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GENERATIONAL DIFFERENCES IN PSYCHOLOGICAL CONTRACT CONTENT AND REACTIONS TO PSYCHOLOGICAL CONTRACT BREACH IN THE TRANSITION CONTEXT: A STUDY OF CROATIAN EMPLOYEES

In our study we explored generational differences in psychological contract content (PCC) and reactions to psychological contract breach (PCB) among Croatian employees. We collected the data on a sample of 432 participants and compared the PCC between Generation Y (born from 1981 to 1993) and older employees (born between 1946 and 1980). The results showed that the Generation Y employees expected more from their employers regarding career development, work-life balance, and social atmosphere. At the same time, the older generation perceived stronger employer obligations related to organizational policy, and stronger employee obligations related to in-role performance. We also tested the moderating effect of age on the relationship between PCB and job attitudes (job satisfaction, organizational commitment, and turnover intention). The moderating effect was observed only for the relationship between PCB and turnover intention: the younger employees reacted to PCB with a stronger turnover intention than the older employees.

Keywords: psychological contract, generational differences, psychological contract breach, job attitudes

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The world of work has significantly changed during the past several decades. Strong and long-term bonds between employers and employees have been replaced with temporary and more flexible working arrangements (Anderson & Schalk, 1998; Freese, Schalk, & Croon, 2011). Especially large transformations on the labor market have been witnessed in the former socialist countries where global changes co-occurred with the process of the transition from a socialist, centrally planned to a free market economy.

The changed relationship between an employee and an employer can be best understood if the employment relationship is analyzed within the psychological contract framework (Guest, 2004; Rousseau, 1995). Psychological contract represents the psychological foundation of the employment relationship, and is defined as the employee's beliefs about mutual obligations between him/her and the employer (Rousseau, 1995, 1998).

In this paper we have described a study that explored the differences in psychological contract content (PCC) and psychological contract breach (PCB) reactions between Generation Y employees (born between 1981 and 1993), and an older group of employees (born between 1946 and 1980; labeled as Generation 1), encompassing both Baby Boomers and Generation X. We focused on the differences between these two groups because the two different generations of employees in Croatia have grown up in different social realities and, consequently, probably developed different models of mutual obligations between employees and employers. Before we describe our research in more detail, we will briefly describe the PCC and PCB constructs, shortly review current research on generational differences in psychological contract literature, and give a more detailed description of the motivation for our study.

Psychological contract content and psychological contract breach

Denise Rousseau (1995), the leading scholar in psychological contract literature, defines the psychological contract as an employee's beliefs regarding the exchange terms between himself/herself and the organization. Therefore, the psychological contract is an implicit psychological model that represents the employment relationship from the perspective of an employee – what the employee perceives (s)he has to offer the organization and what (s)he should receive in return. The purpose of forming such a model is to reduce insecurity, establish a sense of control over the work environment (McFarlane Shore & Tetrick, 1994), and improve behavior regulation (McFarlane Shore & Tetrick, 1994; Robinson, Kraatz, & Rousseau, 1994).

Psychological contract can be analyzed in terms of its content (i.e. PCC), and its evaluation. PCC refers to the specific mutual obligations the employee perceives in his relationship with his employer, and can be measured with a few instruments differing in the PCC dimensions (see Freese & Schalk, 2008 for overview). Employment conditions are being continuously evaluated throughout the

duration of the employee's relationship with the employer. If the employee perceived that (s)he did everything that was expected of him/her, and the employer, at the same time, did not deliver the other side of the bargain, (s)he would perceive that the contract had been breached. PCB represents a cognitive evaluation of the discrepancy between what has been promised and what has been delivered by the employer, and often leads to the feelings of violation and betrayal (Morrison & Robinson, 1997). PCB has been shown as related to lower job satisfaction, lower trust in the organization, higher turnover, and lower job performance (Robinson & Rousseau, 1994), neglect of in-role work duties, and reduced organizational citizenship behavior (Turnley & Feldman, 2000). Recent meta-analysis by Zhao, Wayne, Glibowski, and Bravo (2007) confirmed the negative effect of PCB on a number of work-related outcomes, including the most salient job attitudes, such as job satisfaction or organizational commitment, but also job performance dimensions (e.g. in-role performance). More importantly, the effect sizes for some of the observed relations (e.g. $-.54$ for job satisfaction and $-.42$ for turnover intention), indicates that PCB has a strong negative effect on employees' well-being and work motivation.

