WORKING CONDITIONS AND FORMS OF EMPLOYMENT EXPECTED BY EMPLOYEES FROM GENERATION Y, ENTERING THE GLOBAL LABOR MARKET

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Abstract - This article aims to present and discuss the results of the author's conducted research in 2016 on the characteristics of future work, preferred forms of employment and working conditions in the opinion of employees from generation Y who are currently entering the global labor market. The presented results show the impact of cultural differences (Poland, Italy, Ukraine, Russia, Belarus) on the above issues and identify the areas in which the analyzed country of origin influences and in which it does not affect the perceived issues. Conclusions are recommendations for executives from around the world on how to manage employees from generation Y from different countries. Conclusions from the conducted research indicate, that all groups of respondents from different countries equally expect work stability, while Italian employees have higher expectations for flexible employment and employees from the eastern European countries are primarily expecting financial benefits from their jobs. In addition, Polish employees expect that the work will give them the opportunity to fulfil a wide range of professional activities through appropriate discretion and decision autonomy. On the other hand, employees in Italy expect variable job and dynamics of assigned tasks. In order to influence positively on job satisfaction, commitment and minimization of over-fluctuations among generation Y employees, firstly it is essential to identify and analyze their needs and to draw conclusions, as they are made in the article, and to recommend appropriate management practices to be implemented.

Index Terms - Employees from generation Y, forms of employment, intercultural differences, management recommendations, working conditions

I. RESEARCH OVERVIEW

The author's research: "Effective and efficient management of generation Y employees" was conducted in Poland and Italy in 2016 based on the original research questionnaire in Polish and Italian developed by Magdalena Kaczkowska-Serafińska, PhD. The research covered the future employees from generation Y who will enter the European labor market in the years to come. The respondents were future employees (97.1%), predominantly from Poland, Italy, Ukraine, Russia and Belarus. For research purposes, all respondents were divided into three groups: Poland, Italy, Other (Ukraine, Russia, Belarus and other countries). Out of 174 participants, 61.5% were women and 37.5% were men. The majority of the respondents (77%) were born between 1991 and 1995, 14% were born between 1996 and 2000, whereas the remaining 9% includes the respondents who did not provide the exact year of birth.

Taking into account the respondents' plans about the level at which they will finish formal education, 39.7% of future employees declare their willingness to complete master's programs and 17.8% also plan post-graduate courses; 20.1% opt for bachelor's programs only, and 10.3% would also like to enroll in post-graduate courses after earning their bachelor's degree. If these responses are aggregated, the following figures are obtained: 57.5% of the respondents plan to obtain a master's degree, another 30.4% aim at a bachelor's degree, whereas 5.2% plan to complete post-graduate (doctoral) programs.

II. CHARACTERISTICS OF A DREAM JOB

One of the employers' business goals should be to appropriately verify those factors that influence job satisfaction [1]. Work per se is both a means to achieve benefits and a value in and of itself, which makes it possible to satisfy numerous career-related needs [2]. M. Juchnowicz also points out that job satisfaction increases the self-esteem and allows for the fulfilment of higher-level needs for every single employee [3]. It is therefore extremely important to identify the needs of one's employees in terms of their dream job so that individual organizations could fulfil them, thus contributing to their people's job satisfaction, which will further translate into the quality of service provided and their loyalty towards the employer.

In the opinion of over 90% of the respondents (see Figure 1), a dream job should be connected with the employee's interests, guarantee monthly income, make it possible to reconcile work and private life and offer a possibility to learn something new.

Interestingly, a job that gives professional development opportunities was ranked lowest with a score of 63.4%. This may be due to the fact that employees tend to assume that they will often switch jobs and so the time spent with a particular employer

will only be a small part of their professional life as a whole.

1. M. Kaczkowska-Serafińska, "Determinanty satysfakcji z pracy a postawy wobec miejsca pracy w MSP w Polsce i we Włoszech", Vistula University Publishing House, pp. 22, January 2013.
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3. M. Juchnowicz, "Zadowolenie z pracy i satysfakcja zawodowa pracowników w Polsce a praktyka ZZL", (in:) J. Szambelańczyk, M. Żukowski (ed.), Człowiek w pracy i polityce społecznej, Poznań University of Economics and Business Publishing House, pp.199, October 2010.

