Generational Attitudes Study

January 2026

Dr. ADAM PETERSEN

Professor of Management Practice

Luxembourg School of Business
12C, Impasse Drosbach – Entrée C2, L-1882 Luxembourg

Executive Summary

This study examines the validity of the public discourse that increasingly portrays generational differences as deep, fundamental, and disruptive. Popular narratives suggest that younger generations are less committed, more values-driven, more resistant to hierarchy, and more focused on work–life balance than their predecessors [1] - claims that are frequently echoed in classroom discussions with executive and postgraduate audiences but are only weakly supported by empirical evidence [2]. This study examines these assumptions within Luxembourg's distinctive labour market, characterised by high international mobility, cultural diversity, and concentration in knowledge-intensive industries [3], [4].

In summary, the data does not provide evidence to support the common stereotypes. Differences in attitudes are detected in the data less often than the public discourse suggests. When also considering the historical literature, it is more likely the incentives in place at specific career-stages create 'generational trends' in the data, not fundamental differences in generational outlook.

The results of the study are presented in four parts.

In part 1 we examine **values and the employer-employee relationship**. The data do not support the narratives that younger people are more values driven. We suggest choices are driven by the economic conditions generations face.

In part 2 we examine attitudes to **working from home**. The data reveal a nuanced picture that does not support the simple stereotype that younger people want to work from home more. We recommend large organisations who want to improve engagement in hybrid work policies and office capacity planning repeat this survey for their specific populations.

Part 3 looks more broadly at the challenge of **managing multi-generational teams**. Trends in data across generations are not consistent when accounting for the role of the respondent, suggesting that attributing differences in attitude primarily to generation is an oversimplification. We do detect a bias for people to prefer age and hierarchy to align, and we recommend managers implement data-driven people processes to counteract these biases.

Finally, part 4 examines **predictions for people's careers**. The data shows that generations do not hold a consensus on what the future holds. The narrative, often shared by Generation X, that Millennials and Generation Z will be less wealthy than their parents is not shared by the respondents to this survey. More research is needed to determine whether the optimism of the Generation Z respondents is mis-placed, well-founded, or an artifact of a sampling bias.

Overall, the findings suggest that generational labels are a weak explanatory tool for understanding workplace attitudes in Luxembourg. Differences that are often framed as "generational" are better understood through the lenses of career stage, organisational context, and incentive structures. For managers and leaders, this report provides an evidence-based foundation for designing fairer people policies, improving engagement across age groups, and avoiding costly decisions based on misleading generational assumptions.

Table of Contents

Introduction

Public discussion of generational differences has grown substantially in recent years, driven in part by mass media narratives and the rapid circulation of stereotypes through social media. Expressions such as "OK Boomer" have contributed to the perception of heightened intergenerational tension, reinforcing assumptions that members of different generations hold fundamentally divergent attitudes toward work, authority, and organisational life [5], [6].

Many earlier academic studies pre-date or only partially incorporate two major global disruptions: the 2008 financial crisis and the COVID-19 pandemic. Both events reshaped labour markets, altered working arrangements, and influenced employee expectations regarding security, work–life balance, flexibility, and organisational commitment. As a result, assumptions drawn from earlier studies may no longer reflect how different generations understand and experience work today.

Furthermore, when generational research has been conducted beyond a single country, it remains focused on large labour markets such as the United States, China, or Germany, with limited attention given to smaller, highly international contexts [7]. Luxembourg represents a distinctive environment in this regard. Its workforce is characterised by exceptional cultural diversity, high levels of cross-border employment, and a concentration of global industries such as finance, EU institutions, and professional services [8], [9]. These features shape workplace norms in ways that differ substantially from more homogeneous national settings. Consequently, generational attitudes observed in other countries cannot be assumed to apply directly to Luxembourg.

Given these unique conditions, there is a clear need for an updated, evidence-based examination of generational attitudes to work within Luxembourg's organisational context. This study seeks to address that gap by analysing how members of different generations perceive work, motivation, flexibility, and organisational expectations in an environment shaped simultaneously by demographic diversity and recent global economic shocks. The findings aim to clarify whether generational differences observed elsewhere manifest similarly in Luxembourg and to provide insights that may support employers, and policymakers in enhancing intergenerational collaboration and workforce effectiveness.

Recruitment to the survey relied on professional and social networks connected to Luxembourg Schools of Business (LSB). The data presented in this report extracts the 326 Luxembourg-based respondents. Limiting the report to this population provides insights relevant to the specific cultural, economic, and organisational context of Luxembourg. The resulting sample is not representative of Luxembourg's entire workforce, missing representative samples from manual occupations, operational roles, and certain segments of the public sector[1].

The sample does however reflect a population that is more closely aligned with professionals currently working in—or intending to enter—the knowledge-intensive private sector industries common within Luxembourg's economy. As such, the findings are most relevant to employers

---

[1] See Appendix 1: Limitations of our dataset

operating in these sectors, who continue to report challenges in attracting, retaining, and motivating highly skilled talent across multiple generations [10], [11].

Table 1 – Generational membership and participants included in the study

Generation	Years of birth	Current ages	Number of respondents
Generation Z	1997 -	- 28	104
Millennial	1981 - 1996	29 - 44	136
Generation X	1965 - 1980	45 - 60	77
Baby Boomer	- 1964	61+	9

Acknowledgements

How to read this report

The study results are organised into four parts reflecting practical concerns of employers in Luxembourg:

(1) Values and the employer-employee relationship,

(2) Life at work: in-person, remote, or hybrid?

(3) Life at work: managing multi-generational teams, and

(4) Careers in the life-long journey

Each part is broken into sections that begin with a widely circulated stereotype or question regarding generational attitudes. The relevant survey questions are provided, followed by an assessment of whether the data supports the stereotype or question.

A discussion regarding why, or why not, the data supports the stereotype follows.

Each part concludes with and advice to managers and leaders.

This part examines commonly cited assumptions about generational differences in commitment to companies and values-based decision-making, with the aim of clarifying how future talent may align with—or diverge from—the motivations of current employees.

Understanding these dynamics is increasingly important for hiring managers in Luxembourg's private sector, as evolving workforce demographics prompt employers to question whether the expectations of younger generations differ in meaningful ways from those already established within their organisations.

Stereotype 1: The younger generations aren't committed to companies and 'job-hop'

Question asked:

- *How long do you think you will stay in your first 'career' employment?*[2]

Do the data support the stereotype? – Partially
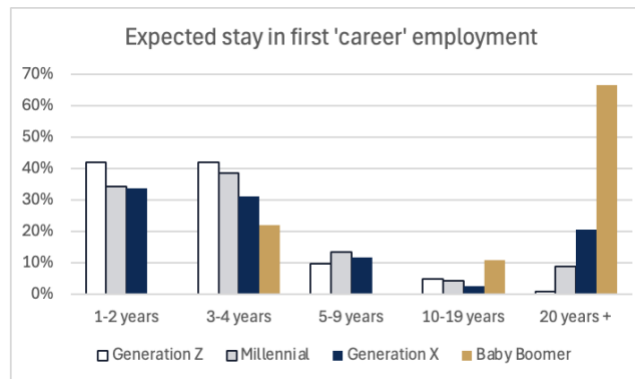
Figure 1 – Generational expectations for and participants included in the study

The data show that the younger generations expect to have a progressively shorter tenure with their first companies and supporting the 'job-hopping' stereotype. The data cannot however confirm that the cause is a decrease in commitment.

Discussion

Whilst the data in figure 1 does not provide any insight into the cause of 'job-hopping', previously published literature and further questions in the survey do.

Generational attitudes

Attribution of this increased job-hopping to a difference in generational commitment is not new, with academic articles published over a decade ago reporting that younger generations were believed to be individualistic, distrustful of corporations, lacking in loyalty, focused on balancing their work and personal lives. They also reported that younger generations were perceived to be less loyal, more "me" oriented, expectant of promotion sooner than older generations, and less likely to view work as an important part of one's life [12]. These statements align to many of the views currently being shared by mid-career Generation X about Millennials and Generation Z. However, it was Generation X who were being described as 'lacking in loyalty' in this earlier research, which suggests that the attitude of a specific generation is not consistent.

---

[2] The word 'career' was included to focus respondents away casual work performed during their studies.

What appears consistent is the view of those in later to mid-career that those in the early career are less committed.

It is more likely that career stage shapes attitude more than membership of a specific generation.

Formational experiences

The survey included questions to test if experiences in formative years correlated with, and were therefore a potential cause, of increased job movement. These include:

- Seeing role models move jobs more frequently
- Having experienced greater mobility through more frequent house moves
- Increased exposure to new experiences through increased international travel

Questions asked:
- *How many times do you recall the 'primary bread-winning parent' changing jobs when you were of school age?*
- *How many times did you move house before the age of 18?*
- *How many countries did you live in before the age of 18?*
- *At what age did you first go on an airplane?*[3]

Table 2 – Comparison of averages of formational experiences

	'Bread winner' job changes	House moves	Countries lived in	Age of first flight
Generation Z	1.1	2.1	1.6	6.6
Millennial	0.9	2.0	1.2	11.5
Generation X	1.5	2.0	1.4	11.7
Baby Boomer	1.3	3.0	1.3	8.9

Taken together, these formative-year questions show no strong and consistent trends for early-life experiences across generational cohort. Without a correlation they can be dismissed as potential causes.

