



Motivation of Y generation employees

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ABSTRACT

In times, when organizations use new technologies for effective exploitation of their resources, thus for effective realization of set objectives, a fundamental sphere in contemporary organizations may be posed by the motivation process of human resources, all the more that a new generation is launching on the market, characterized in different values than representatives of the X generation, i.e. baby boomers. The article presents research results, which suggest qualities of the Y generation representatives entering into the labor market, and employers' expectations. On the basis of research, author of the article demonstrated some aspects that an employer and a future employee from the Y generation should pay attention to while attempting to establish cooperation.

Keywords: motivation; generation Y; management

1. INTRODUCTION

Satisfaction of employees in each organization is a crucial element of a company's strategy, which strives for customer success. Thus the idea of motivating the employees and managing them properly, which constitutes a fundamental aspect of a contemporary enterprise, which intends to improve its competitiveness within the market. The enterprises, human resources of which include workers, who have worked for the company for numerous years, exploit their ability to establish relationships with clients. It needs to be stressed that an employee, who is motivated for work may reflect the customer satisfaction. At present, the person, who manage the team must prove a high degree of professionalism in the field of team management, so the workers are motivated properly, when their work realizes company's objectives and determined development directions. It is wrong to assume that only the HR department is responsible for employees' motivation, as this is the role of each

manager, who manages at least a single person. Holding knowledge and competences in the field of personnel motivation renders an immanent feature of a contemporary manager, as they are the ones responsible for the level of employee's involvement.

Today, when organizations focus on the employees and their role in company's operation, the motivation process may turn out considerable, whose effects facilitate each operating company's department. A foundation that establishes the motivation process may be posed by analysis of employees' generations emerging in the organization, because it may prove e.g. a different relation towards work or height of remuneration, own interests, expectations towards an employer, etc. A detailed analysis of employees' needs will enable acquisition of knowledge about factors that motivate and demotivate employees. It may pose the only manner allowing to develop a motivation strategy for employees coming from various generations. Its purpose is continuous motivation for the employees towards their individual (generational) qualities, which may evolve within the course of time, thus it is seen as crucial to motivate the employees constantly, rendering them aware of the assigned tasks.

Purpose of the article is to characterize the Y generation, which entered the labor market not so long ago, in terms of their character, expectations, but also requirements suggested by the employers. The research part adopts a study carried out through an on-line survey questionnaire on 1200 respondents in 2015.

2. THE CONCEPT OF MOTIVATION IN THE LITERATURE

Currently, attraction and maintenance of the best employees on the market poses a priority for each enterprise that operates within the market, striving for competitiveness, regardless of the economy sector that it operates within [1].

Expert prognoses suggest that the quality of customer service will be improved within the nearest 5 years. The companies are first of all focused on the product, technology, price, or compete within the market through that features, but a consumer that holds knowledge on the offered product needs an additional stimulus, which will allow them to make the final decision on using the offer, in a form of e.g. opinions. Therefore, customer service is getting on importance when it comes to relations with customers [2].

Contemporary enterprises lean on the HR knowledge, thus an employee must occupy a central part in an organization, and each manager should pay attention first of all to the people, who influence work effectiveness, if they have well formulated objectives preceded with a motivation process [3].

The subject literature analysis is full of definitions of the term motivation. The definition from 1979 says that this term means general motives (causes), for which which a person behaves in a certain manner [4]. It may be assumed that everything that an employee got from their supervisor, and what they needed for work, could be perceived as an element of motivation. While M. Armstrong believes that motivation may be described through behavior that is oriented on the goal [5]. Motivation may mean pressure exerted by employers through actions, which will encourage the employee e.g. for self-accomplishment in the field, which requires fulfillment of a given need [6].

E.R. Hilgard determined motivation as "something that stimulates for action and determines the direction since it was activated". The most appropriate definition, which is related to the HR management in an organization directly, is the one developed by J.A.F. Stonner and CH Wankel, who define motivation as the "management process that consists in influencing human behavior, with consideration of knowledge about what causes a certain manner of conduct" [7]. It is worth noticing that this definition includes two subjects, where the first one points to the objective of a given task, and the second one realizes those

assumptions. Such a situation reflects functioning of human capital in an organization perfectly, where managers assign tasks to employees with a purpose of their effective realization.