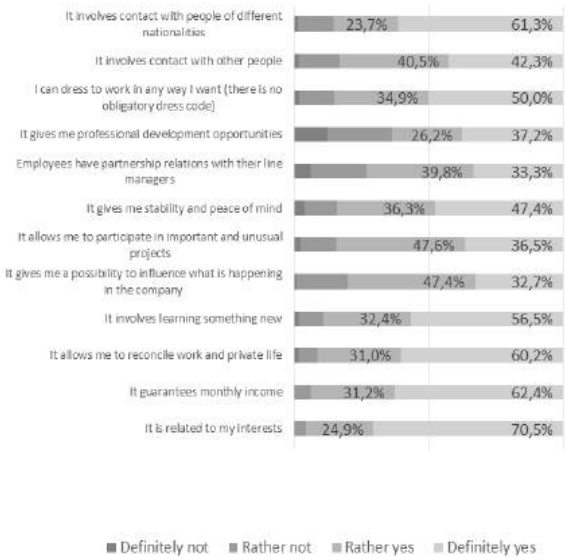


Figure 1. Answers to the question: How would you describe your dream job? (in%)
Source: Own compilation

Taking into account the biggest differences between the average for all respondents and the groups of employees (see Table I), it appears that the employees in Poland have stronger expectations (compared to the remaining groups) as regards professional development opportunities and the ability to influence what is happening in the company. On the other hand, Italian employees are more likely than other groups to require that their dream job involves working with people of different nationalities and has no obligatory dress code, as opposed to employees from Ukraine, Russia and Belarus.

At the same time, the biggest difference between Polish and Italian employees shows as far as two issues are concerned: the expected professional development opportunities (Poland – 97%; Italy – 37%) and contact with people of different nationalities (Poland – 56%; Italy – 97%). This means that while hiring employees from Poland HR departments should identify their development needs as closely as possible and offer a broad range of opportunities to fulfil them. It would also be worthwhile to create individual career paths that will be an integral part of any reasonable development program. Employees from Ukraine, Russia and Belarus do not have clearly defined priorities for their dream job. Most of the answers scored over 80%, with one exception only: the least important aspect for the Eastern Europeans was a possibility to dress to work in any way they wanted (no dress code requirement).

	all respond-ents	Italy	Poland	Ukraine, Russia, Belarus
It is related to my interests	95%	97%	94%	92%
It guarantees monthly income	93%	97%	91%	88%
It allows me to reconcile work and private life	90%	94%	91%	82%
It involves learning something new	87%	90%	84%	82%
It gives me a possibility to influence what is happening in the company	79%	70%	94%	86%
It allows me to participate in important and unusual projects	82%	83%	72%	88%
It gives me stability and peace of mind	82%	80%	91%	80%
Employees have partnership relations with their line managers	72%	60%	88%	84%
It gives me professional development opportunities	63%	37%	97%	88%
I can dress to work in any way I want (there is no obligatory dress code)	84%	98%	75%	64%
It involves contact with other people	80%	74%	84%	88%
It involves contact with people of different nationalities	85%	97%	56%	80%

Table I. Cultural differences in the respondents' declared answers to the question: How would you describe your dream job?
Source: Own compilation

It should be noted that some significant differences are observed among the respondents as far as the dream job qualities are concerned – the differences that are worth looking at, especially when one is responsible for drafting recommendations for the management styles that should be implemented for employee groups from different countries. It turns out that the leading qualities of a dream job, chosen most frequently by all employees, regardless of their country of origin are those expressed in the statements: 'It guarantees monthly income', 'It is related to my interests' and 'It allows me to reconcile work and private life'. If we consider the hierarchy of the selected criteria, then in the case of Polish employees the first place is occupied

by the professional development opportunities and the second by the ability to influence what is happening in the company. On the other hand, for Italian employees the most important factors are: a possibility to dress in any way that they want (no dress code requirement) and an opportunity to contact people of different nationalities.

