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THE FUNCTIONING OF THE GEN Y IN MARKET WORK — EMPLOYEE RECOGNIZED VALUES AND EXPECTATIONS

ABSTRACT

The article is the issue of the functioning of the Y generation in the labor market in the Polish conditions. Article is made up of two parts: theoretical, in which the authoress present a comprehensive overview of the literature and empirical research containing a description of the methods and obtained from the use of research results.

The results of tests conducted using a validated questionnaire on a group of 112 representatives of generation Y have shown that for the representatives of this generation work is important in so far as is consistent with their preferences, competences and enables the interests of outside professional. As a result, the study found that women (in accordance with the established procedure of research) and to persons born after 1987 years people (to a greater extent than others) appreciate the predictability at work and "minimal sense of security". Loyalty to the employer and the desire to maintain jobs is not their forte. In my work they want to stay as long as the work will meet their expectations. A permanent contract of employment is important for them however, when more favorable financial agreement is a civil legal, they prefer to contract civil law. Young women on the other hand, and "the older part of the generation Y" to a greater extent than civil law contracts, appreciate the employment contract.

Keywords:

generation Y, labor market, expectations of work.

Introduction

In the literature, there are some inaccuracies in determining the boundaries of belonging to the generation Y: eg., Tyler (2007), to the genera-

tion Y includes people born in the years 1978 to 1999; Mc Crindle and Wolfinger (2009) while born in the 1982–1994. In this paper for the Report (2013) and in accordance with the age limits set by Chester (2006, p. 7) assumes that the object of analysis and research will be people born in the years 1980-1994.

There are data that suggest that the representatives of generation Y constitute 22% of all participants in the labor market (Report, 2013, p. 7) who had functioning market new technologies present creative relationship with the world. Their attitude to work, consumer needs, aspirations and the professional life become the subject of analysis and discussion of many people representing business practice and scientific research.

Inspired to take this research problem became interviews conducted with six employers, managers and employees of HR with medium-sized enterprises (in the city and the surrounding area with a population of over 600 thousand inhabitants) as a result of which the callers pointed out the inadequacy of job offers to graduates holding little experience, or more experienced representatives of the generation Y. The interlocutors characterized the job candidates or graduates already doing work as a person, which does not depend on a steady job, their easy not relying on employment, thus contributing to the relatively high turnover and lower the company's image as a friendly employer (employer branding), disloyal to employers and employers which place high expectations.

The aim of this study is to verify this view, and therefore the implementation of two objectives: to make a synthetic diagnosis of the literature described in the theoretical part and to conduct research to identify the functioning of the Y generation in the labor market, compared with attitudes its representatives towards work, to recognize their values, work expectations as well as verification of selected factors relating to the relationship to work, differentiating generation Y.

The specificity of functioning of generation Y — it's attitude to work

Another inspiration to undertake research representatives of generation Y and their attitudes towards mature persons were development (mainly on the basis of Anglo-Saxon literature, US) emphasizing the high sensitivity of this generation on Social Affairs and reflection on the ethical dimension of their activities (Bristow et al., 2011; Hewlett and others, 2009). According Broadbridge and colleagues (2007), considering the level of functioning moral representatives of generation Y we can talk about their attitudes on cooperation and altruistic approach. Representative survey, published by the World of Work (2008) showed that 58% of representatives of Gen Y sees itself is being guided by ethical

principles. The adherence to moral principles as a characteristic of the generation Y is perceived as controversial – other authors (Rodgers and Gago, 2001 Smith, 2011 Van Meter, 2013) highlight the high moral relativism that group of people.

Attitude towards work

Generation Y, according to numerous authors (eg. Josian and others, 2009), characterized strong commitment to the work, the pursuit of making the intellectual challenges and greater autonomy at work, and (as already mentioned) a low level of loyalty to the employer. Other authors emphasize the desire to maintain a balance between personal life, while taking care to career development (Ng, Schweitzer, Lyons, 2010; Zemke and others, 200, Smola and Sutton, 2002). It is worth noting that representatives of generation Y appreciate the happy family life (Beaujot, 2000; Kwok, 2012) with his professional desire to fully participate in the education of their children, while they are not afraid of losing their jobs. Their motivation and commitment to their work is higher than generation X (Broadbridge and others, 2007; Kaifi and others, 2012). They have complex and sometimes specific expectations for the work they are interested in flexible working hours, working off a desk, a rapidly growing organization, and focus on the task rather than spending time in the required hours (Kubatowa, Kukulkowa, 2013, p. 513). It is important for them to know the clear career path as a rapid way, to get a managerial position (Morgan and Ribben, 2006).

An interesting characteristic of the generation Y because of *resources features and preferences* is presented Karsh and Templin (2013).

Table 1. Characteristics of Gen Y

Resources	Features and preferences
Setting the objectives	Dislikes little edifying work
Positive attitude	Limited ability to work with difficult people
Full use of the achievements of technology	Lack of experience
The ability to cooperate	Trust each other not related to the competence
Multicultural awareness	Impatience

Source: Karsh, Templin, 2013 for Kubatowa, Kukulkowa, 2013, s. 513.

Presented characteristics, the criteria used by the isolation of separate categories, however, seems to be vague. According to the author, having longer service managers should take into account the properties mentioned in the practice of management.

As indicated quoted characteristics, some of the opinions of the authors of the contributors to the operation of the representatives of generation Y, despite numerous controversies demonstrate compliance eg. in terms of individualism and the tendency to work in teams of employees and loyalty to employers.

Trying to find the cause of the presented characteristics of Gen Y Howe and Strauss (2003) and Forbes (2011) refers to the over-protective attitudes of their parents, who in the past protect their children to have experienced the conflict, avoid risks and difficulties, but rather focused on achieving the highest possible level of education. The same authors have expressed the view that the representatives of generation Y suited for teamwork and are unlikely to be individualists. Twenga present a different view and Foster (2008, 2010) who are studying college students glimpsed at the representatives of generation Y 30% more manifestations of narcissistic behaviors as typical among students studying in 2006 than in the group of students from the 1982 vintage.