However, before an enterprise starts to motivate the employees, it should get familiar with the generally accepted needs of all persons. Literature presents numerous theories on how to motivate workers. They comprise of:

- A. Maslow's theory, stressing the hierarchical composition of human needs,
- the balance theory, where a persons plays the main role, influencing the balance between the environment and the human,
- the theory of self-concept, where a human works according to their own idea,
- the attribution theory, where a human seeks for cause and effect relationships related to their behavior [8].

Each theory mentioned above is reflected in a contemporary enterprise, bu a crucial role is played by the theory developed by A. Maslow, which refers to fulfillment of basic needs expressed by each employee. The drawing below presents the most popular theory of motivation, regarding the hierarchy of needs, which the employee should bear in mind while managing the enterprise, and first of all the human resources.

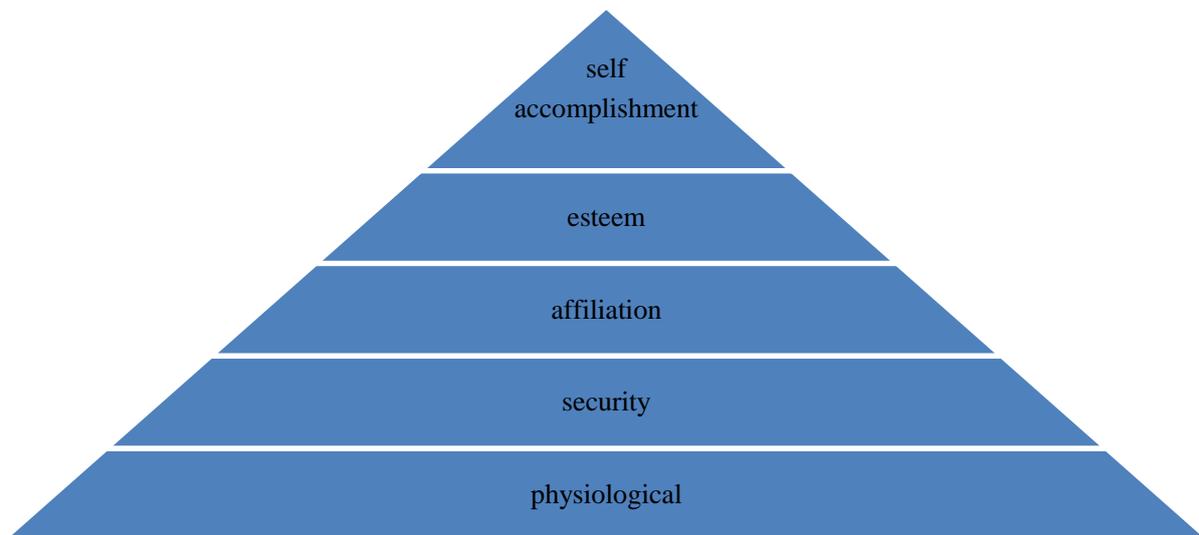


Figure 1. *The hierarchy of need according to A. Maslow*

Source: R. W. Griffin, *Podstawy zarządzania organizacjami*, PWN, Warszawa 2004, p. 522.

As presented on the figure above, the basic human needs include the physiological, security, affiliation, esteem and self-accomplishment. It must be stressed that the needs theories are one of the oldest areas, which the science is interested in. According to the though expressed by Abraham Maslow, a human being has strictly specified needs, which pose a foundation for proper functioning in a community to a higher or lower extent [9].

Fulfillment of basic needs by the company may pose the most effective motivating factor. The problem may be with its application. Despite the fact that each community member has certain needs, the manner, in which they are fulfilled by the employer may differ. Having employees from various generations in an enterprise, each will be characterized with other needs and values. Thus it is significant to apply a proper analysis of a particular generation, which will enable formulation of the motivation concept by enterprises.

