

## EMPLOYMENT EXPECTATIONS AND JOB OPPORTUNITIES OF GENERATION Y

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### **Abstract:**

The aim of this article is the presentation of the preferences of the Faculty of Economics students representing Generation Y on their future employment, place of work and expectations towards the organisation they will start work at. In order to achieve the success of the organisation there must be mastered the ability to benefit from the human resources effectively. People may be an engine to acquire positive results or contrary they may restrain the further development of the organisation. In modern organisations the crucial aspect is the view on their functioning from the human beings' point of view where a human being is considered not only as an employee but also as a social individual. While doing research on the expectations of the students entering the labour market, their attitudes and preferences, there may be noticed the impact on the direction of the majority of enterprises evolution. The present generation of the vicenarians entering in a year or two into the labour market is the perfect determinant for the organisations which getting to know his or her preferences will be able to adjust their culture, work management and way of approach to the employee in order to meet the anticipations of future employees and consequently enhance the organisation effectiveness. The research done on the Faculty of Economics of UMCS students shows the expectations which often mingle with the students' dreams related to their potential job after university graduation.

*Keywords: first job, organisation development, employees' expectations, generation Y*

## 1. INTERPERSONAL RELATIONS ON THE PROCESS OF WORK

Starting from XX century, the scientists from all domains run various experiments on the influence of the interpersonal relations on the process of work. As so far the employee was treated like a machine or a device for doing some job, there was no need to analyze what exactly could engage the employee to do the task which should be done.

One of the most known research run in the field of the human resources was Hawthorne experiment run in the Hawthorne Western Electric Company in Cicero (Illinois in the USA). The aim of this research was the estimation of the influence of the change of the illuminance intensity to the effectiveness of the employees. The group was examined in various illumination intensity conditions and the examination results were surprising. As the changes in illumination intensity did not influence in the expected way to the effectiveness of the employees, the results of their work were getting better and better. The researchers paid their attention to the fact that the system of the incentives and the work conditions are not the key factors in improving the approach of the employees to their work. The scientists made the conclusion that such results are due to the interpersonal relations between employees, because the members of the group try to sustain some informal work rules to help them being accepted by the group.

„The researchers generally agree that the Hawthorne experiments run under the supervision of Elton Mayo have had a great influence on the way of thinking of management. Mayo concluded that the behaviour and emotions are strictly related to each other, the group has a significant influence on the individual behaviours, the rules applied by the group determine the effectiveness of each worker and that money plays the minor role in the determination of the work effectiveness than the regulations applied by the group, group emotions and the feeling of safety.” (according to Stephen P. Robbins, David A. DeCenzo)

With reference to this research, the role of manager is finding such incentives to enable the realisation of goals and to create friendly-environment atmosphere for the employee.

One of the interesting approaches to describe the human nature was presented by Douglas McGregor.

“Douglas McGregor has influenced how managers deal with workers. His Theory X and Y focused on employer assumptions about employees. Basically he held that their expectations led managers to behave in ways that engendered the employee behaviors that they expected.” (Bartol Kathryn, Martin David).

„He thought that many managers agree with theory X concerning the employees of lower levels. According to this idea, it is necessary to set the fixed formalized organizational hierarchy in order to sustain the managers' authority over their subordinates. McGregor also stated that organizations which structure is based on the assumptions of Y theory can fulfill the employees' need better and use their potential more effectively. Such organizations provide to their employees higher independence, let them participate in significant way in taking up decisions and they also provide openness in common cooperation between managers and these employees. (Stoner James A. F., Wankel Charles)

## 2. GENERATION Y

Generation Y – these are young people brought up in the word of new technologies. They cannot live without smartphones and internet. They do not go to libraries, they do not like reading newspapers and handwrite. On the other hand they can use keyboard automatically, they may find everything in internet.

The employers in the organizations treat generation Y which is entering the labour market as a threat, they do not know what to expect from them and what their possibilities are. But while evaluating their potential it is worth to pay attention what the ideal employee of Y generation should be, how to evaluate or motivate him/her.

Basing on present research, generation Y has different approach not only to taking up job but to life generally. Underneath, there are some few interesting conclusions proving the uniqueness of this generation:

- „First, according to the report, generation Y is not tied to the employer - more than 50 % think that they will be employed by 2 till 6 employers, 25 % think that will work at more companies. What is interesting, 3 years earlier only 10 % thought that they will be working at more than 6 companies.
- The very astonishing result was the pyramid of expectations towards the employer. As first the graduates showed the possibility of learning, then flexible hours and finally money awards.
- “Children of changes” prefer to communicate electronically - about 41 % showed that they prefer to get an e-mail than to talk face to face or over the phone
- The effect of growing up in different conditions is the generation gap. The 38% of young people showed that the management of higher level does not pay attention to what the young generation is saying and they do not communicate with them properly
- The 71% of would like to go on placement abroad. It is a very good news for the companies in which a foreign language is daily spoken (Report: Y generation at work).