According to several authors, the specific operation of the representatives of generation Y due to the fact that growing its representatives coincided with a period of major social, economic and technological changes (Cennamo and Gardner, 2008; Lyons 2004 (for Kwok, 2012, p. 232) Hornby, 2008; Rawlings et al, 2008; Twenga and Campbell, 2008; Zhou and Cai, 2008). Changed family model in the relationship to a greater extent is based on partnership; the availability of appropriate economic goods become greater participation of society (Martin, Turley, 2004; Noble et al, 2009), in a way unimaginable increased ability to use multiple applications, as the prey technology development. Increased mobility (Delaney 2004, p. 118–119; Erley and Erez, 1997; Mc Crindle and Wolfinger, 2009; Zemke and others, 2000) and access to education (National Bureau of Statistic of China, 2007; Nagy, 2012; Wood, 2004).

According Skarżyńska (for Generation Y, 2013, p. 7) representatives of generation Y were ‘the subject of a specific influence of parental care to the ideas of "freedom, freedom and free choice of pajdocentryzm’ especially in families of intellectuals, which was the high valuation of individualism and self-creation.

Making generalizations, the authors (eg. Boyd for Generation Y, 2013, p.9) as significant characteristics of Gen Y also emphasized the importance of loyalty to other people and fidelity to their own values and ideals.

The most frequently formulated the characteristics of Gen Y include the desire for promotion, and willingness to participate in training, lifelong learning and care for their own professional development (Ng, Schweitzer, Lyons, 2010).

Polish research topic, according to data from the Social Diagnosis 2009 (Czapiński, Panek, 2009) found that people aged 18–29 more often than others appreciate the opportunities for professional development and rapid promotion, but less frequently point to the stability of employment and compliance with their own work interests and competencies.

The specificity of formation in Poland on generation Y certain social attitudes may be associated with both the transformation of the political system at the beginning and the Polish accession to the European Union in 2004. Representatives of this generation are the group who first came into contact with the openness of borders, the possibility of a career not only in Poland but in Europe, a wide, almost full access to the market for products and services, promoting individual development and developed expectations for their future careers.

These interactions have had a definite impact on the representatives of generation Y and made the high expectations of work coexist with the recognition of the important role of family life, relationships with friends and respected each free time (Banderski and others, 2009).

Based on the presented results of the research made a number of recommendations concerning the creation of a work environment for this group of people, which include:

- Concern about the experience of meaning at work;
- Appreciating the achievements, provide feedback on work results;
- Good atmosphere at work;
- Reduced requirements for job stability at the expense of greater opportunities for promotion (Suleman, Nelson, 2010).

Presented considerations apply to the generation Y as a group. It is composed of persons differing in age by about 15 years. A more careful analysis shows that there is a lack of research devoted to diversity within a generation Y. At that time, his representatives, they were subjected to different social influences (eg. Skarżyńska for Generation Y, 2013, p.12) for which they were forced to change their mentality. Similarly, a number of sociological studies show that the gender and existing cultural patterns in the family is still a distinction, in the exercise of parental roles (eg. Janicka Liberska, 2014).

The aim of the empirical research was (next to obtain answers to questions related to the formulated research questions) to verify the hypothesis of the difference between the operation of the Y generation in the labor market in terms of gender and age¹.

Formulated research problems were, as follows:

- What are the typical values in the work of a representatives of generation Y? (professional development, security, good relationships, the balance between work and family life free time)?
- What are the expectations of their work?
- What is their level of loyalty to the employer?
- Do they care about the permanent employment contract?
- Do these factors vary because of gender, age of the subjects?

The main used test procedure, predominantly was exploratory, but for the last research the problem was formulated by the following hypothesis: *Recognized by the representatives of generation Y values, expectations for the work, level of loyalty and relationship to the contract of employment is dependent on age and gender.*

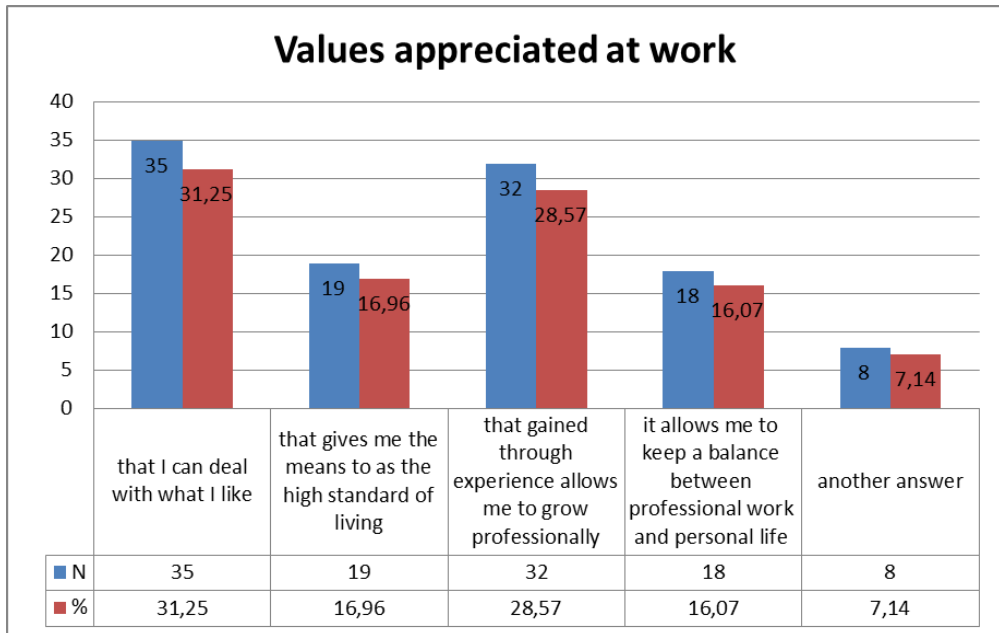
Organization and area studies

The study involved 112 representatives of generation Y, graduates with a bachelor's degree or studying for graduate studies full-time and part-time public and private colleges during the classes. The study was conducted using a specially developed questionnaire, which contained 9 assertions about the diagnostic. The original version of the questionnaire, was selected as the result of pilot studies (involving 31 people) contained 28 statements. Order to qualify each to the whole questionnaire of them being selected as their characterizing Y generation by more than 50% of the people participating in the pilot studies. The reliability of the questionnaire was verified by Cronbach's alpha coefficient was 0.71.