3. TESTS RESULTS

The author of the article already stressed at the beginning that the object of research will be composed of the Y generation representative, who has appeared on the labor market recently. A communication by the Polish Agency of Enterprise Development is worth noticing, related to Polish students, who are informed that four out of ten students work during their studies [10]. In turn, the report by the Ministry of Science and Higher Education suggests that the number of student will decrease by 17% after 2020[11]. Despite the drop, the number of educated persons increased within the course of time, what is presented on figure 2.

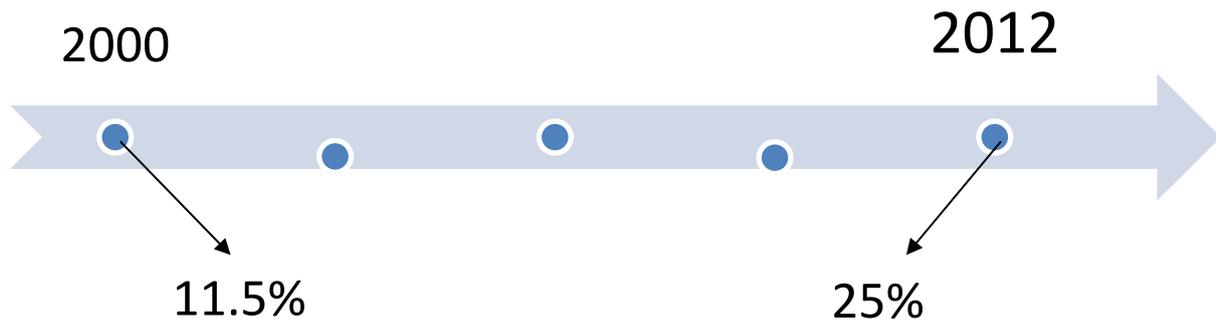


Figure 2. The structure of educated persons in 2000-2012.

Source: A. Palewicz, Czy studia są coś warte, <http://www.pulshr.pl/edukacja/czy-studia-sa-cos-warte,24759.html>

The research part incorporated a survey questionnaire carried out on 1200 respondents, aged between 19-26, in April 2015. The research suggests that 16% of the respondents are graduates of universities, 84% are students, and 20% are persons, who study more than one faculty, while 10% attend extramural studies. 77% of the researched persons study in cities, where the population exceeds 500 thousands. The research includes information that more than a half of those surveyed study in the field of economy, while only 15% in the area of humanities. Also an engineering faculty appeared in the prompts, and it was selected by 21% of respondents. A detailed division of preferences expressed by the respondents towards selection of the studies faculty is presented on figure No. 3.

The figure below presents the faculties that were most willingly selected in the academic year 2015/2016.

The research suggests that every third respondent works, because they want to, while every tenth feels that they are forced to work. Furthermore, 1.5% of the respondents treat work as an “unpleasant duty”. 50% of the respondents believe that work allows to fulfill themselves and develop, and every tenth treats it as a way to become independent. Almost 70% of the respondents point to the financial resources as the main motivator. But the equally significant motivator is the work-life balance idea - what was suggested by 8% of the surveyed. It should be noticed that 15% of respondents declares a willingness to establish their own business enterprise. This phenomenon benefits from support provided by state institutions in financing the new activity, especially, when it is developed by young persons. However, it must be emphasized that 68% of Poles believe that entrepreneurship can be learnt. It is worth noticing that Poland occupies the 32nd place, out of 189 countries, when it comes to difficulties connected with establishing a company [12].