Generational differences in psychological contract and psychological contract breach

The psychological contract is a schema of the employee-employer relationship that develops based on both pre-employment and employment experiences (Guest, 2004; Rousseau, 1995). One of the major pre-employment influences on psychological contract development might be related to the generation an employee belongs to. Different generations of employees have been raised in different societal circumstances, and have had different formative experiences that lead them to develop different ideas about the employee-employer relationship (Lyons & Kuron, 2014).

To the best of our knowledge, the research on generational differences in psychological contract was conducted exclusively in well-developed market economies. Most researchers focused on three generations: the Baby Boomers (born from 1945 to 1964), Generation X (born from 1965 to 1980) and Generation Y (born from 1981 to 1993) (Lub, Nije Bijvank, Matthijs Bal, Blomme & Schalk, 2012; Lub, Matthijs Bal, Blomme, & Schalk, 2015). Regarding the PCC, Lub and associates (Lub et al., 2012) found that generations X and Y perceived more employer obligations when it came to stimulating work and intra-organizational mobility than Baby Boomers. Also, Generation X was shown to require more work-life balance compared to the other two generations, and more autonomy and security than Generation Y.

When it comes to the generational differences in PCB, research seems to be scarce. In most of the cases, researchers used age as a proxy for generation and tested its effect on the relationship between PCB and various work outcomes. A

stronger negative relationship between PCB and job satisfaction (Matthijs Bal, De Lange, & Jansen, 2013), and PCB and job performance (Matthijs Bal et al., 2013; Matthijs Bal, De Lange, Jansen, & Van Der Velde, 2008) was observed among younger than among older employees. However, the findings were not consistent for all outcomes and across studies. A meta-analysis of the moderating effect of age on the relationship between PCB and outcomes (Matthijs Bal et al., 2008) confirmed a stronger effect of PCB on trust in the employer and organizational commitment among younger employees, but showed that the negative relationship between PCB and job satisfaction was stronger among older employees.

Our study

Although some generational differences in psychological contract literature have been found and reported elsewhere, they cannot be easily generalized due to the fact that generation boundaries are socially and culturally defined (Costanza & Finkelstein, 2015). Different generations of employees have developed their ideas about the employment relationship based on their formative experiences. In transition countries, formative experiences related to employment, economy, and even social justice differ greatly among different generations of employees (ten Horn, Šverko, & Zinovieva, 1999).

In our research we wanted to keep the comparability with the literature about workplace generations, and still adapt to the specificities of the transitional context. Therefore, we focused on generational differences in PCC, and reactions to PCB between Generation Y (born from 1981 to 1993) and a group of older employees that encompassed both Generation X and Baby Boomers (born from 1943 to 1980), which we labeled as Generation 1. The Generation Y employees had their first work experiences in the changed, transition socio-economic context, while the other group spent a significant portion of their lives influenced by the values of a significantly different society (i.e. a socialistic republic with a centrally planned economy). According to the developmental literature, basic values of adults were significantly influenced by the socioeconomic conditions of their childhood and adolescence (Ingelhart, 1997). Considering that the conditions of their development strongly differed between the two generational groups, we believed that they should reflect in their PCC and their reactions to PCB.

Our first goal was to compare the PCC between Generation 1 and Generation Y employees. We expected that Generation Y would have significantly different beliefs regarding both the employer and the employee obligations than the older employees. Considering the ambiguity of previous research and the specificities of the cultural context, we did not have clear expectations about the exact nature of the differences.