Findings

The study showed differences in the values cherished in the work of the representatives of the generation Y.

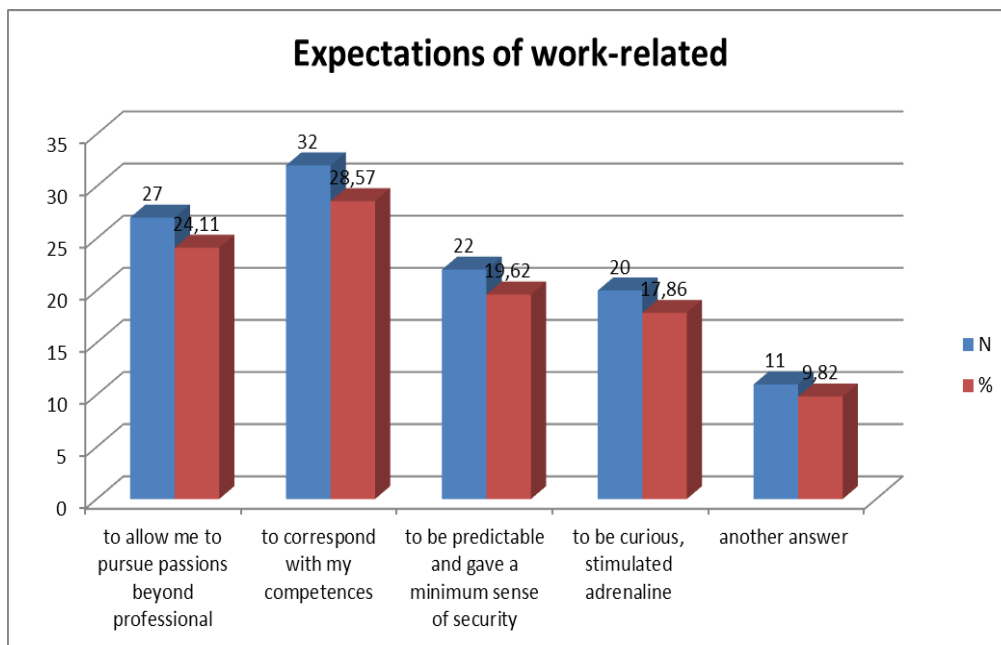
¹ Differentiation by age was carried out by using two age groups: older, born in the years 1980–1987 and younger — in 1988-1994.



Graph 1. Values appreciated at work

Source: own.

As is clear from the research, carried out by representatives of Gen Y work should be consistent with the interests and personal preferences and enable them to professional development.

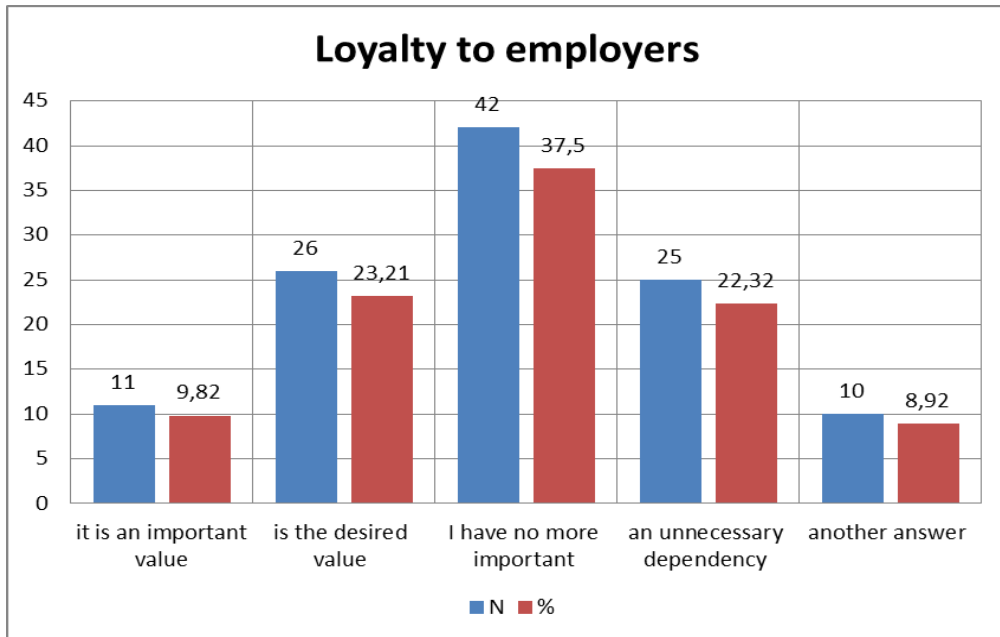


Graph 2. Expectations of work-related

Source: own.

This work should be consistent with the competences and enable the realization of passions and interests outside professional. However, participating in the study, women more often than men presented preferences for predictability in the work and the possibility of obtaining in the minimum security. Another statistical verification showed that there is a relationship between the expectation on the part of the representatives of generation Y, i.e. *that the work was interesting and stimulate adrenaline* and the age of its representatives. Younger graduates formulated more demanding expectations in terms of content inspirational work than their older colleagues².