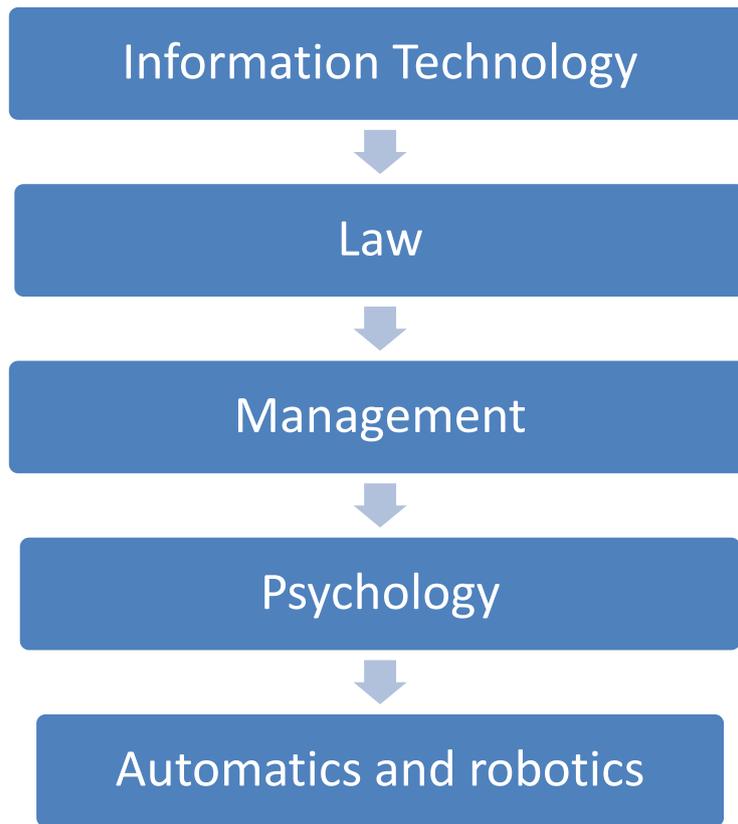


Figure 3. The faculties selected most willingly in the academic year 2015/2016
Source: Informacja o wynikach rekrutacji na studia na rok akademicki 2015/2016 w uczelniach nadzorowanych przez Ministra Nauki i Szkolnictwa Wyższego, https://www.nauka.gov.pl/g2/oryginal/2015_12/86ce0a92bee8d1332b1a2c00f0ecf2ef.pdf.

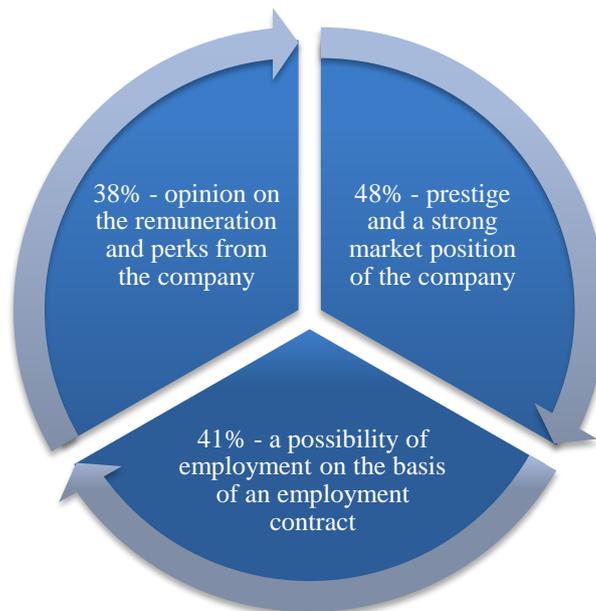


Figure 4. Factors for selecting an employer
Source: Motywacja Młodych 2015, p. 8

It is true that only the ablest and active young persons are an object of interest for the employers. In times of a demographic decline within the market, and when enterprises have growing expectations, it is significance is ascribed to that what is important for young people while undertaking the cooperation. The research suggests what drives the young persons while choosing an employer. The results are presented in Figure No. 4.

As suggested by the research, almost half of the respondents state that employer's prestige and their position on the market are the most significant selection factors. 41% claim that an important factor is the possibility of becoming employed on the basis of an employment contract, while 3 percentage points less were ascribed to the opinion on the employer, related to the offered earnings and perks. The diagram No. 1 presents what the young generation is motivated by while selecting work.