Second, we wanted to explore whether there were any differences in the reactions to PCB between Generation 1 and Generation Y, as indicated with three job attitudes: job satisfaction, organizational commitment and turnover inten-

tion. In accordance with social exchange theory (Thibaut & Kelley, 1959), and findings from earlier studies (e.g. Zhao et al., 2007), we expected that PCB should be negatively correlated with job satisfaction and organizational commitment, and positively correlated with turnover intention. We also expected that age as a proxy for generation would moderate the relationship between PCB and job attitudes. According to socio-emotional selectivity theory (Carstensen, 1993) older employees are more focused on maintaining a positive perception of the relationship with their employer, and are better at regulating their emotions after negative events (Carstensen, Fung, & Charles, 2003; Gross et al., 1997). We, therefore, expected the younger generation to have stronger negative reactions to PCB for all three job attitudes.

Method

Sample

Our sample consisted of 432 employees who were not self-employed and were with their current employer for more than 6 months. There were 237 employees representing Generation 1 (born from 1946 to 1980), and 195 employees representing Generation Y (born from 1981 to 1993). The average age and average tenure of the participants in the two subsamples were 46.2 ($SD = 7.4$) and 21.3 ($SD = 8.9$) years in Generation 1 subsample, and 28.1 ($SD = 3.2$) and 4.1 ($SD = 3.3$) years in Generation Y subsample.

Both groups were dominated by female participants (74.7% in Generation 1 and 64.4% in Generation Y), and respondents with a university degree (59.9% in Generation 1 and 64.1% in Generation Y). The percentages of participants working in private sector were 40.9% for Generation 1, and 65.1% for Generation Y subsample. Finally, regarding employer size, Generation 1 subsample was dominated by employees working for large employers (over 500 employees, 42.6%), while the largest proportion of Generation Y subsample worked for medium sized employers (10 to 100 employees; 44.8%).

Considering that the differences between subsamples regarding gender, education level, sector of employment and employers size were significant (all $p < .05$), and that they could be important for the PCC and PCB, we decided to statistically control for those variables in our analyses.

Instruments

Tilburg Psychological Contract Questionnaire (TPCQ: Freese & Schalk, 1997). We used the TPCQ for psychological contract content measurement. This questionnaire consisted of two parts. The first part examined employee's beliefs about employer's obligations towards employee, and consisted of 6 dimensions: job content, career development, social atmosphere, organizational policies,

work-life balance, and rewards. On a scale from 1 to 5, respondents indicated the extent to which they believed that their employer had an obligation to provide listed employment relationship elements (e.g. "Participation in important dimensions" for the organizational policies subscale or "Variation in your work" for the job content subscale). The second part of the questionnaire examined employees' beliefs about their own obligations towards the organization, and it consisted of two dimensions: in-role behavior and extra-role behavior. On the scale from 1 to 5, respondents indicated the extent to which they believed that they had an obligation to provide listed employment relationship elements (e.g. "Carrying out your work with dedication" for the in-role behavior and "Volunteering to do additional tasks" for extra-role behavior subscale). Cronbach's alpha coefficients for the subscales ranged between .81 and .89, except for the dimension of work-life balance that was slightly lower, but still acceptable (.72).

Psychological Contract Breach (PCB: Robinson & Morrison, 2000). In PCB, respondents expressed their agreement with five statements on a five-point scale, where a higher score indicated a higher level of perceived contract breach. The sample item was "My employer has broken many of its promises to me even though I've upheld my side of the deal." Cronbach's alpha for this scale in our study was .92.

Job attitudes. Job satisfaction was measured with a one-item general job satisfaction measure by Maslić Seršić and Šverko (2000): "Taking everything into account, to what extent are you generally satisfied with your job?" where 1 = *totally dissatisfied*, and 5 = *completely satisfied*. Organizational commitment was measured with the three-item scale developed by Colquitt (2001). The sample item was "I feel emotionally attached to this organization." Finally, turnover intention was measured with the three-item scale developed by Konovsky and Cropanzano (1991). The sample item from this scale was "I often think about quitting my job in this organization." A respondent's task on organizational commitment and turnover intention scales was to rate their agreement with the statements using a five-point response scale (1 = *strongly disagree*, 5 = *strongly agree*). The internal consistency coefficients for both scales were satisfactory (.82 for organizational commitment and .83 for turnover intention scale).

