AMERICAN UNIVERSITY OF BEIRUT

CHANGING WORK VALUES AMONG LEBANESE MILLENNIALS

by

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AN ABSTRACT OF THE PROJECT OF

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Title: Changing Work Values among Lebanese Millennials.

Understanding the work values of the Lebanese Millennials has become a necessary requirement to retain the young emerging workforce building tomorrow’s professional world, and decrease the immigration rate of the exceptional Lebanese talent.

A qualitative study was designed on a sample of 8 Lebanese participants, belonging to the Millennial Generation, to identify the most significant values they hold and look to achieve in terms of their jobs, careers aspirations and workplace behavior.

Throughout the study, in-depth interviews were conducted with the participants on duration of 60 to 70 minutes, whereby attitudes, thoughts and beliefs, were collected, assessed and transcribed throughout a set of 20 different questions.

The Buchholz framework of values was used as a basis to assess and identify the values of the sample studied. Results generated, showed significant inclination of the Lebanese Millennials towards having Marxist-related beliefs as a top priority followed by the humanistic and organizational belief systems. Hence, Lebanese Millennials were believed to be extremely similar to American Millennials who also place the humanistic belief system as their priority. Lebanese Millennials were also believed to be slightly different than other Arab nationalities given that the latter Millennials were seen to be placing the humanitarian belief system as their most important system. Additionally, they held preferences and beliefs that were universally shared by Millennials across the globe in terms to the substantial need for agility and innovation in today’s workplace.
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To

My Beloved Family
CHAPTER I
INTRODUCTION

With the retirement of about 75 Million employees today, organizations are encountering a serious challenge as to their successors, not only on the level of recruitment but more importantly in achieving success as to when it comes to retaining the young emerging workforce (Twenge, Campbell, Hoffman & Lance, 2010). The ability of an organization to compete in a certain market doesn’t only rely on understanding its competitors’ strategies and predicting outcomes of the current volatile environment, it is also highly impacted by the caliber of its workforce, and the aptitude of its human resource function, to choose employees whose values align with the company’s culture.

Values represent an individual’s standards of behavior and prioritized principles: they are constructive indicators of one’s decisions, actions and judgments of what truly matters to them in life (Twenge et al., 2010). Previous scholars have highlighted on the positive impact of aligning values between individuals and organizations, as it results in higher employee engagement, and creates a deliberate connection between workers and the business mission through great emotional attachment (Davilla & Pina-Ramirez, 2014). Thus, selecting the right employees plays a prominent role in achieving organizational success. For this matter, companies today need to clearly understand the expectations of young individuals, who are entering the workforce, as to their career paths, personal aspirations, or preferred organizational cultures (Twenge et al., 2010). Those expectations are embodied in their work values, defined as the outcomes and preferences they desire and seek to attain through their
professions. Thus, understanding their values would help human resource practitioners amend their practices, working conditions and job structures, in a way that attracts the new cohort of employees (Twenge et al., 2010).

For this matter, it is quite beneficial to observe this problematic concern from a generational perspective, given that the new pool of job seekers belongs to a different generational cohort than that of current retiring workers. Consequently, it would be valuable to investigate if it might be possible for those alterations between generations to lead to consequential changes in the workplace.

Scholars were able to distinguish and delineate existing generations among human beings, based on the following concept: over and above sharing similar years of birth, for a group of individuals to belong to the same generation, they should also be exposed to the same global, historical and societal events, and must be part of similar political and cultural contexts that might shape their mindsets similarly and uniquely (Mannheim, 1970). Consequently, values might possibly differ from a generation to another due to differences in exposure to experience or events encountered. It is important to note that, by the time scholars were defining the concept of a generation and delimiting generational age borders, they relied solely on international events in the West and more specifically on US territories. Examples include the Great Depression, the Watergate Scandal, World Wars I and II, and even the rise of various technological trends (Mannheim, 1970).

Spotting the shifts in generational values is highly indispensable nowadays, especially in times where existing workplace practices are becoming obsolete. Priority of the HR functions must be placed on amending their practices, to meet the work values of the youngest generation representing the largest pool of candidates in the current job market. What older generations expected to receive from the professional
world, back in their twenties and thirties, might be entirely different than what the
current young generation perceives as valuable career necessities (Twenge et al., 2010).

So far, generational-related studies have investigated the possibilities of
spotting probable impacts in the workplace due to generational differences. Some have
confirmed the presence of such a generational influence, others have opposed to it by
explaining that generational belonging does not affect work values. Nowadays, the main
focus of scholars is targeted into understanding Millennials’ work values. Nonetheless,
since research in this field is restricted to specific populations of interest, which mainly
belong to Western nationalities, this study will target Lebanese Millennials in the hope
of spotting similar work values across them. It will also attempt to analyze whether any
of the drivers enabling the presence of those work values, is associated to the
participants’ national identity or generational belonging. On one hand, understanding
the presence of nationality-related drivers will help compare Lebanese Millennials with
Millennials from other nationalities in future research. On the other hand, understanding
the presence of generational-related drivers will help compare Lebanese Millennials
with older Lebanese generations in future research as well.

Given that Millennials under the age of 25, who represent the new emerging
workforce, count for approximately 40% of today’s Lebanese population, results of this
study will help leverage existing HR practices, in order to find innovative ways to retain
this pool of talent in both the workplace and the country.
CHAPTER II

LITERATURE REVIEW

The Concept of a Generation

The phenomenon of a generation has been defined by various studies as a combination of social and biological variables. The fundamental structure of a generation is a social location rather than a concrete group (Mannheim, 1970). Concrete groups are formed by members consciously and willingly, and consist of two types: community and association groups. On one level, community groups cannot endure without the existence of its members; members of community groups have distinct knowledge of each other and invest efforts to exist physically and spiritually in the absence of proximity. On another level, associations are formed for a specific mission by a deliberate act of foundation, and abide to rules and regulations. Clearly, both definitions do not apply to what the concept of a generation truly entails. In the first place, a generation is the result of the human biological rhythm of life, aging and death through a specific limited span of life. Yet, the concept of a generation does not only get delimited to this biological phenomenon: there is obviously a social bond that generates within members of the same cohort. This social bond adds considerable value to their biological similarity, and consequently to the concept of a generation. Without the existence of this social attribute, defining a generation would solely rely on the simple biological cycle of life. For this matter, generations were labeled as “social locations”, which typically refers to the resemblance in location, on social and historical levels. Given that people belonging to the same generation share the same years of birth within a certain limited frame of time, they are also able to share a similar location in the
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dimension of history as well as some characteristics that are strictly specific to their own generational belonging (Mannheim, 1970).

**Existing Generations**

Scholars we able to identify six generations till the moment, based on a thorough interpretation of similar global incidents, sociological contexts and historical events shared by members in each of the six cohorts. Variations among generational borders are negligibly inconsistent from a study to another (1 to 2 years); yet, there is still no consensus over any fixed dates to be adopted. Consequently, the most commonly-used generational borders are stated below (as cited in Hansen & Leuty, 2011):

- Greatest Generation: born between 1901 and 1928 (aged 89 to 116)
- Silent Generation: born between 1929 and 1945 (aged 72 to 88)
- Baby Boomers: born between 1946 and 1964 (aged 53 to 71)
- Generation X: born between 1965 and 1979 (aged 38 to 52)
- Millennials: born between 1980 and 1994 (aged 23 to 37)
- Generation Z: born between 1995 and 2010 (aged 7 to 22)

**Alterations in Historical and Social Exposure**

Knowing that each generation possesses a distinguished historical identity as it was previously discussed, cohort members are differently influenced by social events, political and economic circumstances, or even major innovations witnessed during their relevant historical stage (Twenge et al., 2010). This would not only limit them to a certain set of events and experiences but it would also predispose them to a unique mode of thinking and different requirements than former or following generations. For
example, Baby Boomers lived in times of revolution for civil and women rights and other major turnovers that moved them. Consequently, they developed a sense of idealism and mass movement, for the sake of reshaping the society and creating an ideal place-to-be. Generation X has witnessed decades of economic uncertainty, crash of the Soviet Union and an AIDS epidemic, which has nurtured in their personalities some sense of insecurity and fear. Given that their parents were excessively devoted to work, members of this generation lived as independent “latchkey kids”, especially with the high divorce rate among their parents, which developed in them a strong feeling of independency. On a third level, Generation Y currently represents the youngest cohort in the workforce. Members of this cohort witnessed a revolutionary booming of the internet and social networking, which turned them into “tech-savvy” individuals, eager to know about everything and stay connected on a constant basis (as cited in Twenge et al., 2010). Other studies have also demonstrated that living in a very agile world, raised in the Millennials, a need to become faster and created some sort of unrealism on the level of their expectations (Macky, Twenge & Campbell, 2008). This has indeed triggered various scholars to understand whether those variations in attitudes and mindsets, could lead to alterations in personal values from a generation to another. Consequently, this could lead to changes in their work values which are values merely specific to their careers.

**Work Values**

The theme of values has indeed occupied a prominent status in literature. Values are standards held by individuals as to when it comes to their personal lives, social interactions or professional paths: they provide a permanent framework that determines what matters the most to the individual himself. Values are also known as
“evaluative attitudes” given that they are comparable to attitudes. Nevertheless they are more imbedded and resistant to change (Twenge et al., 2010) and are less tied to specific circumstances or incidents (Lofquist & Renb, 1978).

Work Values are associated with the aspects that employees regard as the most important to them, in terms of professional preferences, work conditions, and career choices (as cited in Hansen & Leuty, 2011). Work values are related to either the job context or the job content and can easily predict the employee’s job satisfaction. Consequently, work values are nothing but a series of end results, needs and requirements, an employee seeks to find or fulfill during the job. Scholars have identified two types of work values, which are intrinsic and extrinsic work values.

Intrinsic values are features associated to the job itself and refer to the degree to which an employee values immaterial aspects of their jobs that allow for self-expression (Taris & Feij, 2001). They focus on the process of work and are inherently rewarding to pursue as they boost motivation to work for the sake of the job rather than material rewards. Intrinsic values include having an interesting and a challenging work, perceiving results for the work done, making an impact or significant contributions, learning new theories or even being responsible, autonomous, and creative.

Extrinsic values are centered on the process of work itself and its consequences, focus on external approval or tangible rewards, and are comprised of values like high pay, job benefits, job security, status in community, authority, social contracts, time with family and leisure time. They refer to the degree to which an employee values material or instrumental features of the job (Taris & Feij, 2001).

The Buchholz Belief Systems

The concept of a belief system is perceived to hold all the conscious or
unconscious beliefs, expectancies, or hypotheses, that a person at a given time accepts as true of the world he lives in (Buchholz, 1977). Therefore, an individual’s values are considered nothing but explanatory perceptions of their own beliefs. Thus, it is quite beneficial to assess the latter values while using the Buchholz five belief systems as a basis, whereby each of the five belief systems holds a combination of intrinsic and/or extrinsic types of values or rewards.

The first belief system that was settled on is called “The Work Ethic”, which elucidates the importance of working hard given that work grants the individual dignity; those who don’t work are not considered as useful citizens. This concept targets the importance of working as a technique to overcome any obstacle in life and shape a unique path in the world. It explains that success is directly related to an individual’s personal efforts and the wealth accumulated is a measure of the degree of effort one has devoted. Additionally, instead of spending money through personal consumption, it must be wisely invested as a manner to receive bigger returns (Buchholz, 1977).

The “Organizational Belief System” falls in the second place. It mainly revolves around seeing work as a means to rise in the organizational hierarchy and enhance the individual’s status. Work is only meaningful when it affects the organization or the group an individual is part of and is not considered as an end result. It is rather believed to be a means to serve the interests of a group or to contribute to the individual’s success. Nevertheless, the latter success is dependent on the employee’s aptitude to adapt, get along and conform to group norms rather than being the outcome of their productivity and effort (Buchholz, 1977).

The third belief system comprises of the “Marxist-related Beliefs”, which mainly revolves around looking at work as a basis to individual fulfillment. An absence or lack of work prevents the individual from satisfying their psychical needs and
changing with their inner essence. Work is seen as a method to stay in touch with fellow individuals and allows the employee to reshape the world, recreate themselves and make an impact in the society they belong to.

The fourth group of values is known as the “Humanistic Belief System”, which elucidates the importance of individual growth and development as the most important part of the job: work must be taken seriously as it allows the individual to discover his skills and satisfy himself as a human being; one’s personal growth is much more important than the work process outputs. Also, it explains that work must be revamped to allow the employee to reach higher levels of development, rather than being seen as a method to receive lower order needs or material rewards. Work is a crucial human activity that must be illustrated as a fulfilling and meaningful occupation for employees and must offer them the eligibility to uncover their potential, competencies and aptitudes as human beings (Buchholz, 1977).

The “Leisure Ethic” constitutes the fifth belief system to be focused upon. It highlights on the fact that work has no meaning in itself, but is rather meaningful in leisure. This system explains that jobs cannot be made significant or rewarding, yet work is a human need that is used to produce services and goods, and allow the individual on the other side to earn the financial means to get them. Leisure activities provide the employee with human fulfillment and pleasure: an employee has the choice and freedom to use their time in a flexible manner and pursue personal activities that interest them personally. Consequently, this would enable them into becoming more creative and increase their involvement in the workplace. Thus, this system encourages having less working hours and more time of leisure and entertainment to give more meaning to work (Buchholz, 1977).

Buchholz categories of values are worth studying across Millennials, to
understand what could be their most preferred belief systems. It could also serve as a basis to cross-generational studies to see if any differences in values and beliefs could be spotted among different generations. The presence of such differences is translated into the following: “alterations in mindsets and behaviors from a generation to another, lead to variations in generational needs and consequently to shifts in generational values including their work values.”

**Distinguishing between the Impact of Age and Generation**

It is interesting to mention the effect of age rather than generational differences as a possible counter-argument to be used against research targeting generational differences. The possibility of age influence on values, substitutes and opposes to generational influence. The argument suggests that variations in values across generations are better studied at a relatively identical age among generations, which is only achievable through longitudinal studies. This will be impossible to adopt in the current study. Nevertheless, various studies offer evidence that when age is kept constant with different generations examined across the years, values also differ - this supports the theory of generational belonging in work values targeted in this study. Other studies explain that, although age might have an impact on work values, nevertheless generational differences own the biggest share of impact (as cited in Hansen & Leuty, 2011).

**Belief Systems and Values of Western and Arab Millennials**

Although many previous studies focused on understanding the work values of the three coexisting generations in today's workplace, which are the Baby boomers, Generation X and Generation Y, nevertheless recent scholars are putting heavier
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thought into understanding Millennials’ values and analyzing their preferences, knowing that this generation represents the current emerging workforce (Twenge et al., 2010).

Starting with Millennials from Western nationalities, according to Inglehart, American Millennials place much more significance than previous generations, on having a meaningful job whereby they can fulfill their self-actualization need, influence their surroundings and make an impact, which refers to the Marxist-related beliefs (Inglehart, 2010). This interest in self-fulfillment came as a result of the growth of their individualistic traits and positive self-views of themselves, which enhanced their desire to seek fascinating jobs that provide personal fulfillment (Inglehart, 2010). This heavy focus on self-fulfillment across Millennials was interpreted by another study for Twenge, Campbell and Hoffman, as a revolution: witnessing their parents, who belong to older generations, spend excessive time at work to receive more financial rewards to survive bad economic conditions, made them aware that working are not only about receiving compensation, jobs hold more emotional significance and learning (Twenge et al., 2010). Additionally, according to Puffer, McCarthy and Naumov in 1997, who also targeted western nationalities, the humanistic dimension was also the most highly rated in Russia given that it represents the heaviest topic focused upon within the Christian Orthodox religion which plays a huge role in shaping the Russian society (Puffer, McCarthy & Naumov, 1997).

Coming to Millennials from Arab nationalities, one of the research initiatives conducted by Sidani and Jamali in 2009, confirmed that the humanistic belief system holds the highest priority among Egyptian Millennials whereby they look to reach high levels of accomplishment through development and growth in the firm (Sidani & Jamali, 2009). Another investigation by Robertson, Al-Khatib and Al-Habib, targeting
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Arab Millennials and performed in 2002, also explained that in Kuwait, Saudi Arabia, and Oman, the humanistic work belief was also ranked as a top priority whereby individuals place much importance on uncovering their potential and continuously growing in the same firm (Robertson, Al-Khatib & Al-Habib, 2002). The Middle Eastern collectivistic nature was believed to be as a main reason behind the high appearance of the humanistic belief system given that it gets translated into a high commitment to the firm (Robertson et al., 2002).

Given the fierce competition across industries, talent has become a crucial component for business success. Thus, understanding Millennials’ work values will help HR experts improve their recruitment, talent management and compensation practices, to provide Millennials with solutions that respond to their needs. This would not only help attract the best talent, but it will also contribute to retaining the young workforce, motivating them and optimizing the use of their competencies. It will also help HR practitioners understand how this generation thinks and what it values compared to older generation, in order to solve current generational conflicts taking place between the management side belonging to the Baby Boomers and the new employees belonging to the Millennials’ generations.

The Significance of Monitoring Millennials’ Values

Values represent the foundation of the work adjustment theory, which states that work is an interaction between the work environment and the individual. During this interaction, the environment requires from the employee some skills to execute specific tasks as much as the individual himself requires certain conditions to be met in the work environment (Eggerth, 2008). Those conditions represent his own work values. Work adjustment is the process of achieving “correspondence”, known as the
degree to which requirements are met from both sides, which is positively correlated to employee satisfaction and engagement. Therefore, it would be impossible to reach high levels of correspondence without understanding and meeting the employees’ work values (Lofquist & Renb, 1978).

**The Lebanese Context**

After managing to become a free independent country, Lebanon was struck by furious violence that pervaded the whole country during the period of civil strife, which took place between 1975 and 1990, with various degrees of destruction on all territories (Faour, 2008). Not only has it traumatized the country’s demography, caused a considerable decrease in fertility, and resulted in infrastructure demolitions, it was also able to raise insecurities, fear and instabilities among citizens who witnessed the war and destroy their dreams and aspirations of building the future they dreamt about. Previous studies elucidated the impact of war-related stressful incidents on the health of people who lived through it. Aftermath consequences included elevated rates of depression, somatization, and disruptions in interpersonal and marital relations (Farhood, Zurayk, Chaya, Saadeh, Meshefedjian & Sidani, 1993). Citizens who witnessed the war, belonged to the Baby Boomers generation, who were aged between 11 and 29 years old when the civil where started, and some others who belonged to the Generation X were born during the civil war.

Today’s Lebanese society is not only diverse in terms of backgrounds and social classes; it also holds a considerable religious mix across the country, with 18 different sects belonging to three major religious clusters. In fact, sects play a vital role in the Lebanese society, given that they are considered as the primary social entities through which, political security is maintained (Faour, 2008). Political power is held in
the hands of religious leaders rather than translated it into democratic practices; additionally, instead of leveraging this co-existence through positive use, high levels of sectarianism were built, which lead to nurturing acts of disrespect and hatred against each other.

Lebanon has a strong economy constituting around 80% of its Gross Domestic Product. The two main pillars of Lebanon’s economical strength rely on the healthcare sector as well as the banking sector. Yet, until the end of the twentieth century, the Human Resource function in Lebanon was still considered as a personnel department, responsible of executing administrative employee-related matters, rather than a team devoted to increase employee contribution and ensure their satisfaction (Afiouni & Nakhle, 2016). Thus, no strategic initiatives ever took place from a human capital perspective, to reinforce good HR practices and a fair treatment across all employees. Consequently, unprofessional phenomenon arose across the Lebanese workplace. This includes hiring unessential employees through “wasta”, which typically refers to the use of personal connections as an intermediary to get a certain job (Sidani & Thornberry, 2015). Additionally, given that the majority of companies in Lebanon are family-owned businesses, nepotism is highly practiced, leaving the firm with destructive outcomes in terms of competitive performance (Sidani & Thornberry, 2015). This is typically translated into a favoritism to hire family members through recruitment, which leaves no room for equal employment opportunities. HR practices in Lebanese family-owned business are less proficient and strategic than those found in other types of companies. All of the latter undesirable behaviors, forced the skilled individuals to immigrate outside the country, leaving behind them a considerable talent deficit in the nation (Pearlman, 2013). Today, the human resource function in Lebanon is recovering its unfulfilled potential, in order to be able to build an efficient pool of talented individuals,
to stay abreast of the Lebanese economy’s competitiveness and bring talent back to the country (Afiouni & Nakhle, 2016).

Among the Lebanese society, family plays a considerable role in shaping peoples’ behaviors, patterns and mindsets, and is ranked as the most important social institution of the country (Faour, 2008). Lebanese individuals place a substantial weight on maintaining family ties, also known as kinship, which is likely to remain as it is the country’s most enduring tie and represents the basic social unit (Khalaf, 1968). An individual’s social status, which is highly appreciated in Lebanon, is associated to their family name (Dirani, 2009). This importance of family extended to the professional and political environments, creating a long tradition of family dominance over both business owners and political leaders in the country (Welsh & Raven, 2006). Nevertheless, this family solidarity, which comes as patriarchal and hierarchical in nature, controls the transmission of sociocultural values: males receive preferential treatment over females, while the father commands the most obedience and respect (Ayyash-Abdo & Alamuddin, 2007). This is extremely associated with the level of Power Distance. When looked at the power distance index in Lebanon, studies revealed a result of 80, considered among the top highest (Bredillet, Yatim & Ruiz, 2010). Power distance is referred to the way in which power is distributed and the extent to which the less powerful people accept that power is distributed unequally (Lee, 1984). This affects Lebanese individuals’ perceptions of their leaders: they have been acquainted to consider them as the ultimate authority holders, while equalities of power and wealth are allowed to flourish within the society. Nevertheless, although studies have shown that human happiness is strongly correlated to economic development (Inglehart, 2010), the downfall of the economical situation in Lebanon never stood in the way of the Lebanese community’s happiness. As a matter of fact, previous studies explained that
Lebanese youth seem to encounter more positive affect than negative in their lives and have high levels of optimism (Ayyash-Abdo & Alamuddin, 2007). Also, the country prides itself not only with a highly skilled and educated workforce (Nahas, 2011) but also with a reputable quality of educational systems praised from all over the world (Frayha, 2009). Lebanon has always been a destination for neighboring nationalities to seek better education (Haghighat, 2014). Lebanese individuals are tri-lingual and extremely knowledgeable, which is considered as a means of national competitive advantage that drives the nation among the top countries in the field of Education (El Khaled, Novas, Gazquez, Garcia & Manzano-Agugliaro, 2016). Back in time when the infrastructure was extremely suffering from the consequences of the civil war, the educational system was able to survive throughout atrocities and grow tremendously away from sectarianism and social inequalities (Khazaal, 2007).

Global and Regional Changes

Today, the world is witnessing deep-rooted transformations happen on a daily basis in an agile and a volatile environment. These transformations are re-modeling the social and economic lives of societies around the globe (Inglehart, 2010). Globalization, which has become an essential door to promoting economic growth, is shifting the world, as organizations are forced to move faster than before, in order to stay in line with the international competition and communities’ changing requirements. On one hand, it enables the creation of new jobs and might trigger the decrease in consumer prices. However, various negative consequences are associated with it as well, including the destruction of cultural identities due to the fast-tracking invasion of the westernized culture (Tomlinson, 2003).
Previous studies have explained that the process of Globalization resulted in the intensification of connectivity through a wider availability of communication (Khondker, 2011). Thus, the rise of social networking has shifted connectivity from being a “want” to becoming a “need”, information is accessible to anyone now and peoples’ lives are no longer private. This high level of exposure adds pressure to people and companies, to act in certain ways that conform to societal standards and principles. Nowadays, new consumers belong to an interconnected world, where information and data about companies are playing a much critical role to their decisions (Stassen, 2010).

Furthermore, social media has now become a considerable tool to mobilizing collective actions (Wolfsfeld, Segev & Sheafer, 2013) and consequently generating social movements, anti-government protests and revolutions against closed regimes of the Arab World (Eltantawy & Wiest, 2011). This boost in dramatic incidents was known as the “Arab Spring”.

Additionally, technological innovation has taken a huge portion of everyone’s daily lives and has increasingly influenced how business is done in the workplace (DeSanctis & Poole, 1994). Employees now, have higher expectations as to the companies’ technological standards and adoption of new inventions.
CHAPTER III

EMPIRICAL STUDY

Research Objectives

As none of the generational-related studies had previously attempted to target a sample of Lebanese employees, this study aims to do so, in the hope of adding considerable input to existing literature results. It will also help respond to the increasing needs to overcome the limitations of the research in this field of generational differences. Providing additional insights from this novel Lebanese context could be quite beneficial, given that Lebanese cultural, historical, societal and political contexts might have a higher and a different impact on members of the Lebanese Millennials than global events. Moreover, as Lebanese Millennials are embodying today’s embarking workforce in times of vital demographic transformations, an aging workforce and a high immigration rate, a crucial need to understand their professional expectations imposes itself, for the sake of providing them with ideal workplaces and jobs. This will also help improve the HR practices adopted in the Lebanese professional environment, provide a healthier atmosphere and contribute in solving employee-manager conflicts, frequently taking place in Lebanese companies. However, given the limited scope and time of this project, this study will aim to understand the work values of the Millennials generation, without performing a deep comparison with older generations. Future studies could include an interpretation of the former Lebanese generations’ work values, to boost, oppose or validate results found in the current study.