Company renumeration packages

Many Baby Boomers and Generation X employees entered the workforce at a time when defined benefit (final salary) pension schemes were widely available [13]. These schemes strongly reward long-term tenure: employees contribute a proportion of their current salary but receive a pension calculated as a proportion of their final salary. Contributions made early in a career—typically when earnings are lowest—yield disproportionately high returns if the individual remains with the same

---

[3] This question was considered an appropriate proxy for substantial travel and exposure to different cultures. In a country such as Luxembourg, where a large share of the working population consists of cross-border commuters, the question "At what age did you first visit a foreign country?" does not reliably capture meaningful travel experience.

employer until later career stages when earnings are highest. Such schemes were often described as "golden handcuffs", reflecting the significant financial disadvantage incurred by leaving before retirement.

Although many organisations incentivise tenure through share-based remuneration schemes that vest over several years, the financial cost of leaving before vesting is typically far lower than the loss associated with exiting a defined benefit pension scheme.

It follows that weaker financial incentives provided by the employers to employees is a likely cause of reduced tenure.

Relative wage stagnation

House prices have been growing three times faster than household median income across OECD countries over the last two decades [14]. This divergence has placed significant strain on younger workers, who must accumulate larger deposits relative to their earnings while also managing higher rental costs [15]. As a result, the pathway for Baby Boomers and Generation X workers into home ownership during the early stages of their early careers has become increasingly difficult for Millennials and Generation Z.

Against this backdrop, many younger workers may perceive internal pay progression as insufficient to meet their financial needs, instead believing the most effective way to meaningfully increase earnings is through external job moves rather than incremental pay rises internal salary progression can provide.

In this context, 'job-hopping' is a rational adaptation to the present economic reality.

Stereotype 2: Younger generations care more about the environment and want to work for companies that demonstrate social purpose, older generations care about autonomy

Questions asked:

- *Rank the following in terms of what you believe should be the priorities for companies and corporations: Profit; Social Contribution; Environmental protection*
- *Which one of the following would you prefer? A top tier salary; An average salary in a company that donated significant amounts to good causes*
- *Which of the following projects are you most likely to volunteer for? The biggest budget; The most positive societal impact; The most freedom to decide the solution[4]*

Do the data support the stereotype? – No

Table 3 – Average generational priority for companies and corporations

	Profit	Social contribution	Environmental protection
Generation Z	2.5	2.0	1.5
Millennial	2.4	2.0	1.6
Generation X	2.3	2.1	1.6
Baby Boomer	1.9	2.6	1.6

Note: The highest priority is assigned a value of 3, the medium priority 2, and the lowest priority 1. A score of 3.0 would indicate all respondents in the generation assigned that element as the highest priority. A score of 1.0 would indicate all respondents in the generation assigned that element as the lowest priority.
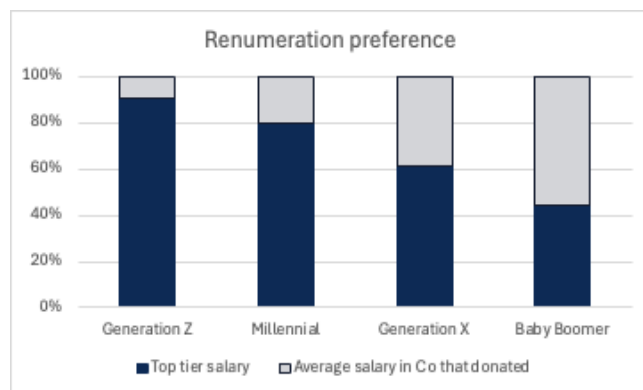
Figure 2 – Generational preference for renumeration
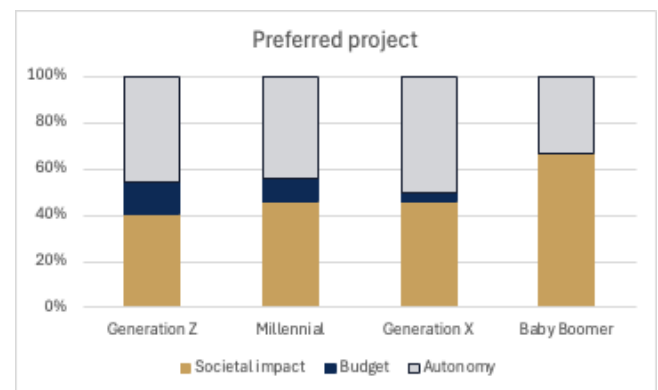
Figure 3 – Generational preference for project

---

[4] Selecting the biggest budget project can reasonably be interpreted as a proxy for career advancement and accompanying financial reward. Larger-budget projects typically carry higher organisational visibility, involve senior stakeholders, and offer greater opportunities to demonstrate leadership and impact. As a result, they are more likely to be associated with recognition, promotion prospects, and enhanced professional reputation.

The aggregated data reveal a trend counter to the stereotype.

Considering priorities for companies and corporations, there was no significant difference in the ranking of environmental protection across the generations. All generations collectively ranked the environment as the lowest priority. There is a small trend for the older generations to increasingly prioritise positive societal impact over profit.

Figure 2 reveals younger generations show an increasing tendency to prioritise salary over working for a company that contributes to good causes.

The stereotype would predict that a more values-driven younger generation would more likely opt for the projects with a positive societal impact. However, figure 3 reveals a shift from younger generations showing a greater tendency to choose projects with a bigger budget to older generations who increasingly choose a project with the most positive societal impact. Whilst a large proportion of all generations opt for autonomy, there is no stable trend across the generations.

Discussion

The data do not support the stereotype that younger generations prioritise environmental and social issues. Instead, they suggest younger cohorts are more financially oriented whilst the older generations are more likely prioritise social issues.

These results reinforce the earlier proposal that younger generations are making rational decisions in face of their economic reality. Prioritising salary and promotion opportunities that arise from working on the biggest budget projects is a rational choice for younger workers facing a growing gap between stagnating salaries and increasing housing costs.

Older generations, who have typically accumulated greater financial security, may feel more able to prioritise social issues when considering corporate behaviour or project selection. Together, these factors help explain why the observed preferences diverge from popular generational narratives.

Origin of the stereotype

The data do not support the stereotype of younger generations valuing the environment and being more values-driven than older generations. This observation poses the question of the origin of the stereotype.

Whilst the results of the survey is not able to answer this question, a possible explanation is provided by the 'availability heuristic' [16]. This inherent human bias substitutes visibility for frequency.

Greta Thunberg is one of the best-known members of Generation Z. Her profile may lead the public to fall foul of the availability heuristic and believe her values are more representative of the whole generation than they really are.

Part 1 Summary

Generational narratives often emphasise shifts in attitudes toward work, but this analysis aligns with previous empirical studies. These show modest differences in work values across generations [7], [12], [17] and several authors argue that many perceived generational differences reflect age, career stage, and contextual influences rather than stable cohort-based value shifts [6], [18].

The data shows increased mobility for younger generations but the most likely explanation is the change in financial and economic incentives. Under these conditions, higher mobility is a rational economic response. It reflects adaptation to contemporary labour and housing markets, not a departure from traditional notions of loyalty, commitment, or work ethic [7], [12].

This explanation is consistent with data trends revealed when generations were faced with choosing between financial reward, societal benefit, and environmental protection.

Recommendations for managers and leaders

The findings highlight several practical implications for managers and leaders seeking to attract, motivate, and retain employees across generations.

Managers should avoid relying on broad generational stereotypes when designing people strategies. Instead, they should take a people-centred approach that considers the pressures people face from their economic reality.

Younger generations facing demands to repay student debt and barriers to home ownership within the wider context of increasing living costs are likely to respond to incentives that prioritise salary progression. Non-financial benefits and purpose-driven initiatives remain important, but the evidence indicates that younger employees place significant value on financial security. Recognising these underlying pressures enables managers to develop more effective and equitable approaches to strengthen recruitment efforts and support longer-term retention in an increasingly competitive labour market.

Part 2 – Life at work: in-person, remote, or hybrid?

Whilst working at home is not an option for all types of work, it is common in Luxembourg, with over one third of resident employees reporting having worked remotely during 2024 and 2025 [3].

Working from home avoids the commute to the office, and with it the financial cost of the journey, and the opportunity cost of the time spent traveling that can be used for other tasks.

However, Luxembourg has a unique situation and incentive structure that will likely lead to different attitudes to working from home. Luxembourg is the only country that has nationwide free public transport. Therefore, for many who live in the country with public transport links between their office and their place of work, the financial cost of the journey is removed.

For those that travel greater distances, the cross-border workers from France, Belgium and Germany who make up 47% of the salaried workforce in Luxembourg [9], the tax and social security agreements between the countries mean that working from home can have additional costs. For example, there is a 34-day rule for Belgian residents [19]. If they work more than 34 days from home, those earnings can be taxed in Belgium. The result is that whilst cross-border workers will avoid the financial and time costs of the commute to their place of work, they incur a bureaucratic cost from managing their time in their country of residence and a financial risk from increased taxation and social security contributions if they exceed certain thresholds.