Procedure

We used two different procedures to recruit our participants. First, we developed an on-line questionnaire that was distributed to potential participants through social networks, business portals, and job recruitment sites. In that way, we collected data from 337 participants (88.01% of the total sample). Considering that the sample was dominated by Generation Y participants, we developed a paper-and-pencil survey that was identical to the on-line questionnaire. The paper-and-pencil questionnaire was then distributed to additional 95 participants through the network of the researchers' friends and acquaintances.

In order to be sure that the method of data collection did not influence obtained conclusions, we compared responses from the participants that belonged to the same generation, but were recruited through different procedures. In both generation samples, no significant differences were found on the PCC, PCB, job attitudes or demographic variables.

Results

Generational differences in psychological contract content

Descriptive statistics for the two groups in Table 1 revealed that there were no differences in the rank order of perceived employer's obligations, as measured with the TPCQ. Both generations perceived the employer's obligations related to organizational policies to be the strongest, and those related to the job content to be the least strong.

Table 1

Descriptive statistics and ANCOVA results comparing two generations of employees in the employer's obligations dimensions of psychological contract (N = 432)

Dimension	Generation 1 ¹ (n = 237)		Generation Y ² (n = 195)		F ³
	M (SD)	Adjusted M	M (SD)	Adjusted M	
Organizational policies	4.28 (0.71)	4.25	4.14 (0.64)	4.18	4.66**
Career development	3.87 (0.79)	3.82	3.89 (0.74)	3.94	3.59**
Rewards	3.79 (0.87)	3.77	3.84 (0.76)	3.87	1.75
Social atmosphere	3.70 (0.87)	3.70	3.76 (0.77)	3.77	2.83*
Work-life balance	2.87 (0.81)	2.88	3.11 (0.82)	3.12	2.76*
Job content	2.70 (1.01)	2.71	2.90 (0.96)	2.86	1.65

Note. Adjusted *M* represents the mean corrected for the covariates of gender, level of education, sector and organization size; ¹born between 1946 and 1980; ²born between 1981 and 1993, ³ degrees of freedom = 1, 426.

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

To examine the extent to which the two groups differed in expectations they had from their employers, we conducted a set of ANCOVAs, where gender, level of education, sector of employment, and the employer size were used as control variables. The ANCOVAs revealed some significant differences in the perceptions of employer obligations between these two generations. Compared to the older generation, Generation Y employees perceived that their employers had stronger obligations toward them regarding career development ($\eta^2 = .043$), social atmosphere at work ($\eta^2 = .034$) and work-life balance ($\eta^2 = .034$), while they had lower expectations related to organizational policies ($\eta^2 = .055$).

Table 2

Descriptive statistics and ANCOVA results comparing two generations of employees in the employee's obligations dimensions of psychological contract (N = 432)

Dimension	Generation 1 ¹ (n = 237)		Generation Y ² (n = 195)		F ³
	M (SD)	Adjusted M	M (SD)	Adjusted M	
In-role behavior	4.53 (0.55)	4.52	4.44 (0.48)	4.46	2.86*
Extra-role behavior	3.23 (0.72)	3.23	3.17 (0.73)	3.17	0.60

Note. Adjusted M represents the mean corrected for the covariates of gender, level of education, sector and organization size; ¹born between 1946 and 1980; ²born between 1981 and 1993; ³degrees of freedom = 1, 426.

* $p < .05$.

As in the case of the employer's obligations, Table 2 reveals a similarity in the absolute levels of the employee's obligations between the two groups, with both generations perceiving more obligations related to in-role behavior than to extra-role behavior. However, ANCOVA indicated that Generation Y employees perceived less obligations toward employer related to in-role behavior than the older generation ($\eta^2 = .035$), whereas the difference in extra-role behavior was non-significant.

Generational differences in reactions to psychological contract breach

Before testing the differences in reaction to PCB between participants belonging to the two generations, we tested the differences in the PCB between two subsamples of employees by using ANCOVAs analogous to those described earlier. The ANCOVA revealed that the participants belonging to Generation 1 subsample reported higher PCB levels ($F(5, 401) = 3.99, p < .001$). Covariate adjusted means were 2.71 for Generation 1 and 2.51 for Generation Y, revealing a

relatively strong PCB in both our samples (score 1 denoted complete psychological contract fulfillment and 5 total PCB).

