

DIFFERENCES IN APPROACHES TO EMPLOYMENT OF CONTEMPORARY GENERATIONS ON THE LABOUR MARKET (ON EXAMPLE OF ECONOMICS AND MANAGERIAL STUDY PROGRAMMES)

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Abstract

The paper focuses on some current differences in the current two-generation approaches in the labour market to employment, working conditions and people management. The findings are based on repeated surveys since 2009 focused on the opinions of full-time and part-time students and graduates of some economic and managerial fields of three universities in the Czech Republic and the opinions of selected employees of several companies. The results show that some approaches to work and working conditions differ significantly by age of respondents.

Key words

Employee generations, differences, labour market, graduate students

INTRODUCTION

4.0 will transform the whole systems of production, distribution, consumerism and probably the essence of human being, it will not be possible to expect the revolution to take place in the current environment, and after it will result. During the process of any revolution or evolution, we encounter dangerous challenges and at the same time captivating and appealing opportunities. The environment in which the revolution takes place is not solid, but already soft, somewhere even liquid (Bauman, 2004). In addition, the time of information and individualism is coming to an end. The information itself depreciates by inflation information. The individual itself depreciates by ignoring the fact that it is not the foundation of society. Individualism increases the egoism of the individual, which, in increasing numbers, is slowly and surely approaching knowledge, perhaps even to the realization of its limitations.

The 2nd and 3rd Industrial Revolutions Society needed technically trained professionals - this is reflected in the number of students and graduates and their technical competence-oriented knowledge, and most of them have worked all their lives in one profession / expertise. The Fourth Industrial Revolution, with changing conditions, creates a completely different situation that needs more flexible and broadly educated workers with the demands of advanced knowledge, skills and abilities - educated and flexible professionals.

GOALS AND METHODOLOGY

The paper focuses on some current differences in the current two-generation approaches in the labour market to employment, working conditions and people management. The findings are based on repeated surveys since 2009 focused on the opinions of full-time and part-time students and graduates of some economic and managerial fields of three universities in the Czech Republic and the opinions of selected employees of several companies.

The goal of the paper is focused on the opinions of some students' respondents from generation X, Y, Z. The theoretical basis of this paper is the issue of characteristic generations approaches to work conditions in several companies.

The survey was conducted from 2016 to 2018. The respondents were full-time and combined students of bachelor and master studies at the College of Regional Development and banking institute, Ambis, a.s., in Prague (regional development and security management in regions), Masaryk Institute of Advanced Studies, Czech Technical University in Prague (management) and the Department of andragogy and Educational management of the Faculty of Education of Charles University.

The questionnaire included forty-two questions with multiple choices aimed at motivating university students to study at university and their expectations for future careers; opinions on working conditions were part of the questionnaire and 10 open questions on characteristics of this 3 generations. The results are prepared mainly from this opened 10 questions. Data were collected from 990 students of some management-economic study programs. 758 respondents, ie 76% full-time, 232 combined, ie 23% 498 full-time bachelor study - Ambis Y, Z, Z 260 bak. full-time CTU - MUVS - Y, 172 Bachelor's combined Ambis- Y and X 60 Master's combined School Management, Faculty of Education, Charles University - Y, X (Šafránková, Šikýř) As a complement to the competence of long-term sociological research "CTU students' opinions on their study" and "Position of CTU graduates on the labour market" from 1996 to 2013 at the Czech Technical University in Prague (400 + 974 + 460 graduates) - Reflex 2013 - 500 CTU graduates (Safrankova) Secondary analysis of statistical data of the Czech Statistical Office, Ministry of Education, Youth and Sports of the Czech Republic, OECD and Eurostat.

RESULTS - CHARACTERISTICS OF GENERATIONS

Generation X 1960 -1980 or 1965-1979 - The goal for generation X is to have a satisfying and self-fulfilling job that will keep them moving. They like their peace, quality of life and flexible lifestyle. Salary is not the most important to her. They will not stay in work at work, only to show their loyalty, nor do they want to stay in a poor job to be a loyal company. They are individualists who like to express themselves your opinion and openly talk about your needs. The expansion of technology in the late 1980s has influenced them but has easily adapted to these developments. Although they use smartphones and their applications to work and in their personal lives, it is not their core business. Generation X lives in relative safety and economic prosperity all the time, they are used to using computers at home and have them already available at school. As the first generation they grow up alone because both their parents work. They became adaptive and independent generations that grew up in material times. They had everything they wanted. All they lacked was the lack of time with their parents. As parents,