### 3. HOW ORGANIZATIONS SEE THE Y GENERATION?

„Young people from Y generation like challenges so the companies which are aware of it, appreciate their engagement and readiness to act, the companies price them and treat like partners.”

According to research run by PWC company there are 10 factors which are taken into consideration by generation Y when deciding on taking up the job , basing on the students' preferences:

#### 1. Atmosphere at work;

The way the employee may run his/her duties, how he/she is seen by the others in the organisation, creates the friendly atmosphere of work in this organisation.

#### 2. Possibility of the professional career development;

The development of professional career is related to the willingness to take up more responsibility, new challenges. The awareness of possibility of being moved to another post ( in vertical or horizontal hierarchy line which is becoming more and more popular) is another incentive to take up the job.

#### 3. Level of remuneration;

What my salary will be? Will it be the satisfactory amount to take up the job? According to Y generation the job is more treated like a price for the task run in the proper way as well as fulfilling the tasks than the source of income which he/she should obtain irrespective of the job results.

#### 4. Possibility of development and trainings;

Additional trainings and development of the competences while taking part in workshops and trainings are very attractive source of gaining knowledge. Persons from Y generation always want to benefit from such a possibility as they process new information quickly and apply it in their work.

#### 5. Employer branding;

The employee knows exactly what he/she needs from the employer, and has the expectations towards the employer. Employer branding is a new expression. The aim of such acting is creation of the positive image of the employing company.

#### 6. Conformity of the run tasks with our own interests

It is natural that the person who runs his/her tasks in compliance with his/her own interests and which are his/her passion, is more engaged in the work, more effective and does his/her job better.

#### 7. Work full of challenges;

Generation Y does not treat the challenge as the new threat which should be avoided or adjusted to. The challenges create the chance for the development or serve to check own strengths and skills, abilities to manage risk and uncertainty.

8. Prestige of the employer;

While choosing the place of work, a person often goes for the prestige of the organisation he/she would like to work. When the company achieved the success, you may learn from it, gain crucial experience and accomplish own objectives.

9. Wide range of independence and responsibility;

The employees of Y generation do not need being controlled and checked. They need independence and freedom. While fulfilling their tasks, they need the possibility to take up decisions independently, they react in the bad way to various restraints which disable to accomplish our own tasks fully.

10. Flexible working hours;

The flexible working hours do not have influence on the work results. Individual timetable of work and break have a great impact on the mere approach to the task. Knowing that not only the result counts, the employee may in Any way achieve this result. It gives huge freedom of acting in setting own timetable as well as working methods on the work post (PWC Report of Y generation).

#### 4. RESULTS OF THE RESEARCH

Upon analyzing the expectations of Generation Y in relation to entering the labour market, research among students of the Faculty of Economics at Maria Curie – Skłodowska University in Lublin was conducted. The research concerned the presentation of students' preferences in the area of their future employment, place of work as well as their expectations towards the organisation they will start working at.

The research method included paper surveys which were filled by 30 students - 18 women and 12 men - who were in different years of their study and studied for first or second degree. The table underneath presents detailed numbers of responders from each category.

**Table 1:** The structure of responders

<b>Female</b>		<b>18</b>
	<b>Degree - I</b>	<b>14</b>
Year of the study	1	5
	2	8
	3	1
	<b>Degree- II</b>	<b>4</b>
Year of the study	1	1
	2	3
<b>Male</b>		<b>12</b>
	<b>Degree- I</b>	<b>12</b>
Year of the study	1	5
	2	5
	3	2

Source: own research.

Basing on the regular period of primary, intermediate and secondary education in Poland we may assume that all responders were born after 1990, so they belong to generation Y. According to the research, 40 % of responders would like to be self- employed – they would like to either conduct business activity or own a company. More than ¼ of the persons examined would like to work in a corporation. These results prove the fact that a corporation is no longer the place of work that young

people could dream of. On the contrary, students tend to treat it with a dose of skepticism and caution (see Table2).

**Table 2:** Preferences of the responders towards the size of the organization

Organization type	Women	Men	Total
Medium size company	27,78%	16,67%	23,33%
Corporation	33,33%	16,67%	26,67%
Small company	16,67%	0,00%	10,00%
Own business/company	22,22%	66,67%	40,00%
<b>Total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

Source: own research.