More specifically this study aims to answer the following objectives:

- To spot the most important work values specific to the Lebanese Millennials
and understand which belief system do they tend to focus more on.

- To understand the similarities and differences in values or belief systems against Millennials from other nationalities.
- To discern the presence of generational-related or nationality-related reasons behind the existence of the values found.
- To offer recommendations on how to amend and improve HR practices, to meet the needs of the Lebanese emerging workforce, respond to their work values, and solve generational conflicts in the workplace.

**Research Questions**

More specifically this study wishes to answer the following set of questions:

- To which extent do Lebanese Millennials place importance on each of the belief systems?
  - To which degree do nationality and generational related drivers play a role in shaping the Lebanese Millennials' work values?
  - What are the similarities and differences spotted with values of Millennials from other nationalities?
  - What are the implications of changing work values on the current workplace conflicts and how can organizations respond more efficiently to the varying needs of the new Lebanese workforce?

**Methodology**

This study was initiated through a thorough literature review of diverse literature sources targeting the topic suggested. For a further breakdown, readings and articles examined focused on the following sub-topics: concept of a generation, history
of generational segregations, variations in traits among generations, existing interpretation of the different belief systems, changes happening in today’s world, as well as social and historical notions of the Lebanese culture. To optimize the findings of the study, a qualitative approach was adopted for the data collection method after analysis of existing material. Adopting this approach is the most beneficial, given that further in-depth and in-detail interpretation of the reasons behind Millennials’ values can be done: it would be possible to discuss with participants their choices of values instead of getting limited to their choices only. Conducting interviews is very helpful, as it allows the interviewer not to get limited to particular questions and redirect the discussion based on the interviewees’ answers. The literature review was extremely helpful in helping draft questions of the interviews to be conducted, as part of the qualitative approach. The qualitative study included the conduction of structured interviews with Lebanese Millennials to trace their working values and understand their preferences. The combination of both practices yielded to an in-depth interpretation of the former concepts.

**Interviews**

To serve the purpose of the qualitative study, interviews were designed and conducted with a convenience sample of 8 Lebanese employees belonging to the Millennials Generation (aged 23 to 37). The interview is composed of 20 different questions along with sub-questions to be asked on a duration of 60 to 70 minutes. The questions targeted the following topics: Educational and Familial Backgrounds, Requirements while considering jobs/companies, Professional differences spotted against older generations and different nationalities, Professional similarities spotted with other Lebanese Millennials, Current occupation and Behavior in the Workplace, Future Career and Job Aspirations.
Interviewee Profiles

Interviewees held entry level, supervisory or managerial positions in family-owned, local or multinational entities, in Lebanon or the Gulf region, to help avoid limitations to the study. The Gender composition was divided equally, four participants were males and four others were females, among which 25% were married, 12.5% were engaged and 62.5% were single. Four of the participants were raised outside Lebanon (Saudi Arabia, Dubai and the USA), while others were not. All participants were Lebanese, with two of them holding a dual nationality (French and American). A visual representation if the participants’ profiles are found as Appendix I.

Procedure

Interviewees were contacted via descriptive invitation emails. Consent forms were attached, clarifying thoroughly the content and purpose of the project, so that interested candidates are aware of all needed details before conducting the interview. Invitees were referred to and cascaded (through snowball technique), based on their interest and suitability to this study. Contact with the interviewer was on the initiative of interested participants after receiving the invitation email. Conducted interviews adhered to an Interview Protocol (found as an Appendix II) and entailed live and Skype interviews depending on physical proximity, availability of interviewees and their preferences. Interviews were recorded with the consent of participants followed by a transcription in English depending on the interviewees’ English literacy. Transcription of all eight interviews is found in Appendix 5. Copies of transcripts were available to interviewees upon request.

Proposed Data Analysis

All interviews were quoted in order to find valuable input through a template analysis approach, which relies on spotting, interpreting and reporting repetitive themes
related to intrinsic and extrinsic work values within the multiple interview outputs received from participants. The complete template analysis is found as Appendix 3.

**Use of this Study**

Results of this study will help identify, from a holistic perspective, the preferences and inclinations of Lebanese Millennials on the level of values and belief systems, and the probable drivers behind it on the levels of their generational belonging and their nationality. This will help understand which values do they place higher importance on, and which values are similar or different to other nationalities, while taking into consideration the effect of age. It will also serve understand whether the Lebanese context plays a role in creating those differences. This will offer, current HR practitioners employing the new Lebanese workforce in Lebanon and the Middle East, recommendations regarding what would be the best combination of work values that the new Lebanese workforce might be looking for, in terms of career aspirations, workplace requirements and professional needs. This would also serve companies, tailor their HR practices and work environments to respond to the Millennials’ values. It will also be of great benefit to resolve generational conflicts happening today. Consequently, this will help achieve a higher rate of talent retention among Lebanese employees belonging to the Millennials’ generation, especially in companies based in Lebanon, in light of the high rate of workforce immigration that Lebanon is facing.

**Research Findings and Results**

During the interviews conducted with a convenience sample of 8 Lebanese Millennials, various recurring key words and statements mentioned regarding their working values were spotted, assessed and drafted into a template analysis (Appendix III). These clustered ideas facilitated the generation of six main themes, which are a
changing work values among Lebanese Millennials

combination of the five Buchholz Belief Systems and one additiona

not align with any of the existing belief systems: it was called the Agility Belief System. Among the five Buchholz systems, results generated, showed significant inclination of the Lebanese Millennials towards having Marxist-related beliefs as a top priority followed by the humanistic and organizational belief systems which go in parallel in terms of significance.

The six themes enclose what the interviewees considered as their own career and professional needs and requirements, which refers, in other terms, to their own work values. Each theme will be associated with the number of times it recurred across the total of 160 questions with each repetitive 20 questions asked to the 8 interviewees, and each value will be set a number in brackets, which refers to the specific number of times it was repeated as part of its relevant theme. They are detailed as follows:

- The Marxist-related Beliefs

The biggest player in shaping Lebanese Millennials’ values was related to the organizational belief system which values were mentioned 108 times with two main subjects: a healthy atmosphere and individual fulfillment. More specifically, key terms were targeted having a healthy ambiance with fairness and equality (9), absence of discrimination (3) and ethical awareness (18), in addition to respect (27), honesty and integrity (10) as three main pillars for workplace relationships. On another level, terms were related to allowing the individual to reach high levels of individual fulfillment through making impact (18) through the company’s purpose: “I want a purpose in a company” (Interviewee 5), seeing the results they have achieved (8): “I like to see the outcomes of what I am doing and this is something very important” (Interviewee 1), supporting and guiding their colleagues (10): “I believe if I grow my people, I will keep on growing” (Interviewee 7), and participating in decision-making (5).
The second biggest player in shaping Lebanese Millennials’ values and beliefs, is related to the Organizational Belief System which values were mentioned 72 times. It targets enhancement of individual status and a smooth adaptation to the environment. On one level, it was obvious that they look for status and prestige through their interest in a hierarchical structure that allows them to go up the ladder and possess power, their interest in the brand name that would represent them and give them more value, as well as their need for high levels of exposure and networking to attain prominent levels of prestige among the society. In fact, when interviewees were asked to choose between a company with low risk and a limited exposure set against another company with high risk and a great exposure, seven out of the eight interviewees – even married employees – chose the latter option. Most of them would even leave their current employer to another entity for a lesser salary, if a higher exposure is guaranteed. On the other levels, Lebanese Millennials focused on the need to adapt smoothly to the workplace environment through affiliation with the firm, coexistence among a diversity of employees, and easiness of communication across all the levels of the structure.

The Humanistic Belief System

The Humanistic Belief system plays a role that is as significant as the previous belief system, in formulating the values found, given that the difference in the occurrence of both themes is insignificant. The values of this theme were mentioned 69 times. Lebanese Millennials expressed their interest in individual development and improvement through their manager. On one level, they look to develop themselves through frequent advancement opportunities, diversity in the tasks and responsibilities and regular chances to learn more. On a second level, the
participants expressed their high focus on the manager’s profile, explaining the
significant role he or she plays in their individual improvement. They look for a
manager who shows appreciation and recognition to their achievements (19): “When I
am recognized, it impacts me big time” (Interviewee 6), a manager who provides
constructive feedback (8) and adopts vigorous knowledge transfer (9): “I expect to
receive all my manager’s learnings” (Interviewee 4).

- The Work Ethic

On a forth level, the work ethic, which values were mentioned 56 times, was
divided into three themes: discipline, optimization of efforts and compensation. In the
first theme, Millennials explained their interest to have more flexibility in terms of rules
and regulations (12) and more autonomy in their responsibilities (3). The second theme
revolves around the importance of working hard to reach high levels of success (12) and
the need to have challenge (14) and competition (8) in the workplace to trigger people
to work harder. As for the third theme, it mainly focused on the financial means
received from the job (7), nevertheless, when they were asked to set the first three
priorities to consider while assessing a job offer, only those living in Dubai (Participants
1 and 2) stated the compensation facet among their top three priorities, due to the high
inflation rate, the cost of living and the expensive lifestyle in the UAE. As for others,
the compensation philosophy of an organization has always been taken into
consideration to help them survive Lebanon’s financial crisis, but it wouldn’t be the
only matter to motivate them.

- The Leisure Ethic

The following topic was not as recurring as it was excepted as it had an
average impact on shaping the Lebanese Millennials work beliefs compared to previous
themes. Values entailed in this theme were only mentioned 36 times. It mainly focused
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on having work life balance in the first place in order to be able to give more time for the family (6) which only mentioned in one interview. Interviewee 8, who is the only married participant with children, clarified that finding a flexible atmosphere with work-life balance practices is a priority now, to allow devoting all the time needed for children. Millennials also focused on having internal entertainment in the second place (13). As a matter of fact, Lebanese Millennials expressed their crucial need to have some room for creativity in their jobs (9), family-like interactions and fun activities in a positive environment (8): “I believe we are family at work, I try my best to feel this positive energy” (Interviewee 3).

• The Agility belief System

Coming to the last theme, and given the fact that it doesn’t align to any of the Buchholz Belief systems, it was quite obvious that this subject was strictly customized the Millennials Generation. Values related to this theme occurred 24 times. As a matter of fact, Lebanese Millennials seem to value Agility. They have expressed their interest in a fast execution of activities in the first place through operational quickness (13) and have explained the need to be part of an institution that is prone to innovation (5) and always ready for change (6). Interviewee 4, who works a Food & Beverage entity, explained that change has become a crucial need to any company’s survival.
CHAPTER IV

DISCUSSION, CONCLUSION AND RECOMMENDATION

Discussion

The purpose of this study revolves around recognizing and understanding the professional needs, requirements and expectations shared among all Lebanese Millennials, in order to assess the magnitude of significance of the different types of values across this generation and compare it to other nationalities if possible. In-depth discussions helped understand whether nationality belonging, generational belonging or other factors, impact the weight they place on their values.

The first theme that was notably present among participants’ responses was related the Marxist-related beliefs and took the bigger portion of the values spotted during this study. This theme was comprised of two facets, which are the provision of a healthy atmosphere and individual fulfillment. Starting with the healthy workplace atmosphere as a first facet, Lebanese Millennials placed huge importance on being part of an environment that pioneers equality and fairness. This includes equal employment opportunities regardless of the differences arising amongst candidates, and fairness with employees on the level of advancement, compensation, growth and treatment, while prohibiting discrimination against any individual belonging to the organization. This might be due to the fact that Lebanese individuals face a considerable degree of unfairness and discrimination in their country and especially in the workplace where “Wasta” and bribery are very common (Sidani & Thornberry, 2015). As a matter of fact, a study conducted in 2006, confirmed that young generations in the Middle East are less interested in the influence of “Wasta” due to the increase in their feeling of self-
empowerment and control of the environment (Whiteoak, Crawford & Mapstone, 2006).

Additionally, Lebanese Millennials look for an atmosphere with ethical awareness that leads and directs employees towards acting in ways that are consistent with the organization’s values. This might be due to the growth of connectivity on a global scale, where today’s generation has become more exposed and conscious of corporate ethical scandals happening, which amplified it focus on having an ethical dimension in the workplace (Brown & Treviño, 2006). This also enhanced their intent to launch more Corporate Social Responsibility initiatives as a powerful practice to fight unethical deeds. This might also be a radical method to fight existing corruption in Lebanon and make a substantial change in societies.

Moreover, as part of the healthy workplace atmosphere, Lebanese Millennials look for respect, which was the most recurring value in all interviews. “Respecting people” falls as a first behavior. Given that Lebanese Millennials come from a hierarchical and a family-oriented culture, whereby respect for the figure of the leader is one of its building blocks, they have raised a need to respect and be respected along the way (Faour, 2008). This might have impacted them to think that receiving respect from colleagues and subordinates would make them esteemed and powerful.

Furthermore, both honesty and integrity have been highlighted upon, as major intrinsic values, which might also be due to the fact that they are not met across most workplaces in Lebanon, characterized by a considerable level of unprofessionalism and fraudulence (Afiouni & Nakhle, 2016). Millennials are willing to leave their companies due to lack of honesty or transparency in any possible way.

Coming to the second fact of the Marxist-related beliefs, Individual Fulfillment takes the place. First, it includes the strength of an organization’s purpose that was
regarded as a necessity for Millennials. They believe that the presence of a strong purpose allows them to make a difference in their surroundings and thus to reach high levels of self-fulfillment.

Also, Lebanese Millennials want to be part of companies that influence the world, companies that make an impact on peoples’ everyday life, and would like to see the results being achieved in front of them. Lebanese Millennials are eager to impact and influence their surroundings no matter how minimal it is. This might be associated to the rise of social platforms and technological means, which made it easier for young individuals’ remarkable achievements to be shared among them (Stassen, 2010). This might’ve given young Lebanese Millennials the chance to compare themselves to prominent fellow Millennials and imitate their successful accomplishments.

Additionally, as part of the Individual fulfillment needs, Lebanese Millennials place great focus on the tangibility of results that was tremendously remarkable. They like to see the products of their own achievements. This is could be mainly related to their desire to make an impact, previously discussed. When they witness positive results happening, they associate themselves with it and feel ownership of that positive impact, which enables them to reach a satisfactory level of self-fulfillment.

Besides, many interviewees shared their urge to guide and support their colleagues as a way to reach self-fulfillment as well. They believe it drives their own maturity. Yet, although values of support and guidance seem to have huge importance for the interviewees, teamwork was surprisingly not a recurring idea, which might refer back to the rise of individualistic traits among Millennials: although the orientation of the Lebanese cultural is considered as collectivistic, nevertheless recent scholars have found that young Lebanese individuals are becoming progressively individualistic which might confirm the findings (Khalaf, 2002). According to a study performed by
Ayyash-Abdo in 2001, who targeted Individualistic and Collectivistic tendencies in Lebanon, various factors are playing a major role in shifting Lebanese people to become individualistic, including religion and languages spoken (Ayyash-Abdo, 2001). Consequently, it would be beneficial to elaborate over this furthermore, to assess the level of individualism in Lebanese Millennials and add input to existing studies.

On a last note about the need for self-fulfillment, Lebanese Millennials placed importance on decision-making. They want to be part of decisions that make a difference in how to run the business. Given that decision making authority in Lebanon is solely held by political leaders, while depriving Lebanese citizens to participate (Faour, 2008), it might have forced the new Millennial citizens to want change and look for opportunities to execute decision-making on a smaller professional scale.

Coming to the second most impactful theme, the first facet is status and prestige. Although many participants expressed their interest in being part of a flat organization, their comfort to have hierarchy was surprisingly remarkable. This might be due to the high-power distance index depicted Lebanon: leaders are seen as individuals with ultimate authority and power, individuals who are eligible to set rules and regulations to reinforce their leadership (Bredillet et al., 2010). This might have made them acquainted to looking at the upper person in the hierarchy with more respect and admiration. They might think that going up the ladder would make them more respected and well-regarded by subordinates.

Additionally, as part of the status and prestige, comes the brand reputation. In fact, given that Lebanese individuals value social status and want to make their families proud (Dirani, 2009), they think that belonging to a well-known company would resonate positively in their society: one will be regarded to as an achiever, a prominent individual, and someone who succeeded in becoming part of this privileged “niche”.
On another note regarding status and prestige, interviewees explained their rigorous focus on the level of exposure and networking a company offers. Lebanese Millennials might be regarding a company’s level of exposure as a guaranteed door to networking opportunities with more influential individuals and career-oriented communities, and thus, it might be an opportunity to leverage their status by becoming part of this “elite”.

Coming to the second facet of the Organizational Belief System, a smooth adaptation to the norms of the workspace and the workforce takes a big lump. In fact, affiliation with the workplace, which is translated in a feeling of pride to be recognized as an employee of that particular organization (Twenge et al., 2010), is a must for the Lebanese Millennials to ensure a smooth adaptation to the norms of the firm. This might be the result of the strong feeling of affiliation that Lebanese people regard towards their families and country (Faour, 2008).

Also, as part of the strong need for adaptation, looking for diversity in the workplace in terms of nationalities and backgrounds, was highly endorsed by interviewees. This might be due to the existing diversity in the Lebanese society on the level of religions, sects and social classes; which has unfortunately been a reason behind various previous civil conflicts within previous older generations (Farhood et al., 1993). Hence, Lebanese Millennials might be having a revolutionary urge to shift the situation upside down, embrace diversity and learn how to optimize the benefits it offers. As a matter of fact, a study performed among Lebanese Individuals revealed that the human goal to be most emphasized upon, by Lebanese families and through educational systems in Lebanon, is the acceptance of other (Kaii, 1997). Coexistence is therefore seen, as a valued intrinsic feature among Lebanese Millennials to reach high levels of adaptation with the existing norms.
Additionally, having high levels of ease in communication across the firm’s levels is a must-have value to ensure smooth adaptation to norms and workplace standards, as it increases transparency and clarity over what needs to be done and what is acceptable. This might be mainly influenced by the fact that communication has become a key component of this century’s learning, whether through media and digital, interpersonal, or even written and oral techniques (Khondker, 2011). Yet, the value an individual might place on communication, could as well, be vastly influenced by their own personal traits and interpersonal competencies.

On a third level, another set of values plays a role that is as significant as the latter Organizational Belief Systems. It goes in parallel with Buchholz’s Humanistic System of Beliefs and comprises of two facets. The first facet revolves around the need for self-development. Millennials look for guaranteed advancement opportunities to help them attain high levels of self-development; they would consider leaving any company whenever they face ambiguity or lack of clarity in regards to the next steps along the ladder. This need might be associated to the lack of career growth chances in Lebanon, and the vagueness on the levels of career ladders (Afiouni & Nakhle, 2016).

Additionally, they regard diversity in responsibilities as a valuable intrinsic value to boost their individual development path, as it allows them to get acquainted with all kinds of tasks and know about almost everything. This might be due to the fact that today’s generation is eager to know about everything rather than specialize in one topic only (Anderson, 2012).

Another pillar of individual development is learning: Millennials look for occasions to learn new concepts and want to optimize their learning experience. Therefore, they value a job that offers them all kinds and levels of learning opportunities, whether through e-learning modules, visual and auditory techniques, or
kinesthetic methods. This might be due to the high quality of learning and knowledge diversity that Lebanese Millennials are receiving from reputable educational systems in Lebanon (Frayha, 2009): it might be that they expect to keep on receiving similar learning caliber in order to reach high levels of self-development.

The second facet revolves around the manager’s profile. Millennials except to receive appreciation and recognition from their manager and like to know that he is aware of their contribution. Millennials are eager to hear about the importance of their contribution. This might be due to the fact that, in the Middle East, citizens are not being recognized as competent individuals with rights and needs (Haghighat, 2014).

In addition to, Millennials value the provision of constructive feedback from the manager as an intrinsic value related to the humanistic-belief system. They believe it should be part of fair practices to be adopted by managers: they want to know where it went wrong and where they succeeded, to leverage their strengths and lessen their weaknesses. This might be associated to their need to make impact and see the results.

On a last note, they consider vigorous knowledge transfer as a major intrinsic value that leads to the achievement of humanistic beliefs: it is a responsibility to be met by the manager himself. They seem to consider their manager as a role model and want to inherit all his learnings and knowledge to be able to grow through it. In fact, a previous study performed in 2009, explained that knowledge-transfer behavior in a company is positively correlate to a suitable culture and transparency, which were previously highlighted in this paper (Shah Alam, Abdullah & Amir Ishak, 2009).

Coming to the next theme of values, ideas were clustered to go in parallel with Buchholz’s Work Ethic. Nevertheless, the presence of such values was not too significant. Starting with the discipline as a first facet, values spotted explained an interest in going against rigid regulations that leave them no room for innovation and
look for more flexibility in doing things. Millennials described their desire to see a management less resistant to changes in rules and regulations. This might not only decrease the need for authorizations and approvals, but would as well enable a more agile execution of operations – which will be discussed later on.

Also, as part of the discipline, Lebanese Millennials want to feel less monitored and more autonomous in taking accountability over their obligations and tasks. This generation believes that the management should invest less time regulating and monitoring matters regarded by them as secondary, including dress code, time clock system and other requirements. Efforts should be devoted to ensure the provision of a comfortable and a flexible environment to guarantee optimal employee performance. The latter two values might be due to the high importance Lebanese individuals place on power (Bredillet et al., 2010): this might influence them to imitate powerful leaders by being independent, autonomous and held responsible for their own actions.

Moreover, as a second facet of the Work Ethic, Lebanese Millennials talk about optimizing of their efforts through hard work and competition. As a matter of fact, they explained that working hard grants them self-respect and worth. Additionally, it guarantees paths for success. Male and female interviewees are willing to sacrifice their personal time to work harder than they have to, in order to reach high stages of actualization in a competitive world.

Furthermore, as part of their efforts’ optimization, they like having to deal with a high level of competition in the workplace due to the load of great talent present nowadays and the tough competition taking place in today’s connected world (Khondker, 2011). Nevertheless, witnessing the growth of other mates during competition created an impatience to compete, in order to go up the ladder quicker than expected and have a fast access. This has resulted in Millennials setting unrealistic
expectations of their growth at a very early stage of their careers (Anderson, 2012).

As a last facet of the Work Ethic, the company’s compensation philosophy was mentioned as another extrinsic value to focus upon. Interviewees clarified that their focus on the monetary aspects of the job are more related to their investment plans rather than their saving plans. They would think about investing in startups, new experiences, and learning opportunities. This might be associated to the Lebanese individuals’ high interest in entrepreneurship activities and their need to collect funds to make it happen (El Khaled et al., 2016). It is good to note though, that one’s circumstances and life conditions can also play a role in their need for compensation.

The fifth and last belief system is mainly related to the Leisure Ethic, which took minor space in the values spotted among Millennials. It mainly focused on two facets with the first one related to Work Life Balance. Lebanese Millennials with no children, seem to place less importance on work-life balance: their focus on having flexibility in their schedule is actually due to their desire to move from orthodox to innovative techniques as previously discussed, rather than a crucial need for work-life balance. While they value work-life balance, looking for flexible work arrangements does not constitute part of their priorities for now. Thus, this proves that there are far more drivers than generational belonging and nationality, that can affect the weight an individual gives to a certain work value; one’s marital status can also play a role.

As a second facet of the Leisure Ethic, Lebanese Millennials expressed their need to have internal entertainment to compensate over the personal time they lose while working hard during long periods of time. They also believe it drives them towards permanent positivity, better performance and motivation in an agreeable place-to-be. First, they clarified that the jobs they look for must offer a certain room for creativity that allows Millennials to go beyond the requirements and limits, come up
with creative ideas and thus be entertained. Second, Lebanese Millennials are eager to make family-like interactions in the workplace to stay entertained. Given that the Lebanese culture is considered as an extremely family-oriented culture where family members are valued and cherished and family solidarity is strong (Ayyash-Abdo & Alamuddin, 2007), Lebanese Millennials seem to have a desire to preserve this legacy through replicating it into a professional need among colleagues.

Third, coming from a deprived country that witnessed ruthless atrocities and downfalls taking place on societal, humanitarian and economical perspectives (Farhood et al., 1993), might have nurtured in the Lebanese Millennials, a need to look for fun and positive attitudes wherever they go. They might tend to consider their workplace as an escape from all the negativity happening outside. Consequently, in order to achieve internal entertainment, positivity and fun are two main pillars.