From the correlation coefficients in Table 3, it was evident that the relationships between PCB and the attitudes were as hypothesized. PCB showed a positive correlation with turnover intention, and a negative correlation with job satisfaction and organizational commitment. The pattern of correlations was similar in both generational groups, with the correlations being slightly stronger in Generation Y subsample.

Table 3

Pearson correlation coefficients between psychological contract breach (PCB) and job attitudes for Generation 1 (n = 237) and Generation Y (n = 195) employees

Variable	1.	2.	3.	4.
1. PCB	-	-.61**	-.52**	.59**
2. Job satisfaction	-.60**	-	.51**	-.60**
3. Organizational commitment	-.46**	.54**	-	-.55**
4. Turnover intentions	.49**	-.58**	-.43**	-

Note. Below diagonal axis – generation 1946–1980, above diagonal axis – generation 1981–1993.

** $p < .01$.

In order to determine the generational differences in the reactions to PCB, we tested the moderating effect of age on the relationship between PCB and job attitudes by using three three-step hierarchical regression analyses, one for each of the job attitudes. In these analyses, we decided to use the continuous age variable instead of the dichotomous generation variable, because dichotomization of a potential predictor when testing interaction terms in a hierarchical regression lowered statistical power of the data analysis and increased the probability of Type 2 error (Aguinis & Gottfredson, 2010).

In the first step we introduced control variables (gender, level of education, sector and organization size), in the second step the age and PCB variables, and in the third step the interaction between age and PCB. The predictors were standardized before the interaction term was calculated. Due to space constraints, in Table 5 we report only the last step data for all three regression analyses.

Table 4

Results of the hierarchical regression analysis for testing the interaction between age and psychological contract breach (PCB) in predicting job attitudes (N = 432)

	Job attitudes		
	Job satisfaction	Organizational commitment	Turnover intention
	Last step β s		
Gender ¹	.019	-.110*	.022
Education ²	.124**	.051	.031
Sector ³	-.047	.044	.160**
Organization size ⁴	.018	-.050	-.059
PCB	-.594**	-.478**	.539**
Age	.039	.177**	-.303**
Age x PCB	-.007	.030	-.086*
R^2	.379**	.257**	.379**

Note. ¹1 = male, 2 = female; ²1 = elementary school ... 5 = graduate degree; ³1 = public, 2 = private; ⁴1 = small (up to 10 employees) ... 5 = large (more than 500 employees).

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

The results of the data analyses (Table 4) revealed that PCB was a significant and the strongest predictor of all job attitudes. The interaction between age and PCB was significant only in predicting turnover intention. In order to better understand the interaction, we plotted the relations between PCB and turnover intention for participants with $M - 1SD$ age and those $M + 1SD$ on age in Figure 1. As it could be seen from Figure 1, although stronger PCB perceptions lead to higher turnover intention in both groups of participants, the line was steeper and, therefore, the strength of the relationship between PCB and turnover intention was stronger among younger participants.

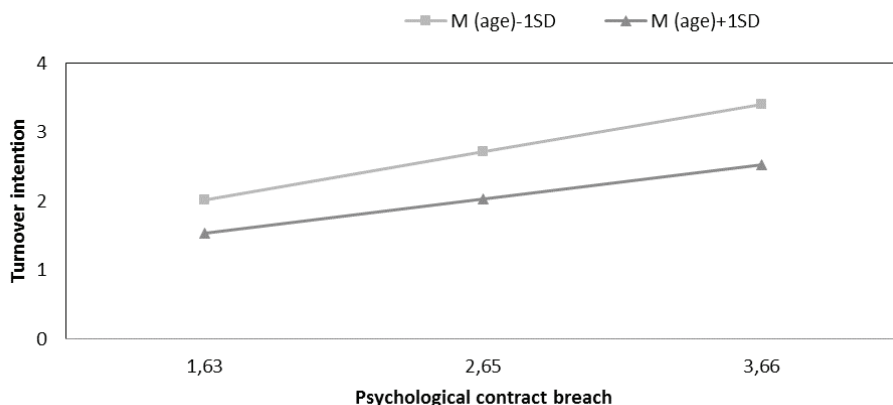


Figure 1. The moderating effect of age on the relationship between psychological contract breach and turnover intention.