While analysing male and female employment preferences, we can observe that men are more likely to take risks than women as they more often than women choose self – employment over working for someone else. Women definitely prefer to work in corporations or medium size companies, which may result from a feeling of security and stability that such companies might offer. Women associate stable employment with social care and social benefits that big companies ensure for their employees, which may be of utmost importance in the context of, for instance, pregnancy and maternity.

Table 3 presents students' preferences towards the continent where they would like to work after completing their education.

**Table 3:** Students' preferences towards different continents as their target workplace

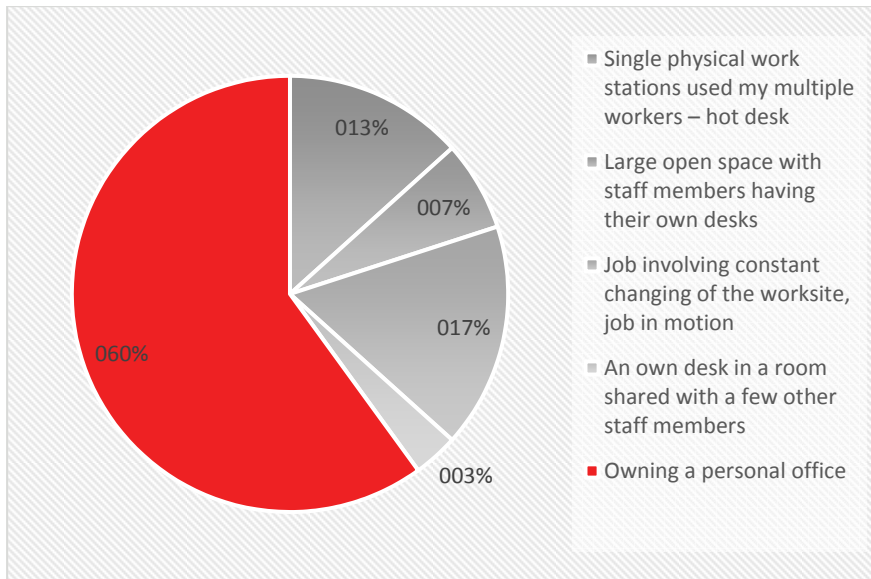
Continent	%
Northern America	13,33%
Australia	6,67%
Europe	80,00%
<b>Total</b>	<b>100,00%</b>

Source: own research.

Unsurprisingly, 80% of the interviewees point to Europe as their target workplace. Most probably, the majority of young people would choose Poland as the country where they would seek work. This may result from the fact that Poland with its gradual and stable economic development is offering young people much better perspectives than in the past. The desired western culture and lifestyle have become an important element of Polish way of life, which dissuades young people from instant emigrating. However, the poor situation of Polish labour market that young people must face after graduating often makes them finally leave for a different country. Two other continents that Polish student take into account as for their workplace are Australia and Northern America (mainly the USA), which together make up 20% of all answers provided. The fact that these two continents are of interest to Polish students may be explained by the fact that they have always been perceived as rich and friendly to live on, offering great life and work perspectives. Furthermore, with English as their official language, they do seem more accessible to Polish students in terms of communication. Polish people start to learn English obligatorily in the first grade of primary school.

Another aspect of the research included estimating students' preferences in terms of their worksite (Figure 1). Naturally, it is not surprising that 60% of the interviewees would like to own their own office. Interestingly, only 3,3 % of students choose to have their own desk in a room shared with other staff members and 6,7% - a desk in an open space area. It proves little popularity of sharing the worksite with other employees among students. It is interesting, though, that hot desks, e.i. single work stations used by multiple workers win more popularity (13,3%) than two worksite types described above. Jobs without a specific worksite – jobs in motion – are also very attractive to young people (16,7 %). These tendencies prove dynamism of young people and the turnover of open space trends which have been most popular so far.

