

GENERATIONAL DIFFERENCES IN ACHIEVING WORK-LIFE BALANCE

Aleksandra Janeska Iliev

Faculty of Economics, Ss. Cyril and Methodius University in
Skopje, Skopje, Republic of Macedonia

Kiril Postolov

Faculty of Economics, Ss. Cyril and Methodius University in
Skopje, Skopje, Republic of Macedonia

Marija Magdinceva Sopova

University Goce Delcev – Stip, Faculty of Tourism and Business
Logistics, Gevgelija, Republic of Macedonia

©MESTE

JEL Category: J62

Abstract

Each generation is influenced by broad forces that create common value systems distinguishing them from people who grew up at different times. Reaching balance between life and work is an intangible ideal considered to be a complete fairytale. But by making deliberate choices about which opportunities they'll pursue and which they'll decline, rather than simply reacting to emergencies, leaders can and do engage meaningfully with work, family, and community. The concept of work-life balance, as implied, consists of the management and balance of work responsibilities and non-work responsibilities. Professionals discover through hard experience that prospering is a matter of carefully combining work and home so as not to lose themselves, their loved ones, or their foothold on success. In that light the main goal of this paper is to find understanding for the main aspects of work-life balance and stressing the practical aspects of professionals in the struggle to face a satisfied professional and personal life, considering the attainment to a different generation. It has been widely discussed that individuals from different generations have been related to a different set of values which influences their image of what work life balances means. This paper aims at finding some ground bases for the analysis

Address of the corresponding author:

Kiril Postolov

 kirilp@ecf.ukim.edu.mk

of these different approaches, which could enable better organizational understanding for the needs of employees.

Keywords: Work Life, Professional life, Generation, Human Resource

WORKS CITED

- Abrams, J.B, Valerie, A. (2013) *The Multigenerational Workplace: Communicate, Collaborate, and Create Community*, SAGE, London
- Allen, T.D., Herst, D.E., Burck, C.S., & Sutton, M. (2000). "Consequences associated with work to family conflict: A review and agenda for future research", *Journal of Occupational Health Psychology*, 5, 278-30
- Bardoel A, De Cieri H, and Mayson S (2008), "Bridging the research-practice gap: Developing a measurement framework for work-life initiatives", *Journal of Management and Organization*, 14(3): 239–258
- Barnett, R.C. (1994), "Home-to-work spillover revisited: A study of full-time employed women in dual earner couples", *Journal of Marriage and Family*, Vol. 56, pp.647-656.
- Bielby, W. T., Bielby, D. D., (1989), "Family ties: Balancing commitments to work and family in dual earner households", *American Sociological Review*, Vol.54, pp.776-789.
- Bogdanowicz, M. S., Bailey, E. K. (2002), "The Value of Knowledge and the Values of the new Knowledge Worker: Generation X in the new Economy", *Journal of European Industrial Training*, Vol.26, No.2, pp.125 - 129.
- Bojadzioski, D., Eftimov Lj. (2009), *Management of human resources*, Faculty of economics-Skopje, Skopje.
- Brennan, E. M., Rosenzweig, J. M. (1990). "Women and work: Toward a new developmental model. Families in Society", *The Journal of Contemporary Human Services*, Vol.71, pp.524-533.
- Bruening, J.E, Dixon M.A, (2008), "Work-Family Negotiations Within a Life Course Perspective: Insights on the Gendered Experiences of NCAA Division I Head Coaching Mothers", *Springer Science Sex Roles* Vol. 58 pp.10–23
- Budig, M. J. (2002). Male advantage and the gender composition of jobs: Who rides the glass escalator?. *Social Problems*, Vol. 49, pp. 258–277.
- Cennamo, L. & Gardner, D. (2008). "Generational differences in work values, outcomes and person organization- values fit", *Journal of Managerial Psychology*, 23(8), 891-906.
- Cennamo, L. and Gardner, D., (2008), "Generational differences in work values, outcomes and person-organization values fit", *Journal of Managerial Psychology*, 23(8), pp.891-906.