This unique incentive structure provides a compelling case for studying working from home attitudes for the Luxembourg workforce.

Stereotype 3: Younger generations want to work from home more

Questions asked:

- *Should people have the right to work from home?*
- *Which is your preferred environment for a one-to-one meeting with your manager? In person; Online (e.g. Zoom, Teams)[5]*
- *Where are you most productive? Office; Home*
- *What is your preferred working model from the following options? Hybrid (1-2 days from home); Full time in the office; Fully remote*

Do the data support the stereotype? – No

Table 4 – Generational opinions and preferences regarding remote work

	% of respondents that believe people should have the right to work from home	% of respondents that prefer online one-to-one meetings	% of respondents that report being most productive at home
Generation Z	95	16	25
Millennial	96	13	36
Generation X	92	10	42
Baby Boomer	89	0	71

The data show the overwhelming majority support for right to work from home with a trend across the generations of greater support from younger generations.

A similar pattern emerges in communication preferences where the over-whelming majority prefer in-person communication, with an increasing incidence of people who prefer online communication when moving to younger generations.

However, these preferences do not correspond directly to perceived productivity when working from home. Whilst most people report higher productivity working from the office, a significant proportion report higher productivity when working from home. The trend across the generations is counter to the trend for preference for preferring online communication. Generation Z contains the highest proportion of respondents who prefer online meetings, but the lowest proportion of respondents who report they are more productive at home.

---

[5] Question was added part-way through the survey. Result is from a reduced sample size of 192.
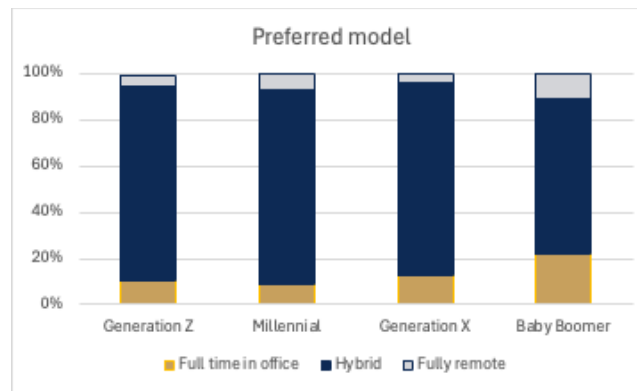
Figure 4 – Generational preference for working model

When these factors – preferences for remote work, communication styles, and self-assessed productivity – are considered together in relation to preferred working models, no clear generational trend emerges. The three youngest generations who make up most of today's workforce display broadly similar overall preferences, with the majority favouring a hybrid model.

Discussion

The survey included questions that could provide insight into potential causes for the responses.

Age of exposure to technology affects preference for online communication

The younger generation show a greater preference for online interactions. The survey included people's experiences during their formative years.

Questions asked:

- *How many tv/screens were in your household when you were 13? (include televisions and any device that can stream content, e.g. smartphones, tablets, computers, etc)?*
- *How many people were in your household when you were 13?*
- *How old where you when you first got a mobile phone?*

Table 5 – Generational exposure to technology opinions

	Average screens/person	Average age at 1st mobile phone
Generation Z	1.3	12
Millennial	0.7	14
Generation X	0.4	23
Baby Boomer	0.2	38

The data show the expected pattern of younger generations growing up in households with a higher number of screens per person and acquiring mobile phones at an earlier age. This increase in personal access to devices is likely to have shaped preferences for communicating online rather than in person. The average number of screens per person exceeded one for Generation Z, meaning that individuals could engage with digital content independently rather than in shared settings. When Millennials were 13, the average number of screens meant that a typical household may include a child with their own entertainment in their bedroom whilst their parents watched television together in the main living area. The older Generation X and Baby Boomers will likely have experienced technology differently: television viewing and computer gaming were commonly activities shared with other people in the same room.

These differing technological environments provide likely rationale for the increased preference for online one-to-ones for small proportions of the younger generations.

Impact of home ownership on productivity at work and home

One possible explanation for higher reported productivity when working from home when moving to the older generations is the quality of the home working environment. Homeowners are more likely to be prevalent in the older generations, and homeowners may be more likely to invest in dedicated and better-equipped workspaces when compared to those who share homes.

Question asked:

- *Have you ever owned property?*

Table 6 – Home ownership by generation

	% of respondents owning their home
Generation Z	7
Millennial	65
Generation X	95
Baby Boomer	100

Table 7 – Effect of home ownership on productivity at home

	% of respondents that report being most productive at home
Homeowner	41
Non-homeowner	27

There is an association between home ownership and a preference for working at home, but the result does not provide a clear difference, with most homeowners also reporting being more productive at the office.

The issue is multi-dimensional and complex. Owning a home and investing in a home office may make some homeowners more productive at home. However, there are factors not included in the survey that may make homeowners less productive. For example, homeownership is likely to correlate with parenthood. Children in the house may be a cause of distraction and a drain on productivity.

But there is ambiguity in the question: A worker may complete the same amount of work at home and in the office, but declare being more productive whilst working at home because they also managed to complete household chores (e.g. washing, tidying up) during the day.

From this data, it is not possible to predict whether a worker is more likely to be productive from their home ownership status[6].

Impact of role

Different roles in organisations require different levels of collaboration with colleagues.

Questions asked:
- *Have you completed your studies and entered the world of work?*
- *What level have you reached in your career? (Unless instructed otherwise, answer all following questions assuming you are in this level) Individual contributor; Manager of individual contributors; Manager of managers*

Table 8 – Effect of role on productivity at home

	% of respondents that report being most productive at home
Student	24
Individual Contributor	36
Manager of individual contributors	43
Manager of managers	27

Individual contributors could be expected to be more likely to report higher productivity when working from home given that a greater proportion of their tasks are typically completed independently.

Managers, by contrast, rely more heavily on collaboration, coordination, and ongoing interaction with their teams, which could suggest a stronger need for in-person working environments to be productive. However, managers of individual contributors did not report being more productive in the office. Instead, they were the most likely to report being most productive when working from home. This finding suggests that the relationship between role type and remote-work productivity is complex and may be influenced by factors beyond the collaborative demands of the role itself.

Further examination of the data reveals generational patterns, with the most pronounced differences observed among individual contributors across the age groups.

Table 9 – % of respondents who report being more productive at home by role and generation[7]

	Student	Individual Contributor	Manager of individual contributors	Manager of managers
Generation Z	38	14		
Millennial		38	39	33
Generation X		53	47	25

---

[6] Statistical tests were performed to test for significance. A brief description and results are included in appendix 2.

[7] Values were excluded if the number of respondents in a specific generation and role were fewer than 10.

The data show a marked increase in the preference for working from home among older generations of individual contributors. This pattern is likely associated with higher levels of professional experience. Younger employees, by contrast, tend to have less experience and may require more mentoring, guidance, and on-the-job learning from colleagues and peers.

This generational shift may help explain why managers of individual contributors also report high levels of productivity when working from home [8]. Managers frequently balance collaborative responsibilities with administrative and individual tasks. According to situational leadership theory, effective management requires adapting support to the developmental needs of team members. New employees—often enthusiastic beginners with low competence but high commitment—typically benefit from hands-on mentoring to accelerate learning [20]. Organisations commonly assign experienced colleagues as mentors to provide this support.

However, as more experienced Generation X and Millennial individual contributors choose to work from home, fewer mentors are physically present in the office. As a result, inexperienced Generation Z individual contributors may turn more frequently to their managers for assistance. This increased demand on managers' time may limit their ability to complete individual responsibilities in the office, leading them to perceive working from home as a more productive environment.

The lower preference for remote work among managers of managers is consistent with this interpretation. Their direct reports are themselves managers, who typically possess greater experience and require less hands-on support, reducing the burden of in-office guidance and making home working comparatively less advantageous.

---

[8] This result did not replicate in similar studies performed by LSB for individual companies, suggesting that any causation suggested here is not universal and other factors are involved in this multi-dimensional complex problem. With these competing results and direct causation discounted, statistical tests were not performed.

Question 1: Who should coordinate hybrid teams?

Recent research indicates that a critical success factor for hybrid working is the coordination of in-office days within teams [21]. When attendance is not aligned, employees may become frustrated after travelling to the office intending to collaborate, only to find that key colleagues have chosen to work from home. Coordinated scheduling helps prevent these inefficiencies and supports more effective collaboration. However, there are likely to be differing views on who should be the decision-maker when scheduling days in the office.

Question asked:

- *If a company permits hybrid working, who should decide on which day(s) people can work from home? The manager; The employee[9]*

Table 10 – Generational view of who has the decision when scheduling hybrid teams

	% of respondents who believe the manager should decide the days people can work from home
Generation Z	35
Millennial	33
Generation X	61
Baby Boomer	71

There is a clear trend for increasing belief that managers should complete the scheduling when moving to older generation. However, the result could be driven by self-interest and a desire for autonomy. Individual contributors will have more autonomy if employees decide, and managers will be able to organize their teams more easily if they decide.

Table 11 – Hierarchical view of who has the decision when scheduling hybrid teams

	% of respondents who believe the manager should decide the days people can work from home
Student	37
Individual Contributor	32
Manager of individual contributors	44
Manager of managers	57

The proportion of those who believe the manager should decide increases as respondents rise through organisational levels, but many managers believe employees should decide and vice versa.