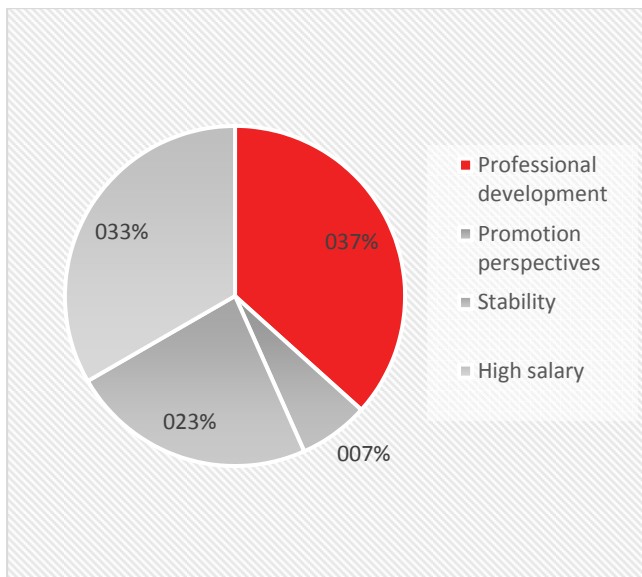
**Figure 1:** Expectations towards future worksite



Source: own research.

Figure 2 analyses the popularity of different criteria for choosing future job by Polish students. The research shows that no particular criterion can be singled out as the leader. This confirms studies carried out by different authors on generation Y, for whose members the salary is not necessarily a decisive criterion for choosing a job. 1/3 of responders found money criterion as the key one, but 36,7 % of responders thought the chance of constant development to be of key importance. Only 6 % of the interviewees claim that promotion perspectives play a decisive role for their choice of job. Almost 1/4 believe that stability factor is essential.

**Figure 2:** The criteria for choosing future job

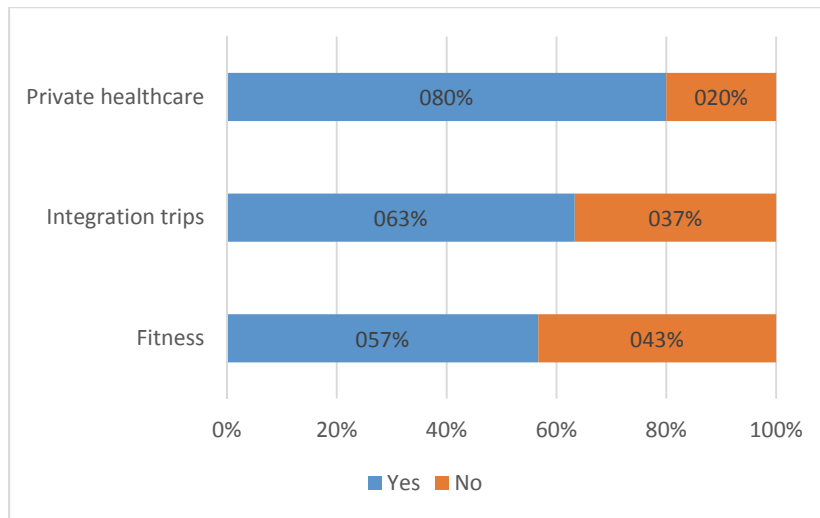


Source: own research.

Companies offer their employees a lot of perks: private healthcare, integration trips or fitness benefit cards (swimming, gym, aerobics etc.). Not rarely do employees depend on these extra perks while deciding to do a particular job. 80% of the responders in the research described in this paper found access to private healthcare to be of key importance. This may be explained by the fact that public healthcare system in Poland is underdeveloped with a restricted access to specialists and long waiting times. Interestingly, more employees would prefer to go on an integration trip rather than enter a

fitness course for free. For more than 40% of students questioned, fitness cards do not motivate potential employees to take on a job in a company which could offer them.

**Figure 3:** Students' preferences towards employee perks



Source: own research.

## 5. CONCLUSION

This article comprises an analysis of twenty-year-olds, who are going to enter the labour market in a few years' time. The results of the research may help company owners focus their business activity on the areas which are important for Generation Y members.

A specific attitude towards tasks to be performed and a sense of freedom understood as owing an office and remaining under no control together with extra perks and an opportunity to constantly develop professionally comprise a mixture of young people's expectations towards their future employer. The results of the research also point to an imminent end of corporations as the dream workplace – today's students are not uncritical of the specifics of working in such big organizations. Men, for instance, decidedly choose independence connected with self-employment over the advantages offered by corporative life. For women, corporations still remain a synonym of stability and security of employment, a chance of development and promotion. The responders' answers concerning geographical localization of the workplace are not surprising with labour emigration becoming less and less popular among people who gain higher education.

Generation Y members who are nowadays entering the labour market must modify and re-adapt their perception of company culture, so that company owners and managers can fulfil their expectations. This will be a real challenge to both employers and employees, since companies are rather unlikely to introduce modifications to their structure and/or functioning. However, they will be forced to welcome some changes to encourage highly-skilled specialists to work for them. It will be really interesting to follow the careers of Generation Y members and see how they manage to deal with the demands of their first workplace.

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