flexible working time (25%)	Flexible working time (28%)
2	Career breaks /Unpaid personal leave /Part-paid personal leave / sabbaticals (18%)	Option to work remotely/ at home sometimes (21%)	Career breaks /Unpaid personal leave /Part-paid personal leave / sabbaticals (22%)
3	Job-sharing (10%)	Career breaks /Unpaid personal leave /Part-paid personal leave / sabbaticals (20%)	Compressed work week (20%)

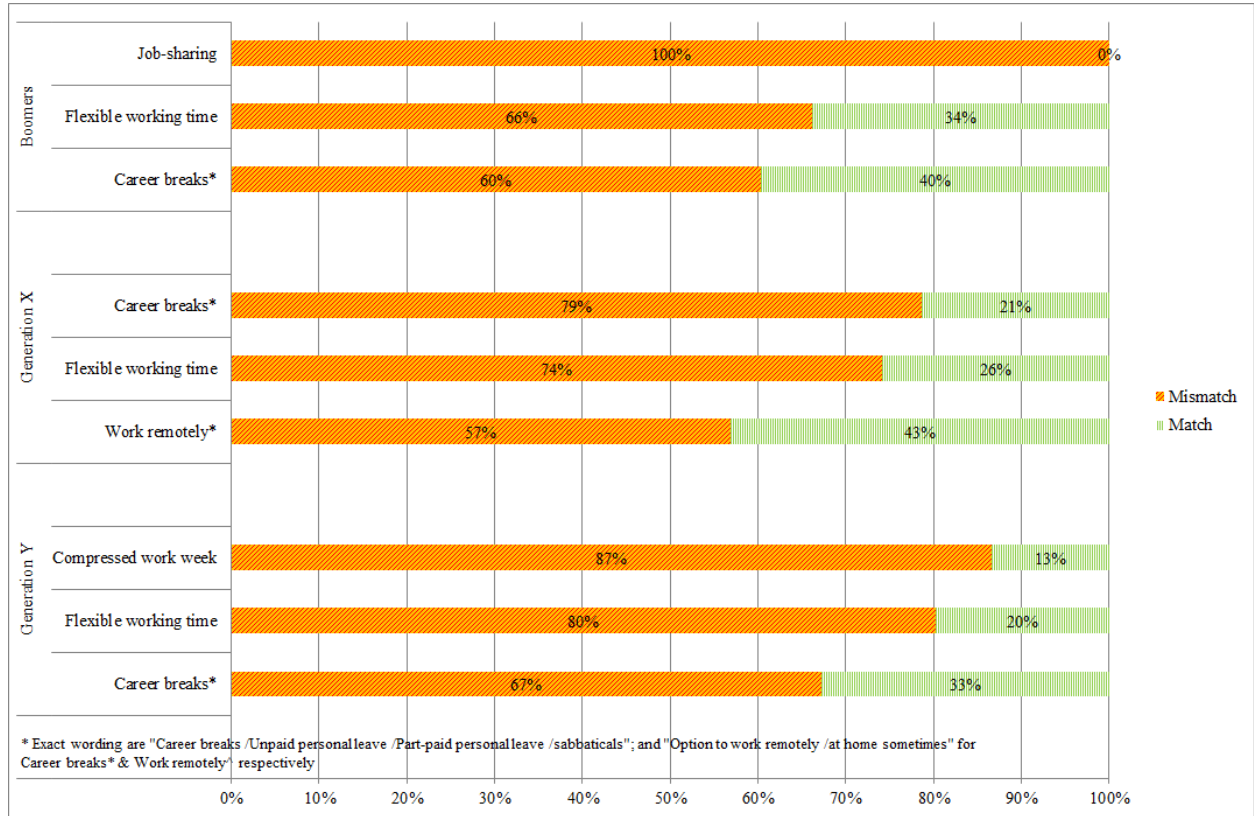
As regards employees' assessment of how much effort their boss had paid to promote work-life balance in their workplace, on a rating scale of 0-10, the scores given by all generations consistently over the years failed to reach the middle mark of 5 (WLB, 2006-07, 2009-10). Nevertheless, multidirectional changes were observed among generations before and after the tsunami. For Boomers, they seemed to appreciate more of their boss' effort after surviving the financial crisis, and the average had increased by 0.1 mark (from 4.8 to 4.9). For Generation X, the scores stayed practically the same at 4.6, while for Generation Y, which was not the unhappiest group in this aspect, gave 4.7 marks to their boss after the tsunami, representing a slight decrease of 0.1 mark from the 4.8. The above generation differences in the post-tsunami period were tested to be statistically significant using F-test at $p < 0.05$ level. Thus, the expectations on the boss from Generation Y to provide more and better work-life initiatives appeared to be mounting after the wake-up call set off by the economic crisis, but there was still a long way to go for the employers to provide desirable work-life balance for their employees.