---

[9] In most situations it is likely to be a combination of both the employee and the manager. Providing a third option would likely mask differences in opinion because many people would respond 'both'. In reality, if there is disagreement one party needs to have the 'final say'. Limiting the choices provides the meaningful insight of the party who people believe should have the ultimate decision.

The incidence of managers increases with move to older generations[10], and this inherent bias in the data could be the cause of the trend toward managerial scheduling by older generations. The data was examined at a more granular level to identify whether generation or role had the greater influence.

Table 12 – % of respondents who believe the manager should decide the days people can work from home[7]

	Student	Individual Contributor	Manager of individual contributors	Manager of managers
Generation Z	38	18		
Millennial		24	35	50
Generation X		67	61	58

Looking at generation and role in combination reveals where the correlation is greatest. Among Millennial individual contributors, 24% report that the manager should determine in-office days. This proportion rises sharply among Generation X individual contributors, representing a 179% increase. By comparison, the increase observed when moving from Millennial individual contributors to Millennial managers of individual contributors is substantially smaller, at 46%.

However, the responses for Generation X show the opposite trend with managers, and managers of managers increasingly less likely to think the manager should decide the days that people work from home.

[10] See table 25, appendix 1.

Stereotype 4: National culture will affect people's view on who should set the working the arrangements

In recent years, considerable attention has been given to the impact of cultural differences on workplace behaviour and expectations [22]. One recurring theme concerns leadership and decision-making, ranging from hierarchical approaches in which senior managers decide, to more egalitarian models. It follows that people from countries who typically show a greater respect for hierarchy may show a greater tendency for the manager to decide the days on which employees should work from home and come to the office.

Luxembourg particularly has an international workforce with three of four salaried employees holding not Luxembourgish citizenship [9]. Against this backdrop, we examined whether respondents' cultural backgrounds influenced their views on workplace practices.

Question asked:
- *What country (countries) do you consider yourself to be culturally from?*

Hofstede's Power Distance Index (PDI) was used as the basis for identifying a correlation[11].
- When a participant reported a single country they considered themselves to be culturally from, they were allocated the PDI score for that country.
- If they reported being culturally from more than one country, they were allocated the average PDI of the countries they named.

Do the data support the stereotype? – No

Table 13 – Relationship between cultural affiliation and who should decide the days people can work from home

	Mean PDI
Respondents who believe the **manager** should decide the days people can work from home	54
Respondents who believe the **employee** should decide the days people can work from home	61

The mean PDI of respondents who believe that managers should decide office attendance is lower than that of respondents who believe the decision should rest with employees, contrary to the predictions of the hypothesis.

---

[11] Hofstede's Power Distance Index (PDI) measures the extent to which less powerful members of a society accept and expect unequal distributions of power. A high PDI indicates that hierarchical structures are seen as normal and desirable, with authority concentrated at the top and decisions typically made by managers or leaders. A low PDI reflects a preference for egalitarian relationships, flatter hierarchies, and participative decision-making, where authority is more evenly distributed and subordinates are more likely to question or challenge those in power [23]. See appendix 3 for the sources.

Discussion

This finding suggests that the application of PDI scores—and broader national-culture generalisations drawn from frameworks such as those developed by Hofstede and Meyer—may be of limited suitability when analysing the Luxembourg workforce. Many individuals working in Luxembourg have actively chosen to relocate, often across national and cultural boundaries. As such, they are unlikely to be representative of the average population in their countries of origin and may instead reflect a self-selecting group with distinct attitudes and preferences.

While the work of Hofstede and Meyer remains valuable for understanding cultural patterns at a macro or societal level, these frameworks appear less effective for explaining individual-level attitudes within highly international, mobile, and self-selected labour markets such as Luxembourg's.

Part 2 Summary

The results from the survey de-bunk the stereotype that younger generations want to work from home more, but instead reveal a nuanced set of findings.

While younger generations demonstrate a stronger preference for online communication, the differences relative to older generations are modest and do not translate into higher reported productivity when working from home.

Certain attitudes do show a generational pattern, most notably beliefs regarding whether managers or employees should decide remote-working days. However, when looking at the data more granularly and separating generational cohorts by role, the pattern begins to reverse.

Other factors, such as country of cultural affiliation, show no meaningful correlation with these views.

The most surprising finding in this survey is that managers, whose role it is to organize and support their teams, report being more productive at home at the highest rate. The result can be explained by a compelling narrative that inexperienced individual contributors are seeking more support from their line managers because their experienced peers are working from home. However, we do not have direct evidence and the result was not reproduced in separate, company-specific, surveys carried out by LSB.

The complex and dynamic nature of balancing in-person and remote work means that it is impossible to reliably and robustly predict people's preferences based on their generation, role, home-ownership, and cultural affiliation.

Recommendations for managers and leaders regarding working arrangements

Our recommendation is that managers resist the temptation of assuming the narratives that fill the media and public domains are going to be applicable to them.

For smaller organisations, the recommendation to managers and leaders is surprisingly simple and unchanged – take the time to get to know your teams and their individual preferences.

For leaders of larger organisations, repeating this survey for a specific population can be highly informative. This LSB attitudes survey, or modified version, can provide insights into:

- Working preferences that can deliver a return on investment through higher utilisation of office spaces.
- Likelihood employees will support or resist new policies on remote working policies that can be used in change management plans.

Whilst the debate about working from home is high-profile and dominates headlines, managing teams consisting of individuals across the generations can provide challenges. This part examines some of the other stereotypes regarding attitudes to work.

Stereotype 5: Younger generations care about work-life balance and aren't prepared to put the hours in

A recurring theme in the public discourse is that the younger generations place greater value on achieving work-life balance and are less likely to work outside of office hours [2], [5].

Additionally, business travel frequently encroaches on employees' personal time, and anecdotal evidence from professional networks suggests that travel undertaken at weekends is rarely compensated with time off in lieu. Against this backdrop, a narrative has emerged since the pandemic that younger generations prefer to work from home because they are less willing to compromise their personal lives by travelling to different offices or sites.

This perception is reinforced by the finding that younger cohorts show a small but greater preference for online communication with their managers, which may contribute to the belief that effective working relationships and productivity can be maintained across locations through digital means.

Questions asked:

- *Should individual contributors be expected to work outside of normal working hours?*
- *Should managers be expected to work outside of normal working hours?*
- *Think about the stage in your career when you had / will have 5 years of experience. What amount of business travel would you consider most ideal?[12]*

Do the data support the stereotype? – Partially

Table 14 – Generational views on out of hours working

	% of respondents who think **individual contributors** should be expected to work outside of office hours	% of respondents who think **managers** should be expected to work outside of office hours
Generation Z	30	44
Millennial	25	46
Generation X	45	65
Baby Boomer	56	67

The data indicate that older generations are more likely to expect employees to work outside standard office hours. This pattern is consistent with the commonly held view that younger generations place a greater emphasis on work–life balance.

---

[12] Participants were asked to reflect on the same stage of their career—five years in—rather than their current circumstances. For many respondents, this period corresponds to their mid-to-late twenties, a phase typically associated with fewer family commitments and a stronger focus on career progression. The responses therefore capture participants' perceptions of their priorities at that point, rather than their actual attitudes at the time. This limitation does not undermine the study objectives that are focused on current perceptions, rather than establishing precise historical attitudes.

Table 15 – Hierarchical views on out of hours working

	% of respondents who think **individual contributors** should be expected to work outside of office hours	% of respondents who think **managers** should be expected to work outside of office hours
Student	33	45
Individual contributor	30	44
Manager of individual contributors	31	55
Manager of managers	39	64

The responses also reveal a role-based trend, with individuals in more senior organisational positions showing a greater likelihood of believing that employees should work outside standard office hours.

However, as noted earlier, older generations are more likely to occupy more senior positions within organisations so it is necessary to examine the data at a more granular level to see which factor is having the greatest impact.

Table 16 – % of respondents who think individual contributors should be expected to work outside of office hours by role and generation[8]

	Student	Individual Contributor	Manager of individual contributors	Manager of managers
Generation Z	31	29		
Millennial		18	21	44
Generation X		60	47	33

Table 17 – % of respondents who think managers should be expected to work outside of office hours by role and generation[8]

	Student	Individual Contributor	Manager of individual contributors	Manager of managers
Generation Z	44	41		
Millennial		33	48	67
Generation X		73	66	61

Examining both role and generation reveals a nuanced picture. All generations show a greater tendency to believe that managers should work out of office hours when compared to individual contributors.

The largest disparity in responses is found in the individual contributor population. Generation X individual contributors express that people should work outside of office hours at much higher rates than the younger generations.

However, as Generation X rise in the organisational hierarchy, the rate of respondents expressing that people should work outside of office hours reduces.

By contrast, as Millennials rise in the organisational hierarchy, the rate of respondents expressing that people should work outside of office hours increases.