As for the remaining values that were not clubbed into belief systems, they mainly held a similar content that revolves around being agile. As a first facet, Millennials look for companies that are adopting a fast execution of their processes through operational quickness. This is might be influenced by the fast pace of globalization happening around the world (Khondker, 2011). “Being fast” has indeed become today’s new trend.

Moreover, an emphasis on innovation and change was extremely visible throughout the results; this has shaped the second and third facets of this belief system. Millennials look for an organization that models innovative solutions and is prone to change. The only companies surviving are the ones that are being able to forecast possible changes and act upon it. Furthermore, witnessing the heavy evolution of technology turned the Millennial Generation into a tech-savvy entity (Stassen, 2010). This might be placing substantial pressure on companies to continuously adopt
innovative and updated solutions, in order to meet the needs of the emerging workforce, not only on the level of technology but also on the level of people practices. Lebanese Millennials place high importance on innovation because they live in the heart of it. Moreover, given the fact that Lebanese individuals live in a deprived country where few privileges are provided (Farhood et al., 1993), they might have learned along the way, to design innovative ways to obtain their basic requirements which might have shaped their substantial need for innovation.

**Conclusion**

The overall aim of this study focused on designing a framework of work values belonging to the Lebanese Millennials, assessing the weight placed on each belief system, and understanding the possibility of having generational-related or nation-related drivers behind the values found. Results generated showed that Lebanese Millennials are characterized by a combination of the five Buchholz belief systems in addition to a new system that revolves around Agility. There’s a noteworthy inclination towards having Marxist-related beliefs as a top priority before the Humanistic belief system that takes second place in parallel with the Organizational belief system. Yet, this doesn’t eliminate the high focus they place on the Humanistic Belief System similarly to other Arab countries.

Lebanese Millennials seem to be similar to Western Millennials on the level of placing the Marxist-related beliefs as their priority instead of the Humanistic Belief System considered as a top priority for other Arab Millennials. Various reasons might stand behind this result. First of all, it might be due to the fact that the Westernization and Modernization processes are taking place in Lebanon on a faster pace compared to other fellow Arab countries (Tomlinson, 2003), and especially with the high level of
educational exposure, considered as the best in the Middle East (Haghighat, 2014). Thus, the young Lebanese generation might have been able to get exposed to the Western world faster than other Arab countries, move from traditionalism to westernization, and inherit Western practices which focus on reshaping the world and making an impact in the society. Additionally, the Lebanese population is considered to be significantly different than other Arab populations in terms of its religious composition with a considerable presence of Christian sects rather than pure Islamic communities which are mostly found in the Gulf (Faour, 2008). Given the fact that, in one of the studies in 1997, the Marxist-related beliefs were believed to be impacted by the Christian religious learnings (Puffer, McCarthy & Naumov, 1997), this confirms the higher importance of Marxist-related belief among Lebanese Millennials compared to other Arab Millennials.

However, Lebanese Millennials held preferences and beliefs that were universally shared by Millennials across the globe, whether Western or Arab, in terms of the substantial need for agility and innovation in today’s workplace, in order to be able to keep up with the pace of the globalization process taking place. Millennials around the globe are believed to be skilled in multi-tasking, whether on the level of or responsibilities and agility has become a basic aptitude for them (Anderson, 2012).

After compiling and analysing the various values associated with the Lebanese Millennials on the six latter themes, it was possible to draw a generic interpretation of whether their generational belonging or nationality play a role in shaping those values, in order to assess the difference between this population against both older Lebanese generations and Millennials with different nationalities. Nevertherless, further research tackling this topic is much needed to confirm the below findings: Values that were related to the driver of generational belonging were mainly related to their need for
agility, innovation, ethical awareness and connectivity given that this generation is living in the heart of a VUCA world as it was previously elaborated, were everything is exposed and connectivity is a must. Those values are shared among Millennials all over the world regardless of their nationalities. Nevertheless, those values could be used as a references for future comparisons with olders Lebanese generations that faced war, instability and bad conditions of life, in order to understand variations of work-values across Lebanese generations. As for the values resulting from their national belonging, it mainly revolved around their need to make an impact and learn to coexist given that they seek making a chance in their own corrupted society, their urge to feel a positive and a family-like ambiance in the workplace due to the influence of strong Lebanese familial ties, and their perception of the leader as a powerful individual who holds all the power and authority and must consequently be respected. Nevertheless, those values could be used as a references for future comparisons with Millennials from other generations, in order to understand variations of the Millennials work-values across nationalities.

Nonetheless, the presence of other variables makes it quite difficult to radically associate values to generational or countrywide drivers. An individual’s social status might radically influence the value they place on financial reward. One’s circumstances, conditions or previous professional experiences could also impact what they regard as a substantial need to survive in their careers.

**Limitations**

This study sheds the light on the Lebanese Millennials’ values and beliefs covered during the literature review. However, there might be indeed, other needs and requirements associated with this target population, that might have not been spotted
during the interviews, given that questions were designed in a way that only targets intrinsic and extrinsic values previously studied. Additionally, interviewees who were selected, worked in Lebanon and the Gulf region only, which might’ve created some limitations on the level of the workplace location. Furthermore, only eight Millennial participants were selected to conduct in-depth interviews due to the scope of this project and time limitations. A higher number of interviewees or an in-depth comparison with participants from other Lebanese generations would have offered much more significant results as to the Lebanese Millennials’ work values. Among those eight participants, the majority was single - only two of them were married and one of them had children - which might have marginally biased the results. Although all the participants held the Lebanese nationality, nonetheless, three of them were raised outside Lebanon during their adolescence; this might’ve affected the responses provided by them in a way or another. On another note, none of the interviewees worked in the Lebanese Public sector: this might’ve added valuable insights to the study given that people working in the public sector might have different career aspirations and needs than those working in private entities. Also, all of them had studied in reputable private Lebanese universities (AUB, LAU, NDU and USJ) with none of them having completed a degree in the public university. Given that the level of exposure and institutional culture - which plays an impactful role in shaping students’ career aspirations - varies between Lebanon’s private and public universities, some biases might’ve also intervened the results found during this study.

Recommendations

Results of this study contributed to the formulation of recommendations that can be offered to today’s management, especially for companies based in Lebanon, to
help increase the retention of Lebanese Millennials in the workplace and manage their needs in the most efficient manner, in light of the high turnover rate companies are facing nowadays. Previous scholars have confirmed that disengaged employees not only lose passion towards their job, but can also discourage their colleagues leading to a lower rate of productivity, business losses and a considerable increase in employee turnover (Pauken, 2008). Below are the recommendations offered:

- Ethical behavior should be reinforced on all levels of the company. Studies showed that employees who possess high levels of ethical leadership tend to positively impact their colleagues’ ethical behaviors by intentionally manifesting ethical behavior (Brown & Treviño, 2006). On the level of the workplace, employees must be engaged in CSR activities, to regard their company as a pioneer in ethical behavior, feel the strength of its purpose, and have the chance to make an impact around.

- Companies must leverage their employer brand to make it look more attractive to potential candidates. This includes promoting the brand as an innovative entity. Also, bringing diversity to the workforce and a high level of exposure in terms of networking would encourage Millennials to become part of it.

- Exercises and trainings to raise awareness against discrimination, disrespect and unfairness, must be initiated on all levels of the organization, to ensure employees’ comfort in a healthy workplace environment. Providing life-coach sessions to employees would also help them increase their morale and positivity.

- Also, companies should start considering moving away from the intensive need for authorization and alignment with rules and regulations, in order to ensure operational agility. They should start providing Millennials with flexibility in terms of the dress code and the time clock system for them to feel less monitored and more autonomous in taking accountability over their obligations.
• HR practitioners must offer employees the chance to rotate around departments, to engage in all types of activities and optimize their experience. This would help retain those who have reached a ceiling in their learning curve on the job.

• The weight of focus must fall on the managers, given that it owns the greatest influence on the Millennials’ perception of the job. They must be empowered with vigorous knowledge and learnings that they must transfer to their subordinates. Additionally, managers should be trained on providing constructive feedback to their subordinates, empowering them and recognizing their efforts. Previous studies have confirmed that the manager’s leadership behavior positively affects the employee outcomes, including his productivity, commitment to the organization and job satisfaction (Chiok Foong Look, 2001). Other studies confirmed that an employee’s degree of job satisfaction and dedication is positively correlated to the degree of their trust in their manager (Gill, 2008). Additionally, scholars explained that effective leadership styles of managers, can increase an employee’s innovative behavior and their idea generation (de Jong & Den Hartog, 2007).

**Future Studies**

For future studies, it would be quite helpful to dig deeper into a clearer understanding of the drivers behind the results found, in order to assess which values of the Lebanese Millennials’ generation are due to circumstances, personality traits, generational belonging,.. Also, it would be beneficial to examine the work values of the older Lebanese Generations (Generation X and Baby Boomers) and draw a clear comparison with the values of the Lebanese Millennials that were revealed during this study. It would also be quite interesting to track the changes associated with the cultural, political or social events along the Lebanese history, to understand how it
might have impacted work value alterations, in case any differences were spotted. Additionally, further interviews could include Lebanese Millennials working outside Lebanon or the Gulf region, in order to eliminate biases and assess whether location might have an impact on the values of Lebanese Millennials. Lastly, in order to design a stronger framework of the specific intrinsic and extrinsic values belonging to the Lebanese Millennials, a similar interpretation with a population of Millennials coming from other nationalities could be quite helpful in setting a clearer comparison on a nationality level, in order to discern the professional specificities of the Lebanese Millennials generation, and understand the various drivers standing behind them.
# APPENDIX I

## PROFILES OF PARTICIPANTS

<table>
<thead>
<tr>
<th>Interviewee Number</th>
<th>Sex</th>
<th>Marital Status</th>
<th>Nationality</th>
<th>Current Position</th>
<th>Current Company</th>
<th>Country of Residence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>M</td>
<td>Single</td>
<td>Lebanese</td>
<td>Consultant</td>
<td>Korn Ferry Hay Group</td>
<td>UAE</td>
</tr>
<tr>
<td>2</td>
<td>M</td>
<td>Married, no children</td>
<td>Lebanese</td>
<td>Recruitment Professional</td>
<td>IBM</td>
<td>UAE</td>
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<tr>
<td>3</td>
<td>F</td>
<td>Single</td>
<td>Lebanese</td>
<td>HR Senior Officer</td>
<td>IPT PowerTech Group</td>
<td>Lebanon</td>
</tr>
<tr>
<td>4</td>
<td>M</td>
<td>Single</td>
<td>Lebanese</td>
<td>Brand Manager</td>
<td>Mondelez International</td>
<td>UAE</td>
</tr>
<tr>
<td>5</td>
<td>M</td>
<td>Single</td>
<td>Lebanese</td>
<td>Director of Advancement Services</td>
<td>AUB</td>
<td>Lebanon</td>
</tr>
<tr>
<td>6</td>
<td>F</td>
<td>Single</td>
<td>Lebanese</td>
<td>Change Management Lead</td>
<td>PepsiCo</td>
<td>Lebanon</td>
</tr>
<tr>
<td>7</td>
<td>F</td>
<td>Engaged</td>
<td>Lebanese</td>
<td>Human Resource Coordinator</td>
<td>Nestle Waters</td>
<td>Lebanon</td>
</tr>
<tr>
<td>8</td>
<td>F</td>
<td>Married, with children</td>
<td>Lebanese American</td>
<td>HR Manager</td>
<td>FAWSEC Educational Institutions</td>
<td>Kuwait</td>
</tr>
</tbody>
</table>
APPENDIX II

SAMPLE INTERVIEW PROTOCOL

The interview will adhere to the following framework:

- Interviewer completes the following table:

<table>
<thead>
<tr>
<th>Name of the Interviewer</th>
<th>Participant Number</th>
</tr>
</thead>
</table>

- Interviewer introduces herself
- Interviewer collects the signed consent form from the interviewee
- Interviewer briefs the interviewee on the duration and the structure of the interview.
- Interviewer asks the interviewee to complete the following form or to give a briefing about the following:

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Sex</th>
<th>Age Group</th>
<th>Country of Residence</th>
</tr>
</thead>
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<td></td>
<td></td>
<td>7-22</td>
<td></td>
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<tr>
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<td>38-52</td>
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<td></td>
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<td>53-71</td>
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<td></td>
<td></td>
<td>72-88</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>89-116</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education (BS and/or MS)</th>
<th>Professional Experience (Most recent position)</th>
</tr>
</thead>
</table>

- Interviewer asks the interviewee the following questions:

1- Starting with the first question, how do you mirror your values, priorities and needs in your everyday behavior and more specifically at work? Please give examples.

2- What values and needs do you think you took from each of the following three items:
a- Your education and its quality
b- Your family
c- Being part of the Lebanese community?

3- What do you define as a “work value”?

4- Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?
   a- To which extent did they change since you started working? Why?
   b- To which extent do you think they would change over the upcoming decade and how?

5- When considering a potential job in a company, which aspect among each two would you consider the most and why?
   a- Liking the job content vs. Liking the salary
   b- Liking the benefits vs. Liking the pay
   c- Having opportunities for advancement vs. Having frequent financial promotions
   d- A flat organization structure vs. A hierarchical organization structure
   e- Abiding by a fixed schedule vs. Setting your own flexible hours
   f- Having a clear set of instructions vs. Thinking outside the box
   g- Being good in a wide range of responsibilities vs. Excelling in one type of activity
   h- A risky job with great exposure vs. A secure job with limited exposure
   i- A double paid working day per month vs. An additional day off with family

6- Would you choose a job in a company that gives more discretionary benefits (educational sponsorships, health and security, parental leave…) than another one even if you cannot stand their culture?

7- Could you describe your dream job as to:
   a- context, responsibilities and type of work
   b- culture and workplace structure
   c- what it offers to the employee, what you don’t like to find there…. 
   d- what skills you’d like to use when performing this job

8- Which company do you dream working for and what are the reasons behind it?

9- Looking at all Lebanese employees of your own generation:
   a- what similar things and needs do all of you seek to find in a job or a company? why do you think are those needs shared across all employees of this generation?
   b- which industry or job do you think is appealing to most of you and why?

10- What different things and needs do employees from older Lebanese generations want from a career or a job? What do you think are the possible reasons behind those differences between their needs and your own?

11-“No job is enough for our generation”. What do you think about this statement?

12- If you were to compare Lebanese employees vs. employees from other nationalities, what major positive/negative differences do you see in terms of:
   a- working styles, behaviors, and attitudes
b- needs and requirements they seek to find a job or a workplace
c- Are there any reasons behind those differences?

13-Coming to your friends and surroundings:
a- To what degree do you feel that having a higher job status would make you more worthy of praise from friends?
b- to which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers? does it have a positive or negative impact on your morale?

14-Coming to your present occupation at your current company:
a- What aspects do you like about your job and what do you dislike? Why?
b- What skills are you actually utilizing and which ones you’re not being able to?
c- Do you like the culture of your company and why?
d- What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?

14-As to your working attitude and behavior, please explain the following:
a- on a scale of 1 to 10, to which extent do you see yourself loyal to your company and why?
b- on a scale of 1 to 10, to which extent do you think you are patient as to advancing in your career?
c- on a scale of 1 to 10, how much of a competitor are you in the workplace?
d- when do you usually feel extremely proud at work and why?
e- how do you feel about your job when the supervisor is not around?

15-What do you believe is your role as an employee besides getting the job done?

16-What do you expect to receive from your manager and the workplace to be as productive as you can be in your job?

17-If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason?

18-“Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement?

19-To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities?

• Interviewer thanks the participant for attending the interview and for participating in the study.
### APPENDIX III

#### TEMPLATE ANALYSIS

<table>
<thead>
<tr>
<th>Themes</th>
<th>Broad Codes</th>
<th>Specific Codes</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy Atmosphere</td>
<td>Fairness and Equality</td>
<td>“Favoring people with equality”</td>
<td>&quot;When they select their employees, they are very fair, give everyone equal chances.&quot;</td>
</tr>
<tr>
<td></td>
<td>Absence of Discrimination</td>
<td>“Not having discrimination based on their sects, religion”</td>
<td>&quot;It is mainly about respecting others, respecting differences.&quot;</td>
</tr>
<tr>
<td></td>
<td>Ethical Awareness</td>
<td>“Doing things in an ethical way and specifically not harming anyone”</td>
<td>&quot;Starting with the basics, respect is the first value that I practice in life and at work.&quot;</td>
</tr>
<tr>
<td></td>
<td>Respect</td>
<td>“First one is always being honest”</td>
<td>&quot;It would raise it in integrity.&quot;</td>
</tr>
<tr>
<td>The Marriot-Related Beliefs</td>
<td>Strength of Purpose</td>
<td>“My job is secure”</td>
<td>&quot;They are a bit more secure because I like having someone to couch me and guide me and tell me how to take things forward, someone with better experience.&quot;</td>
</tr>
<tr>
<td></td>
<td>Need to Make an Impact</td>
<td>“When you see the impact of what you did and you see people happy with it”</td>
<td>&quot;I really try to support and help everyone around me.&quot;</td>
</tr>
<tr>
<td></td>
<td>Tangibility of Results</td>
<td>“A job where I could get to manage the outcome and how the results are delivered”</td>
<td>&quot;I would like to see other people grow, because I believe if I grow my people, I will keep on growing&quot;</td>
</tr>
<tr>
<td></td>
<td>Desire to Support and Guide</td>
<td>“I would like to see other people grow, because I believe if I grow my people, I will keep on growing”</td>
<td>&quot;It is a place where I can propose new decisions and initiatives.&quot;</td>
</tr>
<tr>
<td></td>
<td>Participation in Decision Making</td>
<td>“People will be able to put their ideas on the table”</td>
<td>&quot;People feel at ease to communicate, they are not afraid to say it.&quot;</td>
</tr>
<tr>
<td>The Organizational Belief System</td>
<td>Structure with a Semi-Hierarchical Approach</td>
<td>“An area fit with hierarchy because I like having someone to couch me and guide me and tell me how to take things forward, someone with better experience”</td>
<td>&quot;You don’t mind being paid the same salary, but a bigger name would be great.&quot;</td>
</tr>
<tr>
<td></td>
<td>Brand Name</td>
<td>“I would go to Nestle Food, Middle East because there will be more exposure, at a different level”</td>
<td>&quot;I want good exposure in a wide society.&quot;</td>
</tr>
<tr>
<td></td>
<td>Level of Exposure and Networking</td>
<td>“I wouldn’t want to go to Nestle Food, Middle East because there will be more exposure, at a different level”</td>
<td>&quot;I want good exposure in a wide society.&quot;</td>
</tr>
<tr>
<td></td>
<td>Affiliation</td>
<td>“Because I need to feel proud and part of this organization, it will represent me”</td>
<td>“I don’t like the fact that they were too close minded for exports.”</td>
</tr>
<tr>
<td></td>
<td>Conscience</td>
<td>“I don’t like the fact that they were too close minded for exports”</td>
<td>&quot;People feel at ease to communicate, they are not afraid to say it.&quot;</td>
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<tr>
<td></td>
<td>Ease of Communication across levels</td>
<td>“People feel at ease to communicate, they are not afraid to say it&quot;</td>
<td>&quot;People feel at ease to communicate, they are not afraid to say it.&quot;</td>
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<tr>
<td>The Humanistic Belief System</td>
<td>Advancement Opportunities</td>
<td>“I look for career growth and I have been growing in the same company”</td>
<td>&quot;I like it because although I was getting a lot of money but much less learning.&quot;</td>
</tr>
<tr>
<td></td>
<td>Diversity in Responsibilities</td>
<td>&quot;I would like to be exposed to all departments, functions and operations of the company&quot;</td>
<td>&quot;I like it because although I was getting a lot of money but much less learning.&quot;</td>
</tr>
<tr>
<td></td>
<td>Learning Opportunities</td>
<td>&quot;It is all about learning&quot;</td>
<td>&quot;I want them to give me feedback, constructive feedback.&quot;</td>
</tr>
<tr>
<td></td>
<td>Improvement through Manager</td>
<td>&quot;They admire individuals, they recognize the top performers&quot;</td>
<td>&quot;I want them to give me feedback, constructive feedback.&quot;</td>
</tr>
<tr>
<td></td>
<td>Appreciation and Recognition</td>
<td>&quot;They admire individuals, they recognize the top performers&quot;</td>
<td>&quot;I want them to give me feedback, constructive feedback.&quot;</td>
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<tr>
<td></td>
<td>Provision of Constructive Feedback</td>
<td>&quot;I want them to give me feedback, constructive feedback.&quot;</td>
<td>&quot;I want them to give me feedback, constructive feedback.&quot;</td>
</tr>
<tr>
<td></td>
<td>Vigorous Knowledge Transfer</td>
<td>&quot;Who is my manager? Will I be learning from my manager&quot;</td>
<td>&quot;Who is my manager? Will I be learning from my manager.&quot;</td>
</tr>
<tr>
<td>The Work Ethic</td>
<td>Flexibility in Roles and Regulations</td>
<td>&quot;I dream working somewhere where we can wear the clothes that make us feel comfortable&quot;</td>
<td>&quot;I dream working somewhere where we can wear the clothes that make us feel comfortable.&quot;</td>
</tr>
<tr>
<td></td>
<td>Autonomy in Responsibilities</td>
<td>&quot;A manager who gives me responsibility and knows that I can act up to it.&quot;</td>
<td>&quot;A manager who gives me responsibility and knows that I can act up to it.&quot;</td>
</tr>
<tr>
<td></td>
<td>Discipline</td>
<td>&quot;A manager who gives me responsibility and knows that I can act up to it.&quot;</td>
<td>&quot;A manager who gives me responsibility and knows that I can act up to it.&quot;</td>
</tr>
<tr>
<td></td>
<td>Optimization of Efforts</td>
<td>&quot;You make me get somewhere and get where I want to be. I have to work very hard.&quot;</td>
<td>&quot;You make me get somewhere and get where I want to be. I have to work very hard.&quot;</td>
</tr>
<tr>
<td></td>
<td>Hardwork</td>
<td>&quot;You make me get somewhere and get where I want to be. I have to work very hard.&quot;</td>
<td>&quot;You make me get somewhere and get where I want to be. I have to work very hard.&quot;</td>
</tr>
<tr>
<td></td>
<td>Challenge and Competition</td>
<td>&quot;When you have a lot of competitiveness and everybody is like you, it challenges you more&quot;</td>
<td>&quot;When you have a lot of competitiveness and everybody is like you, it challenges you more.&quot;</td>
</tr>
<tr>
<td></td>
<td>Compensation</td>
<td>&quot;I am getting good vibes and I am having fun, and fun is really important that people tend to take it for granted.&quot;</td>
<td>&quot;I am getting good vibes and I am having fun, and fun is really important that people tend to take it for granted.&quot;</td>
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<tr>
<td>The Leisure Ethic</td>
<td>Work Life Balance</td>
<td>&quot;I want to think because I don’t want to sacriﬁce my family for anything&quot;</td>
<td>&quot;Work life balance comes first&quot;</td>
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<tr>
<td></td>
<td>Time for Family</td>
<td>&quot;I want to think because I don’t want to sacriﬁce my family for anything&quot;</td>
<td>&quot;Work life balance comes first&quot;</td>
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<tr>
<td></td>
<td>Internal Entertainment</td>
<td>&quot;I want to think because I don’t want to sacriﬁce my family for anything&quot;</td>
<td>&quot;Work life balance comes first&quot;</td>
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<td></td>
<td>Room for Creativity</td>
<td>&quot;I want to think because I don’t want to sacriﬁce my family for anything&quot;</td>
<td>&quot;Work life balance comes first&quot;</td>
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<td>Family-Like Interactions</td>
<td>&quot;I want to think because I don’t want to sacriﬁce my family for anything&quot;</td>
<td>&quot;Work life balance comes first&quot;</td>
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<td>Fun and Passions</td>
<td>&quot;I want to think because I don’t want to sacriﬁce my family for anything&quot;</td>
<td>&quot;Work life balance comes first&quot;</td>
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<td>The Agility Belief System</td>
<td>Fast Execution</td>
<td>&quot;The need for overlap among our leaders is amazing, there is a need to become more agile&quot;</td>
<td>&quot;The need for overlap among our leaders is amazing, there is a need to become more agile&quot;</td>
</tr>
<tr>
<td></td>
<td>Adapting to Global Speed</td>
<td>&quot;My company is not revolutionary changing the way consumers are eating, so I don’t think they are doing the right job&quot;</td>
<td>&quot;My company is not revolutionary changing the way consumers are eating, so I don’t think they are doing the right job&quot;</td>
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<tr>
<td></td>
<td>Operational Quickness</td>
<td>&quot;My company is not revolutionary changing the way consumers are eating, so I don’t think they are doing the right job&quot;</td>
<td>&quot;My company is not revolutionary changing the way consumers are eating, so I don’t think they are doing the right job&quot;</td>
</tr>
<tr>
<td></td>
<td>Proactiveness to Innovation</td>
<td>&quot;So you have to be innovative in the way you think, the way you work&quot;</td>
<td>&quot;So you have to be innovative in the way you think, the way you work&quot;</td>
</tr>
<tr>
<td></td>
<td>Readiness for Change</td>
<td>&quot;My company is not revolutionary changing the way consumers are eating, so I don’t think they are doing the right job&quot;</td>
<td>&quot;My company is not revolutionary changing the way consumers are eating, so I don’t think they are doing the right job&quot;</td>
</tr>
</tbody>
</table>
APPENDIX IV

INTERVIEWS

Interview 1:

1- **Starting with the first question, how do your values and beliefs influence your daily life and behavior; more specifically at work? (how do you mirror your values, priorities and needs in your everyday behavior? – please give examples)**

   My values, first of all, it influences my way of working with others, my colleagues, values of respect, I don’t only respect my supervisors and people hiring me in the hierarchy, I also respect my colleagues or subordinates, it’s the value of respect. Yeh, so to treat everyone equally, especially in the firm I am working for which is an American firm, we have this hot desk policy, that puts everyone at the same level, which is really aligned with my own values, to treat everyone equally. We can’t really act against our values, it’s like it is embedded in us, so it becomes unconscious, especially at our age when you say you’re talking about a range of 22 years to 30 years old. It’s more than values, it is part of yourself, and these values are present everyday in my work life and my personal life. Additionally, living in the UAE, there should be a certain financial compensation, because the standards of living are really high, inflation is really high, cost of living is really high, so no matter how much recognition is high in the office, if you don’t have a financial compensation that is high enough, recognition won’t do the job, so that is important as well. So, I work in consulting, it is known that the path for career improvement and growing inside the company is more difficult, it is an industry with a lot of turnovers, so you should really try to see yourself where you could be in the company, and this is important. My values are what are making my work easier in consulting. I never expected to end up in consulting to be honest.