² In the first case (the relationship between gender and preferences in terms of predictability of work and gaining work security), this dependence was verified using the chi 2 at Pearson $df = 2$, its value is 18.42 and is statistically significant at $p < 0.048$. The second case (age and expectations of exciting work) used rank correlation coefficient "beca" Kendall, who was 0.491, and proved to be significant at $p < 0.022$.

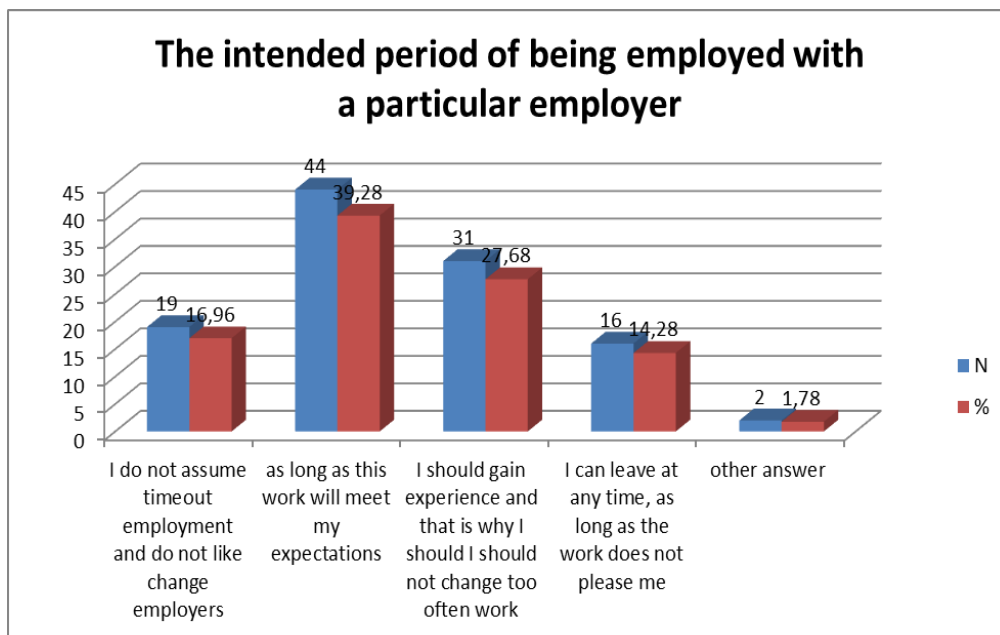


Graph 3. Loyalty to employers

Source: own.

Noteworthy is the observation that about 60% of people participating in the study felt that loyalty to the employer they have no significance or is unnecessary to relate to. Perhaps this state is due to the fact that the representatives of generation Y replaced loyalty to the employer loyalty to themselves and their expectations towards life and work. This attitude can be regarded as an extreme manifestation of individualism³.

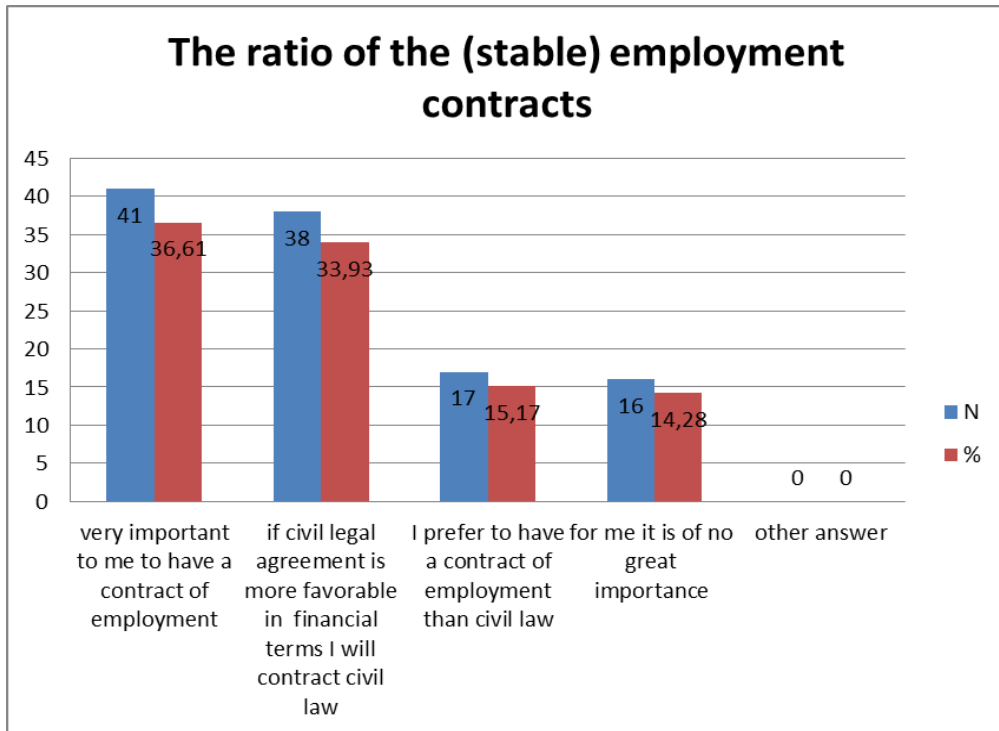
³ This declaration is a manifestation of a particular attitude towards their development and learning. and in particular the behavioral component, which involves continual penetration of the environment and the search for such an organization, which most seem to meet the expectations of the employee (cf. Bartkowiak 1999, s. 20–22, 50–53).



Graph 4. The intended period of being employed with a particular employer

Source: own.

The continuation of the present position is the planning period remains employed with a particular employer, assuming an opportunity to leave the workplace, as long as this work will not fulfill expectations pinned, in about 40% of generation Y.