Discussion

Generational differences in psychological contract content

Our analyses revealed certain differences in PCC between the younger and the older generation of Croatian employees. The two groups differed in the perceptions of employer obligations regarding career development, work-life balance, organizational policies and social atmosphere. With the exception of the employer's obligations related to organizational policies, Generation Y employees revealed themselves as more demanding employees in all other aspects. The two groups did not differ on the job content and rewards components of the PCC scale. Regarding perceived employee obligations, a significant difference was observed on the in-role behavior, but not on the extra-role behavior dimension: the employees belonging to the older generation perceived greater obligations related to the core work tasks.

Observed generational differences in perceived employer's obligations were highly consistent with the differences observed in studies conducted in developed market economies (e.g. Lub et al., 2012, 2015; Matthijs Bal, 2009) and probably did not result from the specificities of a transitional economy. It was more likely that they resulted from the age differences in life priorities and/or recent trends in the global labor market. For example, age differences could account for the finding that Generation Y perceived stronger employer's obligations related to career development. In the work context, it has been shown that the motivation for career development and professional education declines with age (Ng & Feldman, 2012). Therefore, the fact that Generation Y employees expect more

when it comes to opportunities for career development may be a reflection of their priorities in this particular stage of life.

Generation Y also expected more from their employer when it came to providing work-life balance. Recent research on generational differences in work values showed that the generation born after 1982 placed a significantly higher emphasis on their leisure time than the older generation (Twenge, Campbell, Hoffman, & Lance, 2010). This shift in values probably reflected on the PCC in this generation.

Another dimension of PCC where Generation Y participants were found to be more demanding towards their employers was the social atmosphere at work subscale. On one hand, Generation Y was exposed to the trend of more developed recruitment and employer branding strategies (Lievens & Slaughter, 2016). These strategies usually evoked companies which started the trend of attracting new talent by promoting a friendly and relaxed work environment (e.g. Google and Facebook). On the other hand, being consistent with the trend of longer working time and more demanding jobs (Green, 2006), younger employees' social world might be more limited to their companies. In comparison to them, older employees might already have well-formed social networks that were less related to their organizations.

The only dimension of the employer obligations where the older generation was shown to have more expectations from their employers was related to organizational policies. This could be a reflection of the older employees' increased focus on the socio-emotional aspect of their relationship with the organization (Matthijs Bal, 2009), and a greater need for open and direct communication with the employer (Schalk, 2004).

When it comes to the employee obligations, we found that the older employees in our sample perceived their obligations related to in-role behavior to be stronger than Generation Y subsample. These results might be attributed to a greater feeling of personal responsibility and maturity that develops with age (Roberts & Mroczek, 2008). However, it could also be true that the older employees developed a stronger feeling of loyalty towards their employers that reflected in more effort invested in main job tasks.

However, we must take into account that all observed differences between the two subsamples in PCC dimensions were small in size, and that the rankings of particular employer duties were similar for both generations, probably dominantly reflecting the current situation in the global labor market.

Generational differences in reactions to psychological contract breach

The three hierarchical regression analyses testing the moderating effect of age on the relationship between PCB and job attitudes partly confirmed our expectations. PCB was shown to have a strong negative effect on all three attitudes even when we controlled age, gender, employer size, and employment sector. However, the expected stronger reaction to PCB among younger employees was

observed only for turnover intention. On one hand, this finding was consistent with the before mentioned findings that older people were better at regulating their emotions after negative events (Carstensen et al., 2003; Gross et al., 1997). On the other hand, this finding might point to the fact that younger employees perceived their employability to be higher and saw more opportunities for themselves on the labor market, and thus resort to deliberating about turnover when faced with PCB. The fact that no moderating effect of generation was found for the relationship between PCB and organizational commitment/job satisfaction indicated that employers' unfulfilled promises created equally dissatisfied and less committed employees regardless of the generation they belonged to.