2- **What values and needs did you take from each of the following three items:**

   Okay, if I am gonna give you a percentage for each. I grew up between France and Dubai, and my family’s education is more western, so I would give my family 50%, my school 35% and the last 15% would be for the Lebanese community.

   a- **Your education and its quality**

   b- **Your family**

   Both are more or less, French and western values, so everything related to Freedom, Gender equality, Equal opportunity. But most importantly freedom, they taught us that you can be anything, they taught us to do things in the most ethical way, there is always an ethical way in the French system. And this compliments what I have been taught at home by my parents, but of course, my parents removed this excess of “zell” or “freedom”; thinking you are too free is wrong, you should be constrained at some points. Equality is a nice value, but still you need to know like how equal it can be, you need to find a balance, so my parents regulated the very utopic values of the French system. I think at my stage now, I don’t mind no matter what are the regulations of the organization, except if it is fundamentally against my values, but these days especially in
Dubai, you won’t find a company that does things that go really against my values.

c- Being part of the Lebanese community?
Unfortunately, I didn’t take a lot of good points, except like family values. In the Lebanese society, I noticed that even though the society is not very built well, but there is some kind of balance: they give holidays to every sect, a balance that is really good that you don’t find in other cultures. You feel that, forget the politics, at a professional level, you feel like everyone has his own holidays. Here in Dubai, most of companies don’t give off. That is nice about the Lebanese culture. For the rest, they are very condescending people, for nothing. And you can see it here in Dubai as well. The first group of people who came here, as Lebanese expats, 10 or 15 years ago, had a different mentality compared to those who came now. Because people who came first, came here to work, respecting a lot the culture here. They came here to make the country grow, and respected it. The one you see now are here just to show off. They look for the status in the workplace. I grew up here, so I don’t have the same mentality as the Lebanese people who joined few years back.

3- What do you define as a “work value”?
A work value would be something respected by everyone in the firm, and that adds value to the employees and facilitates their everyday work in the office.

4- Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?
What I am gonna say now is only relevant for now. If you ask me this question in two years, it will be completely different. For me, because I have got medium to long term plans, I would say financial first, because location doesn’t matter, and then I would put the company’s name, I don’t mind being paid the same salary, but a bigger name would be great as well. That is related to the society in the end, if you make a certain salary and work for a company or another, it is what resonates in the society. For example, I work for Korn Ferry, not a lot of people know it outside the HR field, but if I say Mckinsey for example, even though I am touching the same compensation, one name would give more value to me. Third, maybe not complexity of the job but how challenging is the job. Because again, if you ask me this in 5 years, I would say I want a career path. But now, to be honest, if I am not happy, I don’t mind moving to another job, I am not looking for a very defined career path for now, so “you need these KPIs to move to that level”, or “you need two to three years to get promoted”, for me it’s not a priority now, it’s all about learning.

- To which extent did they change since you started working? Why?
Myself not, because I used to live with my parents, they were always more about “the financial should not be in the list”, because “Hamdella” we live really well and for them it is about the experience and what I like. You can’t take away the circumstances, they affect everything. If my parents were not working, I would have been obliged to settle down for any job. For example, given that I don’t smoke, they used to tell me to never go for a Tobacco company, because it goes against my values.

- To which extent do you think they would change over the upcoming decade and how?
Values won’t change, but my priorities will shift. Financial will still be very important, everything will still be here, but for example I will start minding travelling as much as I do now. Values won’t drastically change.

5- When considering a potential job in a company, which aspect among each two would you consider the most and why?
   a- Liking the job content vs. Liking the salary
      What am I doing now? Do you like the job content? No, me neither. The job content as the job content, but I am learning a lot maybe not from the job itself, but everything around it. Like, I am learning the routine life, getting in suit everyday, being on time. So maybe it is not the content, it’s about learning about the industries. It’s about the context not the content. You tell me, what is better than flying every two and three days? Meeting clients? Staying in hotels?
   b- Liking the benefits vs. Liking the pay
      N/A
   c- Having opportunities for advancement vs. Having frequent financial promotions
      That depends on where you are in the company and what are your needs in life. It is on an individual basis. If I am a consultant and you keep on giving me financial promotions for five years, while I am till a consultant, I wouldn’t like it. But if I am an associate client partner, I prefer getting financial promotions to become a senior client partner. I prefer being a consultant here, than being a senior consultant in a small boutique.
   d- A flat organization structure vs. A hierarchical organization structure
      N/A
   e- Abiding by a fixed schedule vs. Setting your own flexible hours
      Setting your own flexible hours. This is not related to generational values, because I am sure my sister would’ve taken the first one. That is related to personal traits, she likes having everything scheduled while I like being under pressure. Some people just like coming to the office, on time, so it is mainly about people.
   f- Having a clear set of instructions vs. Thinking outside the box
      N/A
   g- Being good in a wide range of responsibilities vs. Excelling in one type of activity
      Personally, I have done a lot of sports, I have been very good in a lot of sports, but I was never the top in one, I like being everywhere and that is mainly related to the entrepreneur grain our generation has. Because being an expert in one thing is not enough, a lot of us want to have their own business, their own thing, you need to know a bit of everything and be prepared to everything. I think that our country is lacking so much, that people become very creative. If everything was available, we wouldn’t think much about what we do and it would become more difficult. If Lebanon was a stable country, entrepreneurs from all over the world would come because there are some many opportunities and nobody would want to take the risk. Spain as well, you don’t need a lot of capital and there are a lot of things lacking. If you come to Dubai, everything is available more or less, so yeh.
   h- A risky job with great exposure vs. A secure job with limited exposure
      N/A
i- A double paid working day per month vs. An additional day off with family
   One day won’t change, but if I get a double working day, I would go get a gift.

6- Would you choose a job in a company that gives more discretionary benefits
   (educational sponsorships, health and security, parental leave…) than another
   one even if you cannot stand their culture?
   Yes. I will give an example. Now, if I leave this company to go to one of the big
   strategy firms, I know it from now that I can’t stand their culture, but I will make an
   effort, because people in Mckinsey are sent to Harvard, so I would make this extra
   mile to receive this. I will weigh how much I can stand the culture vs. how important
   are the benefits. It is more about the educational benefits or stock options. If Mckinsey
   pay me less than what I am getting paid now but send me to Harvard in a year, I
   wouldn’t mind, and I think this is something related to self-actualization.

7- Could you describe your dream job as to:
   - context, responsibilities and type of work
     Consulting work but with some work life balance, because I like to travel, I like
     the fact that you meet heads of companies and influential people at this very young
     age, good contacts, huge number of different industries, you can’t have this
     exposure anywhere else, except in consulting. I would see myself more in a sales
     position, a lot of interaction with the clients, so yes, sales and marketing. This is
     who I am and my interpersonal skills more than my analytical skills.
   - culture and workplace structure
     For me, if I am talking about sales and marketing, I don’t like staying a lot in the
     office. Like the current MD, you go to conferences you come to the office when
     you need to come, you work from home…but you are always on the move. I don’t
     like staying a lot in the office and this day to day routine. I would like to have an
     international workforce; I need a bit of everything because it is an added value.
   - what it offers to the employee, what you don’t like to find there….  
     I have been to Asia, and Vietnam, and that’s when I knew I couldn’t work there,
     even though I had got an opportunity in Shanghai, but the Asian culture is very
     very different, even though they respect each other and most of their organizations
     are flat, they are still I think too close minded for expats to work there, it is very
     difficult, they see you really in a bad way, like this guy is coming in a good position
     so he’s gonna take advantage of us and other ones are more flexible.
   - what skills you’d like to use when performing this job
     N/A

8- Which company do you dream working for and what are the reasons behind it?
   For example, a company I admire a lot, but maybe the company doesn’t interest me,
   is Google. I have friend working there, it is a huge company and I know how they
   select their employees, and they are very fair. Compared to big names in consulting,
   like Mckinsey for example, you know that they are gonna maybe talk about equal
   opportunity while they might be selecting specific people. Google will actually give
   everyone equal chances and they are very comprehensive in the requesting process
   and everything. It is very impressive how they listen, the atmosphere in the
   workplace, it is a huge company, their atmosphere is very chill, they are very
   productive, probably more productive than us, because we are so focused on our small
   analytical thinking and all those little details, while they have this time at the end of
the week or the month, where they can think about a new idea, and it is part of their worktime, to think about a new project or a new idea to add. They have a balance in life, they go back home and they don’t have to worry about anything. On the other hand, they are pioneers of a high industry.

I like moving to FMCG later on, because they are huge companies, available everywhere, and it is something that always works, people need to eat. They have good pay, it is very simple, you know how to move in the organization structure.

9- Looking at all Lebanese employees of your own generation:
- what similar things and needs do all of you seek to find in a job or a company? why do you think are those needs shared across all employees of this generation?
  N/A
- which industry or job do you think is appealing to most of you and why?
  Consulting. But I think they diluted the consulting world. Consultant doesn’t mean anything anymore these days. The word consultant used to mean an expert in a field, but now it is like an entry level analyst. It has a very high turnover, so people go in, so unprepared about what is coming, they learn a lot. So, they learn about what they like with the exposure they get, and then they leave. And of course, all the social views people have about consulting.

10- What different things and needs do employees from older Lebanese generations want from a career or a job (your parents)? What do you think are the possible reasons behind those differences between their needs and your own?
I was going to say Loyalty. They are a lot more loyal than us, maybe especially the Lebanese people living in Dubai, my dad is included, so these people came after war so they had nothing to lose, and it was desert here. So, no matter where they are working now, they are very loyal, because they still have those images that they came without nothing. War affected their loyalty a lot, because they came without anything. Lebanese people are more risk averse, because they know that if they lose their jobs, they are going back home, so no financial revenue. Going out of the country to them is like a second birth, people in Lebanon live with their families, so when they leave home, if they come back, it’s like it’s not very well seen maybe. For them, it won’t be easy, it is a bit demotivating. People are gonna see you as someone who’s showing off because you got experience from the outside, they are gonna be a bit marginalized. When you come to Dubai, you see the world from a more professional side, so those who move back with great ideas. They couldn’t make it.

I believe I am more realistic than my parents, they are very Utopic because they are both in managerial positions now and they don’t see how much faster we go. I believe in our generation now, it is going much faster than before, we move a lot, we need to learn a lot. For example, with a master’s degree, ten years ago, I would be in a managerial position now, while I am in an entry position. Now, nothing is enough and at the same time our generation is a generation of entrepreneurship. It’s not about working in a company, it is very rare to see people from older generations working and having side business. Now, more and more people put money on the side, to do their own investments and businesses; and I think we should start early and this is
why financial is very important. Personally, I gave myself till 26, to save some money and do some investments, because by then I would be in a managerial position. They are more loyal to their jobs, especially when you speak about Lebanese people. I will give you an example between my mom and my dad, because my dad fought the war in Lebanon and came to Dubai, while my mom left Lebanon and studied in France. You can see the difference. My dad didn’t change companies his whole life, his partner is his Lebanese friend. Even though the company goes ups and down because of the partner. My dad never gives it up. My mom, who is in investment banking, changed banks 5 times. For her, it is all about her being happy. The fact that she lived in France, gave her closer values and expectations than my own. For my dad it is about “not changing jobs” because her exposure was different: in Sorbonne, they teach you that you can do whatever you want while for my dad, coming from Lebanon, which is destroyed completely, your family is there, but you know that there is no future there. You leave the country, you get to a country that is still a desert, and you get into partnership with your friend in Brussels. You start from nothing, you work you work, and grow little by little; and in the end you feel like you owe this guy, but even if you worked a lot, you feel that without this opportunity, you don’t have had anything else. Add to this that both my dad and his friend are Lebanese, and have fought the war together, and are brothers in arms if you want, so there is a lot of history and values between them, sharing history and misery, same party, same sect, so it goes a long back. If you go back home, there would be nothing. But for me, why would I care about Korn Ferry International, the people in LA… they don’t care about me, I don’t care about them either, so on a personal basis, why would I be loyal to a company? It is a company, I need money, I am working 12 hours a day, but I don’t feel I owe them anything else. After war, people started from scratch, so it’s not like now: there is this already built pyramid and people are trying to crawl up you know? It was flat, there was no top, people who survived the war, we trying to people on surviving. Our parents, lost their childhood, so they were just trying to rebuild their lives and find stability and settle down for anything.

11- “No job is enough for our generation”. What do you think about this statement?

12- If you were to compare Lebanese employees vs. employees from other nationalities, what major positive/negative differences do you see in terms of:
   a- working styles, behaviors, and attitudes
      It is not my first experience with International or Lebanese Colleagues. So, in general, Lebanese people are warmer, you feel like you can talk to them, you feel sympathy towards them, they are easy going, you can approach them easily. For example, compared to German colleagues I had before, they were only like work work work work. With Lebanese, you can tell them “let’s go and grab a coffee”, so they are easy going people. On the other hand, they are very competitive and not at all loyal competitors. They play it the dirty way most of the time, “the end justifies the means”.
   b- needs and requirements they seek to find in a job or a workplace
      Lebanese are more YOLO, they would move easily.
   - Are there any reasons behind those differences?
      I think it is also related to Phoenicians, we move a lot, no matter what we think, I think it is cultural. We have always been a country of immigrants, when you see
that the biggest part of the population lives outside Lebanon. So, moving from a company to another one is easy.

13- Coming to your friends and surroundings:
- **To what degree do you feel that having a higher job status would make you more worthy of praise from friends?**
  The fact that all my friends are career oriented, they all understand titles but titles are very misleading now. For me, I would say the name of the company would mean a lot to me, much more than the title itself. So, if they know I am working at Mckinsey, or in consulting, they know I am up to this certain set of skills, minimum level of knowledge and the intelligence to be in this field. So, you know that being in this field, you’re already part of this niche and the more you climb you become part of the elite. It is a social view and how people see it, and it a lot more know because now we are a lot more exposed to everything, people talk about salaries openly. Previously, talking about the salary was like a taboo, now people ask how much you make, what you do. Technology played a big role, everything is online, you put pictures of yourself in the office.
- **To which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers?**
  N/A
- **Does it have a positive or negative impact on your morale?**
  N/A

14- Coming to your present occupation at your current company:
- **What aspects do you like about your job and what do you dislike? Why?**
  What I would like, that I don’t find in my current job, is maybe more strategy and finding more implementation of the strategy, because in consulting firms, when we propose recommendations for the company, we never see the end product of what we have done, we don’t know if they implemented our propositions, we don’t know what happened. I am the type of person that would like to see the end result of what I have done. Additionally, I had an internship at Nestle, and we launched a promotion, it was nice seeing it launched, it was nice going into the supermarket seeing it. When I work here, I do these reports, I do these presentations, we go present it and then that’s it, the guy could probably throw it in the garbage. So, you don’t actually see what you are doing. I like seeing the outcome of what I am doing and it is very important, more than recognition, it is always nice seeing the end result not only an 80-page PowerPoint presentation. What I like is the benefits of my job, hotels and everything.
  I think what misses here, other than the fact that we should bond with each other more, but what misses is a baby foot table, a ping pong table, to relax 10-15 minutes and go back. It helps a lot because you need a break to reconnect completely and be fully productive. And here we don’t have anywhere to go to, the café doesn’t even have a place to sit.
- **What skills are you actually utilizing and which ones you’re not being able to?**
  It bothers me, on a 7 level, that there is no creativity in my job. But I am learning a lot from different industries and this compensates. I know in the long term it wouldn’t do.
- **Do you like the culture of your company and why?**
I believe the office is very good, I like the open space.

- **What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?**

  The values you don’t find in consulting are WLB, you don’t have a good time balance, so that is something important for me that is not available here, so I thought at first I won’t be able to do it. This would really affect how much I would stay here, but in the end it is all about balance, so if the financial part goes up, I am willing at my age, 23, to make some sacrifices of my time, because you know in consulting they pay for your time, I don’t have a family, I don’t have kids or anything, so I don’t mind sacrificing a year or two, but it is not a healthy life balance and I can see it from the faces and attitudes of the partners, they don’t look like happy people either.

15- **As to your working attitude and behavior, please explain the following:**

- **On a scale of 1 to 10, to which extent do you see yourself loyal to your company and why? (if you get a better job tomorrow, how much are you willing to leave a company that stood by you in times of difficulty and helped you advance?)**

  Now, it is gonna be 2. Because I am not loyal of a company now, I am more loyal to people, I would be thankful to the opportunities that people gave me more than the company itself. Because I have been working for 6 months, and I think that what the company gives me is what I deserve, because I am working hard. I am still in the building phase of my life, so I don’t feel like I owe anything to anyone other than respect, so yeh, I don’t feel the necessity to be loyal. What I have learned in AUB that people between 20 an 25 switch jobs 5 to 6 times. It could sound bad, but I believe that now if you really want to use the maximum potential and gain the maximum knowledge you need to do that, because if I work now here for 2 years, learning is incremental, and it will decrease with time. If I switch to another company, another market, first year I am gonna learn a lot. And another thing is that, me in my school and even in university, there is still a lack between the active life and the educational life, they don’t guide us enough, not only in AUB, even in IE or in school, it’s not well defined enough, no proper career path and follow up from universities. That is why I might probably not be focusing well on my career path. I am still looking about the “wow” factor about what I need to be doing. You need to work in several places, to know what you like and what you don’t like.

- **On a scale of 1 to 10, to which extent do you think you are patient as to advancing in your career?**

- **On a scale of 1 to 10, how much of a competitor are you in the workplace?**

  Yes honestly. To be honest, I am not gonna say I am very competitive and not harm anyone, because that is not true, so maybe going ahead while hurting the less people possible. Maybe we don’t see competitiveness in the same name, but for example our colleagues, I will not name them, they are very competitive, and not because they are Lebanese, it’s because of their Jesuit education, that’s a school thing, and they are similar all around the world. They are condescending, people used to respect them a lot, because they have geniuses, but the fact that most of them become condescending, you start seeing them outsiders more than models, and that’s what happens with Lebanese people.

- **When do you usually feel extremely proud at work and why?**
When you do what you are expected to do, you feel good. But you feel proud when you do something that the person who gave you the task didn’t even think of. So when you think out of the box and it is actually correct. And that is what bothers me here by the way, because thinking outside the box is not always recommended, like in the luxury industry, there is a classical way of doing things.

**- how do you feel about your job when the supervisor is not around?**

When my supervisor is not around, of course it changes. Given that when we are in an open space, we feel like if the supervisor is here, we should be 100% concentrated. When he is not here, I feel how not interesting what I am doing is, I realize how much it doesn’t need much attention or much skills. When he’s here, he’s dictating what I am doing and you feel the pressure, so you think you’re doing something extraordinary.

**16- What do you believe is your role as an employee besides getting the job done?**

Personally, I like making sure there is this team cohesiveness and make sure that people are relaxed a bit in the office, taking some time off. Sometime, I walk around, go see what my colleagues are doing, just to talk a bit. So try to give maybe a good atmosphere, but it is not always doable, depending on the people.

**17- What do you expect to receive from your manager and the workplace to be as productive as you can be in your job?**

So I’ve worked with two very picky people, very analytical, very detail oriented. Both are Lebanese and in the same position. I worked with both on the same type of work. For one of them, I kept on adding stuff, I felt like I was doing the extra mile I added information, and he maybe didn’t recognize what I was doing. He was more focused on the type of the font, the color, the SmartArt logos, instead of focusing on the content that I found very beneficial and was pushing to find the additional information. And sometimes, for small details I omitted, he gave me constructive feedback and could have been nicer. It felt a bit cold for someone you’ve been working with closely for 3 weeks. On the other hand, the other person, answers back with a small “thank you” to any email I send, this more constructive feedback. They express their interest in my content even if it’s not relevant to us.

**18- If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason?**

N/A

**19- “Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement? Is it true and to what extent?**

It is true after three four years of experience, and it depends on the industry you are working in. First of all, it is gonna be very hard to balance in the first years between training, learning and you can’t allow yourself to having too much fun because there are priorities. But after a couple of years, you will have to know how to balance.

**20- To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities?**
As for the relationships, everything is about balance, so in the end, I would like to have close relationships and everything, and go out for a drink, but this doesn’t mean that the next day, while working on a project, it will make you allow yourself to talk about personal stuff. It all depends on the colleague, if we are both able to make a balance, and put personal relationships aside, I don’t mind. If they are not able, it is better to keep it professional. I like team building activities, I play soccer weekly with people from the company, so I feel it is very good for the bonding and synching with people together. You can see the difference. I wouldn’t have spoken to the other side if I don’t play soccer with them weekly. It helps also on a professional level. I used to be reluctant to them for information, now I just walk there or WhatsApp them to ask them to help me with something. I like working in teams but it doesn’t mean we all sit around the table and do work at the same time. But it means I do a chunk of the work, the thing I do the best and in the end, the project will be good. It affects my productivity, because when you hate everyone at work, you come with a different mentality, you know you will have those 10-15 minutes to have fun with them. Lebanese people need to find this emotional connection wherever they are. I know very few Lebanese who can sit 12 hours without talking to anyone.
Interview 2:

1- Starting with the first question, how do your values and beliefs influence your daily life and behavior; more specifically at work? (how do you mirror your values, priorities and needs in your everyday behavior? – please give examples)

So, for me, my values are what make me get out of bed in the morning and go to work, because for me I am at the job, I am getting paid, and because I am getting paid I am expected to provide in return a service or a specific role I am supposed to do. So personally, I need to achieve, I need to fulfill that agreement I have with my company, the contract agreement that I will deliver, and then in return they pay me. So that’s my main values. Now my behaviors and attitude, they are built around that value, so there are days when you are stressed out or not stressed out, but it depends on the way you deliver your work, this is how it changes your behavior or attitude towards work.

2- What values and needs did you take from each of the following three items:
   a- Your education and its quality
   So, during education, we are faced with a lot of projects, a lot of assignments, and that helped me value deadlines mainly. Because in university, it’s not like school where if you don’t deliver or submit your project, you tend to fail, and courses are expensive, so you know you have to deliver or else you will fail. So, organization is one of my values.

   b- Your family
   Looking at family, I see how my dad works hard and my mom as well. So observing them work hard also put that hard working attitude inside me. We are a close family, and we tend to talk a lot about work, so I used to take lessons from these chats I have with my parents regarding work. So yeh, working hard, do not make something just for the sake of doing it, do it with a 100% commitment. Number 2, it is okay to fail as long as you try again and learn from that failure.

   c- Being part of the Lebanese community?
   To be honest, being Lebanese gave me bigger ego and arrogance. Even during my first interview with IBM, one of the consultants was saying how good Lebanese people are at working, so for me I am Lebanese, I have to be good, I have to be up to the reputation of being Lebanese. So it did make me more arrogant, it grew my ego, but at the same time it gave me a push, because people as a Lebanese they expect you to be at a specific level. Lebanese people are more arrogant than others, because that’s just how they are. They think they’re better than anyone else.