Overall, there is a trend that younger generations are more likely to believe that people should not be expected to work outside of office hours, supporting the stereotype that younger generations place a higher priority on work-life balance. However, this trend is moderated by position in the organisational hierarchy.
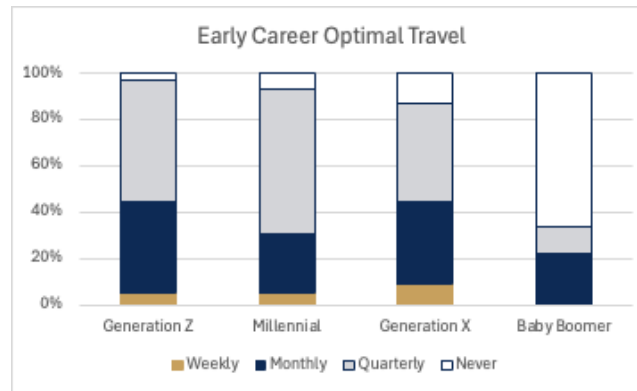

Figure 5 – Generational preferences for early career travel

The data do not support the assumption that younger generations' perceived desire to protect personal time and/or their greater use of technology for remote collaboration translates into a preference for reduced business travel. In contrast, the only clear trend observed is that the likelihood of respondents considering never travelling to be optimal increases with age.

Discussion

The response to whether people should be expected to work outside of office hours in highly complex.

There is a correlation between older generation and increased belief that people should be expected to work outside of office hours, but this trend is not consistent when we examine the data that examines generational cohort and their position in the hierarchy.

As discussed in part 1, the accusation that Generation Z and Millennials are more focused on work-life balance than career progression were levelled at Generation X a decade ago [12]. Therefore, it is more likely that career-stage shapes attitude than membership of a specific generation.

The data does not support the stereotype that younger generations want to protect their personal time and travel less. There may be many reasons that the older generations showing an increasing tendency to believe never travelling is most optimal. They could include the lived experience of business travel being characterised by airport lounges and standardised international hotels instead of true exposure to different cultures, but without data they are pure speculation.

Stereotype 6: Younger generations are less independent and need a lot more guidance

One of the views that has developed is younger generations need constant feedback and reassurance [24].

Question asked:

- *What is the optimal frequency for one-to-one meetings between employees and managers? Once a week; Once every two weeks; Once a month; When needed[13]*

Do the data support the stereotype? – No
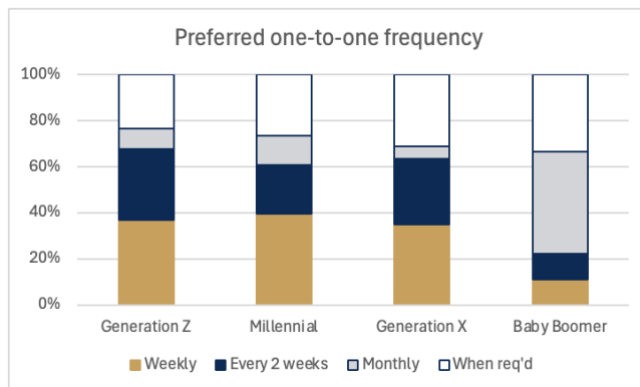
Figure 6 – Generational preference for frequency of one-to-ones
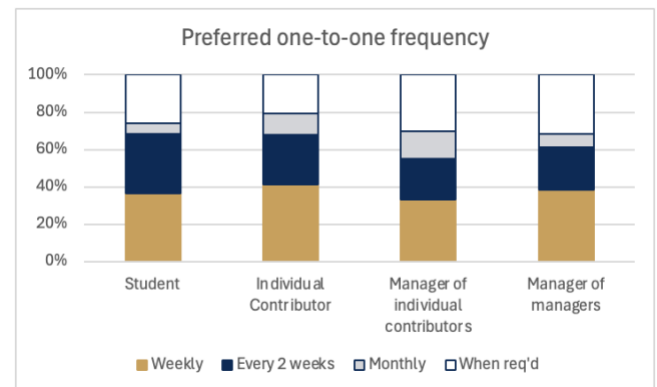
Figure 7 – Role-based preference for frequency of one-to-ones

There are no noticeable trends across the generations that reveal that younger generations are less independent and need a lot more guidance. No trends were revealed when re-examining the data by role.

---

[13] The intention of the "when needed" response option was to capture a frequency of occurrence less than once per month. However, this category is open to multiple interpretations and may be understood by respondents as indicating either very frequent or very infrequent engagement. To reduce this ambiguity, future iterations of the survey will remove this response option and replace it with more clearly defined frequency categories.

Question 2: Do we have generational preferences?

The survey tested for whether preferences exist for inter-generational working relationships within organisational structures.

Questions asked:

- *Place from 'most preferred' to 'least preferred' the generation you like to work with*
- *Place from 'most preferred' to 'least preferred' the generation you would like your manager to be from*
- *Place from 'most preferred' to 'least preferred' the generation you would like to manage*

Do the data show a preference? – Yes

Table 18 – Average generational preference for a peer

	Generation Z	Millennial	Generation X	Baby Boomer
Generation Z	3.2	3.1	2.4	1.3
Millennial	1.9	3.6	2.8	1.7
Generation X	1.9	2.9	3.5	1.7
Baby Boomer	1.8	2.8	3.1	2.4

Table 19 – Average generational preference for a manager

	Generation Z	Millennial	Generation X	Baby Boomer
Generation Z	2.4	3.3	2.7	1.6
Millennial	1.5	3.2	3.1	2.2
Generation X	1.5	2.5	3.6	2.5
Baby Boomer	1.4	2.5	2.8	3.4

Table 20 – Average generational preference for a direct report

	Generation Z	Millennial	Generation X	Baby Boomer
Generation Z	3.5	3.1	2.1	1.3
Millennial	2.8	3.6	2.3	1.4
Generation X	2.5	3.0	2.9	1.6
Baby Boomer	2.1	3.4	2.3	2.3

Note: Preferences were scored on a four-point scale, with a value of 4 assigned to the most preferred option and 1 to the least preferred. A score of 4.0 would indicate all respondents in the generation by row selected the corresponding generation by column as the most preferred. Conversely, a score of 1.0 would indicate all respondents in the generation from the row assigned corresponding generation from the column as the least preferred. For example, Millennial respondents expressed the lowest preference for working with Baby Boomers, with an aggregate average score of 1.7.

The data show that the generations who make up the majority of the workforce (Z, Millennial, and X) display a preference for working with members of their own generation.

When considering preferences for their manager, there is a consistent shift toward older generations. For example, the average Millennials preference for working with the older Generation X increases from 2.8 to 3.1 when considering who they prefer to be managed by. The shift is reversed for direct

reports, where the average preference for Millennials to have an older Generation X direct report reduces to 2.3.

Discussion

Taken together, the data suggest a systematic pattern in generational role preferences: individuals tend to prefer working alongside those from their own generation, being managed by older colleagues, and managing younger employees.

This result indicates that there is likely to be an innate heuristic within the workforce that equates age with competence. It is a logical assumption, as those older have had greater time to gather more experience, and experience helps to build competence. However, whilst being a useful heuristic, it is purely that, a mental short-cut and not grounded in fact.

It is possible that the mental models that combine to create heuristic between age and competence, are also used differently in less helpful ways to generate the stereotypes explored in this report.

Part 3 Summary

The findings from this study suggest that commonly cited generational differences in attitudes toward work–life balance and commitment are more limited and context-dependent than popular narratives imply. In some areas, younger generations are more likely to indicate a preference for protecting personal time, for example by being less supportive of working outside standard office hours. This pattern is often interpreted as evidence that younger employees prioritise work–life balance more strongly than their older counterparts. However, this generational effect weakens substantially when organisational role is taken into account.

These findings are consistent with a broader research tradition showing that older generations frequently perceive younger employees as less committed—a pattern that has repeated over time [2], [7]. Notably, similar critiques were directed at Generation X in earlier decades, echoing contemporary claims now applied to Millennials and Generation Z. Studies have repeatedly found that the observed "generational" differences are confounded with career stage and job demands rather than reflecting stable value differences [6], [17].

Overall, the evidence supports the conclusion that generational differences are overstated in popular media discourse. Where differences do exist, they are better explained by stage of life, career position, and organisational context than by fundamentally different values or attitudes between generations.

However, when examining working relationship preferences, respondents show a clear tendency to prefer working with colleagues close to their own age, being managed by individuals from older generations, and managing those from younger cohorts. This pattern indicates a general preference for organisational hierarchies that align authority with age.

Recommendations for managers and leaders of multi-generational teams

Managers should be aware of the bias to work with those of the same generation, be managed by those older, and manage those younger. Leaders can play a role to set younger managers up to succeed by creating an environment that emphasizes their ability and behaviour to counteract any scepticism created by the presence of this bias.

Managers should also be mindful that these preferences may unconsciously enter decisions such as promotion to managerial levels and performance evaluations. Organisations should build data-driven promotion and talent-management processes that reward capability and performance and actively counteract age-related bias.

While the data does reveal some trends for differences in attitudes across the generations, managers should ignore the media narratives that emphasise these differences, due to the complexity and the nuance. It is not possible to create simple rules that can be successfully applied purely based on people's generation and role.

Professional careers are a single phase within people's lives. They are the time to apply their education with purpose, and build the financial stability for retirement. This final part places the professional career within this larger framework, examining more deeply formative experiences and preparations for retirement.