III. IDENTIFICATION OF THREE GROUPS OF FACTORS RELATED TO A DREAM JOB

The exploratory factor analysis was carried out with the use of the PCA method with Kaiser normalisation, whereas the factor loading values were transformed by orthogonal rotation (varimax). The analyses allowed to distinguish three factors, which together explain 46.9% of the variance of the studied variables (see Table II). Bartlett's sphericity test results (3) and Kaiser-Mayer-Oklin test results (4) justify the use of the PCA method.

	RC1 I WANT TO DO	RC3 I WANT STH NEW	RC2 I WANT FREEDOM
SS loadings	2.085	1.793	1.754
Proportion Var	0.174	0.149	0.146
Cumulative Var	0.174	0.323	0.469
Proportion Explained	0.370	0.318	0.311
Cumulative Proportion	0.370	0.689	1.000

Table II. Results of the exploratory factor analysis: PCA
Source: Own compilation

The author interprets these three factors as three specific expectations from the respondents: I WANT TO DO, I WANT STH NEW AND I WANT FREEDOM.

- I WANT TO DO (RC1 – 17.4% of the explained variance) is a factor determined by such desirable job characteristics as professional development opportunities, a possibility to influence what is happening in the company, contact with other people, partnership relations with the line manager and a possibility to participate in important and unusual projects.
- I WANT STH NEW (RC3 – 14.9% of the explained variance) is a factor determined by such job characteristics as a possibility to participate in important and unusual projects, contact with people of different nationalities, learning something new and connection with the respondent's interests.
- I WANT FREEDOM (RC2 – 14.6% of the explained variance) is a factor determined by such job characteristics features as the lack of dress code, a possibility to reconcile work and private life, guaranteed monthly income, employment stability and peace of mind.

Values of the latent variables defined in the exploratory factor analysis were recorded in a data set as factor scores with the use of the regression method. This allowed for a further analysis of the factors thus identified in terms of their differentiation in subpopulations of the respondents from Poland, Italy and the Eastern Bloc countries. In the first place, conditional means were computed for factors in the subpopulations that had been determined by the country of the respondents' origin.

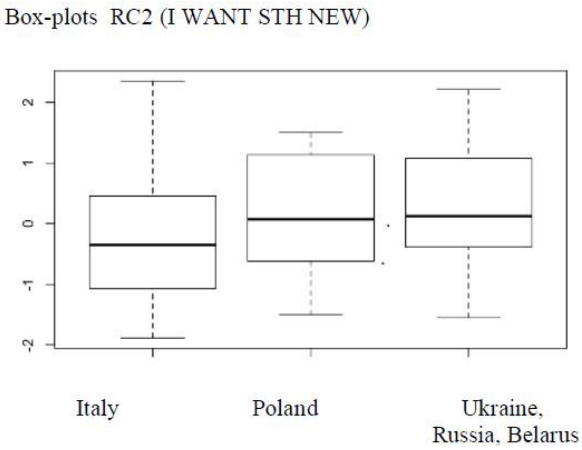
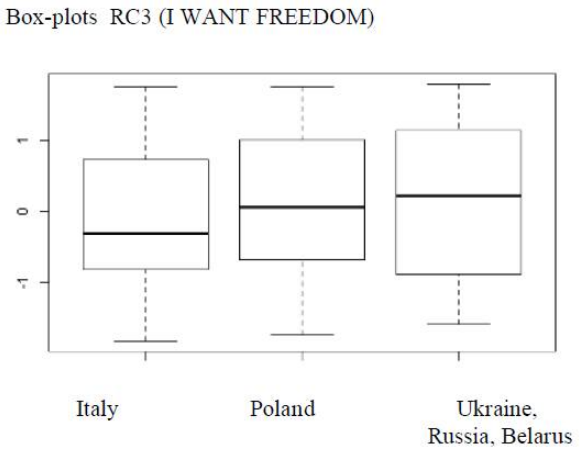


Figure 2. Box-plots by country of origin



Source: Own compilation

The analyses were supplemented with a graphical presentation of the value level parameters (see Figure 2) and, due to the failure to meet the assumptions required by the ANOVA (non-equal groups, non-homogeneous variance), with Kruskal-Wallis tests. In the Kruskal-Wallis test, the null hypothesis is the equality of cumulative distribution functions in the populations that are compared. Since test results are statistically significant ($p = <0.05$), the null hypothesis can be rejected in favour of an alternative hypothesis, that is the assumption that the distributions of the

dependent variable are different in the tested subpopulations.