3- What do you define as a “work value”?
   A work value is something that a person does or follows at work, in order to achieve 100% success. So, for example, if someone didn’t have working hard as one of their values, then they would just do something for the sake of ticking a box or something. They wouldn’t do it in a sense that it would be perfect so that people would learn from them or a client would be very happy with the outcome. So it is a driver.

4- Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?
So, first thing, I would look at my manager. Who is my manager, will I be learning from my manager? Will I actually enjoy my time with my manager? In my case, every time I had an interview, I’d ask the question “I would like to meet with my manager” before going ahead. I want to work under someone who I can learn from, someone who I can trust and someone who would stand up in front of me if there is a conflict and say “I have your back on this”. The manager impacts your productivity on a minimum 8. Then, after manager would be the career prospects, so is it a multinational company? Can I grow? Can I potentially move to other locations? And then finally the package, the pay, I mean we live in Dubai, it is an expensive city and we do need to survive.

- **To which extent did they change since you started working? Why?**
  So, when I first started work, I just wanted something, so I wanted somewhere to learn, so my first priority was learning something, and then it was the growth, and then it was pay and then my manager. So, in my first job I had a bad manager, and I learned from that experience.

- **To which extent do you think they would change over the upcoming decade and how?**
  I mean, it will always be manager on top. And then, it might change between career path and the pay, because I am on the verge of getting married, so what is the point of taking a position where I am gonna be growing the next ten years when I am getting a higher salary at the moment. So, marriage I don’t think it can wait 10 years. Regarding travel, I would say I would choose a job with up to 35% travelling.

5- **When considering a potential job in a company, which aspect among each two would you consider the most and why?**

   a- **Liking the job content vs. Liking the salary**
      I’d say liking the pay.

   b- **Liking the benefits vs. Liking the pay**
      No, I would still go with the pay.

   c- **Having opportunities for advancement vs. Having frequent financial promotions**
      Opportunities for advancement.

   d- **A flat organization structure vs. A hierarchical organization structure**
      Definitely hierarchical, because I am coming from a culture that is very bureaucratic, very hierarchical organization, and I feel that I work better this way. If I wanna escalate something, I know who to escalate it to, but if you are in a flat organization, who is the manager?

   e- **Abiding by a fixed schedule vs. Setting your own flexible hours**
      Flexible. I currently do that, I find myself productive in that, I am not the type that clocks in and out at a specific time, it is not my style. I have tried both styles and I find myself working more when I have flexible hours and I get to leave whenever I want and continue working from home.

   f- **Having a clear set of instructions vs. Thinking outside the box**
      Set of instructions. Because, thinking outside the box, you don’t know where the end is, what the end result would be, but with a set of instructions, you exactly know what you are supposed to do. I might sometimes, the process might be changed or altered, but if you are always thinking outside the box, it will be difficult to make a decision.
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- **g- Being good in a wide range of responsibilities vs. Excelling in one type of activity**
  Maybe excelling in one type of activity. For me it is both, I mean being good in a wide range, you would be less bored doing what you do, but if you are excelling in one area, you would be so good in that area that you’d be the guru of that area. I would go with excelling in one area.

- **h- A risky job with great exposure vs. A secure job with limited exposure**
  Depends if I am married or not, at the moment I would take a secure one. If I was single and I can do whatever I want, and like I don’t care if I fail, I would risk it.

- **i- A double paid working day per month vs. An additional day off with family**
  An additional day off with family.

6- **Would you choose a job in a company that gives more discretionary benefits (educational sponsorships, health and security, parental leave…) than another one even if you cannot stand their culture?**
No, if I can’t stand the culture, no. What is the point of ruining my health for more benefits?

7- **Could you describe your dream job as to:**
   - **context, responsibilities and type of work.**
     A type of project management/consulting job I would say, but I get to manage the outcome, so if there is a specific project, I get to manage how it is done and how results are delivered. I like to have control of everything. Not very easy, I don’t wanna reach a stage where I’m in a comfort zone.
   - **culture and workplace structure**
     I like a culture with a good sense of humor, and the same time hard working. A culture, where we would work hard all day and would go out to the pub at the end of the day. A culture with fun and results delivery. A culture, where all of us are open, even if we have problems, we would be open to each other, be able to trust one another and trust each other. So, it’s open, supportive, and trustworthy. I usually prefer an open space.
   - **what it offers to the employee, what you don’t like to find there….**
   - **what skills you’d like to use when performing this job**

8- **Which company do you dream working for and what are the reasons behind it?**
So, I have worked with three companies at the moment, and I would say Honeywell would be the best, because they admire innovation, they admire individuals, they recognize the top performers. I like Oil & Gas, because it is a really interesting industry or Aerospace, it is interesting and there is a lot of money inside it.

9- **Looking at all Lebanese employees of your own generation:**
   - **what similar things and needs do all of you seek to find in a job or a company?**
     why do you think are those needs shared across all employees of this generation?
   - **which industry or job do you think is appealing to most of you and why?**
     Consulting, because they see it as a place where they travel a lot, go to hotel rooms, do presentations with expensive suits and they think that because they got straight
out of college, they know everything and everything they say will be implemented by the client.

10- What different things and needs do employees from older Lebanese generations want from a career or a job (your parents)? What do you think are the possible reasons behind those differences between their needs and your own?
I think they look for something more stable, being able to provide, something with a lot of holidays where they can spend more family time, but in my case, as I am still young and still at the beginning of my career, it is different. Maybe because they are just older. I think back in their days, they were working for money, and to make sure they can provide it. While now, we are just working for the sake of experience and grow, where am I gonna be in the next 10 to 15 years? so we are looking at the bigger picture. It is mainly because now you see a lot of young executives, but back in the old days, all executives were people in their 50 and 60 years old, with a lot of years of experience, who are almost at the age of retirement. Nowadays, when you see people at 35 being CEOs, that is a driver for the young generation to grow. Additionally, living in a war means living in a time where resources are scarce, you don’t have much resources, so they would definitely value safety as one of the values. We have not been through what they’ve been through, so now I don’t value safety as much as they do, but maybe if I start having kids, I start being more cautious about them, but at the moment I don’t think so.

11- “No job is enough for our generation”. What do you think about this statement?
I feel like this generation is very eager to grow. We always wanna grow and I think it is a generation thing, so even if they don’t think they are fit for the seniority, they are like “I will try, I will try, I will definitely try.” So yeh.

12- If you were to compare Lebanese employees vs. employees from other nationalities, what major positive/negative differences do you see in terms of:
   a- working styles, behaviors, and attitudes
   There is more gossiping when working with Lebanese. Gossiping negatively about work, other than that working with Lebanese and different cultures, we always have a good time, we always have the fun nights, but there is more gossiping among Lebanese, because we mainly speak Arabic as well. It is the language thing. I don’t think there is much difference in values.
   b- needs and requirements they seek to find in a job or a workplace
   - Are there any reasons behind those differences?

13- Coming to your friends and surroundings:
   - To what degree do you feel that having a higher job status would make you more worthy of praise from friends?
     Being Lebanese, it would be a 9, because you would want to see yourself better than anyone else. Me personally, it is around a 4. Combination would be an 8.
   - To which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers?
   - Does it have a positive or negative impact on your morale?
14- Coming to your present occupation at your current company:
- What aspects do you like about your job and what do you dislike? Why?
  I mainly handle HR consulting, I am in charge of selection, recruitment, sourcing, the works, interviewing and offering. I am also in charge of HR budgeting for recruitment as well. How much agency usage we can use, and other tasks. I used to love working with my last client, this client not that much, because it is a bit chaotic at the moment.
- What skills are you actually utilizing and which ones you’re not being able to?
  Mostly my organizational skills. And then another would be my decision-making skills and my intuition skills. So, when you see someone you’re like, yes, this is the guy we need not this guy.
- Do you like the culture of your company and why?
- What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?
  I think I find all my values because I work the way I want. Hard work, commitment, getting back on the track after failing. I don’t have control of everything, control of the outcomes, because I am dealing with people. My perfect scenario would be like A,B,C, to happen. Now in my current job I can make A and B happen but I don’t have control over C. So, I don’t have all control over what I am doing. This impacts my tenure a lot, I am currently looking for jobs because of that.

15- As to your working attitude and behavior, please explain the following:
- on a scale of 1 to 10, to which extent do you see yourself loyal to your company and why? (if you get a better job tomorrow, how much are you willing to leave a company that stood by you in times of difficulty and helped you advance?)
  10, because I always give them my 100% all the time. I mean, tomorrow if another company comes it, less important than my company, I would be like no, even if they pay me more.
- on a scale of 1 to 10, to which extent do you think you are patient as to advancing in your career?
  I am not very patient, but I am very calm. It’s a 4.
- on a scale of 1 to 10, how much of a competitor are you in the workplace?
  Oh definitely 10, I am very competitive, regardless of whether it hurts someone or not.
- when do you usually feel extremely proud at work and why?
  So, in my case, it is every time a candidate accepts an offer or starts work, because it’s like I did this, I changed this person’s life, I changed this in the company.
- how do you feel about your job when the supervisor is not around?
  My manager is currently based in the US and Poland, I have never met my manager face to face, so yeh.

16- What do you believe is your role as an employee besides getting the job done?
  Presenting the company in a good way, so I am the face of the company. When I speak to candidates, I need to give them feedback, to show them that the company actually cares. I look for feedback. When you don’t give a candidate feedback, they might be like “Oh this company interviews someone and just keeps them hanging”
and they would give you a bad reputation. I have to mentor others who need help, try to be an example for others so that we can have a learning culture as well.

17- **What do you expect to receive from your manager and the workplace to be as productive as you can be in your job?**
Feedback. I want them to give me constructive feedback about my work, whether it’s good or not. If I require some trainings, I would like them to let me know about that. I would also like to receive recognition if I did something right, so I can continue to improve. I expect support if I need help, to be open with me, and if I am doing something wrong, to tell me that I am doing something wrong rather than turn on the lights on that.

18- **If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason?**
Stubbornness. Either me or the other person. But it would be something like sticking to your own decision and not looking at other opinions.

19- **“Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement? Is it true and to what extent?**
Definitely yes, because you can’t work hard if you don’t have fun. You need to steam off the pressure and the stress. You need to get rid of it in order to be more productive. I work on an average of 8 to 9 hours a day.

20- **To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities?**
Not very essential, it is good to have friends but not to the extent to have personal talks, but it will start affecting things especially if you are working together. So, if I had a good relationship with a specific person, I wanna work for the sake of working, I wanna work so that I don’t let them down, that’s how it becomes. I like being involved in team building activities because it is fun mainly.
Interview 3:

1- Starting with the first question, how do your values and beliefs influence your daily life and behavior; more specifically at work? (how do you mirror your values, priorities and needs in your everyday behavior? – please give examples)

Stating with the basics, respect is the first value that I practice in life and at work, so treating people with equity, the same, not having any discrimination based on their sects, religion… I have been raised in a way that taught never to think about a person’s religion or sect, so basically it is the same for me at work, I treat everyone for the person they are not from their background or where they come from or whatever, so respect for their own person. Second, being happy, spreading happiness all over the place, and this is something I am known for. So, the positive vibes, being an HR person mainly and as a regular person. I am a person who is open for new ideas, and communication, so I try my best to practice it at work. I am a family person, so my values and beliefs are the same: I believe we are family at work, I try my best to feel this energy or this ambiance. Also, to respect the environment, not to have any conflict of interest, any piston, not to take advantage of anyone or vice versa.

2- What values and needs did you take from each of the following three items:

a- Your education and its quality
   To be honest, my education wasn’t such an added value, except from a perspective of exposure. For example, elections at university teach you how to have your own point of view, how to express your opinion. Unfortunately, our university elections were not that democratic, but it was the first time I express my opinion, choose the people who will represent me. The value of education is more of a know-how. Things related academically to what you do. But it’s more of learning how to be responsible of my results, how to work hard to pass my exams.

b- Your family
   Everything. First of all, love, how to love each other, and how to love yourself and other people. Second, to treat everyone the same and not to discriminate because of sect, religion, background whatsoever. Three, how to be grateful for what I have. Four, how to know the value of life. We have been through a lot of ups and downs, so yes… all my values from family. How to work hard, how to look for more, how to praise everything you have, how to be ambitious, how to be lovable among people, to keep the good reputation and values…

c- Being part of the Lebanese community?
   Being sociable, to adapt to every single situation. Mainly, it’s into communication and interpersonal skills, because the Lebanese mentality is so into people. So, you will be open for ideas, up-to-date, very outgoing. Yet, there is some contradiction, because you can look at Lebanon form a very conservative perception where there are traditions, or Lebanon that is opening up to the world. Lebanese values are related to loving people, loving your country, to praise what you have but also to be very open and adaptable for situation. And this, helps people adapt to anything whenever they go around the world. Also, given the fact that you can find everybody in Lebanon, you learn to deal with different mentalities and different types of people and how to adapt to all this.
3- **What do you define as a “work value”?**
   The value at work is the way you expose yourself to other people and the way you use your work for the benefit of the company not for your own benefit.

4- **Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?**
   First of all, the exposure the job will give me, is it a place that will offer me a great exposure or not? Two, the environment I am working in, is it similar to me? Will people around me have the same mindset, culture, objectives? I look for a challenging environment but unfortunately I am someone who is not a lot into the material revenue. Whenever I set my priorities, financials are not part of it but however eventually it will affect my decisions. If I find the perfect environment in a multinational exposure with a limited salary, I will go for it instead of choosing a job with a great salary which environment doesn’t look like me at all. So mainly, the environment as a whole and the experience I can get, and then comes the financial. If financial comes with other good things, it will motivate me, but alone it won’t.

- **To which extent did they change since you started working? Why?**
   They haven’t changed much. Today, I know my value and my potential. When I graduated, I was looking for a job that will get me the experience and the know-how only. I was not thinking about the environment yet, but I learned it through experience. I still have a lot of learn and skills to acquire, however now I understand the value of the environment: if you are in an environment that is not similar to you at all, it will demotivate you a lot. Now, I know my potential and I can impose the salary I want. So you values get enhanced, but they don’t change.

- **To which extent do you think they would change over the upcoming decade and how?**
   The weight of focus on them will change, but they will not change. Later on, I will still value the environment and the exposure, but financial will be a priority. Once you get the exposure you want, you focus on another need. When I first started, my need was for experience, now it is for experience + exposure + environment, later on it will be more related to money. Maybe with time, once I start having a family, I will look for a convenient job regarding working hours and my family life. If you give me a job that requires travelling now, I wouldn’t mind but not later. For now, I care about flexible hours, I can’t be in a job that imposes strict and rigid timing, but it is not a primary need.

5- **When considering a potential job in a company, which aspect among each two would you consider the most and why?**
   a- **Liking the job content vs. Liking the salary**
      Today, in my current job, it’s liking the job content.
   b- **Liking the benefits vs. Liking the pay**
      If they will be compensating the pay, then benefits.
   c- **Having opportunities for advancement vs. Having frequent financial promotions**
      Advancement more. But, when I am 30, I will start thinking differently: if you don’t pay me, I don’t want this advancement. Now, I don’t care, I will go.
   d- **A flat organization structure vs. A hierarchical organization structure**
      Today. I work in a flat organization, but the challenges are much bigger than being in a hierarchical structure because it would tend to be more random.
Nevertheless, I would be more into this type of flat because you have more interactions among people.

e- Abiding by a fixed schedule vs. Setting your own flexible hours
Setting my flexible hours.

f- Having a clear set of instructions vs. Thinking outside the box
Thinking outside the box definitely.

g- Being good in a wide range of responsibilities vs. Excelling in one type of activity
Being good in a wide range of responsibilities

h- A risky job with great exposure vs. A secure job with limited exposure
A risky job with great exposure

i- A double paid working day per month vs. An additional day off with family
Today, a double paid working day per month

6- Would you choose a job in a company that gives more discretionary benefits (educational sponsorships, health and security, parental leave…) than another one even if you cannot stand their culture?
My character is very easy to adapt. I have been working in an environment so not similar to me and I was able to adapt. Back then, I was not offered a good environment, experience or pay. If I was offered everything except for a similar environment like me, I will sacrifice to adapt.

7- Could you describe your dream job as to:
   - context, responsibilities and type of work
     My dream job is my own job, where I can have flexible hours, be motivated for my own performance, not to be an employee. It would be something more interactive than office work, maybe communication, it will be giving me great exposure on a wide society. My dream job is a job that involve entrepreneurship.
   - culture and workplace structure
     Very outgoing that involves communication, openness, creativity and people.
   - what it offers to the employee, what you don’t like to find there….
     Freedom to take initiatives, so basically people will be able to put their ideas on table, and to feel ownership of the whole thing, like it is their own company, while they are working for their own benefits. A good salary of course to keep them motivated, with a teamwork spirit and a family environment, a cool atmosphere. I don’t like to find frustrated people or passive people, even in administrative positions.
   - what skills you’d like to use when performing this job
     Communications, interpersonal skills, loyalty, teamwork, initiative, decision-making, plenty…creativity.

8- Which company do you dream working for and what are the reasons behind it?
Google, because they have all that I have been mentioning since we start the interview. This environment of feeling at home while having a lot of challenges to overcome because you are comfortable. To feel proud of the environment you are part of because you have a good exposure, a good salary and a great environment and definitely competition among employees: who can deliver better performance?

9- Looking at all Lebanese employees of your own generation:
what similar things and needs do all of you seek to find in a job or a company? why do you think are those needs shared across all employees of this generation?
It depends a lot on the character, some people really don’t care, they just need a job with a salary. Fortunately, all the people I am surrounded with are very ambitious and hardworking people. The more you grow, the more they are achieving rather than investing in themselves. So basically, you start looking for experience and then you know your value, your potential, and you feel at ease with yourself more. All the people I know are eager to get more, not only on a financial level, on all levels. But it depends a lot on the background a person comes from, you have people coming from a conservative society, with all due respect, who think that working is come to the office, get a salary and leave. You have other people who are more exposed, and they are seeing how the world is evolving and changing, and thus, they look for more exposure, more experience. Those are the people I am surrounded with. There are people who have family as the only focus, and others who focus on other things as well but on a limited basis because they also want to focus on their families, so they look for flexibility. This difference in needs is related to personality and to the background of the person. I have friends who have their job and are satisfied with not having ambition. They don’t look for increasing their potential or to have their own business, working in a bank is enough, and that is it.

which industry or job do you think is appealing to most of you and why?
At one point, people were full focused on business. Now the focus is diversified. You get a trend from time to time.

10- What different things and needs do employees from older Lebanese generations want from a career or a job (your parents)? What do you think are the possible reasons behind those differences between their needs and your own?
They look for salary and convenient working hours. When my mom was my age, she couldn’t care a lot like me to advance. She was at USJ, finished two years, got married and left university. Five years ago, she finished her diploma. She did not look for the same stuff because she had her family by that time. She had priorities. There is a difference between what we look for and what they used to look for at our age, because they didn’t have that exposure at that same, they were not part of that era. They couldn’t care much about the environment to work in, because people were not that openminded. They were more like clicks, not open to everything. Everything was limited based on regions in Lebanon. Now we are more exposed because of social media, information, globalization, travelling, people you meet. Now you get influenced by other people. Before, all of them had a similar life, there was not much difference between them. There were not many bold people, they didn’t have the opportunity to impose themselves or expose themselves to people. Now, everyone is exposing him or herself and you get to watch the people and compare yourself, whether directly or indirectly, and get influenced. Additionally, now we are looking at achieving people outside, to dream to have their own life. Now, Lebanese are very well known because of their inventions, Lebanese achievers were made outside because the culture in Lebanon was so closed. Yet, we are still living in a difficult situation in Lebanon, but the difference is now we have access to outside, we know
we are people who can achieve, we know how much we have capacities and how much there are places to get to. The more you become aware of your capacities to achieve, you start wanting more. Especially that now, there are many tools to help the person discover their capabilities and competencies, especially that we are a population who likes learning, and being exposed to new things because since ever Lebanon went through a lot of generations and new populations on various cultures and histories…

11- “No job is enough for our generation”. What do you think about this statement?
Yes, because a human being by default is greedy and because whenever you achieve, you want more. I am someone who believe in human potential, I believe that whenever you want something, you can get it. If this generation was in a different time, it would have been different. Yet, my character affect me a lot, so I think it is a matter of personality as well.

12- If you were to compare Lebanese employees vs. employees from other nationalities, what major positive/negative differences do you see in terms of:
  a- working styles, behaviors, and attitudes
  I can’t generalize but at some point, Lebanese people focuses a lot on personal relationships while other people focus more on the job itself. We are more practical than other people, we find ways to make it work, we are more innovative to find solutions, while other people work by the book. Negatives are the fact that sometimes we tend to be unprofessional.
  b- needs and requirements they seek to find in a job or a workplace
  I believe that all of us have the same needs, but it depends on the background you are coming from. Even in the US or Europe, people coming from poor background, would be only looking from money to survive and live, they would look for a job that brings money only. While, if someone is coming from an open background and has access to the world, they will be ambitious. So, it depends on the background and the personality rather than the country.

- Are there any reasons behind those differences?

13- Coming to your friends and surroundings:
  - To what degree do you feel that having a higher job status would make you more worthy of praise from friends?
    Of course, I believe it is something inside of you that reflects to other people. It is something in you, it is a personal perspective. Maybe to other people, they don’t care about seeing me improve, but it is something personal: the better I get, the better image I would give to other people. So, it is something within me, something related to my personality. Yet, all of us think that way.
  - To which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers?
    A lot, it’s an 8 to 10.
  - Does it have a positive or negative impact on your morale?
    It has a positive impact on my morale. But sometimes it can be negative when I see that I can do better than them, while I am not offered the opportunity. It challenges me.
14- Coming to your present occupation at your current company:
- **What aspects do you like about your job and what do you dislike? Why?**
  I love my job because I like the fact that it is a flexible environment, it is an open-minded place. It is a place where I can give and propose new ideas and initiatives. What I don’t like about my job that I can get a better salary, and I would look more for a multinational exposure, because here I don’t have much diversity in nationalities. I don’t have people in the same position coming from different backgrounds. I like this diversity and mobility in multinational provide, and the fact that you travel a lot to different areas and missions, it is very challenging. You really need some skills and personalities to cope with this and not everybody can handle this.

- **What skills are you actually utilizing and which ones you’re not being able to?**
  Mainly communication. I am not being able to use my hard skills more.

- **Do you like the culture of your company and why?**
  Yes, I do because we work in a flat organization and the management is young. Managers are young, they are eager to get more, they have the potential, they expand and never stop. They are very ambitious. The whole environment is nice because it is young, challenging, outgoing and positive. If you dig deeper into management, if they have a perception, it is difficult to change it, a bit of inflexibility, stubbornness or resistance, and that is something I don’t like. If someone is not performing well, you can convince them that there are ways to improve their performance instead of laying them off. This comes from unawareness as well. It is complicated. I think the scale of the organization matters a lot.

- **What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?**
  It is not about the company, it is about the people. There are still some people who like who they are and don’t want to improve. There is not a lot of competition among people. At some point, when you have a competitive environment and everybody is like you, it challenges you more.

15- As to your working attitude and behavior, please explain the following:
- **on a scale of 1 to 10, to which extent do you see yourself loyal to your company and why? (if you get a better job tomorrow, how much are you willing to leave a company that stood by you in times of difficulty and helped you advance?)**
  When you grow, it gets smaller. Our generation is very critical because we are in a phase where it is easy to leave. It is not a question of loyalty, it is a question of diversity in opportunities. It also depends on how much you have been in the company for and what you have been through. I am in a phase where I would look for better opportunities. Later, I might change.

- **on a scale of 1 to 10, to which extent do you think you are patient as to advancing in your career?**
  7 to 8.

- **on a scale of 1 to 10, how much of a competitor are you in the workplace?**
  8 to 9.

- **when do you usually feel extremely proud at work and why?**
  When I see the impact on other people because it is very rewarding to see things change. Additionally, my job is very critical, I see people having their hope back
when you motivate them or happy with what you do, when you see positive results, it is by default rewarding, especially that I am responsible of spreading positive atmosphere.

- how do you feel about your job when the supervisor is not around?
Not that much, you just feel more responsible. My supervisor helps me also be very autonomous, and have ownership of my job.

16- What do you believe is your role as an employee besides getting the job done?
Making the company a better place, enhancing the whole environment. I am part of the success of this company.

17- What do you expect to receive from your manager and the workplace to be as productive as you can be in your job?
The freedom and the support in terms of trainings I need, development and all the information I need, two support to back me up if I make a mistake, to challenge me and push me to my limits.

18- If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason?
If there is some kind of misconduct, anything unethical.

19- “Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement? Is it true and to what extent?
True, work life balance. Though, work will have to dominate leisure a little bit. If you want to be successful you have to do that, yet you need to balance, even if it is an hour of exercising. You feel more motivated, more comfortable at work and outside work.