Stereotype 7: The younger generations have never had it so good

Questions asked:

- *At what age did you first go on an airplane?*
- *How many people were in your household when you were 13?*
- *How many tv/screens were in your household when you were 13? (include televisions and any device that can stream content, e.g. smartphones, tablets, computers, etc)*
- *How many cars were in your household when you were 13?*
- *How old where you when you first got a mobile phone?*
- *Have you ever had some form of paid employment during your studies?*
- *What age was your first paid work?*
- *Did you have any part-time or holiday work during your school years?*
- *Did you have any part-time or holiday work during your university years?*

Do the data support the stereotype? – Impossible to conclude

Table 21 – Comparison of generational experiences

	Average cars/person	Average age of first paid work	% of respondents who worked during school	% of respondents who worked during university
Generation Z	1.8	17.4	54	56
Millennial	1.4	17.1	49	71
Generation X	1.4	16.3	64	71
Baby Boomer	1.4	15.0	100	78

Data shared in part 1 (tables 3 and 5) includes data for the average age of first flight (no trend across the generation) and access to technology (younger generations access earlier). Similar to air travel, table 21 shows there is no significant and clear trend across the generations for car ownership.

The data regarding employment during education do show clear trends. Younger generations took paid work later and were less likely to have worked during their school years. During university years, however, there is little difference among generations who have completed their studies. As the majority of Generation Z respondents are still enrolled in higher education, it is expected that the proportion reporting work experience during this period will increase as they commence part time and holiday work during the remaining period of their studies.

Discussion

On the surface, some of the data suggests a clear improvement for the younger generations. They have access to technology during their formative years that surpasses the technology the older generations read about in science fiction when they were the same age. The data revealing that they worked later, and less during school could be interpreted as futher evidence of the younger generations having an 'easier life' and being able to devote more time to leisure activities and

academic pursuits. Whilst a compelling narrative, the data does not contain information that can confirm this causation, other factors may be involved.

Anecdotal conversation with many from Generation X reveals they started casual work illegally, before they were old enough to work on market stalls and complete paper rounds. Additionally, parenting styles have changed. Some in Generation X celebrate how they played unsupervised, yet deny the same freedom to their own children due to increased fear for their offsprings' safety. Whilst improved legal compliance and improved child protection should be celebrated, those experiences of young work are claimed to have helped build resilience. Paradoxically, some current Generation X parents deny their children to these opportunities to build resilience, then bemoan that the younger generation have not built these skills.

Given the lower incidence of younger generations working during school years, it is surprising to see that the rate of working at university is consistent across the generations who have completed their studies. The situation is again complex, with increasing access to university-level education being supported by the introduction of tuition fees in many countries. As a consequence, although there is no comprehensive, cross-country dataset covering multiple OECD and EU countries, various reports indicate that many students now experience higher levels of debt upon graduation [25], [26], [27].

Individuals making claims that the younger generations have 'had it easy' may be reluctant to exchange the benefit of lighter work commitments during their school years for the financial burden of graduating with debt levels that can be multiple times their initial post-graduation salary.

The anecdotes from this discussion section are also fraught. The English-speaking media is prone to taking a US and Western European-centric view. The top 10 nationalities with largest net migration into Luxembourg in 2024 were India, Syria, Ukraine, Eritrea, Brazil and Turkey [3]. To apply the dominant narratives from mainstream English-speaking media to the experiences of populations who have experienced a very different political history farcical.

Nationality itself is a complex concept in Luxembourg and will not provide a simple understanding of the history of the population. Whilst 53% of residents hold Luxembourgish nationality, over 23% of that population hold at least one additional nationality and may have lived in a very different society and culture [8].

Opinion 1: The younger generations will be the first not wealthier than their parents

High-profile public commentators, such as Scott Galloway, have popularized the argument that Millennials will be the first generation to face worse economic outcomes than their parents [28]. As the opinion is related to future outcomes, it cannot be confirmed with a survey. However, it is possible to get insights into whether different generations share consistent expectations about what the future may hold.

Questions asked:

- *Are you / do you think you will be wealthier than your parents? Yes; No; The same*
- *At what age do you expect to retire? (This could include either stopping work or doing very limited work for enjoyment and living on accumulated wealth before official retirement age)*

Do the data show a consistent view across all generations? – No

Table 22 – Generational predictions on their future comparative wealth

	% of respondents that believe they will be wealthier than their parents	% of respondents that believe they will have the same wealth as their parents	% of respondents that believe they will be less wealthy than their parents
Generation Z	63	27	10
Millennial	68	15	17
Generation X	68	13	19
Baby Boomer	56	44	0

Respondents' views do not align with the stereotype that younger generations will be less wealthy than their parents. While the proportion of respondents who believe they will be wealthier than their parents remains broadly consistent across generations, the youngest cohort displays greater optimism. Only 10% of Generation Z respondents report an expectation that they will be less wealthy than their parents.

Table 23 – Generational expectations for retirement

	Average of actual or expected age at retirement
Generation Z	58.5
Millennial	59.6
Generation X	62.5
Baby Boomer	66.7

On average, the Millennial and Generation Z respondents expect to retire at a younger age than Luxembourg's current average of 60.4 years old [3]. This expectation exists despite the fact that governments in many countries have increased statutory retirement ages in response to demographic

pressures, particularly the growing imbalance between the number of individuals drawing from pension systems and those contributing to them[14].

Taken together, it is clear that there is not consensus across the generations regarding the future wealth.

Discussion

Impact of home ownership

A substantial proportion of people's wealth is often held in property. One potential indicator of reduced lifetime wealth is the deferral of home ownership to later in life.

Questions asked:
- *Have you ever owned property?*
- *At what age did you buy your first property (or share in a property)?*
- *At what age do you expect to buy your first property?*

Table 24 – Generational expectations for property ownership

	% of respondents owning their home	Average age of actual or expected age when first buying property[15]
Generation Z	7	28.5
Millennial	65	32.4
Generation X	95	31.0
Baby Boomer	100	31.1

Nearly all Generation X respondents and all Baby Boomer respondents currently own property, there is a high level of confidence in their reported average age of actual or expected property ownership. Uncertainty in the data increases for younger generations, as their aggregated responses rely more heavily on expectations about future events rather than on completed experiences. The data indicate a very similar age of first property purchase for Baby Boomers and Generation X, with only a modest increase for Millennials. However, this pattern reverses for Generation Z who collectively expect to become property owners at a lower average age than the other generations.

The trend aligns with the optimistic views of Generation Z about being wealthier than their parents and retiring at younger ages.

---

[14] The old-age dependency ratio measures the number of people above 65 for every hundred in a population of ages that are assumed to be economically active (15-64). Luxembourg's 2024 old age dependency ration is 23.5, and predicted to grow to 40 by the year 2060 when many within Generation Z are expecting to retire [3]

[15] Blank responses and extremely high ages (e.g. 100, 200) were excluded from the data. This led to 14 respondents having data excluded across the Millennial and Generation Z data.

Data uncertainty

The data presented in the table compare actuals for some, with expectations for others.

The youngest Baby Boomer is now 61, and many individuals in this cohort have already retired, providing a high degree of confidence in their reported retirement ages. The youngest members of Generation X are in their mid-forties; while retirement remains some years away, individuals in this group are more likely to have established family structures and financial plans extending toward retirement.

By contrast, many members of Generation Z and Millennials do not yet know when they will buy their first property, the size of their future families, their long-term income trajectories, or the likelihood of significant life events such as divorce, all of which can materially affect retirement timing. Their plans to retirement are inherently uncertain.

It may be tempting for some to dismiss the predictions of the younger generations claiming they are unrealistic due to a naïvety that arises from being less experienced. However, they could be correct and related to a sampling bias within the study. Respondents are drawn from LSB and its extended professional network, and not representative of the whole population.

The majority of Generation Z respondents are students investing in education, likely paid for by parents.

Future wealth for this cohorts may derive not only from employment income but also from intergenerational transfer. The grandparents of Generation Z belong largely to the Baby Boomer generation, many of whom accumulated wealth through property ownership. As Baby Boomers pass away, their inherited assets may bypass Generation X and older Millennials—who are already financially established—and flow directly to Generation Z. Such inheritances could support earlier entry into home ownership and, in turn, contribute to earlier retirement than is currently assumed in broader public discourse.

Further research is needed to reconcile these competing perspectives.

Part 4 Summary

This part explores two competing views.

The first suggests that younger generations have "never had it so good." This perception is not unusual, as successive generations in peacetime—particularly in Western Europe and the United States—have generally experienced rising living standards. Baby Boomers grew up in the aftermath of the Second World War, and while some experienced food rationing in early childhood, they later benefited from increased economic stability and food security. They were also among the first generations to experience widespread access to free or heavily subsidised university education, enabling significant upward social mobility. Generation X, in turn, benefited from the further expansion of higher education and the normalisation of many modern comforts.

Against this historical backdrop, it is unsurprising that Generation Z and Millennial respondents express optimism about their financial futures. Having consistently been told that each generation lives better than the last, they may see no clear evidence of a sudden reversal in this long-term trend.

This opinion, however, stands in contrast to the second view—more commonly held by Generation X and Baby Boomers—that younger generations will be the first to be less wealthy than their parents and will be required to work longer before retirement.