- Crampton, S., Hodge, J.H (2009), "**Generation Y: Uncharted Territory**," *Journal of Business & Economics Research*, Vol. 7, No.4, pp. 1–6.
- Crampton, S.M. & Hodge, J.W. (2007). "Generations in the workplace: Understanding age diversity",. *The Business Review*, Cambridge, Vol.9, No.1, pp. 16-23.
- Economist. (2009). Public-service careers: A tough search for talent. Retrieved November 6, 2009 from http://www.economist.com/world/international/displaystory.cfm?story_id=14753826
- Guest, D. (2002), "Perspectives on the Study of Work-life Balance", *Social Science Information* Vol. 41, No.2 pp: 255-279,
- Gursoy, D., Maier, T., Chi, C.G. (2008), "Generational differences: an examination of work values and generation gaps in the hospitality workforce", *International Journal of Hospitality Management*, Vol. 27 No.3, pp.448-58.
- Higgins, C. A., Duxbury, L. E., & Irving, R. H. (1992). "Work-family conflict in the dual-career family", *Organizational Behavior and Human Decision Processes*, Vol.51, pp.51-75.
- Howe, N.,Strauss, B.(2000), *Millennials Rising: The Next Great Generation* , Random House, Toronto.
- Huichun, Y, Miller,P. (2005), *Leadership style: the X generation and baby boomers compared in different cultural contexts* Southern Cross University.
- Kupperschmidt, B.R. (2000), "Multigenerational employees: strategies for effective management", *The Health Care Manager*, Vol. 19 No. 1, pp. 65-76.
- Levenson, A.R. (2010). "Millennials and the world of work: An economist's perspective",. *J Bus Psychol*,Von.25, No.2, pp.257-264.
- Lockwood, N.R. (2009), "Work/Life Balance: Challenges and Solutions" *Journal of Business & Economics Research* , Vol.7, No.4.
- Lyons, S. (2004), "An exploration of generational values in life and at work", *Dissertation Abstracts International*, 3462A (UMI No. AATNQ94206).
- Mannheim, K. (1952). *Essays on the sociology of knowledge*. London, UK: Routledge, 276-322
- Mathis, R.L., Jackson J.H., (2008), *Human Resource Management*, 13-th Edition Thomson South-Western, Mason
- Mayo, A. (1991), "Managing Careers: strategies for organizations", IPM, London.
- Mazerolle, S.M., Bruening, J. E., Casa, D. J. (2008), "Work-family conflict, part I: Antecedents of work-family conflict in national collegiate athletic association division I-A certified athletic trainers", *Journal of Athletic Training*, Vol.43, No.5,pp. 505-512.

- O'Bannon, G. (2001), "Managing Our Future: The Generation X Factor", *Public Personnel Management*, Vol.30, No.1, pp. 95-109,
- O'Reilly, B., Vella-Zarb, K. (2000). *Meet the Future. In R. Luhman (Ed.), The Sociological Outlook: A Text with Readings* (7th Ed. ed.). San Diego: Collegiate Publishing Group.
- Postolov, K. (2011), *Organizational theory*, University ss. Cyril and Methodius, Skopje
- Roberts, S. (2005), "Work/Life no longer a "woman's issue"", *Business Insurance*, Vol.39, No.32, pp.3-4.
- Swift, L. (2002). "Work-life balance important in relief world, too", Reuters AlertNet. Retrieved from <http://www.alertnet.org/thefacts/reliefsources>
- The Word Spy., Work-life balance from <http://www.wordspy.com/words/work-lifebalance.asp>
- Torrington, D., Hall, L., Taylor, S (2002), *Human Resource Management*, Prentice Hall, Essex.
- Tulgan, B. (1996), *Managing Generation X: How to Bring out the Best in young Talent*, Capstone, Oxford.
- Tulgan, B., Martin, C. A. (2001), "Managing Generation Y", Business Week Online.
- Van de Ven, A., (2011), *How generations balance work and private life.*, University of Tilburg,
- Walton, J. (1999), "Strategic Human Resource Development", Prentice Hall, Essex.
- White, M., Hill, S., McGovern, P, Mills, C. & Smeaton, D. (2003). "High-performance management practices, working hours and work-life balance", *British Journal of Industrial Relations*, Vol.41, pp.175-195.
- Yarnall, J. (1998), "Line managers careers developers: rhetoric or reality", *Personnel Review*, Vol. 27, No.5.
- Yu, HC, Miller, P (2005), "Leadership style - The X Generation and Baby Boomers compared in different cultural contexts", *Leadership and Organization Development Journal*, Vol. 26, No.1, pp.35-50.
- Zedeck, S.; Mosier, K. (1990) "Work in the family and employing organization", *American Psychologist*, Vol. 45 No.2, pp.240-251.