The Italian respondents do not share expectations for their future job that are determined by RC1 factor (here the mean value is -0.548), while the respondents from Poland and Eastern Europe agree with the statements. The differences between respondents within the analysed populations are statistically significant, as confirmed by the Kruskal-Wallis test ($p < 0.05$).

The respondents from Poland more frequently agreed with those statements concerning their expectations about a future job that were determined by the latent variable RC2 (with the mean value of 0.556). On the contrary, the respondents from Eastern European countries did not agree with the statements (here the mean value was -0353), whereas the respondents from Italy did not differ in this regard from the entire tested population.

The Italian respondents showed a markedly higher approval for RC3 factor statements compared to the respondents from Poland and Eastern Europe. A conditional mean for the Italian respondents was 0.334, while for the respondents from Poland and Eastern Europe it stood at -0.353 and -0.389 respectively.

For the management practice, this means that all three factors characterizing a dream job are differently significant for generation Y employees, depending on their country of origin.

Employees from Poland and Eastern European countries expect that their job will involve an opportunity to pursue numerous professional activities (a group of 'I WANT TO DO' factors). In addition, future employees from Poland also declare the need to work in an atmosphere of freedom and decision-making autonomy (a group of 'I WANT FREEDOM' factors).

For Polish employees, these two groups of factors perfectly complement each other. Polish employees would like to develop professionally, influence what is happening in the company, work closely with other people, have a partnership relation with their line manager, and participate in important and unusual projects. Their ideal job should allow for a maximum freedom, manifested by the lack of any imposed dress code and by introducing solutions that will help them to reconcile work and private life. One should not forget that if employees are to act freely and calmly approach new, interesting challenges, they need guaranteed monthly income, which will provide them with a sense of stability and peace of mind.

On the other hand, Italian employees are mainly expecting that their job will be the source of changes, thus providing a new context for their activities (a group of 'I WANT STH NEW' factors). A job should give an opportunity to contact people of different nationalities and learn something new, as well as participate in important and unusual projects. It should also be related to personal interests.

Consequently, line managers of Polish employees should take into account all the factors mentioned under 'I WANT TO DO' and 'I WANT FREEDOM', whereas for employees from Italy, 'I WANT STH NEW' factors should be considered.

IV. PREFERRED FORMS OF EMPLOYMENT

Figure 3 below shows that more than 90% of all respondents, regardless of their country of origin, declare willingness to be employed under a contract of employment and disclose a need that their job should guarantee regular monthly income in the first place. The financial benefits alone, without any secure form of employment are of interest to 37% of the respondents only.

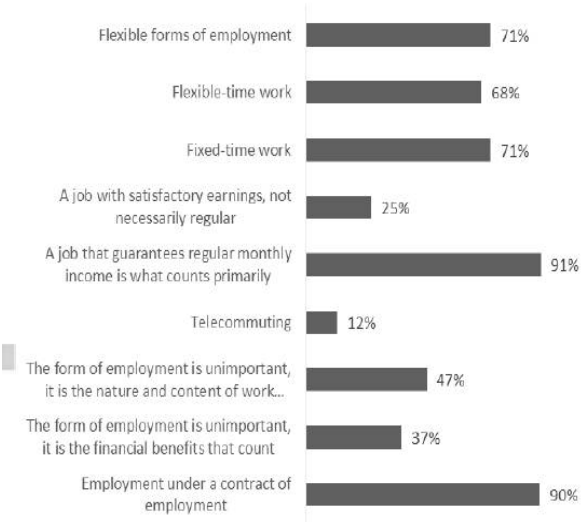


Figure 3. Answers to the question: What kind of employment are you interested in after graduation? (in%)
Source: Own compilation