The optimistic view of younger generations could be dismissed, or alternatively could be a warning of increasing inequality. Wealthy families are likely to invest in education to facilitate entry of their children into well-paid jobs, who may gain greater wealth through inter-generational inheritance.

Recommendations for managers and leaders to support people through their career

Employers should be aware of the goals and desires of their employees. Standardized benefit packages are unlikely to meet the needs of all their employees who are at different life-stages and are facing different financial realities.

Customisable benefit packages, combined with education and support in financial and life-planning are more likely to help employees meet their life goals. A personal approach may increase retention through a stronger bond between employee and payback through reduced attrition and avoiding the time and cost of re-hiring, onboarding and training replacement employees.

Conclusion

Attracting talent, sustaining motivation, and reducing unwanted attrition are challenges that every manager and organisational leader must continually address. Talent is present in all generations, not confined to any single age group. Effective people management therefore requires recognising and responding to the needs of employees at different points in their working lives.

However, the findings of this report suggest that the labels and stereotypes commonly applied to generations are, in most cases, unhelpful and potentially misleading. While individuals may face similar challenges at certain points in their careers, examination of the data does not support the narrative that the attitudes are driven more by generational membership than career stage and organisational context.

Treating employees differently on the basis of generational categories risks oversimplifying complex realities and may, in practice, amount to a form of disguised ageism.

Rather than viewing organisations as a set of distinct, age-stratified groups, leaders are better served by understanding their workforce as a collection of unique individuals, each shaped by their own experiences, incentives, and career trajectories.

This perspective is particularly important in Luxembourg, where the workforce is highly international, culturally diverse, and evolving rapidly.

Ultimately, organisations that invest in understanding people as individuals—their motivations, constraints, and aspirations—will be better positioned to design inclusive policies, foster engagement, and make more effective people-management decisions than those that rely on crude generational classifications.

E-commerce 2014
business. technology. society.
TENTH EDITION
Laudon
Traver
PEARSON
GLOBAL EDITION

Newbold
Carlson • Thorne
Statistics for Business and Economics
Eighth Edition
PEARSON
GLOBAL EDITION

FINANCIAL STATEMENTS
REVISED & EXPANDED EDITION
ITTELSON
CAREER PRESS

Pearson
Principles of Marketing
SEVENTEENTH EDITION
Kotler
Armstrong
GLOBAL EDITION

Hellriegel • Slocum • Woodman
Management des organisations

Securing the Future of MANAGEMENT EDUCATION · Volume 2
Thomas · Lee
Thomas · Wilson

¡A escena!
Mercedes Segura Amat

ELEVENTH EDITION
SMALL GROUP INTERACTION
TUBBS
McGraw Hill

THE NEW IT
A SYSTEMS APPROACH TO
DYCHÉ
McGraw Hill Education

6th edition
Understanding Business
NICKELS
MCHUGH
MCHUGH
McGraw-Hill Irwin
McGraw Hill

palgrave macmillan
MARKET-DRIVEN MANAGEMENT
Jean-Jacques Lambin with Isabelle Schuiling
3rd edition

GLOBAL EDITION
McGraw-Hill Irwin
Mc

PEARSON Prentice Hall
MANNI
REECE

THE

DAVID NO
with CHRISTA

PLAYIN

INTERNATI
STAT

Appendix 1 – Limitations of the dataset

Sample size of Baby Boomer respondents

While the overall number of Luxembourg-based respondents is sufficient for descriptive and exploratory analysis, there are notable disparities in sample size across generations. Representation is strong for Generation Z (n = 104) and Millennials (n = 136), enabling meaningful interpretation of their reported attitudes and experiences. Generation X, with 77 respondents, also provides a moderate basis for analysis, although findings should be interpreted with some caution due to the smaller cohort.

The most significant limitation concerns the Baby Boomer generation, with only 9 respondents based in Luxembourg. This small sample size restricts the reliability of any conclusions drawn regarding this group. In particular, the data may not adequately reflect the diversity of experiences, career stages, or employment patterns typical of Baby Boomers in Luxembourg's workforce. As a result, generational comparisons involving this cohort must be treated as indicative rather than definitive.

While the results provide valuable insights into perceived generational attitudes, they should not be interpreted as representative of all employees in Luxembourg.

Sampling Approach and Representativeness

The respondents included in this study were recruited directly at LSB or through the professional networks of its faculty, either through in-person interactions or via LinkedIn. This approach enabled access to a broad range of working professionals with varied roles, seniority levels, and organisational experiences. It provides insight into the attitudes and expectations into the private sector 'white-collar' workforce but does not capture the full diversity of Luxembourg's workforce. The study should therefore be interpreted as offering targeted, contextually relevant observations valuable to managers and leaders in Luxembourg's private sector, rather than workforce-wide generalisations.

The approach of recruiting LSB students results in the majority of Generation Z respondents still being students, not those in the workforce. The benefit of this limitation is that it makes the report increasing relevant for managers and leaders who are concerned with recruiting graduates over the next 5 years.

Table 25 – Breakdown of respondents by role and generation

	% of respondents who are students	% of respondents who are individual contributors	% of respondents who are managers of individual contributors	% of respondents who are managers of managers
Generation Z	76	21	2	1
Millennial	5	33	49	13
Generation X	0	19	49	31
Baby Boomer	0	56	33	11

Appendix 2 – Statistical Analysis

Statistical analyses were performed to assure results reported in the main text [29], [30].

Table 26 – Contingency tests of associations

| Table / Figure from main text | N | χ² | | | | Cramer's V |
		Value	df	p	Significant?	
Figure 2 – Generational preference for renumeration	323	27.7	3	<.001	Yes	0.293
Table 4 – Generational belief of right to work from home	326	1.72	3	0.632	No	-
Table 4 – Generational preferences for one-to-one meetings	192	1.69	3	0.640	No	-
Table 4 – Generational reports of being most productive at home	321	11.2	3	0.010	Yes	0.187
Table 6 – Home ownership by generation	321	154	3	<.001	Yes	0.693
Table 7 – Effect of home ownership on productivity at home	321	6.79	1	0.009	Yes	0.145
Table 10 – Generational view of who has the decision when scheduling hybrid teams	324	20.7	3	<.001	Yes	0.253
Table 11 – Hierarchical view of who has the decision when scheduling hybrid teams	324	7.76	3	0.051	Borderline	0.155
Table 14 – Generational views on out of hours working for individual contributors	323	12.9	3	0.005	Yes	0.200
Table 15 – Hierarchical views on out of hours working for individual contributors	323	0.989	3	0.804	No	-
Table 14 – Generational views on out of hours working for managers	324	11.6	3	0.009	Yes	0.189
Table 15 – Hierarchical views on out of hours working for managers	324	6.84	3	0.077	No	-

Notes:

- *Generational cohort coded ordinally: 0 = Generation Z, 1 = Millennial, 2 = Generation X, 3 = Baby Boomers (combined due to the low numbers of Baby Boomers in the dataset).*
- *Organisational role coded ordinally: 0 = student/pre-employment, 1 = individual contributor, 2 = manager of individual contributors, 3 = manager of managers.*
- *N = number of data points. Whislt the total sample size was 326, not every respondent answered every question, creating fluctuation in the number in each analysis..*

Appendix 3 – Sources for PDI values

Power Distance Index values were sourced via the following hierarchy:

1. The Geert Hofstede website [31]
2. Clearly Cultural website [32]
3. World population review website [33]
4. Culture factor comparison tool [34]
5. Academic publication [35], [36], [37], [38]
6. Blog post [39]
7. Assign appropriate proxy (e.g. Cameroon assigned the Hofstede value for West Africa)

Appendix 4 – Bibliography

[1] Daily Business Tips, 'Everyone's talking about leading teams'. [Online]. Available: https://www.linkedin.com/posts/daily-business-tips_everyones-talking-about-leading-teams-activity-7324154197552070656-g0fo?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAPMXXIBvyz4vuj1QGWQMs0c1zchDJm2uBc

[2] Anick Tolbize, 'Generational differences in the workplace', University of Minnesota, Uag 2008. [Online]. Available: https://rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf

[3] D. F. S. A. Schockmel Dr Lisa Borsi, Dr Gabriel Gomes, Dr Anne Hartung, Guillaume Osier, François Peltier, Axel Redonnet, Marco, 'Rapport Travail et Cohesion Sociale 2025', STATEC, Analyses, Nov. 2025. Accessed: Jan. 03, 2026. [Online]. Available: http://statistiques.public.lu/en/publications/series/analyses/2025/analyses-03-25.html

[4] 'Statistical portrait of Luxembourg's businesses', STATEC, Analyses N°02 07/2025 – ANALYSES, Jul. 2025. Accessed: Jan. 05, 2026. [Online]. Available: http://statistiques.public.lu/en/publications/series/analyses/2025/analyses-02-25.html

[5] P. B. Hirsch, 'Follow the dancing meme: intergenerational relations in the workplace', *J. Bus. Strategy*, vol. 41, no. 3, pp. 67–71, 2020, doi: 10.1108/JBS-02-2020-0034.