20- To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities?
It makes you closer but at some point, you feel like it is something only in Lebanon. For other people, it doesn’t. Sometimes it might create some problems on a long term but from a personal perceptive, if I find someone worth sharing my personal stories with, I will. When you get to know both sides of the person, you get to know how to deal with them more. It gives you more insights on how to behave with people. I like being involved in team building activities and I strongly agree with it, I am an HR person

Interview 4:

1- Starting with the first question, how do your values and beliefs influence your daily life and behavior; more specifically at work? (how do you mirror your values, priorities and needs in your everyday behavior? – please give examples)
Stating with the basics, respect is the first value that I practice in life and at work, so treating people with equity, the same, not having any discrimination based on their sects, religion… I have been raised in a way that taught never to think about a person’s religion or sect, so basically it is the same for me at work, I treat everyone for the
person they are not from their background or where they come from or whatever, so respect for their own person. Second, being happy, spreading happiness all over the place, and this is something I am known for. So, the positive vibes, being an HR person mainly and as a regular person. I am a person who is open for new ideas, and communication, so I try my best to practice it at work. I am a family person, so my values and beliefs are the same: I believe we are family at work, I try my best to feel this energy or this ambiance. Also, to respect the environment, not to have any conflict of interest, any piston, not to take advantage of anyone or vice versa.

2- What values and needs did you take from each of the following three items:

a- Your education and its quality
To be honest, my education wasn’t such an added value, except from a perspective of exposure. For example, elections at university teach you how to have your own point of view, how to express your opinion. Unfortunately, our university elections were not that democratic, but it was the first time I express my opinion, choose the people who will represent me. The value of education is more of a know-how. Things related academically to what you do. But it’s more of learning how to be responsible of my results, how to work hard to pass my exams.

b- Your family
Everything. First of all, love, how to love each other, and how to love yourself and other people. Second, to treat everyone the same and not to discriminate because of sect, religion, background whatsoever. Three, how to be grateful for what I have. Four, how to know the value of life. We have been through a lot of ups and downs, so yes... all my values from family. How to work hard, how to look for more, how to praise everything you have, how to be ambitious, how to be lovable among people, to keep the good reputation and values...

c- Being part of the Lebanese community?
Being sociable, to adapt to every single situation. Mainly, it’s into communication and interpersonal skills, because the Lebanese mentality is so into people. So, you will be open for ideas, up-to-date, very outgoing. Yet, there is some contradiction, because you can look at Lebanon form a very conservative perception where there are traditions, or Lebanon that is opening up to the world. Lebanese values are related to loving people, loving your country, to praise what you have but also to be very open and adaptable for situation. And this, helps people adapt to anything whenever they go around the world. Also, given the fact that you can find everybody in Lebanon, you learn to deal with different mentalities and different types of people and how to adapt to all this.

3- What do you define as a “work value”?
The value at work is the way you expose yourself to other people and the way you use your work for the benefit of the company not for your own benefit.

4- Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?
First of all, the exposure the job will give me, is it a place that will offer me a great exposure or not? Two, the environment I am working in, is it similar to me? Will people around me have the same mindset, culture, objectives? I look for a challenging
Changing Work Values among Lebanese Millennials

environment but unfortunately I am someone who is not a lot into the material revenue. Whenever I set my priorities, financials are not part of it but however eventually it will affect my decisions. If I find the perfect environment in a multinational exposure with a limited salary, I will go for it instead of choosing a job with a great salary which environment doesn’t look like me at all. So mainly, the environment as a whole and the experience I can get, and then comes the financial. If financial comes with other good things, it will motivate me, but alone it won’t.

- **To which extent did they change since you started working? Why?**
  They haven’t changed much. Today, I know my value and my potential. When I graduated, I was looking for a job that will get me the experience and the know-how only. I was not thinking about the environment yet, but I learned it through experience. I still have a lot of learn and skills to acquire, however now I understand the value of the environment: if you are in an environment that is not similar to you at all, it will demotivate you a lot. Now, I know my potential and I can impose the salary I want. So you values get enhanced, but they don’t change.

- **To which extent do you think they would change over the upcoming decade and how?**
  The weight of focus on them will change, but they will not change. Later on, I will still value the environment and the exposure, but financial will be a priority. Once you get the exposure you want, you focus on another need. When I first started, my need was for experience, now it is for experience + exposure + environment, later on it will be more related to money. Maybe with time, once I start having a family, I will look for a convenient job regarding working hours and my family life. If you give me a job that requires travelling now, I wouldn’t mind but not later. For now, I care about flexible hours, I can’t be in a job that imposes strict and rigid timing, but it is not a primary need.

5- When considering a potential job in a company, which aspect among each two would you consider the most and why?

a- **Liking the job content vs. Liking the salary**
  Today, in my current job, it’s liking the job content.

b- **Liking the benefits vs. Liking the pay**
  If they will be compensating the pay, then benefits.

c- **Having opportunities for advancement vs. Having frequent financial promotions**
  Advancement more. But, when I am 30, I will start thinking differently: if you don’t pay me, I don’t want this advancement. Now, I don’t care, I will go.

d- **A flat organization structure vs. A hierarchical organization structure**
  Today. I work in a flat organization, but the challenges are much bigger than being in a hierarchical structure because it would tend to be more random. Nevertheless, I would be more into this type of flat because you have more interactions among people.

e- **Abiding by a fixed schedule vs. Setting your own flexible hours**
  Setting my flexible hours.

f- **Having a clear set of instructions vs. Thinking outside the box**
  Thinking outside the box definitely.

g- **Being good in a wide range of responsibilities vs. Excelling in one type of activity**
  Being good in a wide range of responsibilities
h- A risky job with great exposure vs. A secure job with limited exposure
A risky job with great exposure

i- A double paid working day per month vs. An additional day off with family
Today, a double paid working day per month

6- Would you choose a job in a company that gives more discretionary benefits (educational sponsorships, health and security, parental leave...) than another one even if you cannot stand their culture?
My character is very easy to adapt. I have been working in an environment so not similar to me and I was able to adapt. Back then, I was not offered a good environment, experience or pay. If I was offered everything except for a similar environment like me, I will sacrifice to adapt.

7- Could you describe your dream job as to:
   - context, responsibilities and type of work
     My dream job is my own job, where I can have flexible hours, be motivated for my own performance, not to be an employee. It would be something more interactive than office work, maybe communication, it will be giving me great exposure on a wide society. My dream job is a job that involve entrepreneurship.
   - culture and workplace structure
     Very outgoing that involves communication, openness, creativity and people.
   - what it offers to the employee, what you don’t like to find there….
     Freedom to take initiatives, so basically people will be able to put their ideas on table, and to feel ownership of the whole thing, like it is their own company, while they are working for their own benefits. A good salary of course to keep them motivated, with a teamwork spirit and a family environment, a cool atmosphere. I don’t like to find frustrated people or passive people, even in administrative positions.
   - what skills you’d like to use when performing this job
     Communications, interpersonal skills, loyalty, teamwork, initiative, decision-making, plenty…creativity.

8- Which company do you dream working for and what are the reasons behind it?
Google, because they have all that I have been mentioning since we start the interview. This environment of feeling at home while having a lot of challenges to can overcome because you are comfortable. To feel proud of the environment you are part of because you have a good exposure, a good salary and a great environment and definitely competition among employees: who can deliver better performance?

9- Looking at all Lebanese employees of your own generation:
   - what similar things and needs do all of you seek to find in a job or a company?
     why do you think are those needs shared across all employees of this generation?
   It depends a lot on the character, some people really don’t care, they just need a job with a salary. Fortunately, all the people I am surrounded with are very ambitious and hardworking people. The more you grow, the more they are achieving rather than investing in themselves. So basically, you start looking for experience and then you know your value, your potential, and you feel at ease with yourself more. All the people I know are eager to get more, not only on a financial
level, on all levels. But it depends a lot on the background a person comes from, you have people coming from a conservative society, with all due respect, who think that working is come to the office, get a salary and leave. You have other people who are more exposed, and they are seeing how the world is evolving and changing, and thus, they look for more exposure, more experience. Those are the people I am surrounded with. There are people who have family as the only focus, and others who focus on other things as well but on a limited basis because they also want to focus on their families, so they look for flexibility. This difference in needs is related to personality and to the background of the person. I have friends who have their job and are satisfied with not having ambition. They don’t look for increasing their potential or to have their own business, working in a bank is enough, and that is it.

- which industry or job do you think is appealing to most of you and why?

At one point, people were full focused on business. Now the focus is diversified. You get a trend from time to time.

10- What different things and needs do employees from older Lebanese generations want from a career or a job (your parents)? What do you think are the possible reasons behind those differences between their needs and your own?

They look for salary and convenient working hours. When my mom was my age, she couldn’t care a lot like me to advance. She was at USJ, finished two years, got married and left university. Five years ago, she finished her diploma. She did not look for the same stuff because she had her family by that time. She had priorities. There is a difference between what we look for and what they used to look for at our age, because they didn’t have that exposure at that same, they were not part of that era. They couldn’t care much about the environment to work in, because people were not that openminded. They were more like clicks, not open to everything. Everything was limited based on regions in Lebanon. Now we are more exposed because of social media, information, globalization, travelling, people you meet. Now you get influenced by other people. Before, all of them had a similar life, there was not much difference between them. There were not many bold people, they didn’t have the opportunity to impose themselves or expose themselves to people. Now, everyone is exposing him or herself and you get to watch the people and compare yourself, whether directly or indirectly, and get influenced. Additionally, now we are looking at achieving people outside, to dream to have their own life. Now, Lebanese are very well known because of their inventions, Lebanese achievers were made outside because the culture in Lebanon was so closed. Yet, we are still living in a difficult situation in Lebanon, but the difference is now we have access to outside, we know we are people who can achieve, we know how much we have capacities and how much there are places to get to. The more you become aware of your capacities to achieve, you start wanting more. Especially that now, there are many tools to help the person discover their capabilities and competencies, especially that we are a population who likes learning, and being exposed to new things because since ever Lebanon went through a lot of generations and new populations on various cultures and histories…

11- “No job is enough for our generation”. What do you think about this statement?
Yes, because a human being by default is greedy and because whenever you achieve, you want more. I am someone who believe in human potential, I believe that whenever you want something, you can get it. If this generation was in a different time, it would have been different. Yet, my character affect me a lot, so I think it is a matter of personality as well.

12- **If you were to compare Lebanese employees vs. employees from other nationalities, what major positive/negative differences do you see in terms of:**

   **a- working styles, behaviors, and attitudes**
   I can’t generalize but at some point, Lebanese people focuses a lot on personal relationships while other people focus more on the job itself. We are more practical than other people, we find ways to make it work, we are more innovative to find solutions, while other people work by the book. Negatives are the fact that sometimes we tend to be unprofessional.

   **b- needs and requirements they seek to find in a job or a workplace**
   I believe that all of us have the same needs, but it depends on the background you are coming from. Even in the US or Europe, people coming from poor background, would be only looking from money to survive and live, they would look for a job that brings money only. While, if someone is coming from an open background and has access to the world, they will be ambitious. So, it depends on the background and the personality rather than the country.

   - **Are there any reasons behind those differences?**

13- **Coming to your friends and surroundings:**

   - **To what degree do you feel that having a higher job status would make you more worthy of praise from friends?**
     Of course, I believe it is something inside of you that reflects to other people. It is something in you, it is a personal perspective. Maybe to other people, they don’t care about seeing me improve, but it is something personal: the better I get, the better image I would give to other people. So, it is something within me, something related to my personality. Yet, all of us think that way.

   - **To which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers?**
     A lot, it’s an 8 to 10.

   - **Does it have a positive or negative impact on your morale?**
     It has a positive impact on my morale. But sometimes it can be negative when I see that I can do better than them, while I am not offered the opportunity. It challenges me.

14- **Coming to your present occupation at your current company:**

   - **What aspects do you like about your job and what do you dislike? Why?**
     I love my job because I like the fact that it is a flexible environment, it is an open-minded place. It is a place where I can give and propose new ideas and initiatives. What I don’t like about my job that I can get a better salary, and I would look more for a multinational exposure, because here I don’t have much diversity in nationalities. I don’t have people in the same position coming from different backgrounds. I like this diversity and mobility in multinational provide, and the fact that you travel a lot to different areas and missions, it is very challenging. You
really need some skills and personalities to cope with this and not everybody can handle this.

- **What skills are you actually utilizing and which ones you’re not being able to?**
  Mainly communication. I am not being able to use my hard skills more.

- **Do you like the culture of your company and why?**
  Yes, I do because we work in a flat organization and the management is young. Managers are young, they are eager to get more, they have the potential, they expand and never stop. They are very ambitious. The whole environment is nice because it is young, challenging, outgoing and positive. If you dig deeper into management, if they have a perception, it is difficult to change it, a bit of inflexibility, stubbornness or resistance, and that is something I don’t like. If someone is not performing well, you can convince them that there are ways to improve their performance instead of laying them off. This comes from unawareness as well. It is complicated. I think the scale of the organization matters a lot.

- **What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?**
  It is not about the company, it is about the people. There are still some people who like who they are and don’t want to improve. There is not a lot of competition among people. At some point, when you have a competitive environment and everybody is like you, it challenges you more.

15- **As to your working attitude and behavior, please explain the following:**

- **on a scale of 1 to 10, to which extent do you see yourself loyal to your company and why? (if you get a better job tomorrow, how much are you willing to leave a company that stood by you in times of difficulty and helped you advance?)**
  When you grow, it gets smaller. Our generation is very critical because we are in a phase where it is easy to leave. It is not a question of loyalty, it is a question of diversity in opportunities. It also depends on how much you have been in the company for and what you have been through. I am in a phase where I would look for better opportunities. Later, I might change.

- **on a scale of 1 to 10, to which extent do you think you are patient as to advancing in your career?**
  7 to 8.

- **on a scale of 1 to 10, how much of a competitor are you in the workplace?**
  8 to 9.

- **when do you usually feel extremely proud at work and why?**
  When I see the impact on other people because it is very rewarding to see things change. Additionally, my job is very critical, I see people having their hope back when you motivate them or happy with what you do, when you see positive results, it is by default rewarding, especially that I am responsible of spreading positive atmosphere.

- **how do you feel about your job when the supervisor is not around?**
  Not that much, you just feel more responsible. My supervisor helps me also be very autonomous, and have ownership of my job.

16- **What do you believe is your role as an employee besides getting the job done?**
Making the company a better place, enhancing the whole environment. I am part of the success of this company.

17- What do you expect to receive from your manager and the workplace to be as productive as you can be in your job?
    The freedom and the support in terms of trainings I need, development and all the information I need, two support to back me up if I make a mistake, to challenge me and push me to my limits.

18- If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason?
    If there is some kind of misconduct, anything unethical.

19- “Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement? Is it true and to what extent?
    True, work life balance. Though, work will have to dominate leisure a little bit. If you want to be successful you have to do that, yet you need to balance, even if it is an hour of exercising. You feel more motivated, more comfortable at work and outside work.

20- To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities?
    It makes you closer but at some point, you feel like it is something only in Lebanon. For other people, it doesn’t. Sometimes it might create some problems on a long term but from a personal perceptive, if I find someone worth sharing my personal stories with, I will. When you get to know both sides of the person, you get to know how to deal with them more. It gives you more insights on how to behave with people. I like being involved in team building activities and I strongly agree with it, I am an HR person.

Interview 5:

1- Starting with the first question, how do your values and beliefs influence your daily life and behavior; more specifically at work? (how do you mirror your values, priorities and needs in your everyday behavior? – please give examples)
    For me personally, the code of ethics or values for specific social values that I have in my life are partly the drivers of what I do in my life on daily basis, because at the end of the day you need an anchor or a direction or a specific caliber to operate within, so for me it is the anchor. At work, it is reflected in long term results which are mainly within the eco system of relationships. So how do you know that what you did is good or within a specific ethical perspective? It is when you build a specific foundation or accumulation of good behavior and good intentions with people. At the end of the day, with some people it takes months, with others it takes years. You build this bond in which you bring goodness to other people and it is self-reflected with your personality, so you feel good about yourself. So, it is more related to results and the impact on relationships which becomes even healthier.
2- What values and needs did you take from each of the following three items:
   a- Your education and its quality
       There are no specific ethical values that you might take from traditional education. I think it is more about what is around education, what comes with the relationship in school, and how to do things right or wrong. So, if you want to split education, it is a big topic, it can be science or the discipline. So, if we are talking about the discipline, then definitely yes, you learn what you should do and what you should not, how to get on time and how to dress, how to be disciplined and organized. I am now implementing this at work: I always keep in mind that this is how I should act, always be on top of things, not miss classes, meetings and eventually what you learn is what you reflect on your subordinates. But from the hard-core sciences, nothing.

   b- Your family
       For family, it was more about the social values related to respect and goodness; and it is mainly how you portray yourself as a kind, and good person in your society and your family. So, I think they are mainly exaggerated, they always want you to be this kind and good person, but I think in school it is more practical stuff that you get, with family you learn social values and norms.

   c- Being part of the Lebanese community?
       Actually, I don’t believe there are specific values related to Lebanese. I say there are values related to the region, which are mainly the middle eastern norms except for few countries but definitely there are specific traits for Lebanon, but they are not significant enough to be experimented upon. I think as a Lebanese in general there are more negative vibes we get from the culture. By being Lebanese, I learned that I should be more ethical, a value-based employee so that I can challenge the corrupted government that we have in this country. So, I think it is like a reversed psychology.

3- What do you define as a “work value”?
   I would really relate it to integrity and doing things in a good way, in an ethical way and specifically not harming and hurting anyone. Definitely sometimes it might harm someone else without you knowing. But I think it is related mainly to integrity, and an example would be like if you were set to do a specific task and were given this authority to do it and got a specific every important mail to act upon, and you disregarded it, knowing it has an impact would be very important and this is an unethical behavior. It could also be being a rat and a whistleblower, some people do that in the workplace and they insinuate it to other people, so this is by itself being unethical.

4- Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?
   Actually, for one, I think on the integrity and ethical perceptive of my supervisor, because I think it would be a nightmare to have an unethical or unfair manager dealing with you, because they will make your life hell. So, I think I will look at my boss. Second, at the institutional image and third I would think of my colleagues, my counterparts. This would be important but not as important as the ecosystem or the image of the institution. For me, I never look at salary, and you might probably say that it is too much of an idealistic, but I don’t really care much about that. If I am happy at work and I am getting good vibes and I am having fun, and fun is really
important that people tend to take it for granted, if you are interested and you believe that what you are doing is exiting, then everything else would be secondary. Part of how my personality was formed was after working for 9 years in a non-profit educational institution and NGOs, because it increased my focus on ethical behavior. Definitely, you have it somewhere in you, but either you enhance it or you just kill it, so I think I built and capitalized on it. So now, everything I do is related to humanitarian activities.

- **To which extent did they change since you started working? Why?**
  The fixed factor was the fact that I always wanted to be in better positions, higher impacts. The moment I graduated I wanted that and I still want that. I want to have a higher impact in my job. But the priorities on other levels, are the fact that when I graduated I wanted to get a job, get paid and just go home and give the money; but now I don’t think of it in this way, as I said the benefits, bonuses and overtime are secondary forces but not primary. As long as I am happy and I am making an impact, I’m good.

- **To which extent do you think they would change over the upcoming decade and how?**
  Definitely, if I have additional responsibilities, because now I am single and I can just give time for humanitarian work. But maybe if I am married and I have kids, I won’t be able to stay till 9 pm at work, maybe I will have to ask for a raise. But again, these are important priorities and you might work towards achieving them, but if the whole system is messed up and not working for you, everything else wouldn’t be as important. I know very close people to me who left to some different opportunities even though they have great high salaries, benefits but they just wanted to let go.

5- **When considering a potential job in a company, which aspect among each two would you consider the most and why?**

a- **Liking the job content vs. Liking the salary**
  I would look at the content definitely. At the first glance, you would see “what am I going to do?” so if I get an offer now for something in neuro sciences for $20,000, I wouldn’t go.

b- **Liking the benefits vs. Liking the pay**
  I think it is the pay more than the benefits, because usually benefits are discontinued, changed, stopped, but the salary is fixed and you can rely on it.

c- **Having opportunities for advancement vs. Having frequent financial promotions**
  Usually mostly they come together, but I would go for advancement.

d- **A flat organization structure vs. A hierarchical organization structure**
  I think like a vertical as opposed to flat, because I tried both and I found that both have positives and negatives, but it depends on the size of your institution, so if it is huge, and you have a flat organization with like one person handling the whole thing then it will be draining for everybody. So, if the company is huge, better have layers of people in one structure. I know this increases the bureaucracy but like you have to choose.

e- **Abiding by a fixed schedule vs. Setting your own flexible hours**
  I like fixed schedules because of the operational nature of our work, it is like an industry. You have to be at a specific time, leave at a specific time and coordinate with everyone. It is not like designing or creating.
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f- **Having a clear set of instructions vs. Thinking outside the box**
For 90% of our jobs it is clear instructions and not creativity. But for me I prefer the creativity segment, and this 10% creativity segment, I perform it in my own life through music or other stuff, and I usually get this runway by creating other projects that were not requested from me and maybe integrate my hobbies into it.

g- **Being good in a wide range of responsibilities vs. Excelling in one type of activity**
You can excel in many things no? I would rather excel in one thing.

h- **A risky job with great exposure vs. A secure job with limited exposure**
Of course, a risky job.

i- **A double paid working day per month vs. An additional day off with family**
An additional day off with family

6- **Would you choose a job in a company that gives more discretionary benefits (educational sponsorships, health and security, parental leave…?) than another one even if you cannot stand their culture?**
I think I would stay as much as I can tolerate if I don’t have any other option. I would stay for a while until I find something else. I will stay as long as the mode of operations doesn’t contradict with what I believe in. I won’t work in institutions funded by the UN for example, at some point they are hypocrite, I would get $20 000 a month to help the poor. Why don’t you give the poor $20 000 directly?

7- **Could you describe your dream job as to:**
- context, responsibilities and type of work
- culture and workplace structure
- what it offers to the employee, what you don’t like to find there…
- what skills you’d like to use when performing this job
I have two dream jobs, first is to open a music production company and second a newspaper. I would like to have an independent political newspaper, with very smart staff, we have like a very friendly relationship, we have every single day 2-3 hour meetings to discuss the politics in the country and the region, brainstorm, laugh, fight, write independently about what we want to write, be very savage with the government and the state. And have a section on arts, have a section on economics. This is basically my dream job, it is mainly owning this think-tank, it can be in the shape of a newspaper.
I would use my soft skills coming from sociology and my love to politics and history, data Analytics, thinking about the society in general, having an impact more on a wider range on communities – this is very important to me.

8- **Which company do you dream working for and what are the reasons behind it?**
If it were an institutional company, I would go to Colombia or Georgetown University because they have this leftist type of thinking about the Middle East and History and so on. I hate corporate companies totally. It might be some kind of a foundation that would add specific issues of the community, history but I don’t see myself in a company that manufactures juices, papers etc… I want purpose in a company. I don’t like the corporate world because although I don’t know where I might end up being, but it is because it is like a human being without a soul, it’s like a machine, a beast that would eat all the small and medium businesses in a certain country that would
make up the geographic and demographic culture of a specific country. They just come and demolish it, destroy it. Mainly they don’t have this specific soul, so they act totally for profit and there is no person to talk to. It is like a huge entity with a block, and they are like targeted towards increasing the profitability and their major victims are their own employees.

9- Looking at all Lebanese employees of your own generation:
- what similar things and needs do all of you seek to find in a job or a company?
  why do you think are those needs shared across all employees of this generation?
  N/A
- which industry or job do you think is appealing to most of you and why?
  N/A

10- What different things and needs do employees from older Lebanese generations want from a career or a job (your parents)? What do you think are the possible reasons behind those differences between their needs and your own?

I think it is mainly related to change, we are more into being on a fast track of change, we want things fast. Soha, at some point says “hold your horses”, sometimes she has the right to do it because she is more mature, so she would know that maybe we have to wait, but sometimes our style would work because if you don’t do it now you would lose the chance.

I think at their age, they look for a job which offers them time with family, self-actualization, stability, more than like a burning volcano. It is mainly due to the civil war because it was a trigger for many insecurities in this generation, specifically when I hear my parents saying that “we lived through the war and we know the consequences and thank God that you didn’t go through it, we didn’t have anything back then, and you have this and that now, so thank God for having it.” In a way, it got their mind contaminated, so they always compare with us, while we don’t. But on a security level yes, we might leave a job and go to another job and then come back and say it is okay. While they would say “keep your money” because at some point the enemy would hit, and we would have to live the war again.

11- “No job is enough for our generation”. What do you think about this statement?

I think for our generation, the new one, living with the new technology, they don’t need anything, they just need to survive and have energy to hold their phones. They don’t care for anything else. Before you had a specific industry, working in a certain line, and then it moved to being more specialized and then it became into entrepreneurship and innovation. Now it is more into liquids, you can be a contributor, make an impact, only by being on social media, by posting and sweeping and you can make money out of it. I don’t know if it is a job or not, for me it is crazy, and I think they don’t need a job, they just want to lay down.