	all respond-ents	Italy	Poland	Ukraine, Russia, Belarus
Employment under contract of employment	90%	95%	97%	78%
The form of employment is unimportant, it is the financial benefits that count	37%	34%	34%	44%
The form of employment is unimportant, it is the nature and content of work that count	47%	49%	44%	44%
Telecommuting	12%	8%	6%	24%
A job that guarantees	91%	97%	94%	78%

regular monthly income is what counts primarily				
A job with satisfactory earnings, not necessarily regular	25%	18%	25%	38%
Fixed-time work	71%	80%	56%	64%
Flexible-time work	68%	92%	41%	40%
Flexible forms of employment	71%	67%	66%	82%

Table III. Cultural differences in the respondents' declared answers to the question: What kind of employment are you interested in after graduation?
Source: Own compilation

If we analyze a detailed distribution of responses by the respondents' country of origin (see Table III), it can be seen that compared to other employees, flexible working time would be attractive mainly to Italian employees: 92% (compared to 40% in other groups).

V. IDENTIFICATION OF THREE GROUPS OF FACTORS RELATED TO THE EXPECTED WORKING CONDITIONS

The exploratory factor analysis was carried out with the use of the PCA method with Kaiser normalisation, whereas the factor loading values were transformed by orthogonal rotation (varimax). The analyses allowed to distinguish three factors, which together explain 52% of the variance of the studied variables (see Table IV). Bartlett's sphericity test results (0.658) and Kaiser-Mayer-Oklin test results ($p<0.000$) justify the use of the PCA method.

	RC1 FINANCIAL BENEFITS	RC2 STABLE EMPLOYMENT	RC3 FLEXIBLE WORKING TIME
SS loadings	1.896	1.614	1.173
Proportion Var	0.211	0.179	0.130
Cumulative Var	0.211	0.390	0.520
Proportion Explained	0.405	0.345	0.250
Cumulative Proportion	0.405	0.750	1.000

Table IV. Results of the exploratory factor analysis: PCA
Source: Own compilation

The author interprets these three factors as three specific expectations from the respondents: FINANCIAL BENEFITS, STABLE EMPLOYMENT and FLEXIBLE WORKING TIME

- FINANCIAL BENEFITS (RC1 – 21.1% of the explained variance) is a factor determined by such desirable forms of employment as: a job with satisfactory, but not necessarily regular earnings or by the statement: 'The form of employment is unimportant, it is the nature and content of work that count';
- STABLE EMPLOYMENT (RC2 – 17.9% of the explained variance) is a factor determined by such desirable forms of employment as: fixed-time employment and employment under a contract of employment, as well as by the statement: 'A job that guarantees regular monthly income is what counts primarily'.
- FLEXIBLE WORKING TIME (RC3 –13% of the explained variance) is a factor determined by such desirable forms of employment as flexible working time and flexible forms of employment.