they try to balance their work with their family. Their motivation within the company can be ensured. The existence of a development structure that allows opportunities where individuals can improve; Pleasant and free working environment; Flexible working hours; Skills-based career development opportunities; Entering commands clearly and explaining what expectations are when a task is done; Let them do the job freely after they have been given detailed information; Feedback on the work they have completed; The existence of a flexible working style so that they can create a balance between work and family life. Most of the generations have found a job as soon as they have finished school and are still working in that job. Long-term employment is typical for them. They do their work well with results, are characterized by their productivity, work sharing, respect for authority, but they do not dazzle titles.

Generation Y 1980 - 1994 Millennial 1982-2007 - IGen, Net Generation, Echo Boomers, Nintendo, in Czech padigital generation, millennium generation. Millennials grew up in times of abortion and divorce. Children were again perceived as important. Did not experience war, economic depression, high unemployment or inflation. They are used to two cars per family and large houses. They appear as team players, are close to their parents, and they look to their future with a high level of self-confidence and plan things ahead of their predecessors. They became optimistic, but not as flexible as the previous generation. Economic stability, which was guaranteed by their parents in particular, delayed their maturity- Because they have not gone through tough times, many Generation Y people lack character and responsibility for their actions. The onset of the economic crisis has changed confidence and confidence in Generation Y's economic security. They were worse off with her than previous generations. They were afraid of the recession and the impact the crisis would have on their lifestyle. But they continued to spend their money and preferred a second job before stifling. Thanks to these high demands on life, they have started to get a lot of debt, because they are not used to saving money. They lived in a digital technology society all their lives. Since their childhood, they have encountered wireless connectivity and contactless devices and e-books in schools. They are used to consuming more information than previous generations. Generation Y people can be described as confident, cynical, assertive, demanding, socially savvy and optimistic. They tend to expect a reward before they even try. They travel a lot, often change jobs or partners. Nowadays, the growing cost of life is making this generation difficult.

Y generation is the first generation to have such a strong global character. Reasons why Generation Y is a global generation, there are several: it is, among other things, the existence of the Internet that he connected the whole world, then it is the end of the Cold War, the fall of the Iron Curtain and an easier option traveling abroad. Generations Y also communicate more often and more easily with peers from other nations, and easily create social ties with each other. Good communication - a precise definition of expectations, rules and responsibilities. It is important that they feel part of the organization and work in groups and teams to work together on tasks. It is important that everyone knows how it contributes to the organization. The employer should provide them with non-monetary rewards, inviting them at every opportunity. Focus on interpersonal relationships, provide them with growth and flexibility. Prefer email communication. They should be given immediate praise for their achievements. Generation Y values friendship, which is often more important to them than family, and is aware of social problems. They live now and here, organize work around their private lives. They feel that one must deserve respect, not only by age or status. Easily influenced by surroundings, friends and the media. Decide quickly without considering possible impacts and risks. They are impulsive and plan short term. When problems arise, they rely on their friends to help them. It is a result-oriented generation rather than a process. They are good at multi-tasking; they can work on several projects at once without feeling stressed. They assume that they will find their dream spot immediately without any problem, but no longer think about

whether they are qualified or not. Employers cannot expect loyalty from this cohort unless they at least partially meet the real demands of young workers. It is not a problem for them to change their day job when they get a better offer with a higher salary, travel option, a job car or simply a challenge. This is also evidenced by the fact that the average 27-year-old has five different jobs, with an average length of 2.6 years

Generation From 1995-2009 *Millennial*. **generation M** (m = multitasking) or internet generation / generation I. Generation Z by individuals born after 1990 in technologically advanced countries. They are unique in that they grew up when the Internet already existed. Z generation is characterized by freedom, individualism, speed and dependence on technology. They are children of computers, GSM and the Internet. Social networks like Facebook They want everything to happen quickly and instantly. Their attention is short-lived. They are interested in more things at the same time and do not focus on just one thing. Have the best-developed ability to synchronize hands, eyes and ears throughout human history. They like things that give space to their creativity. Their features include Internet socialization, fast consumption, practicality and speed, interactivity, efficiency. They rely on themselves. They are innovative. They are educated people, because they started to go to school earlier than others and are also expected to study longer. Their parents prefer tasks, school activities to carefree childhood, worry about their children, don't let them play on the street or on the playgrounds themselves All this causes a faster maturation of this generation. They know just where everything is wireless

DISCUSSION

In terms of employability of young people, the most important condition for good employment in the current labour market is the ability and motivation to learn and develop the necessary expertise, skills and abilities, as well as appropriate working and social habits. There are no statistically significant differences between the responses of all three parts of the university management study programs analysed. According to the authors' surveys, the students said they were motivated to study at university by trying to increase their chances in the labour market (70%), the possibility of higher earnings (57%) or by seeking a university degree (64%).