12- If you were to compare Lebanese employees vs. employees from other nationalities, what major positive/negative differences do you see in terms of:
- working styles, behaviors, and attitudes
- needs and requirements they seek to find in a job or a workplace
- Are there any reasons behind those differences?
  Specifically, the people we work with go with being very much reactive, they have boosted reactions on small projects, so you wouldn’t expect Soha or Imad, like if I do something normal and I send it to Richard, he would say “this is great, I can’t believe it, and so on.”, usually you don’t this as a compliment. So, I think culturally, they boost their reactions more than needed, while in Lebanon, they are normal. And I am more inclined to this approach, because it would give you a realistic approach to your achievements.

13- Coming to your friends and surroundings:
- To what degree do you feel that having a higher job status would make you more worthy of praise from friends?
  They are integrated in any community and definitely in Lebanon, because you get this status that you acquire from what you do. There is a quote that says “you are what you do”. So if this person is doing this, it says something about the presence of that person in our life. Sometimes people are opportunistic, but sometimes it is like: “Yeh, we are proud that we know this person”.
- To which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers?
  N/A
- Does it have a positive or negative impact on your morale?
  N/A

14- Coming to your present occupation at your current company:
- What aspects do you like about your job and what do you dislike? Why?
  I am in this job because of circumstances, but I like my job so much and rarely I think that 1% of people who do the job they dream of, but you can always have it as a hobby aside. I like my job because it allows me to do impact, positive and good impact. So when we come to the office knowing that through our operations we are helping students and patients, and then you see the results live, you would say that I am not only coming for the paycheck, I am not only coming to spend 9 hours at this institution. I am coming to contribute to something and this is majorly what I like about my job. The second thing is, as I said, the relationship with my supervisor is very good, and this is because of the professional way to deal with each other, and they are fair and just, and I am learning from them how to be fair and just, I haven’t reached this yet. Third, the environment I am in, at AUB, which is a very vibrant community, where you meet intellectuals, academics, staff, patients, students, we are like 20 000 people circulating the area, and this is really incomparable.
- What skills are you actually utilizing and which ones you’re not being able to?
  I used to use only the technical, since five years will now, 50% is functional and the other 50% is related to soft skills. I tried to use my creativity beyond what is required because the job doesn’t really require creativity in the solid sense of it, but I use it like 30%. It would bother me not to use my creativity, and I might leave because sometimes the routine might kill you, and sometimes when you tell your boss that you are thinking about this idea or this project, how about doing this?
And they wouldn’t respond much, it would be really frustrating, and you wouldn’t feel your presence and your contribution, so yes you might leave.

- **Do you like the culture of your company and why?**

  N/A

- **What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?**

  What I found is that we have the same values in the sense of humanity and needs and I think I took it from AUB, maybe it was already embedded in me but now it is enhanced. So we feel with the underprivileged and oppressed and victimized people, with the patients and the poor people, so I am directing my work towards this kind of activities so that I can feel better about myself. And my thesis proved that most people feel good about themselves because they give. AUB gives, and we are trying to give.

  What I can’t find is related to being like an old school, very orthodox, I am very innovative, tries to change because I think that change is life. AUB is very orthodox, reserved and conservative. Some things are being done as they are done in the past 10, 15 years, this is something I don’t agree with AUB about. Most of the generation, especially the younger generation, they always that they want to design stuff, do startups, have innovative ideas. Given the changes happening, even the internet and the technology, the exposure. They even have more things to think of, they can analyze, when you see more you tend to think more and try to implement more.

15- **As to your working attitude and behavior, please explain the following:**

  - **on a scale of 1 to 10, to which extent do you see yourself loyal to your company and why?** (If you get a better job tomorrow, how much are you willing to leave a company that stood by you in times of difficulty and helped you advance?)

    I think that you are like an employee, and if you find yourself happier somewhere else with a higher impact, then you are not the property of any institution or an entity. I think being loyal is when you are with this institution and you are doing your best to this institution, and you respect it’s rules and regulations. And then, when you decide to move on, according to the rules and the regulations, this does not destroy the loyalty aspect of it. If you don’t take the next job that makes you happy, you might be not be happy at this specific institution, and therefore your impact would be less and your productivity would be down. So why not?

  - **on a scale of 1 to 10, to which extent do you think you are patient as to advancing in your career?**

    I am very patient on this level, but when I want to do some kind of a project or see the impact or to see things happening right now, I am not patient. But on the level of promotions and so on, I became very patient because you learn and you become a bit mature, things take time and we have to wait until things are done. When you see the image from far, you know how the game works, you except that at this points it is not my time, I have to wait for like five or six years until something changes. So yeh, I am patient.

  - **on a scale of 1 to 10, how much of a competitor are you in the workplace?**

    Very much, 10. I am very competitive as long as it is ethical. Even when I go play a game, it would be so serious, otherwise there wouldn’t be any incentive.

  - **when do you usually feel extremely proud at work and why?**
The last time I felt extremely proud is when the project I did was featured in an international conference in Dubai, and I was so glad about that. It gives you this self-fulfillment for a big contribution and an accomplishment that “I did this” and many people are acknowledging that this is good. So, it is not only you or your close people saying “Bravo, you did this”, it is like a wider range of people, which increases the impact of the project.

- how do you feel about your job when the supervisor is not around?
Yes, it changes a bit, and especially now because everybody is in the US. I feel so much responsible, I come too early and leave late, I work on weekends, because I am the second in charge.

16- What do you believe is your role as an employee besides getting the job done?
If you have a supervisory responsibility, transfer your positive impact or ethics to your subordinates and as wider pool as possible, specifically from staff, and now I hear it from many of my staff saying that “we do this because you told us that this is the right way to do it”. It is not only getting the job done, it is about influencing positively if you have some kind of leadership potential. If not, at least contain your damage and not do anything harmful.

17- What do you expect to receive from your manager and the workplace to be as productive as you can be in your job?
One is rewarding me with specific positive feedback. When you do something, it is very important that they reply back saying “thank you for what you did, this is very important”, “you impacted this and that”, so to praise me. Two it could be taking what you did on the next level capitalize on it, so you would feel like you built a foundation. Three, it could be a monetary reward, not money, but like a reward, maybe a ticket to Greece for three days.

18- If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason?
If someone lies or doesn’t follow the instructions for silly reasons, if someone disrespects someone else at the office, it really makes me go crazy.

19- “Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement? Is it true and to what extent?
I think that when you start kicking off your career as a fresh graduate, you can sacrifice and put full power with your work, so you can accomplish what you have to accomplish and build a foundation and then you can open up to your leisure time more. Even when you are giving your full capacity, it is wrong not to relax, and this is what I did, I spent most of my time working, like day and time and on weekends, but now I would say no, it is better to balance them. But if you are kicking off, you will never be this extraordinary person if you are doing the same thing as everybody else, you have to do this extra mile.

20- To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities?
It should be close but it backfires too, so it depends on how objective the two people are. So, if I am going out with a colleague who knows the limit when we are back to office. So, you choose those people, and you choose them through testing throughout the experience of time. When you feel like they don’t take you for granted and really care for friendship while flipping between both lines, then why no? It would enhance the relationship at work.
Interview 6:

1- Starting with the first question, how do your values and beliefs influence your daily life and behavior; more specifically at work? *(how do you mirror your values, priorities and needs in your everyday behavior? – please give examples)*

My values definitely guide my actions, acting with people… they affect my work ethics. So, it is mainly about respecting others, treating everyone in the same way, with equality, respecting differences, valuing other people

2- What values and needs did you take from each of the following three items:
   a- Your education and its quality
      Similar to family, doing your best, not cheating, doing over and beyond. I learned about Integrity.
   b- Your family
      Honesty, treating everyone with respect, admiring others, not lying, not cheating… right? Being close to family members, supporting others who are in need.
   c- Being part of the Lebanese community?
      Actually, the Lebanese community didn’t add much value, it took away some of my values: honesty. You get influenced, however your family values still stand stronger and so you go back to your family values.

3- What do you define as a “work value”?
   It is what guides your way of working, how you treat others, how you treat your customers, consumers, colleagues at work. So, what are the guidelines that shape the way you work and deal with others.

4- Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?

First, the profile of the organization, because I need to feel proud and part of this organization. It will represent me, Second, the job itself, will it fulfill my ambitions, my skills, my capabilities? Third, maybe my colleagues, the culture, is it the culture I would like to work in? The culture is like to work in is open, a culture of teamwork, supportive culture, respecting others. I look for colleagues who are collaborative, who help other, who have team-work attitudes. If you are not happy in the organization, even if your pay is good, you would leave.

   - To which extent did they change since you started working? Why?
     They changed. Before the focus was more on the pay, now you know you want experience. You realize the importance of the organization you’re working in, the experience you’re getting. At the beginning, when you start looking for jobs, you look for pay, now things have changed.

   - To which extent do you think they would change over the upcoming decade and how?
     You know, people change their priorities based on their needs, so maybe if I get married and have kids, yes it might change. I see a lot of people leaving the organization to seek higher pay, because they have family and hence other priorities in life.

5- When considering a potential job in a company, which aspect among each two would you consider the most and why?
a- Liking the job content vs. Liking the salary
Liking the job content. If you don’t like what you are doing day in day out, you won’t be happy, and this is personally what drives my motivation, what makes me happy: it’s loving what I do, because I am a passionate people and I want to like what I do.

b- Liking the benefits vs. Liking the pay
This is my current situation: I am getting great benefits, even though my pay is not that high. I know I should get a higher pay, but my benefits make up for it.

c- Having opportunities for advancement vs. Having frequent financial promotions
I think they count in parallel, because once you advance in your career, you look for advancement in pay. A higher grade, comes with a higher pay. But, if they tell me that they are going to move me a collateral move that will help me grow in my career and gain experience, without increasing my salary, then I will go for it. If it is something to build critical experience and capabilities for my future growth, then yes, rather than staying where I am and increasing my salary.

d- A flat organization structure vs. A hierarchical organization structure
Flat: less alignment, more empowerment, more visibility and time with your managers, so it has a lot of advantages.

e- Abiding by a fixed schedule vs. Setting your own flexible hours
Setting your own flexible hours.

f- Having a clear set of instructions vs. Thinking outside the box
Definitely, instructions should exist in any organization but there are certain things that should be flexible for you to decide. Clear sets of instructions don’t challenge thinking outside the box. So, you can have a clear set of instructions within which there could be things that are flexible, like working from home or through flexible hours, But, even flexible arrangements should be abided by strict guidelines.

g- Being good in a wide range of responsibilities vs. Excelling in one type of activity
Definitely excelling in one type, because now we are going into a specialized world, so you cannot excel in so many skills and responsibilities, so it is better to be an SME of one skill rather than having a know-how on several skills.

h- A risky job with great exposure vs. A secure job with limited exposure
Now I will go for a risky one with great exposure, but this would change if I have a family.

i- A double paid working day per month vs. An additional day off with family
For now, maybe it is a double paid day because I don’t have commitments, I don’t have parents or kids.

6- Would you choose a job in a company that gives more discretionary benefits (educational sponsorships, health and security, parental leave...) than another one even if you cannot stand their culture?
No, honestly culture to me is extremely important. If you are not happy in a company, then you can’t be as productive as you can be.

7- Could you describe your dream job as to:
- context, responsibilities and type of work
Currently, given that I am looking for my next career move and progression, there are so many paths I can take, however it has to be challenging and I have to use my full potential. This is my dream job. I am happy at FMCG.

- **culture and workplace structure**
  I like flexible work arrangements, where you have the freedom to choose how to deliver your work, what is the best way to work, best working hours.

- **what it offers to the employee, what you don’t like to find there….**
  Maybe strict environments, where you have to abide by very strict rules and times and relations. I don’t like the heroic culture “I” vs. “We”.

- **what skills you’d like to use when performing this job**
  My passion, my dedication, my hard work, going over and beyond the daily work you know? The execution skills I have.

8- **Which company do you dream working for and what are the reasons behind it?**
  Maybe Google and Facebook you know, because of what you hear: the culture, the openness, they make you think outside the box, they are very flexible.

9- **Looking at all Lebanese employees of your own generation:**
  - **what similar things and needs do all of you seek to find in a job or a company?**
    - why do you think are those needs shared across all employees of this generation?
      I think respect in an organization, respecting you as an employee, respecting what you stand for, respecting your values, your needs. They are shared across the Lebanese generation because they are not met in Lebanon, too bad the opportunities are too little, the Multinationals are too little, so whenever you work in an organization, it’s not professional, needs are not met and you don’t have any rights as an employee.
  - **which industry or job do you think is appealing to most of you and why?**
    Maybe Facebook, Google, but not in Lebanon. Because we don’t have it, we don’t have those opportunities, so how can you dream of going there?

10- **What different things and needs do employees from older Lebanese generations want from a career or a job (your parents)? What do you think are the possible reasons behind those differences between their needs and your own?**
  Maybe security, they want security, they want a good pay. They have different needs, because given that they are working in Lebanon, they don’t have rooms to build capabilities and excel. While when you work in a multinational, it’s different. It also depends on the types of organizations you are exposed to, multinationals offer you chances to build you skills. Now, generational needs differ because it’s different generations, it’s different times. They didn’t have this media, this internet, this technology, disturbing everything happening around us. Now you have more awareness, right? You know what happening in the world, you know what’s going on, you know what the organization stands for.

11- **“No job is enough for our generation”. What do you think about this statement?**
  I think it is good and bad at the same time because some jobs should be enough for you. If you always feel like no job is good for me and I am always better than
anything, I am not sure how sustainable this will be and how good you can be in your job vs. I am gonna do my best here to grow, and excel in my career. A lot of the new generation think like this, because times have changed with all this social media and everything, people are not happy with what they have, they always want to have more and more, they want to have things they don’t have. It is not appreciating what you have, it’s always looking for things you don’t have.

12- If you were to compare Lebanese employees vs. employees from other nationalities, what major positive/negative differences do you see in terms of:
   a- working styles, behaviors, and attitudes
   Okay, so Lebanese working in Multinationals they excel great. They are hard workers, they have excellent communication skills, and when you are working in a multinational, you have a corporate culture so everyone will operate the same, so there are very minor differences in the culture, so I don’t see difference between Lebanese and others. They do great in what they do. For example, in my company I don’t see any difference between Lebanese and non-Lebanese because corporate values stand very strong, it overloads you own cultural values. Respecting others, respecting our customers, consumers, saying the truth, not harassing anyone…
   b- needs and requirements they seek to find in a job or a workplace
   We’ve already done certain surveys, it’s not that they want different things, however but what makes employees happy and engaged is different. And varies from one culture to another. For example, Chinese might be more engaged by getting higher pays, while other nationalities might get more engaged by being recognized, so yes definitely there is a variance. For Lebanese, maybe it is pay and getting higher ranks is what engages them.
   - Are there any reasons behind those differences?
   Because we, as Lebanese, have high power distance in our country, we look at the upper with more respect, this is why we like to go higher in the ladder to be respected by people below us.

13- Coming to your friends and surroundings:
   - To what degree do you feel that having a higher job status would make you more worthy of praise from friends?
     Definitely it will, because this is part of our culture. To me, it doesn’t matter really, at all, as long as I am happy about what I am delivering and what I am doing.
   - To which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers?
     Previously I was much more than now. Now I am more focused on myself. Previously, I was raised by this culture, and was very influenced by what others do. However, when you grow up and you travel and you see different cultures, you learn. So now, I am just focused on making myself a better person. It is not about what others do, it is about what I do and what I accomplish.
   - Does it have a positive or negative impact on your morale?
     No definitely, I am happy for others, once they advance, I am really happy for them.

14- Coming to your present occupation at your current company:
   - What aspects do you like about your job and what do you dislike? Why?
I work with people from across Asia, Middle East, and North Africa. I have colleagues from across, I learn so many new things from new cultures, different thinking, it’s very interactive. What I dislike is that I have been doing the same thing for some time now…. Two and a half years, they are enough. I would like to change. In two and a half years, you become an SME, you need to start learning new things. You remain an SME, but you have to build new skills and work in a new thing, you cannot keep on doing the same thing. For example, you can be an SME, but work in different domains, functions, regions.

- What skills are you actually utilizing and which ones you’re not being able to?
  Change management mostly. My communication skills, my trust, being able to work with a bigger team, being able to influence others, my strategic thinking. I think I am using all my skills at my current job and I am very happy.

- Do you like the culture of your company and why?
  Yes, very much.

- What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?
  Honestly, nothing I find all the values I wish for. Sometimes, the need of over-aligning with our leaders, to go for and proceed, so maybe there is a need to become more agile, move faster, more authority. Now, at my current job, it doesn’t have a big impact, but going down the road, it might affect my tenure definitely.

15- As to your working attitude and behavior, please explain the following:

- on a scale of 1 to 10, to which extent do you see yourself loyal to your company and why? (if you get a better job tomorrow, how much are you willing to leave a company that stood by you in times of difficulty and helped you advance?)
  Maybe 8 or 9, because I love it, it gave me so many things, it taught me most of the values I have now. I see the respect they have for our community and our people. I have been here for 10 years, so yeh. Everyone at a certain point in time leave, even if they’ve been there for 20 years. The question is why do you want to leave? If you feel like your career has a limit or a ceiling, or you feel like the pay is too low, then definitely I think of leaving. There are many reasons why someone who think of leaving an organization. Do I say I never think of leaving? No, definitely not.

- on a scale of 1 to 10, how much of a competitor are you in the workplace?
  9 definitely. I am competitive but it comes with a collaboration piece, so I am competitive however I am very collaborative, but I never hurt anyone. I make sure to engage others and take others with me. If I am more qualified, and both of us want this position and both apply, then I will deserve it.

- when do you usually feel extremely proud at work and why?
  When I do something, when I deliver, when I am recognized. Recognition impacts big time, when I get a good rating, I feel appreciated by others, by my leaders.

- how do you feel about your job when the supervisor is not around?
It’s the same. I work in a matrix organization, so my two bosses are not with me. I live in a different country, so I operate exactly the same.

16- What do you believe is your role as an employee besides getting the job done? Helping others, doing the right thing every day, doing what is the best for the company, for the organization, even if no one is looking you know. Being ethical at all times, doing business the right way.

17- What do you expect to receive from your manager and the workplace to be as productive as you can be in your job? Empowerment so I can do things a little bit my way, guidance on what’s better, how to move forward, I think this is it. And some recognition to motivate me. Recognizing my efforts, like a good rating, a thank you note. It can be financial and other kinds of recognition.

18- If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason? It hasn’t happened honestly to me before, but maybe if anyone has worked against the code of ethics of values, then this is the only way I am gonna go report it, theft definitely, someone stealing or doing anything against our policies.

19- “Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement? Is it true and to what extent? It’s extremely true. If you decide you want to be successful, then you need to decide on your priorities. If you think that your family is your priority and you need to give it most of your time, then maybe you need to put success in the back-end a little bit. But if you want to be extremely successful, especially in those days where everyone is so successful… you have to really focus on it.

20- To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities? Having your network is your biggest advantage and it really drives your career. It makes your work easier, it helps you meet people and helps you grow. I don’t believe a lot in opening your life in everyone at work, maybe you can have one close friend, but at least to have good relationships, but it doesn’t necessarily mean going out for a drink always. I like being involved in team building activities, it doesn’t contribute directly to my input but it helps me have good relationships, know the people more which makes the work relationships become easier and enhances the engagement and the collaboration.
Interview 7:

1- Starting with the first question, how do your values and beliefs influence your daily life and behavior; more specifically at work? *(how do you mirror your values, priorities and needs in your everyday behavior? – please give examples)*

Ok, so my values as a person are that I believe that for me to get somewhere and get where I want to be, I have to work very hard, nothing comes easy, so, I believe if I act in the same way at work, so if I start from zero and grow and go in a certain career path in the right time, I think I will get where I want to, at the right time. But becoming a manager easy? I don’t think it will happen and don’t think people last longer there. Regarding my relationships at work, I started a new job so what I do is I really try to support and help everyone around me, as a coordinator I am supposed to help everyone, but I think of it as an opportunity to learn all the aspects of the department, all the functions, even if I have to deal with other departments, I like to help others because I think I will benefit from it at the end of the day, which will help me put myself in a better position later on in the future. So, if you tell me today, a new position opened and it’s a managerial position and you can get it, I can’t go for it, because today I know what I’m worth and I know what I know and what I don’t, so I would never take that step. I know my size as a person in this company.

2- What values and needs did you take from each of the following three items:

a- Your education and its quality

So, at NDU for my BA, I was going for finance, so I learned that everything has to be proven by numbers, so if you don’t give me a number, I can never be convinced that this is right or wrong, this affected me in life so even if I’m taking a decision that I want to buy a house or a car or something, if I don’t see the difference in interest and payment compared to the salary, I can’t decide. So I became more structured numerically if I can say. Now in my masters, in HR, I’m not gonna say it made me more human, but it made me look at things from a different perceptive, not only numbers matter, but also the way we look at things, the way we treat change, how to prove things, the research to do before a decision is taken. Sometime numbers found in research can mislead us because of other things that we don’t think of.

b- Your family

So, in my family, we are all very transparent, we are very honest with one another and we seek advice from each other, so this is automatically translated to who I am in the workplace. I’m very honest, I’m very transparent with everyone at work. If I see someone being misled I can’t stand it. If people deserve something, I fight for them to get it. I think this is all based on who I grew up at home and being responsible, because I’ve been living alone for 6 or 7 years now, so this really taught me how to be a more responsible person, organized person, someone that manages time, so this really helps me tackle everything at work on a tight schedule.

c- Being part of the Lebanese community?

Okay, regarding the fact that I am Lebanese, I think we can deal with people from all over the world, if you are in a group of people from different nationalities, you can sit in easily, and deal with them. We are all very courteous, we bring people to our homes, we invite them for dinner. So I think this makes us different from other nationalities.
3- **What do you define as a “work value”?**

A work value, is what you believe will make things happen. If you believe being respectful to others is gonna make you get to where you want, then you should believe in that. If you believe being organized or managing change… this is how I define it. If you value engagement, then you will believe that when your people are engaged, they will get to where they want while also getting where the company wants to be.

4- **Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?**

Okay, so the first one is the knowledge I will gain, the experience itself. Two, is the company and its reputation, in case I leave one day, I want the name of this company on my CV and I want it to take me places. Three, is probably, the title itself and the salary, because it helps with your self-esteem, it helps you become a more confident person with what you do and in society.

- **To which extent did they change since you started working? Why?**

Yes, first I used to thing that as soon as I graduate, because I have a degree, I want a really good position and a title and the money because I need to get to places, and it will help me progress in my career and stuff like that. Today, like I told you before, because I know what a manager should look like, I don’t believe I’m equipped yet to be a manager, I believe in the years of experience, in the knowledge, all this whole package itself has to be there to help me become a manager, a consultant, a professor… So before I thought I wanted to start with a managerial position, today I do not believe that, I believe I should be fully equipped to become a manager before I actually become one.

- **To which extent do you think they would change over the upcoming decade and how?**

Okay, so I believe a person is greedy, the grass is always greener on the other side. I believe I am happy today at my own job, but five years down the line I would want something more. So, I guess priorities will change and our values toward work will change. So today if I value title and salary, maybe later on I would want flexible work hours, because I will have a family, so I believe our priorities today at work are going to change.

5- **When considering a potential job in a company, which aspect among each two would you consider the most and why?**

a- **Liking the job content vs. Liking the salary**

Liking the job content, I am 24 today and I don’t think I should be targeting the salary because it is going to be something temporary and I’m always gonna want more. So today, to make sure to get where I want I need the knowledge therefore I need the job content.

b- **Liking the benefits vs. Liking the pay**

Liking the benefits. I can compare salary to salary between organizations and I can always get counteroffers, but for the benefits, it says a lot about the company. So, let’s say at the bank I didn’t have the benefits I have today, or the other way around and these are things you don’t get anywhere. So, I guess if a company has better benefits than another, I would look at that company.

c- **Having opportunities for advancement vs. Having frequent financial promotions**
Having opportunities for advancement. It usually takes you around a year or two to get really knowledgeable of what your responsibilities are, so I guess the more advancement and responsibilities are given, it will push you to learn more and know more.

d- A flat organization structure vs. A hierarchical organization structure
So, I am a little bit with hierarchy because I think it is necessary especially at my age, so I believe I should have someone looking down on me and telling me how to take things forward, someone with better experience, and it is also gonna help me want to go up the ladder. While in a flat structure, I don’t know to what extent you will have the opportunity to learn from people who know more.

e- Abiding by a fixed schedule vs. Setting your own flexible hours
Setting your own flexible hours, because I am sure that sometimes were not a productive as we want to be during workhours, so let’s say 30% of the time after lunch we’re out, we’re just wasting some time while we are very productive in the morning, so why not, let’s say, add coming on Saturdays but leaving early during the week. I am sure we are more productive during our peak times.

f- Having a clear set of instructions vs. Thinking outside the box
Having a clear set of instructions. I am person who likes structure, I like knowing what I have to do but have the opportunity to find solutions that are outside the box.

g- Being good in a wide range of responsibilities vs. Excelling in one type of activity
Being good in a wide range of responsibilities of course, let me give you an example at work: I find that in my position now, I am better off becoming a manager because I am exposed to Compensation & Benefits, and Talent, and Recruitment, while other people that are specialists in only one thing will only grow in that specific function.

h- A risky job with great exposure vs. A secure job with limited exposure
A risky job with great exposure. Simplest example, I used to work in a bank, which is very secure, and in the two years I spend there, I learnt nothing. To me, moving to another company might be risky, especially in Lebanon, but knowing I am gonna learn a lot and get more exposed, is worth it.

i- A double paid working day per month vs. An additional day off with family
A double paid working day per month. Currently I don’t live with my family and I am not married, so spending time with family does not matter. If I lived with my family, kids and parents, I’d pay to spend more time with them, regardless of the pay. If it’s a pay thing, then it doesn’t matter but if I could get more exposure and knowledge, then I would sacrifice a bit of time with the family.