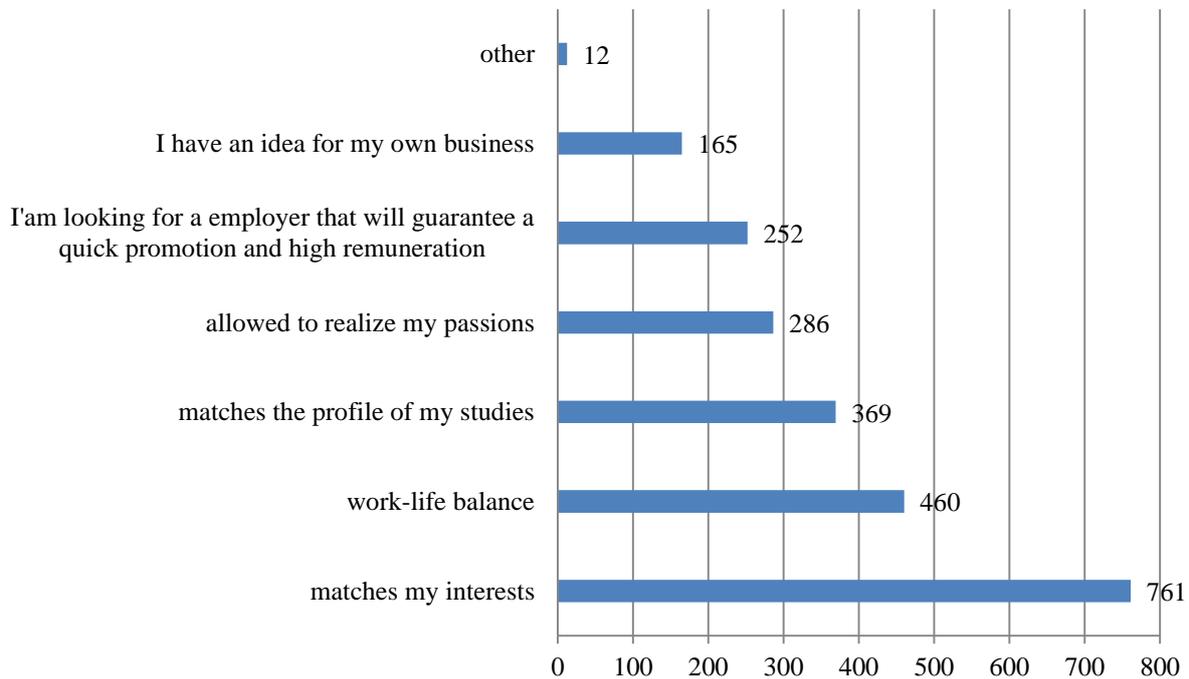


Figure 5. Factors for selecting work
Source: Motywacja Młodych 2015, p. 9

The diagram also suggests that young persons, who choose a career path are often driven by a possibility of self-accomplishment, realization of their interests and maintenance of balance between work and private life. What is more, they seek for employers, who will provide them with a quick promotion. The lowest number of respondents choose their own idea for business.

The research suggests that motivation is significantly influenced by the work-life balance idea. 85% of the respondents claimed that it was the basis factor while choosing an employer. Slightly less, i.e. 76% of the surveyed, suggest that flexible work hours are motivating, while 80% of respondents expect the employer to co-finance their post-graduate studies and various certifications, which enable to broaden their knowledge and obtain experience. It is worth stressing that it is the second area selected most often by the respondents, right after remuneration. While half of the respondents show willingness to show their own ideas to their supervisors. In turn, motivation is influenced on a moderate level by

stable remuneration and work in an international environment. It seems significant that each fourth respondent believes that combination of the remuneration with results (especially those achieved by the department), may pose a factor for lowering motivation for work.

The author emphasizes that almost 40% of the respondents do not participate in any student organization, which offer professional development and career within the market. Only 14% of the surveyed students are active members of scientific clubs, and 3% of Independent Student Associations. Hence, what are the features of a young employee, who enters the labor market, and what do they expect from the first employer? The results are presented on the diagrams below.

The diagram demonstrates time of cooperation with the first employer.