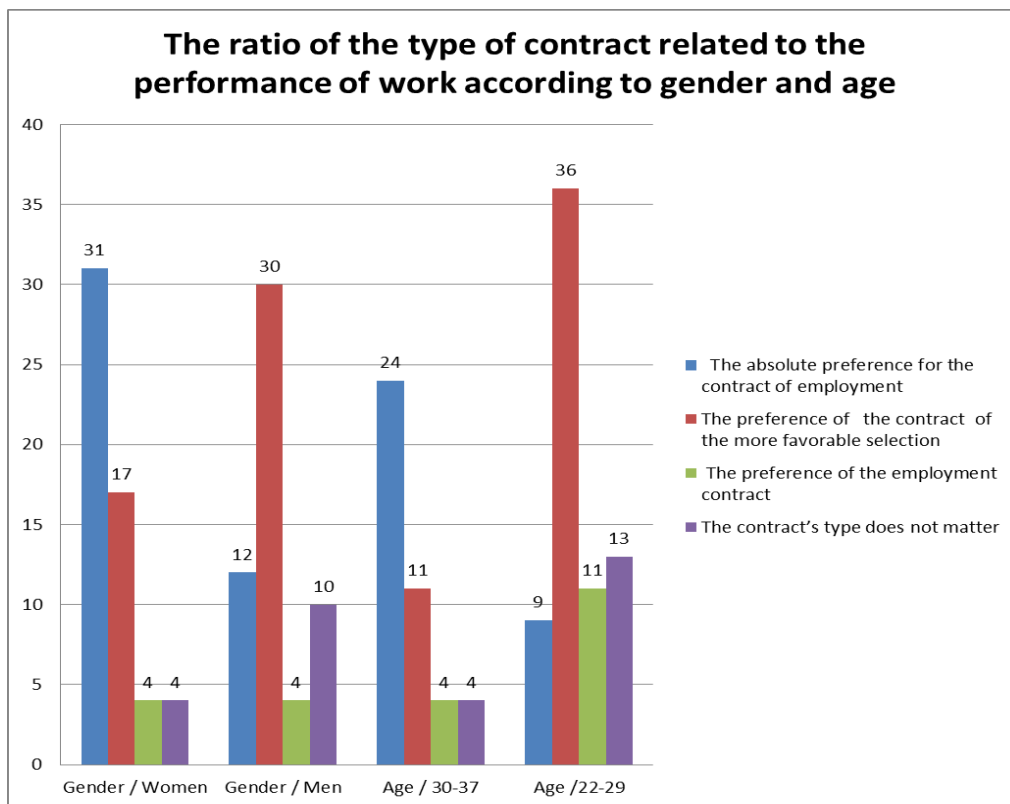


Graph 5. The ratio of the (stable) employment contracts

Source: own.

As can be seen from the data, opinions on the preferences of the employment contract can be considered as divided, with a slight advantage in favor of the employment contracts. Statistical analysis revealed the existence of a statistically significant relationship between the desire to have a contract of employment and the gender and age of representatives of the Y generation⁴.

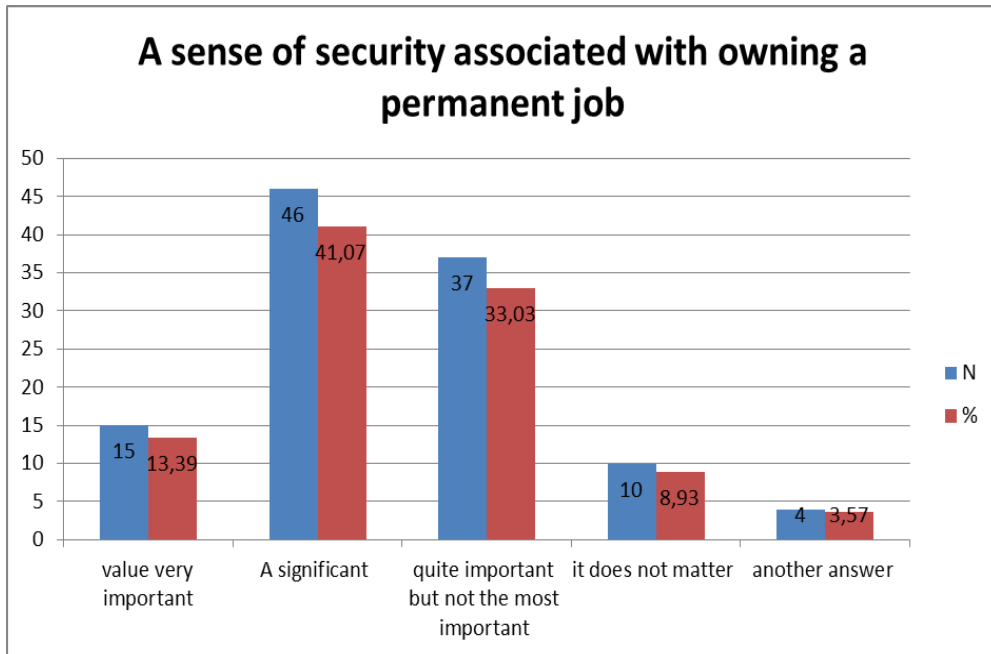
⁴ In the first case (the existence of the relationship between gender and preferences in terms of having a stable employment contract), this dependence was verified using chi 2 Pearson, whose value at $df = 2$, is 19.23 and is statistically significant at $p < 0.041$. The second case (the relationship between age and the expectations in terms of having a stable employment contract) used rank correlation coefficient "beca" Kendall, which was -0.431 and was significant at the significance level of 0.035.



Graph 6. The ratio of the type of contract related to the performance of work according to gender and age

Source: own.