Implications

Observed differences offer organizations important insights that could help them shape their recruitment and employee management practices, and tailor them to the specificities of different generational groups of employees.

In addition to that, our study stresses the importance of keeping promises given to employees by demonstrating a strong relationship between PCB and job attitudes. The latter might be especially important in the case of younger employees who represent the most potent part of human resources in an organization, and who are more inclined to turnover in the case of PCB.

Conclusion

Considering the scarceness of research of psychological contract in the transitional context, our study conducted on a sample of Croatian employees offers certain contribution to the understanding employment relationship within the psychological contract framework. We have established that, although small, there are some generational differences in PCC, and reactions to PCB that those differences are highly consistent with those observed in more developed market economies.

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GENERACIJSKE RAZLIKE U SADRŽAJU PSIHOLOŠKOG UGOVORA I REAKCIJAMA NA NJEGOVO KRŠENJE U TRANZICIJSKOM KONTEKSTU: STUDIJA HRVATSKIH ZAPOSLENIKA

Nedavne promene političkog i ekonomskog sistema su u mnogočemu promenile sliku tržišta rada u tranzicijskim zemljama. Osim što su se promenili uveti rada, promenila su se i očekivanja zaposlenika o razmeni između njega i poslodavca, a koja su opisana psihološkim ugovorom zaposlenika. U našoj smo studiji pretpostavili da će generacije zaposlenika odraslih u različitim političko-ekonomskim sistemima imati različita očekivanja u pogledu obaveza poslodavca i sopstvenih obaveza u međusobnoj razmeni. Takođe, pretpostavili smo da će zaposlenici različitih generacija različito reagovati na kršenje tih očekivanja. Tačnije, istražili smo generacijske razlike u sadržaju psihološkog ugovora i reakcija na prekršaj psihološkog ugovora na jednom velikom i heterogenom uzorku hrvatskih zaposlenika. Sakupili smo podatke na uzorku od 432 učesnika i uporedili sadržaj psihološkog ugovora između Generacije Y (rođeni između 1981. i 1993. godine) i generacije starijih zaposlenika (rođeni između 1946. i 1980. godine). Sadržaj psihološkog ugovora promatrali smo kroz 6 dimenzija obaveza poslodavca i dimenzije obaveza zaposlenika. Dimenzije percipiranih obaveza poslodavca činili su sadržaj posla, razvoj karijere, socijalna atmosfera, balans između privatnog života i posla, organizaciona politika, i nagrade, a dimenzije percipiranih obaveza zaposlenika ponašanja vezana uz osnovne radne zadatke i ostala ponašanja na poslu. Rezultati analiza kovarijanci u kojima smo uspoređivali dvije generacijske skupine zaposlenika, uz istovremenu kontrolu razlika među uzorcima u spolu, obrazovanju, sektoru i veličini organizacije, su pokazali da zaposlenici Generacije Y očekuju više od svojih poslodavaca što se tiče razvoja karijere, balansa između privatnog života i posla te socijalne atmosfere. Istovremeno, starija generacija je percipirala više obaveza poslodavca vezanih za organizacionu politiku i više sopstvenih obaveza vezanih uz osnovne radne zadatke. Iako se pokazalo da se ove dve generacije razlikuju u sadržaju psihološkog ugovora, radilo se o malim veličinama efekata. Testirali smo i moderacioni efekat starosti na odnos između prekršaja psihološkog ugovora i stavova prema poslu (zadovoljstvo poslom, organizaciona lojalnost i namera odlaska iz organizacije) koristeći multiple hijerar-

hijске regresione analize. Moderacioni efekat je dobijen samo za odnos između prekršaja psihološkog ugovora i namere odlaska iz organizacije: mlađi zaposlenici su reagovali na prekršaj snažnijom namerom davanja otkaza nego stariji zaposlenici.

Ključne reči: psihološki ugovor, generacijske razlike, prekršaj psihološkog ugovora, stavovi prema poslu