[6] C. W. Rudolph, R. S. Rauvola, D. P. Costanza, and H. Zacher, 'Generations and Generational Differences: Debunking Myths in Organizational Science and Practice and Paving New Paths Forward', *J. Bus. Psychol.*, vol. 36, no. 6, pp. 945–967, Dec. 2021, doi: 10.1007/s10869-020-09715-2.

[7] J. Cogin, 'Are generational differences in work values fact or fiction? Multi-country evidence and implications', *Int. J. Hum. Resour. Manag.*, vol. 23, no. 11, pp. 2268–2294, Jun. 2012, doi: 10.1080/09585192.2011.610967.

[8] F. P. KLEIN Charlie, 'Luxembourg's demography in figures', STATEC, Sep. 2025. Accessed: Jan. 05, 2026. [Online]. Available: http://statistiques.public.lu/en/publications/series/en-chiffres/2025/demographie-lux-en-chiffres-2025.html

[9] L. M. and E. Unit (SOC2), 'Panorama of the Luxembourg labour market on May 1st', STATEC, Regards N°01 04/2025, Apr. 2025. Accessed: Jan. 05, 2026. [Online]. Available: http://statistiques.public.lu/en/publications/series/regards/2025/regards-01-25.html

[10] Karin SCHOLTES *et al.*, 'Talent4Luxembourg - 34 recommandations pour renforcer l'attractivité, le développement et la rétention des talents au Luxembourg', Dec. 2025. Accessed: Jan. 05, 2026. [Online]. Available: https://www.cc.lu/fileadmin/user_upload/tx_ccnews/Publication_Talent4Luxembourg_-_site_internet_cc.lu.pdf

[11] Luxembourg Ministry of the Economy, 'Attraction, retention and development of talent'. Accessed: Jan. 05, 2026. [Online]. Available: http://meco.gouvernement.lu/en/domaines-activites/talents.html

[12] J. B. Becton, H. J. Walker, and A. Jones-Farmer, 'Generational differences in workplace behavior', *J. Appl. Soc. Psychol.*, vol. 44, no. 3, pp. 175–189, 2014, doi: 10.1111/jasp.12208.

[13] Work and Pensions Committee, 'Defined benefit pension schemes', HC 144, Mar. 2024. Accessed: Jan. 01, 2026. [Online]. Available: https://publications.parliament.uk/pa/cm5804/cmselect/cmworpen/144/report.html

[14] OECD, 'Under Pressure: The Squeezed Middle Class', OECD Publishing, Apr. 2019. doi: 10.1787/689afed1-en.

[15] Miroslav Linhart, Petr Hána, Lukáš Machula, and David Marek, 'Property Index - Overview of European Residential Markets', Deloitte, Aug. 2025. Accessed: Jan. 05, 2026. [Online]. Available: https://www.deloitte.com/content/dam/assets-zone2/cz-sk/cs/docs/services/financial-advisory/real-estate/property-index/2025_ADV_Property-index_online_22082025.pdf

[16] D. Kahneman, *Thinking, fast and slow*, 1st ed. New York: Farrar, Straus and Giroux, 2011.

[17] J. Benson and M. Brown, 'Generations at work: are there differences and do they matter?', *Int. J. Hum. Resour. Manag.*, vol. 22, no. 9, pp. 1843–1865, May 2011, doi: 10.1080/09585192.2011.573966.

[18] D. Brečko, 'Intergenerational Cooperation and Stereotypes in Relation to Age in the Working Environment', *Chang. Soc. Personal. Online*, vol. 5, no. 1, pp. 103–125, 2021, doi: 10.15826/csp.2021.5.1.124.

[19] 'Luxembourg (Avenant)'. Accessed: Jan. 01, 2026. [Online]. Available: https://www.minfin.fgov.be/myminfin-web/pages/public/fisconet/document/28da20bf-4076-4e87-ac52-6961819b76a8

[20] K. H. Blanchard, D. Zigarmi, and R. B. Nelson, 'Situational Leadership® After 25 Years: A Retrospective', *J. Leadersh. Organ. Stud.*, vol. 1, no. 1, pp. 21–36, 1993, doi: 10.1177/107179199300100104.

[21] N. Bloom, J. Liang, and R. Han, 'One Company A/B Tested Hybrid Work. Here's What They Found.', *Harvard Business Review*, Oct. 29, 2024. Accessed: Jan. 01, 2026. [Online]. Available: https://hbr.org/2024/10/one-company-a-b-tested-hybrid-work-heres-what-they-found

[22] E. Meyer, *The Culture Map: : Breaking Through the Invisible Boundaries of Global Business /*. New York: PublicAffairs, 2014.

[23] G. Hofstede, *Culture's consequences: comparing values, behaviors, institutions and organizations across nations*, 2nd edition. Thousand Oaks: Sage, 2001.

[24] S. H. Appelbaum, A. Bhardwaj, M. Goodyear, T. Gong, A. B. Sudha, and P. Wei, 'A Study of Generational Conflicts in the Workplace', *Eur. J. Bus. Manag. Res.*, vol. 7, no. 2, pp. 7–15, Mar. 2022, doi: 10.24018/ejbmr.2022.7.2.1311.

[25] 'Student Loans in England: Financial Year 2024-25'. Accessed: Jan. 03, 2026. [Online]. Available: https://www.gov.uk/government/statistics/student-loans-in-england-2024-to-2025/student-loans-in-england-financial-year-2024-25

[26] 'Student loans in Europe: Is university worth the debt?', euronews. Accessed: Jan. 02, 2026. [Online]. Available: http://www.euronews.com/business/2024/01/11/student-loans-in-europe-is-university-worth-the-debt

[27] 'Average student loan debt more than doubles to over €12k', News. Accessed: Jan. 03, 2026. [Online]. Available: https://yle.fi/a/74-20192279

[28] TED, *How the US Is Destroying Young People's Future | Scott Galloway | TED*, (May 02, 2024). Accessed: Jan. 03, 2026. [Online Video]. Available: https://www.youtube.com/watch?v=qEJ4hkpQW8E

[29] *Jamovi*. [Online]. Available: www.jamovi.org

[30] R Core team, *R: A language and environment for statistical computing*. (Aug. 07, 2024). [Online]. Available: cran.r-project.org

[31] 'The dimension scores in the Hofstede model of national culture can be downloaded here', Geert Hofstede. Accessed: Jan. 05, 2026. [Online]. Available: https://geerthofstede.com/research-and-vsm/dimension-data-matrix/

[32] 'Power Distance Index – Clearly Cultural'. Accessed: Jan. 05, 2026. [Online]. Available: https://clearlycultural.com/geert-hofstede-cultural-dimensions/power-distance-index/

[33] 'High Power Distance Countries 2025', World Population Review. Accessed: Jan. 05, 2026. [Online]. Available: https://worldpopulationreview.com/country-rankings/high-power-distance-countries

[34] 'Country comparison tool'. Accessed: Jan. 05, 2026. [Online]. Available: https://www.theculturefactor.com/country-comparison-tool

[35] Y. Liu and F. Sudweeks, 'Culture, technology and teamwork: a case study of a Mauritian organisation', presented at the 4th International We-B (Working for E-Business) Conference, School of Management Information Systems, Edith Cowan University, 2003. Accessed: Jan. 05, 2026. [Online]. Available: https://researchportal.murdoch.edu.au/esploro/outputs/conferencePaper/Culture-technology-and-teamwork-a-case/991005545293507891

[36] A. Gunnthorsdottir and P. Thorsteinsson, 'Tacit Coordination and Equilibrium Selection in a Merit-based Grouping Mechanism: A Cross-cultural Validation Study', presented at the MODSIM 2011, Mar. 2023. Accessed: Jan. 05, 2026. [Online]. Available: https://www.researchgate.net/publication/369062746_Tacit_Coordination_and_Equilibrium_Selection_in_a_Merit-based_Grouping_Mechanism_A_Cross-cultural_Validation_Study

[37] D. Gooden and R. Preziosi, 'Cultural Values And Leadership Behavior In The United States, Jamaica, And The Bahamas', *Int. Bus. Econ. Res. J. IBER*, vol. 3, Feb. 2011, doi: 10.19030/iber.v3i3.3668.

[38] 'The Socio-Cultural Impress on the Promotion of Self-Directed-Learning in Algerian Universities – AWEJ'. Accessed: Jan. 05, 2026. [Online]. Available: https://awej.org/the-socio-cultural-impress-on-the-promotion-of-self-directed-learning-in-algerian-universities/

[39] 'Hofstede Model', Talking about the Congo. Accessed: Jan. 05, 2026. [Online]. Available: https://aboutthecongo.art.blog/2020/03/09/hofstede-model/

Copyright and Licensing

The textual content of this report is licensed under the Creative Commons Attribution–NonCommercial 4.0 International Licence (CC BY-NC 4.0).

This licence permits others to copy, share, and adapt the text (including summarising), provided appropriate credit is given and the material is not used for commercial purposes.

Commercial use includes, but is not limited to, use in paid consultancy, subscription-based services, commercial training, advertising, or monetised publications.

To view a copy of this licence, visit:

https://creativecommons.org/licenses/by-nc/4.0/

Photographs, images, figures, and other visual materials are excluded from this licence and may not be copied, reproduced, or reused without prior written permission of the rights holder