[Table 11: Assessment of effort paid by boss in promoting WLB]

	Pre-Tsunami	Post-Tsunami	Change
Boomers	4.8	4.9	+0.1
Generation X	4.6	4.6	--
Generation Y	4.8	4.7	-0.1

One possible explanation for such poor assessments was that what the employers provided in the workplace was a total mis-match of what the employees wanted. As shown in the following chart, a landslide majority of employees failed to get what they most desired. Taking the most wanted arrangement, namely, flexible working time as an example, the proportion of employees who had this desire fulfilled by their boss accounted for 34%, 26% and 20% only for Boomers, Generation X and Generation Y. With respect to career breaks / unpaid personal leave / part-paid leave / sabbaticals which was another commonly desired arrangement across all generations, the yet-to-be-matched percentages were as high as 60%, 79%, and 67%. It remained a big challenge for the employers to fulfill their employees' expectations for various flexible work arrangements, and to close the different gaps across different generations of employees.

[Chart 1: Mis-Match of most desired flexible work arrangements]



Conclusion and Discussions

The Hong Kong workforce is no doubt "hard-working", as each member worked for an average of 50 hours per week, but it is doubtful whether they are also "playing hard". The self-accessed work-life balance achieved is only 5 to 6 out of 10, meaning that the workers themselves are not quite satisfied with the current status. Long working hours coupled with work-life imbalance hamper employees' health and morale. It is therefore rather natural that our youngest and most forward looking Generation Y pays more attention to the issue of work-life balance before and after joining company.

Because of generation differences in terms of work-life balance expectations, as evidenced by this study, employers using simple administrative approach to handle all work-life balance arrangements in one go will lose their edge, especially if they lose the support of Generation Y. Moreover, this study has found a general mismatch between the work-life balance arrangements provided by the boss and what their employees really want. Significant efforts are therefore wasted, resulting in an unhappy workforce. In this aspect, the best employer should be the one who pays special effort to understand their subordinates, and also recognises the value of work-life balance in increasing productivity. Lip services do not pay.

In a way, this paper is the first of its kind in applying public opinion research techniques to study and address the issue of work-life balance in Hong Kong, using the framework of generation analysis. The division of Hong Kong's labor force into Boomers, Generation X and Generation Y appears to have high practical value for academics and business leaders. The

authors hope that this study would trigger more researches along this line in Hong Kong and around the world.

One may argue, however, that age group analysis may be more appropriate and productive than generation analysis, but this seems not to be the case with work-life balance in Hong Kong. From this study, Generation Y stands out to be very different from the other generations, probably because of their exposure to technology development, the existence of the digital gap, and the rapid growth of generation-specific social networks. As a matter of fact, in the study of political cultures, a well-known sociologist in Hong Kong has put forward an analytical framework of “four generations” (Lui, 2007), and the framework has generated many popular concepts like “post-80s” and “post-90s”, which have themselves become social reality.

From the data collected so far, and in light of the ever changing socio-political environment, it may be too early to decide whether “Boomers”, “Generation X”, “Generation Y”, “pre-80s”, “post-80s”, “post-90s”, or “screenagers” (Rushkoff, 1996) can best describe the process of social change at large. This paper, applying the concepts of “Boomers”, “Generation X” and “Generation Y” to the study of work-life balance in Hong Kong, is probably one important step in the correct direction.