6- Would you choose a job in a company that gives more discretionary benefits (educational sponsorships, health and security, parental leave…) than another one even if you cannot stand their culture?
No, because that culture is everything and if you don’t fit in this culture, no matter how hard you try, you won’t get anywhere, and if people don’t like you, it won’t help your development.

7- Could you describe your dream job as to:
- **context, responsibilities and type of work**
  I’d like to be a manager for a multinational company, an HR manager… currently this is my dream. I’d like to take strategic decisions, I’d like to be more involved with the management, so currently the HR says they have strategic seat with the BOD, but I done think so, I don’t think we are included in everything. I would like to be exposed to all departments, functions and operations of the company, so basically, I’d like to make these important decisions that will really affect the prospect of the company.

- **culture and workplace structure**
  I dream working somewhere where we do not have punch in and out, somewhere where we can go with the clothes that make us feel comfortable, somewhere where people are comfortable with who they are, where they want to be, who they want to be, just to make sure that people are there for work, not because they have to punch in and out, and be at work. I am currently punching in my job. Regarding the workplace structure, I’d like open spaces to a certain extent though – I think with open spaces, we’ll always need like these silent meetings rooms because I don’t like it when it gets crowded.

- **what it offers to the employee, what you don’t like to find there….**
  Not only I would like to manage the people and make sure everything is under control and the structure is in place and everything, I would like to see other people grow, because I believe if I grow my people, I will keep on growing and I would really like that.

- **what skills you’d like to use when performing this job**
  Being transparent comes first, being responsible, I’d like to see other people organized because I can’t deal with people who are not organized. I don’t like not having the management by my side, because with HR we are always hated on, they don’t like our people practices, they think we are here just to increase salaries and move on. So, I would really like the buy-in of other management.

8- **Which company do you dream working for and what are the reasons behind it?**
Now I am in Nestlé waters, which is a very small sub-group of Nestle worldwide, so if Nestlé waters decides to close, I would really like to go to Nestle foods, Nestle Middle East, because there you will be exposed more at a different level. Currently, we take their people practices, and we implement them in our business, but the culture itself is not ready, there is a lot to do.

Other than Nestle, I have a friend who works in Pepsi and a friend who works at P&G, so I am okay with any Multinational company, because I believe all of them implement the same practices that are basically designed by consulting firms like Hay Group, Mckinsey etc…so to me, I would really like be somewhere where I can take my knowledge and grow it rather than throwing it away.

9- **Looking at all Lebanese employees of your own generation:**
- **what similar things and needs do all of you seek to find in a job or a company?**
  Growth, more responsibilities, more knowledge because I believe every two years, people just want to move, they want to learn more.

- **why do you think are those needs shared across all employees of this generation?**
  This generation is more educated than others, before they valued security, they valued having this one job, being thankful for it: you go to work, you get paid, you
come back to your family. While today, all this changed, this generation is like a
culture by itself, everyone wants growth, everyone wants their family to have the
best education and be the best in everything so this is why we are all pushed to
become better, which makes us somehow greedy at a certain point, but whatever
we have is never enough, we always seek for better…

- which industry or job do you think is appealing to most of you and why?
Lately, out of nowhere, everyone is gone into consultancy, which was not
something common a while ago, because of the exposure and benefits they get,
they also learn a lot; consulting builds their personalities too. FMCG mostly as
well because it is worldwide compliance standards, it deals with exporting and
importing… I remember that before everyone wanted to work at a bank because
banks are secure, but today, I don’t think that interests a lot of people anymore.
And I believe with all this social media and technology, it makes you more aware
of what exists.

10- What different things and needs do employees from older Lebanese
generations want from a career or a job (your parents)?
They want security, because they are at an age where they want something that will
help them retire, will help them spend time with the family when they can. I don’t
think their values towards a job are the same as ours.

- What do you think are the possible reasons behind those differences between
their needs and your own?
Their generation lived through the war, so I guess living through the war made
them just want this easy life, they just want to go to work, they want to come back,
they want to have the money, they don’t want to live in the lower standards they
went through, they don’t want to go back to that phase, that is why they are always
cautious.

11- “No job is enough for our generation”. What do you think about this
statement?
I totally agree. Just like I said, we want more, we are more knowledgeable and if we
don’t know things, we look for it because we can google it, we can search and get to
know how and be more knowledgeable about things. We mostly know about
everything now. We are more exposed to information today, it is more accessible.

12- If you were to compare Lebanese employees vs. employees from other
nationalities, what major positive/negative differences do you see in terms of:
  a- working styles, behaviors, and attitudes
Lebanese people as I see know, when we have people from all around working
together, they might be more creative, they want the three languages which
sheds the lights on them. Negatives are, Lebanese people talk a lot about each
other, which matters a lot. Wherever you see a table of people talking about
others, they are the Lebanese, and they are a bit very selfish. They help
Lebanese but not people from other nations. I think people from other
nationalities are more professional in the way they think, in the way they
delegate and grow others, but a Lebanese would always prioritize: if they prefer
someone and have a lot of common things with them, they expose them more
than others.

  b- needs and requirements they seek to find in a job or a workplace
Lebanese always look for the title, because they always look for the position and who they are in society, so for them to be a manager is worth much more than being in a junior job. The fact that their title is a manager, even if they don’t have any subordinates, means a lot to them, more than any other job.

- **Are there any reasons behind those differences?**
  Reasons are Lebanese like titles, who they are in society, what their parents are gonna say, what their neighbors are gonna think, how their mom is gonna talk about them in front of the public. It is related to the Lebanese community.

13- **Coming to your friends and surroundings:**
- **To what degree do you feel that having a higher job status would make you more worthy of praise from friends?**
  We all care, here in Lebanon, about what the society is gonna think, so if you are in a better position than them, they think that “wow, she’s a manager, she’s exposed, she got a raise”. And this is satisfying at the end of the day… to know that people are looking at you in a different way because of your job, then why not.

- **To which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers?**
  I think we are, because we always seek for better. If we see that someone got something better or is working towards something better, then you would work towards that as well. So, if I see my manager very successful, who balances between work and their personal life, then I would want to be like them.

- **Does it have a positive or negative impact on your morale?**
  Of course, it has a positive impact, unless it becomes a type of jealousy, but if you are looking up to someone, I think this is a great motivation.

14- **Coming to your present occupation at your current company:**
- **What aspects do you like about your job and what do you dislike? Why?**
  Currently, I like the fact that I am exposed to everything. Because I am still at the beginning of my career, so I am not sure about what I like and what I don’t like. I don’t know if I like Compensation & Benefits more than recruitment or Talent or Performance more, I am not sure if I would like to be a generalist. So for now, I feel like I should really get a hand on all of them to know where I want to focus more. What I don’t like is that there is a little bit of admin work, I think it is the same case in all jobs, but I feel like I’m wasting my time, wasting my knowledge, rather than doing something more helpful to my career advancement and sometimes I feel like people in better positions, are less knowledgeable than I am, even though I have a better influence, better input when we take decisions on a departmental level. So, it bothers me how this person got to that position, while I am down here, adding so much value to the department itself.

- **What skills are you actually utilizing and which ones you’re not being able to?**
  Being organized is really helping me because currently I am on a project, yet I don’t want to lose what I have on the ground, so I am really happy that being organized is helping me do great on both, and manage both jobs at the same time, just to make sure that when I am done with the project, I won’t lose anything.

- **Do you like the culture of your company and why?**
I do, it is very friendly, it exposes you, if they see you work hard, they are appreciative. I don’t know if the whole company is like this, but at least my manager and my department are like that, so it really helps.

- **What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?**
  I know other companies have car loans, some others give you loan with no interests, that would be an advantage that we don’t have. Later on for the kids, the schooling assistance they give if very low compared to what I used to see that the bank. My manager comes from Nestle foods, so she has the value, she has the culture, she has the mindset, but we are in an acquired company right now, which makes it very difficult for the other company to think alike because there is some resistance, although we try so hard to make things happen, we try so hard to recognize, so we end up recognizing each other on a departmental level rather than the whole company, because people just don’t understand, or people just think it is unnecessary to recognize each other, or they just think that recognition should not be by telling someone thank you, while they can add a hundred dollars to their salaries.

15- **As to your working attitude and behavior, please explain the following:**

- **on a scale of 1 to 10, to which extent do you see yourself loyal to your company and why? (if you get a better job tomorrow, how much are you willing to leave a company that stood by you in times of difficulty and helped you advance?)**
  Today I am very loyal to my company, not because of my salary package, not because of the title, because I know I probably deserve better, but I am happy with what I am learning, and I don’t think I will have people who are willing to teach me and grow me as a person at the workplace as much as I am getting it here at the company.

- **on a scale of 1 to 10, to which extent do you think you are patient as to advancing in your career?**
  I am patient, I can give an example: I hated working at the bank, I could’ve left before, but I knew that I needed it, I knew I needed to start from zero, so as a person, I think I am patient especially knowing that I can stay for a while as long as I am not getting something better. I also look at the positives of what I am doing today, knowing that it will help me advance later on. I wouldn’t probably stay for more than three years.

- **on a scale of 1 to 10, how much of a competitor are you in the workplace?**
  I am very competitive, I thrive to being the best, to being the fastest, to take full advantage of every moment I can get, especially if it will help me in the future. I am competitive like an 8, 9. But, I wouldn’t hurt someone. If I am better than them, I make sure showing them that rather than doing something unethical.

- **when do you usually feel extremely proud at work and why?**
  When I am recognized, if I am given something with a certain deadline and I do it really fast compared to people who take more time. It would make me feel very proud.

- **how do you feel about your job when the supervisor is not around?**
  I will do it regardless, I’ll do it as if she’s there.

16- **What do you believe is your role as an employee besides getting the job done?**
I’d like to know that the job I am doing is actually helping, is actually influencing the company to reach its objectives. Like sales have to reach their target, but I think we, as HR, have the responsibility to make sure they have the skills, the mindset and the motivation to go and get these targets. I would like to make sure we are setting in place people practices that will help the business.

17- What do you expect to receive from your manager and the workplace to be as productive as you can be in your job?
I would like to be recognized somehow, if it’s not a salary, a position, if not, just be knowledgeable or giving me more responsibility knowing that I am up to it. I expect from my manager more transparency, I would like to know how are other projects going, who is working on what, why is this person given this responsibility. I would like a friendlier relationship, knowing that she can trust me and share things with me, knowing that I am up to it.

18- If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason?
Anything that is unethical, if I know that someone is stealing or doing something to hurt the business or my department. This, I would report. For other things, I wouldn’t put myself in it. In my current job, everyone is against HR, so my conflict would be standing up to what we do, if I hear that someone is talking negatively about us.

19- “Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement? Is it true and to what extent?
Yes, I do agree. We need the break, if I am at work for 8 hours giving a 100%, I think I deserve the entertainment, I deserve having fun, I deserve spending time with my family, going to the gym so I can keep my healthy lifestyle on track. I think we need both.

20- To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities?
I am with having a good team, that is close, that supports one another in the workplace, but I am not sure how much I want to go outside work. Sometime I see people after work, once or twice a month. But I think we should have those people who are not included in the workplace in our lives. My relationship with the people I work with is very good, but I think it should stay there. Work people should stay work people, I don’t think it should go home with you. I like being involved in team building activities, because it is essential once in a while, sometimes we forget how it really feels to be working with each other and we stop valuing it, so team building activities will be a good reminder.
Interview 8:

1- Starting with the first question, how do your values and beliefs influence your daily life and behavior; more specifically at work? (how do you mirror your values, priorities and needs in your everyday behavior? – please give examples)

I don’t think about them. It comes unconsciously, you act as per your values, when you are in a conflict, you remember your values and what really matters to you. Let’s say if I get a better offer where I have to stay till 5 o’clock, because I value WLB and flexibility, I re-think it because I don’t want to sacrifice my family for anything. Once I am put in a situation that needs me to take a conscious decision, then I reflect back on my values. Ethics is very important for me and the way people deal with each other, for example my boss is an amazing person, whenever I get a new offers, I think that at least I am working with someone good, who appreciates me, values what I am doing, instead of going somewhere new with a question mark, or the atmosphere is not as ethical as I want it, or people don’t treat each other well, or they belittle each other, or discrimination. So, when there is an issue, I start thinking about my values consciously.

2- What values and needs did you take from each of the following three items:
   a- Your education and its quality
   b- Your family
   
   Even when you are in a situation where you might get in trouble, always say the truth in whatever you do. I learned that working hard and striving to it, even if it doesn’t pay off immediately, it will pay off in the future. Values in regards to the importance of the family. Now, the thing is I lived in the States, so I have a second nationality but mainly when you live abroad you lose the family ties. So yeh, it’s family orientation and family values and I take it into consideration when taking a decision.

   c- Being part of the Lebanese community.

3- What do you define as a “work value”?

4- Based on your priority, what are the three primary necessities or requirements that you look for when considering a potential job and why?

   Work life balance/work flexibility come first. Then company reputation, impact on my career and its progression. First comes work life balance, then company reputation. So, I would never move to a company if it doesn’t have a good education and I would never move if it doesn’t have an impact on my career. They come together. Given that I am not the bread winner of the family, I don’t care about the salary, I work for fun and I work because I like to. It is something I love to do, but in case anything happens, I would easily leave. It is just an extra income. When I was young, I was building my career, so WLB was not a primary necessity. If I was single my age, I wouldn’t have focused much on WLB.

   - To which extent did they change since you started working? Why?

   When I was single the work/life balance was not an issue. Now with family it is a priority. Before, I was just focusing on my career, so, it is not because of the money, it was just building the career, my parents wouldn’t care less if I work till 5, 6 or 7. I was working to build my career, and it was not money. When I was too young, I wanted a good reputation, prospects for development and an ethical
workplace to work in, respect. Because once there is no respect anymore in the company, I would leave.

- To which extent do you think they would change over the upcoming decade and how?
  Not much since the kids are still young. WLB will always stay a priority from now on, because even if my kids grow up, there will be time for me to retire, enjoy more time with myself, so it will be fair for me to relax and enjoy what I want to do more.

5- When considering a potential job in a company, which aspect among each two would you consider the most and why?
   a- Liking the job content vs. Liking the salary
     Liking the job. I cannot wake up and go to work if I don’t enjoy it. Moreover, I’m not my family’s breadwinner so I work because I like to work and not because I have to.
   b- Liking the benefits vs. Liking the pay
     Benefits definitely. Such as work life balance, long annual leaves. Money in my situation is not the deal breaker. I prefer flexibility.
   c- Having opportunities for advancement vs. Having frequent financial promotions
     Advancement. I value self-actualization and being proud of my achievements more than money
   d- A flat organization structure vs. A hierarchical organization structure
     Flat. It is more pragmatic. People communicate better, faster and easier. Leaders emerge from all areas. Easier when change comes along. In my organization, it is almost flat, not much hierarchical. We have one manager and people reporting to him and he reports to the CEO. It is very practical and it helps a lot when there is a change taking place, when it is hierarchical, it is a little bit harder.
   e- Abiding by a fixed schedule vs. Setting your own flexible hours
     Fixed schedule is good, but room for flexibility in case there are situations that arise. It is better for me and the company as well.
   f- Having a clear set of instructions vs. Thinking outside the box
     I like thinking outside the box and this is what I like about my job. I came to the company as HR manager, I looked at the structure, went to the CEO and suggested that there is something wrong happening and this is what we should do. I got the director's support and started doing things from scratch and reviewing it, even for things that are not purely HR, like creating databases to be used by HR through developers. Usually I set the strategies, I design the things and if there is person who can follow up, it would be great. So, I like designing things.
   g- Being good in a wide range of responsibilities vs. Excelling in one type of activity
     Being good in a wide range of responsibilities. Ability to wear multiple hats is a blessing for the person and the company. My experience in diversified industries and job roles helped me achieve that. Whenever there is an operational issue being discussed im able to hop in and give my feedback, not just purely HR.
   h- A risky job with great exposure vs. A secure job with limited exposure
Great exposure. Since again, I am not the breadwinner.

i- **A double paid working day per month vs. An additional day off with family**
   Family comes first.

6- **Would you choose a job in a company that gives more discretionary benefits (educational sponsorships, health and security, parental leave…) than another one even if you cannot stand their culture?**
   No, I cannot go to work to a place I am not comfortable to work in.

7- **Could you describe your dream job as to:**
   - **context, responsibilities and type of work**
     What I currently do is great and it is what I like. I am not only sticking to one company, I am diversifying my work in three other companies. I keep on learning something new, different industries, schools and rehabilitation centers… so I am not only learning about HR, I’m learning about all aspects of the organization and how it functions. This is what I like and I wouldn’t think I would like to move to anywhere else anytime soon.
   - **culture and workplace structure**
     The culture here is more like a family, an easy-going culture. People are at ease to communicate and talk if they have something to say; they are not afraid to say it. It is not a fearsome culture. It is more like a family culture. This helps avoid conflicts, and it is very transparent.
   - **what it offers to the employee, what you don’t like to find there…**
     They listen to employees, what they want and study it on a yearly basis and most of it is related to their salaries, their benefits, developmental opportunities and we do give a lot. We try to add a benefit every year. As an employee, I except to receive good benefits, I asked for a 100% schooling and I got it for me and the managers, family insurance as well… I don’t like to see inequality in regards to salaries. Some people were still behind the salary scale. When I came here, I lot of people were treated unequally, we tried to bump their salaries up, but it can’t be increased much. Additionally, sometimes, we do have managers who use dictatorship and try to enforce, and I usually do some coaching for them… things are progressing.
   - **what skills you’d like to use when performing this job**
     Mediation and coaching and I use it a lot. I am a certified coach, so I use it a lot especially for managers.

8- **Which company do you dream working for and what are the reasons behind it?**
   If I were not married, I would have looked for a multinational company. Previously, I was accepted at Deloitte, back in 2006, but due to war, I did not join them. But it is one of the companies I wanted to be part of, because I look for company reputation, I look for career opportunities, so this was one of the companies I wanted to work for.

9- **Looking at all Lebanese employees of your own generation:**
   - **what similar things and needs do all of you seek to find in a job or a company? why do you think are those needs shared across all employees of this generation?**
     It depends on their stage in life. In 23, people graduate from universities, they want to go and start exploring, and up to 37, you might be in the management level. So,
Changing Work Values among Lebanese Millennials

it is totally different. But if I were to compare myself with women my age, married, 
there is a perfect combination between career progression and WLB. I have a lot 
of my friends here in Kuwait, who are not being able to work or who are working 
for silly money, just to stay in the market because of the family. Especially, when 
you live abroad you don’t have any support to help you with the kids, so if the 
company is not flexible, even if you work till 3, it will be a bit hard. The good 
thing for me is, because I work till 3, I always have time for kids, to pick them up, 
go watch a concert… 
I think what is shared across the generation is building the career, because 
Millennials as far as I know, are ready to leave as soon as they find a better 
opportunity and move from a company to another one.

- which industry or job do you think is appealing to most of you and why?

10- What different things and needs do employees from older Lebanese 
generations want from a career or a job (your parents)? What do you think are 
the possible reasons behind those differences between their needs and your 
own? 
The problem is that my parents were self-employed. My mother is an AUB graduate 
but she never worked in any company because she was busy raising us and helping 
dad in our business. My dad manages his own business. I think the stages, conditions 
and situations they get in life play a big role. Sometimes, some conditions force you 
to work. Plus, my parents lived their life in the US, we never lived a war, so yeh.

11- “No job is enough for our generation”. What do you think about this 
statement? 
It depends on the person and his/her character. I am a person who can’t have enough. 
Some people just want to work for the paycheck at the end of the month, others like 
to work for the value that they will be producing in terms of work output and self-
actualization.

12- If you were to compare Lebanese employees vs. employees from other 
nationalities, what major positive/negative differences do you see in terms of:
 a- working styles, behaviors, and attitudes 
Definitely, if I need to hire someone and I get a Lebanese person, I hire them 
because anyone else, without bias, but from my experience, when you give 
Lebanese something they finish on time, they are smart, they are reliable. If you 
brainstorm, they have a lot of ideas. Other nationalities do as well, but less, 
because in Lebanon we are born to be street-smart not book smart. Plus, 
Lebanese people know how to get out of anything. Plus, in Lebanon if you study 
in AUB, you will meet a different mix of people, different nationalities, 
friends…different cultures in one country. Plus, schools in Lebanon are 
amazing, we know it because of their strong curriculum, teachers are really 
good, they give you a good base.

b- needs and requirements they seek to find in a job or a workplace
It depends on other stuff: your social needs, the family you were brought up in, 
where you came from, your life and career progressions, your social network 
and a lot of other factors.

- Are there any reasons behind those differences?
13- Coming to your friends and surroundings:
- To what degree do you feel that having a higher job status would make you more worthy of praise from friends?
  No I don’t think so. A lot of my friends don’t work, it doesn’t mean that I don’t respect them or they respect me more. We have male friends, whose jobs are not that high, and they are still our friends. So it depends on the person and the mentality they come with: “no I will not talk to the secretary because she is a secretary”. So, it comes from your background, your family values. It is not about your degrees, it is about being a respectable and nice person.
- To which extent do you think you’re influenced by your friends’ or surroundings’ advancement in their careers?
  Of course, it does give motivation, but for example the degrees I am taking are because I am planning to go back and live in the states. So, it is for the sake of my own future.
- Does it have a positive or negative impact on your morale?
  N/A

14- Coming to your present occupation at your current company:
- What aspects do you like about your job and what do you dislike? Why?
  The freedom to take decisions, to experiment, try to be innovative in what I am doing and how I am dealing with people. What I don’t like is when people are not satisfied or unhappy, when I have issues between staff. When I was in my previous company, we used to have clicks, there was not a diversity of people in the departments.
- What skills are you actually utilizing and which ones you’re not being able to?
  My coaching skills of course.
- Do you like the culture of your company and why?
  Already answered.
- What things, values or benefits you don’t find in your company and wish you do? To which extent does this impact your tenure?
  N/A

15- As to your working attitude and behavior, please explain the following:
- on a scale of 1 to 10, to which extent do you see yourself loyal to your company and why? (if you get a better job tomorrow, how much are you willing to leave a company that stood by you in times of difficulty and helped you advance?)
  I am loyal to the company if they are good, but of course I need to accommodate for my own values as well. Currently, because my relationship with my manager is excellent, he doesn’t even ask me what I am doing. This freedom to do what I want, without interfering, is very important to me.
- on a scale of 1 to 10, to which extent do you think you are patient as to advancing in your career?
  To me, things didn’t take time, so I didn’t have this issue.
- on a scale of 1 to 10, how much of a competitor are you in the workplace?
  Very much.
- when do you usually feel extremely proud at work and why?
  When you see the impact of what you did, and you see people happy with it.
- how do you feel about your job when the supervisor is not around?
16- What do you believe is your role as an employee besides getting the job done?
Empower people and help them grow.

17- What do you expect to receive from your manager and the workplace to be as productive as you can be in your job?
Support, respect authority and empowerment. But mostly respect.

18- If you were involved in a conflict or believe something in the workplace is worth reporting to the manager, what would be the major possible reason?
If was recently involved in a conflict with a finance manager because she was really stubborn about how to make things happen. So I reported that.

19- “Success means prioritizing your leisure activities as much as your job responsibilities equally.” What do you think about this statement? Is it true and to what extent?
I prioritize them based on who is involved on the activity rather that what the activity is, to the activity itself. For my kids, it’s a top priority.

20- To what extent do you think it is essential to make close relationships at work and how does it contribute to your input? Do you like being involved in team building activities?
Work is work and friendship is friendship.
REFERENCES