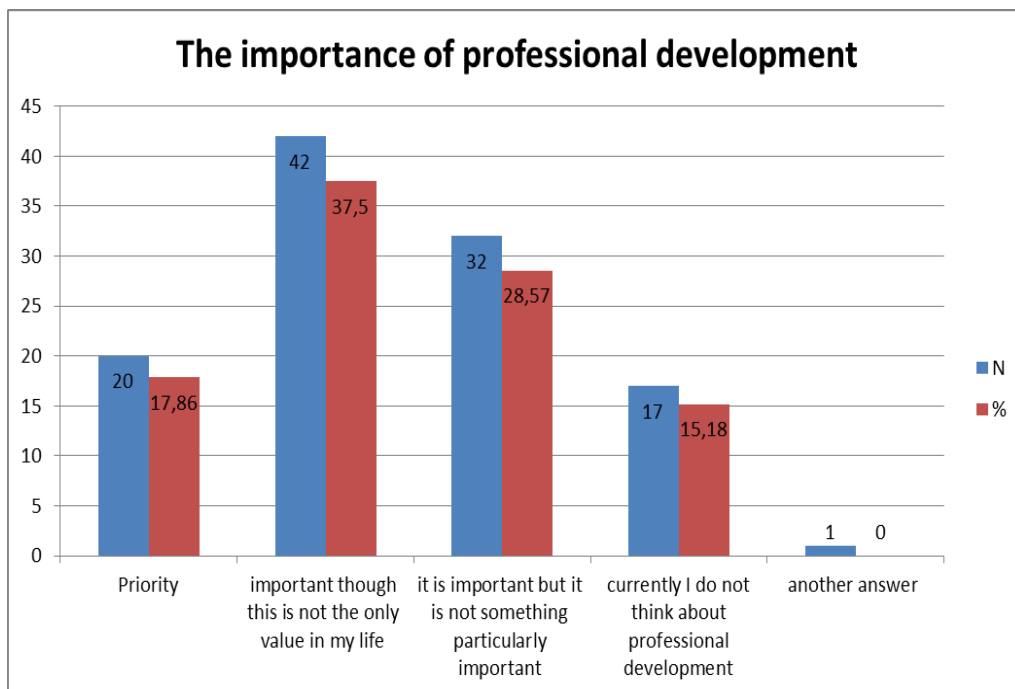
This situation points to the frequent co-occurrence expectations in terms of having a stable contract of employment with women and older (born in 1980–1987), representatives of generation Y in comparison with men and younger colleagues.



Graph 7. A sense of security associated with owning a permanent job

Source: own.

In the context of the above presented position somewhat controversial are the high popularity (over 74%) perceiving stable operation as substantial, counting values. These statements seem not entirely consistent, as compared to the high level of preferences (about 34%) of the civil — law. Perhaps the cause is more favorable financial calculation younger men compared to their older colleagues, not considering the consequences of having a family, although there was no statistically significant relationship between gender and age of the respondents and the sense of security-related work. Discrepancies also occurred in relation to the literature (see. Eg. Beaujot, 2000; Kwok, 2012) may also be due to different accounting sense of safety at work, which examined people probably do not identify with the form of the employment contract.

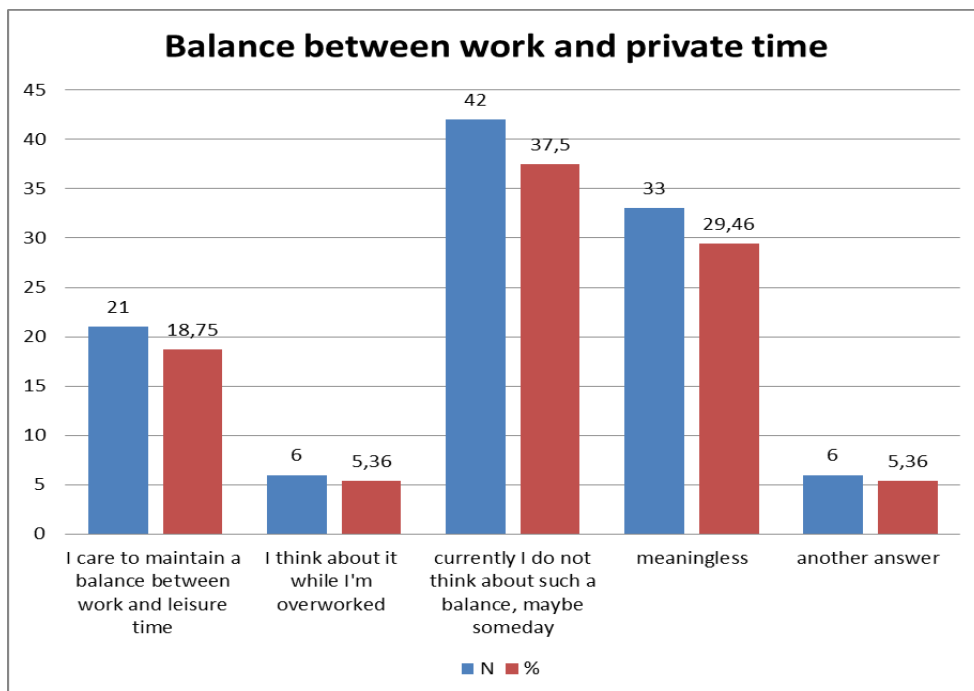


Graph 8. The importance of professional development

Source: own.

As indicated by the data obtained, the subjects assign a high value to their professional development (about 60%). It is true that, for half of those participating in the research of this group, it is not only important in the life of value, not less, however, is the value for them significant, regardless of gender and age⁵. As you would expect, this value gives the direction of the planned career, and therefore allows to formulate realistic plans for the future.

⁵ The relationship between the perception of development as a significant value in working life representatives of generation Y and the gender and age of the respondents was not statistically significant.