References

- Bargh, J. A., & Schul, Y. (1980). On the cognitive benefits of teaching. *Journal of Educational Psychology*, 5, 593–604.
- Bennett, W. L. (2008). “Changing Citizenship in the Digital Age.” *Civic Life Online: Learning How Digital Media Can Engage Youth*. Edited by W. Lance Bennett. The John D. and Catherine T. MacArthur Foundation Series on Digital Media and Learning. Cambridge, MA: The MIT Press, 2008. 1–24. doi: 10.1162/dmal.9780262524827.001.
- Benware, C. A., & Deci, E. L. (1984). Quality of learning with an active versus passive motivational set. *American Educational Research Journal*, 21, 755–765.
- Bowen, C. (1996). *Modem Nation: The Handbook of Grassroots American Activism Online*. New York: Random House.
- Burke, P. (1995). The Invention of Leisure in Early Modern Europe. *The Past and Present Society*, n. 146, p. 136-150.
- D'Netto, B & Ahmed, E. (2012). Generation Y: Human Resources Management Implications, *Journal of Business and Policy Research* (submitted, ERA Ranking C).
- Gursoya, D., Maierb, T. & Chic, C., (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce, *International Journal of Hospitality Management Special Issue on Hospitality Management in China*, Vol. 27, Issue 3, September 2008, P.448–458.
- Heymann, J. (2007). The Healthy Families Act: The Importance to Americans' Livelihoods, Families, and Health. Written testimony submitted to the U.S. Senate Committee on Health, Education, Labor, and Pensions.
- Howe, N., Strauss, W. (1993). *13th Gen: Abort, Retry, Ignore, Fail?*. Vintage Books.

- Islam, A., et al. (2011). A Study on "Generation Y" Behaviours at Workplace in Penang. *Australian Journal of Basic and Applied Sciences*, 5(11): 1802-1812.
- Klein, K., & Boals, A. (2001). Expressive writing can increase working memory capacity. *Journal of Experimental Psychology: General*, 130, p. 520–533.
- Kushin, M. J., & Kitchener, K. (2009). Getting political on social network sites: Exploring online political discourse on Facebook. *First Monday*, 14(11). Retrieved from <http://frodo.lib.uic.edu/ojsjournals/index.php/fm/article/view/2645/2350>.
- Lui, T. L. (2007). The Four generations of Hong Kong people. Step Forward Multi Media Co Ltd., 2007.
- O'Malley, S. (2006). Attracting and retaining Generation Y employees. *Insurance Advocate*, vol. 117, n. 24, p.27-30.
- Olmstead, B. (1979). Job-sharing: An Emerging Work Style. *International Labor Review*. vol. 118. p. 283-297.
- Public Opinion Programme, The University of Hong Kong (2013). *Community Business The State of Work-Life Balance in Hong Kong Survey, WLB, 2006 – 2012*. HKU POP Site. Retrieved from <http://hkupop.hku.hk/>.
- Public Opinion Programme, The University of Hong Kong (2013). *HeadlineJobs Quality Workplace Index Survey, QWI, 2008 – 2012*. HKU POP Site. Retrieved from <http://hkupop.hku.hk/>.
- Press Release - Hudson Report HK - October 2012 (2012). Retrieved from <http://hudson.hk/AboutUs/NewsRoom/PressReleaseHudsonReportHKOct2012>. Hong Kong: Hudson.

Richard, W. (2004). *Climate Change Challenges for Hong Kong: An Agenda for Adaptation.*

Retrieved May 1, 2013, from http://www.csr-asia.com/report/report_cc_challenges_hk.pdf.

Rushkoff, D. (1996). *Playing the Future: What We Can Learn from Digital Kids.* New York:

Harper Collins, 1996.

Survey Generation Y, A new generation in the workforce. Robert Half. Retrieved May 1, 2013

from

<http://www.roberthalf.nl/EMEA/Netherlands/Rich%20Content/Publication%20Library/documents/GeneratieY.pdf>.

Visser, F. & Williams, L. (2006). *Work-life balance: rhetoric versus reality?* London: The Work

Foundation.

Wallace, K. (2007). *Understanding and Managing Generation Y, Engineering Management Field*

Projects. Retrieved from

<http://kuscholarworks.ku.edu/dspace/bitstream/1808/3595/1/Wallace%2c%20Kevin%20E%20MGT%20Field%20Project.pdf>.