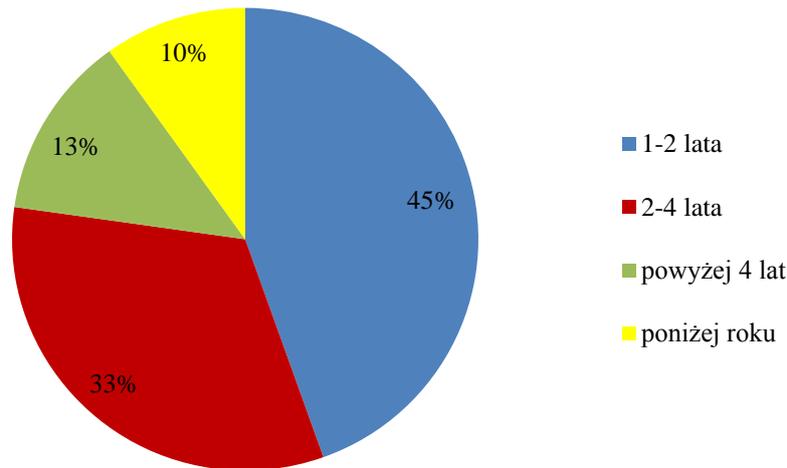


Figure 6. Planned time of work for the first employer
Source: Motywacja Młodych 2015, p. 10

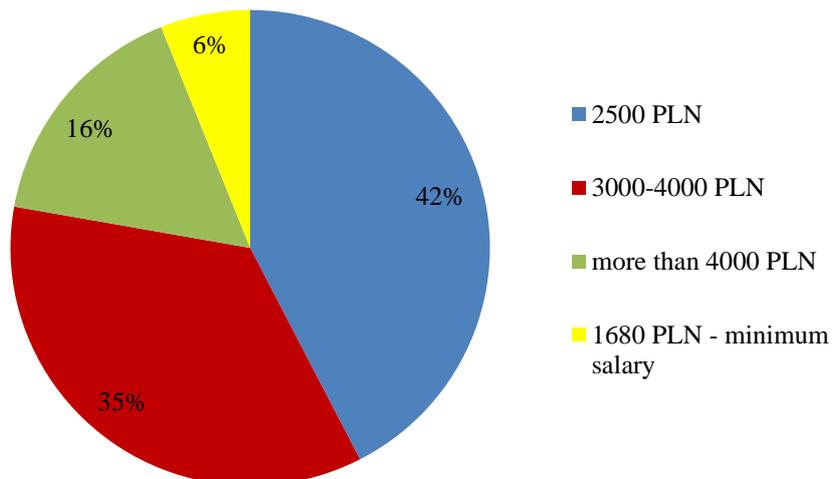


Figure 7. Expected level of remuneration
Source: Motywacja Młodych 2015, p. 10

As suggested by the diagram No., 45% of the Y generation representatives plan to work for 1-2 years for the first employer. Additionally, 10% of the surveyed suggest that cooperation with the first employer will last for less than a year. Only 13% of the respondents plan to work for the first employer for more than 4 years. 73% of the surveyed are ready to accept occasional work at weekends. 6% of the respondents can work regularly at weekends. The respondents clearly suggested that they can work for 50 hours per week, counting that their remuneration can increase by 30%. Furthermore, they were asked about the level of remuneration they would like to obtain. The results are presented on diagram No. 3.

As suggested by the diagram above, 40% of the respondents expect PLN 2500 as a monthly salary from their first employer. Seven percentage points less would like to earn between PLN 3000 and 4000. Only 6% respondents less consider that the remuneration from the first employer will amount to the minimum salary level. In turn, half of the surveyed is ready to leave for another city in order to work, and the respondent, who are ready to go abroad expect that their remuneration will reach the level beyond PLN 3000 gross.

The respondents were also asked about how they would define the current market. More than a half of the surveyed is of the opinion that there are numerous advertisements and work offers, but they are not interesting in financial terms. Every third respondents notice a high level of competition in the recruitment process, and suggests that this is the greatest problem within the labor market. The diagram below presents the number of CV questionnaires that must be sent in order to get a job.