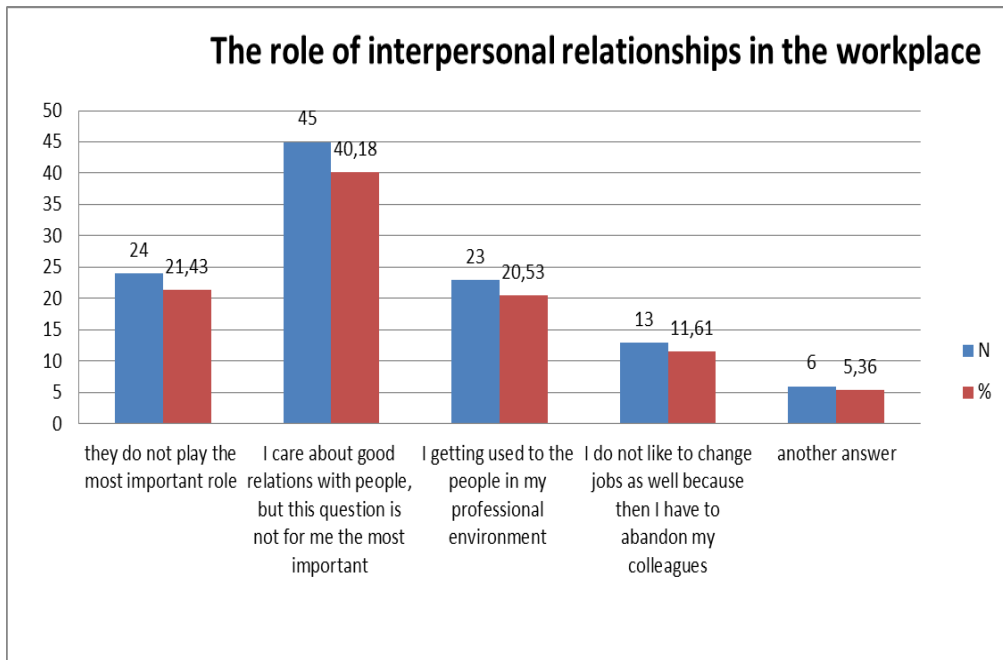


Graph 9. Balance between work and private time

Source: own.

The results showed that concern about the balance between personal life and work is not a desire that inspires most of the people participating in the study, representatives of the generation Y. These results are not consistent with the findings of other authors (Beaujot, 2000; Kwok, 2012). Perhaps the reason lies in not very large number of people participating in the study or the specifics of the operation of a professional generation Y in Poland and previously experienced difficulties finding a suitable job. Regardless of the analysis showed the existence of a statistically significant relationship between the desire to maintain a balance between work and private life in a group of women surveyed⁶. This situation seems to be quite obvious, given that, as shown by numerous studies, most families still valid model greater burden of family responsibilities of women.

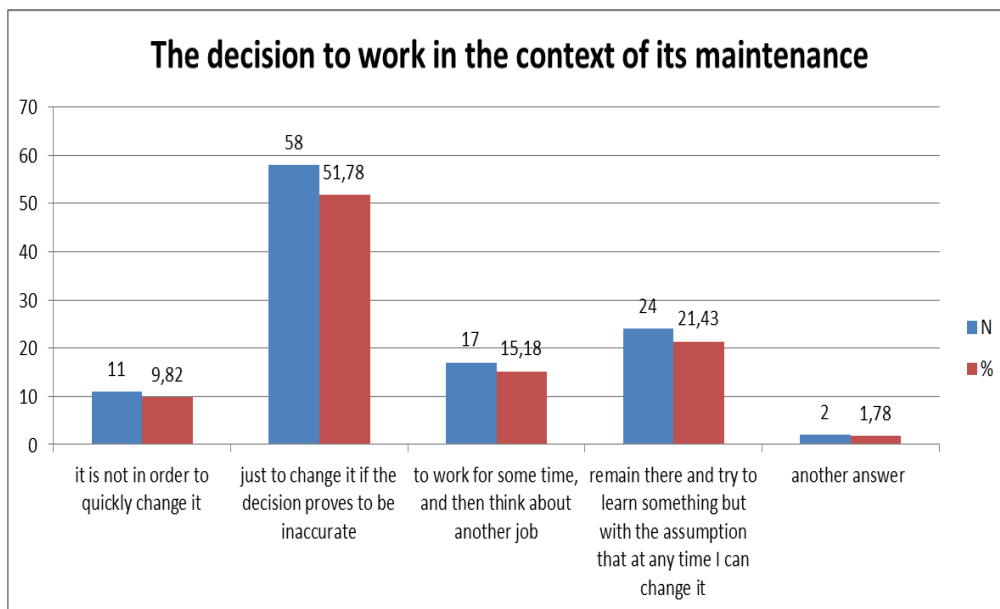
⁶ This relationship is verified Pearson chi2 test, $df = 2$ when it is 21.65, and is significant at the significance level of $p, 0,028$. It proves the coexistence of preferences to maintain a balance between work and time spent with family and free time in the group of women studied, representatives of generation Y.



Graph 10. The role of interpersonal relationships in the workplace

Source: own.

The relationship between human factors are not the greatest determining remain in the workplace. For more than 40% of the representatives of generation Y is an important issue but not the most important.



Graph 11. The decision to work in the context of its maintenance

Source: own.

As indicated by the data obtained, the subjects deciding to work in a specific organization counts with the possibility to leave, then when it stops to meet their expectations. Continuing the discussion, their work becomes an instrument for achieving the goals of personal professional development. This approach confirms the vital importance of professional development as a significant motivator in professional representatives of the generation Y.

It can be assumed that young people are graduates of the university, during which science demanded sacrifices, taking the first job may feel the need for emotional recovery period, during which they felt under pressure.

They assume that this period have already passed, and currently their life should be a band of endless adventure, in contrast to the laborious Benedictine classes and numerous related time constraints during the study.

We can also expect their expected vision of the future life is in a sense the effect of blurring the differences between reality and the virtual world of games and movies, the dominance of special needs stimulation, the desire to experience more intense than that which provides the first, work. So, the vision of the world of games, movies and exciting shapes the demand for reality, which should be

attractive, challenging, and yet be so inconspicuous that could be abandon at the right moment into favor of reality, and change into more exciting life.