In terms of current job requirements, suitable jobseekers must demonstrate relevant expertise, skills and abilities, appropriate work and social habits and appropriate development potential and personal aspirations for successful performance, professional growth and career advancement. Although many young people do not meet the normal requirements for work, their expectations for future careers are quite high. According to the authors' surveys, student expectations about future careers included meaningful work (80%), self-fulfilment (70%), friendly team (66%), fair wages (63%), favourable environment (59%), job security (54%), professional management (43%), personal development (43%), employee benefits (33%) or career prospects (32%). According to surveys, 69% of students said they wanted to be managers. Data analysis showed no significant difference between students and students, or between 29 and under and students over 30.

Problems Y - Most young people do not meet the requirements for professional skills and experience as well as social behaviour and professional motivation. They come to work, most of them have no real idea of their profession. They often do not know the main responsibilities or primary responsibilities of the work. Even when working during their studies, they usually do not have an understanding of how to do their daily work tasks and how to solve real professional problems. They do not know how to use their theoretical knowledge in practice. They also do not have teamwork skills. They do not have the opportunity to collaborate and

communicate with colleagues, managers and clients. They are unable to analyse available information, identify key issues, express their views, and discuss alternative solutions.

Generation and job - Generation X searches for a new employer most often through job portals, then searches on company websites and chooses acquaintances as others. Generation Y looks for jobs most often through familiar, company websites and job portals. Generation Z is looking for new jobs through job portals and recommendations. For the younger generations of Y and Z, it can be assumed that, despite the recommendations, they are looking for short-term or shocking jobs, as this ratio is decreasing with age, as are more respondents from these generations who are seeking through the familiar are not employed in a labour-law relationship.

Generations and benefits - Almost half of Generation X respondents said they would not decide if they were not going over the law. Another important benefit for them was flexible working hours. Although Generation Y is very demanding in terms of offering benefits, for them no benefits are so important that they do not decide for a new employer. If the employer does not provide a holiday beyond the law, 30% do not decide for him. Generation Z said that they do not have the benefit of such benefits for them. The most frequent response was flexible working hours. Most often, coffee or tea and bottled water are common to all generations. Working environment as a source of motivation $\frac{3}{4}$ respondents. Half of the respondents who see it as a positive influence describe the work environment as fun, positive, friendly, team-oriented, relaxed and informal. Those who perceive the work environment negatively describe it as apathetic, hostile, intimidating, using terms such as "cronyism", lazy, negative, and unprofessional.

CONCLUSIONS

Many employers rate qualified and motivated people as the most important resource and wealth of an organization because well-qualified and motivated people determine the future prosperity and competitiveness of the organization. On the other hand, people with the appropriate qualifications and motivation significantly increase their chances in the labour market to achieve a satisfying and enriching career. In view of the needs of the current labour market, employment of university graduates is a particular problem as their professional qualities often do not meet employers' requirements. Many college students and graduates do not meet the requirements for professional skills and experience as well as social behaviour and professional motivation. This results in employers usually employing skilled workers than university students and graduates without relevant experience and unrealistic expectations. On the other hand, many university graduates have a good chance of succeeding in the labour market due to their wider knowledge, skills, but they should change their attitude to future careers. Possible adjustments in education based on research findings are as follows: The survey results confirm that the shortcomings in the capabilities of fresh graduates are currently in much needed practice, work organization, people, presentation skills, teamwork skills, etc. The young generation of millenniums and postmillenarian is strongly influenced by modern technology and a high standard of living, showing relatively high expectations related to work and career. Many young people expect meaningful work, a friendly team, fair wages, a favourable environment, job security, professional management, personal development, employee benefits or career prospects, but their true professional and personal qualities often do not meet the common requirements of employers.

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