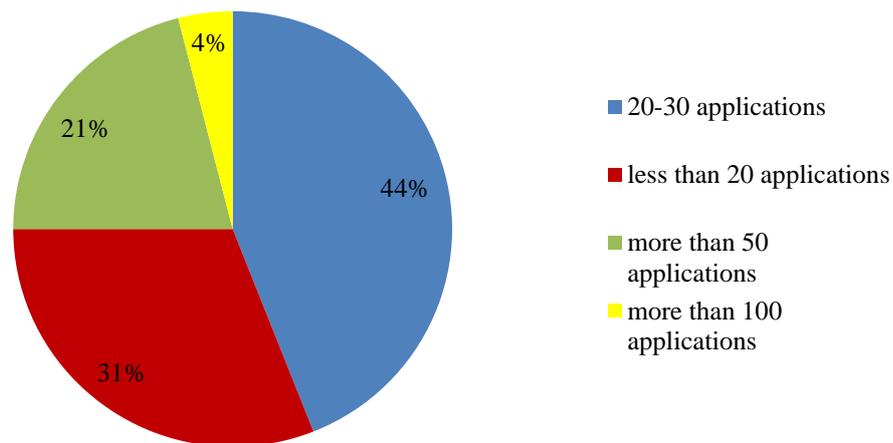


Figure 8. The number of applications sent in order to find employment
Source: Motywacja Młodych 2015, p. 21

As suggested by the diagram No. 4, 40% of respondents claim that there is a need to send 20 to 30 applications to get a job. 5% less respondents are of the opinion that less than 20 CVs is enough to find employment, while 4% of the surveyed believes that more than a hundred applications must be sent in order to get a job. Moreover, information about the three greatest assets that may exert positive influence on the recruitment interview with a future employer were obtained. They include: proactivity, education (a diploma from a good university) and interpersonal skills. The respondents stated 44%, 42% and 40%, respectively. It is worth mentioning that according to the research entitled “*The 2015 Deloitte Millennial Survey. Mind the gaps*”, in case of 37% of respondents, the knowledge and skills obtained within the course of studies meet the requirements put forward by the employers. The

research from 2014 suggests that 70% of young people is ready to reject a job offer if it does not meet their expectations in the field of remuneration and development [13]. The surveyed were asked about what encourages them to establish cooperation with a potential employer. The answers are presented on diagram No. 5.