Analyzed behavior may indicate the presence of the syndrome of "Sir Peter," necessity "of continuing to travel", experiencing new impressions, meeting new people, engaging in different types of activity. In extreme cases, it can be said that the young man taking a job instead of an actor (cf. Lewicka, 1993) assumes the role of the viewer in the theater during the perception of comedy, which should be encouraged to receive the fun.

This attitude may be the result of continuing efforts to develop themselves, how strongly advocated during high school and higher education, the existence of which indicates the development of the already cited authors (eg. Nagy, 2012; Wood, 2004). The desire becomes very nearly imperative numerous training courses offered by training companies, ordered by corporations (see Bartkowiak, 2009, p. 226). It is also the effect of increasing the value of what is currently attributed to education (eg. Brown, Adler, 2008; Greenhow and others, 2009). On the other hand, by intensive promotion of personal development suggests that there is not quite the real world career, which promoted a success existing only in the imagination, in practice exposes young people to the many disappointments and dilemmas in their work. Rarely since career is endless bandwidth growth and success.

Perhaps the reason for this situation lies also in the fact that most of the representatives of the generation Y is not experiencing financial problems because of the status of their parents.

Thus stabilization of life becomes a very distant future, the young man, a graduate of the university, of course, does not exclude, but assumes that there will be "some time", ie. an unspecified period of life.

Considering the situation from the point of view of the employer, and therefore the company a high rate of turnover means a significant loss of intellectual capital, then the energy put into the prepared employee seems senseless undertaking lose the relationships in our business, and degrades the image of the organization as a future employer.

Summary

The data obtained on the one hand confirm the specificity of the functioning of the representatives of generation Y in accordance with described in the literature characteristics, on the other hand, do not confirm the observations made by the authors and point to the diversity of this group of people based on gender and age, and perhaps other variables.

As a result of the conditions of Polish research we can formulate the following statement:

- The work is important for the representatives of the Gen Y , as far as is consistent with the wishes, competences and enables of outside professional interest Women and (according to the procedure adopted research) and to persons born after 1987 year to a greater extent than others, appreciate the predictability at work and "minimal sense of security";
- Loyalty to the employer and the desire to maintain jobs is not their forte and significant characteristics;
- They want to stay as long as the work will meet their expectations;
- The contract of employment is important, however, when more favorable financial agreement is a civil law they prefer to contract civil law. Women and "the older part of the generation Y" value the contract of work more than civil law contracts;
- A sense of safety, defined as having a stable job is important (though not the most important) for them;
- Professional development for representatives of Gen Y is particularly important;
- Balance between work, family and leisure time is not a value by which especially young men, representatives of generation Y, in contrast to young women, for whom this is an important value;
- Gen Y representatives appreciate good interpersonal relationships in the workplace, but this value is not important as a priority.

Analyzed discrepancies in terms of the feeling of safety at work and a little less important to maintain a balance between professional commitment and family life and leisure time in relation to the findings of others, cited authors may result from the specific conditions of Polish and not very positive experiences of the older part of the Y generation, to the extent job search, with no developed system of social assistance.

The study enabled the positive verification of the hypothesis diversity of the functioning of the labor market only in relation to the preferences of the predictability of work and a minimum sense of security and preference of an employment contract instead of civil contract law in young women and representatives of the Y generation born before 1988 year.

In turn, the differences resulting from gender and age can also be caused concern to ensure the maintenance of the family, in the face of the fulfillment of maternal duties (parental leave, illness of children), and per-

haps thrift in terms of business continuity, which is important when calculating future pension.

Regardless of the motives defining the ratio of Gen Y to work and employers, especially it seems important to take certain actions by employers providing them mutually satisfactory co-operation in business relations with the analyzed group of employees. They include the following best practices:

- Pointing to the existence of a (different) career paths;
- Building an attractive motivational (incentive) system associated with the tasks performed;
- Establishing working conditions based on transactional psychological contract, which constantly need to be updated and keep commitments (cf. Bartkowiak 2016, p. 185–187);
- Use the appropriate leadership style for example.-transformational leadership.

We can expect that the implementation of these activities will benefit employers as well as contribute to improving the quality of working life representatives of the generation Y.

Studies are presented methodological limitations. They include the size of its attempt to research and non-random, biased selection of people for testing. Apart from this, we can expect that they will shed new light and provide new data on the operation of the representatives of generation Y in the labor market, in Polish conditions.

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FUNKCJONOWANIE POKOLENIA Y NA RYNKU PRACY — UZNAWANE WARTOŚCI I OCZEKIWANIA

STRESZCZENIE

Przedmiotem artykułu jest problematyka funkcjonowania pokolenia Y na rynku pracy w polskich warunkach. Artykuł złożony jest z dwóch części: teoretycznej zawierającej syntetyczny przegląd literatury przedmiotu i empirycznej, w której autorki opisują warsztat badawczy i uzyskane wyniki.

Badania przeprowadzone za pomocą zwalidowanego kwestionariusza na grupie 112 przedstawicieli pokolenia Y wykazały, że praca jest dla nich ważna, o ile jest zgodna z preferencjami, kompetencjami i umożliwia realizację zainteresowań pozazawodowych. W rezultacie okazało się, że kobiety (zgodnie z przyjętą procedurą badań) i osoby urodzone po 1987 roku w większym stopniu niż pozostali cenią sobie przewidywalność w pracy i „minimalne poczucie bezpieczeństwa”. Lojalność wobec pracodawcy i dążenie do utrzymania miejsca pracy nie jest mocną stroną pokolenia Y. Większość jego przedstawicieli chce pozostać w swojej pracy tylko na czas, w którym będzie ona spełniać ich oczekiwania. Stała umowa o pracę jest ważna, ale jeśli korzystniejsza finansowo jest umowa cywilno-prawna, preferują tę drugą. Młode kobiety i „starsza część pokolenia Y” w większym stopniu niż umowy cywilno-prawne ceni umowy o pracę.

Słowa kluczowe:

pokolenie Y, rynek pracy, oczekiwania wobec pracy.