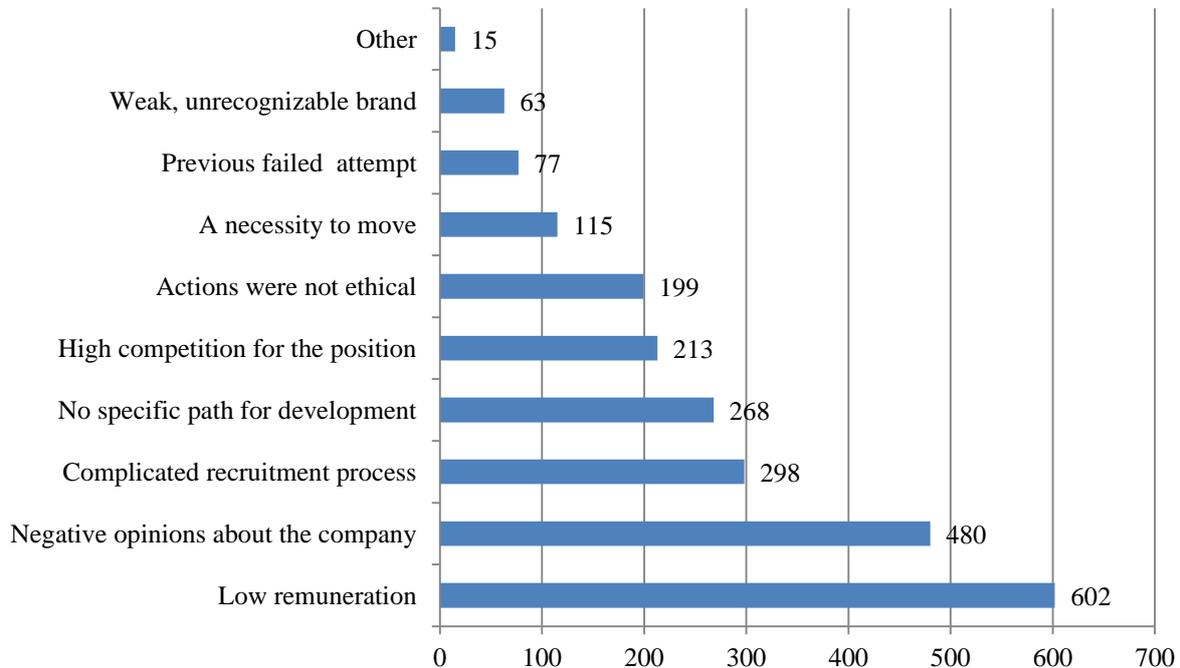


Figure 9. Factors that discourage the Y generation from taking up a job
Source: *Motywacja Młodych* 2015, p.12.

As presented by the above diagram, the Y generation representatives are discouraged to apply by a low remuneration offered by the employers. Such an opinion is shared by more than half of the respondents. Almost 500 of the respondents considers the opinions (mainly the negative ones) about their potential place of employment. The respondents provided answers related to the complicated recruitment process, high competition for the position and operation of the company that does not comply with ethics. The respondents do not pay almost any attention to recognizability of the brand. It is worth noticing that every fifth respondent, who looks for a job, is driven by positive influence exerted by the company on the surrounding and environment.

According to the report by HRM Institute “*Employer Branding w Polsce*” from 2014, the five greatest assets of an employer include:

- remuneration above the national average,
- stability of the organization,
- dynamic development of the company,
- flexible forms of employment,
- involvement in development of the employees [14].

Young workers should be aware of what they are expected from by their potential employers. Figure No. 10 presents seven features that are of the greatest significance for the employer while selecting an employee.



Figure 10. Features expected from an employee by an employer
Source: Motywacja Młodych 2015, p. 23.

The above figure suggests that an employer expects the Y generation representative to present a creative attitude and innovative thinking during realization of e.g. projects, the ability to work in a team, independence and regularity, the skill of coping with stress and in difficult situations, as well as multi-tasking. According to the author, the requirements put forward for young persons are real from the point of view of the contemporary world (technological progress, cultural diversity) and obvious, because a young organism finds it easier to adjust to the surroundings that the workers from the baby boomers or X generations.

4. CONCLUSIONS

To sum up, the Y generation representatives present a great (90%) willingness to take up a work, which - according to them - will enable personal development and fulfillment of passion. While looking for a job they are willing to find a company that would help them develop their interests. It is worth noticing that young persons are most inclined to take up work in enterprises, which take care of the environment and society through their operations. The Y generation employed in a company desires to feel that they are a part of something “large”, and the work they perform is reflected in global changes. This generation is

characterized with creativity and dynamism. Quick actions and results are expected from them. They themselves have high expectations, and are unwilling to resign from them. The work-life balance idea is the most important aspect for this generation. They are not willing to work overtime. The employers, who would like to hire the Y generation representatives, should use such techniques as games, simulations, competitions, which would involve them into creative and innovative concepts. Furthermore, the Y generation likes to compete, which is why the concept of rivalry may be reflected both during the recruitment process and on the later stage. Young employees are flexible and they expect flexibility at work. They desire challenges, they are willing to learn, acquire experience and develop their interest continuously. They believe that after short internships they may be experts occupying high positions in a company. The geographic, age and cultural distance is not a barrier for them. They are proponents of partner relationships, and they are ready to function in a diverse environment. However, they need a mentor to make crucial decisions, who would have longer experience, where in exchange they offer support in discovering new technologies as well as the energy and enthusiasm. Aspects that are important for the Y generation are social needs, team cohesion, appreciation from the supervisors and flexible working hour, which is why the author believes that it is significant for the employers to take up the challenge and hire the young generation, which has enormous value and potential.

Biography

Artur Sawicki: a doctoral student on the Faculty of Management of Częstochowa University of Technology, Częstochowa Region Head of the Silesian Marketing Association, a proponent for practical and responsible solutions in marketing, and cooperation between science and business, participant of numerous marketing events, a fan of dress code.

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