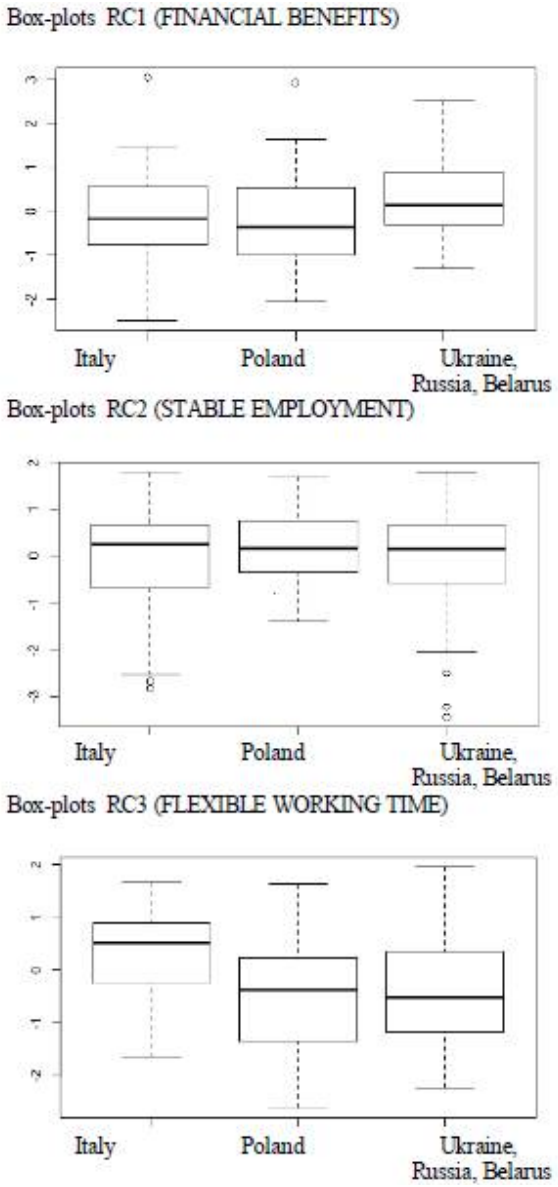


Figure 4. Box-plots by country of origin
Source: Own compilation

The analyses were supplemented with a graphical presentation of the value level parameters (see Figure 4) and, due to the failure to meet the assumptions required by the ANOVA (non-equal groups, non-homogenous variance), with Kruskal-Wallis tests.

In the Kruskal-Wallis test, the null hypothesis is the equality of cumulative distribution functions in the populations that are compared. Since test results are statistically significant ($p = <0.05$), the null hypothesis can be rejected in favour of an alternative hypothesis, that is the assumption that the distributions of the dependent variable are different in the tested subpopulations. The mean value of the latent variable determined by RC1 factor is negative for Italian and Polish subpopulations, and also lower than that for the respondents from Eastern European countries. The Eastern European respondents were much more likely to agree with the statements defining RC1 factor. The differences are statistically significant, as confirmed by the Kruskal-Wallis test ($p <0.05$). And although the differences in mean RC2 values do exist in the analyzed subpopulations too, the Kruskal-Wallis test indicates that these are not statistically significant.
The Italian respondents showed a higher approval for the statements that determined the latent variable RC3 (with the mean value of 0.371) as compared to the respondents from Poland (with the mean value of -0.443) and Eastern Europe (with the mean value of -0.4). The differences between respondents within the analyzed populations are statistically significant, as confirmed by the Kruskal-Wallis test ($p <0.05$).
The data analysis has made it possible to identify similarities and differences in the expectations for the preferred form of employment. As regards two factors that describe the preferred type of employment, future employees from generation Y prove to be different, depending on their country of origin, whereas RC2 – STABLE EMPLOYMENT is a factor expected by all employee groups.

The differences apply to both RC1 and RC3 factor. Italian employees declare that they expect a flexible form of employment, whereas those from Belarus, Ukraine and Russia mainly expect financial benefits. The implications for the management practice are that regardless of the country of origin, line managers should never assume that all generation Y employees do not care about the stable and permanent employment, and so it would be advisable to bring this issue up during an interview. In the recruitment process it would also be recommended to ask about specific expectations regarding the flexibility of the forms of employment, especially as far as Italian employees are concerned, so as to be able to immediately decide whether such a need can actually be fulfilled. This potential can also be considered already at the job advertising stage.

SUMMARY

This article shows both the similarities and differences in the characteristics of a dream job, preferred forms of employment and working conditions as perceived by future employees from generation Y who are currently entering the global labour market.

Their needs related to a dream job have been identified as well. In the opinion of over 90% of all the respondents, a dream job should be connected with the employee's interests, guarantee monthly income, make it possible to reconcile work and private life and offer an opportunity to learn something new. The differences have surfaced in the following areas: the expected opportunities for professional development (definitely more important for Poles), contact with people of different nationalities (definitely more important for Italians), and a possibility to dress casually (the least important for Eastern European countries).

What is more, line managers of Polish and Eastern European employees should take into account all the factors mentioned under ‘I WANT TO DO’, whereas for employees from Italy, ‘I WANT STH NEW’ factors should be considered.

If we analyse the respondents' answers concerning the employment forms, almost all of them, regardless of their country of origin (more than 90%) declared their willingness to be employed under a contract of employment and have guaranteed regular monthly income.

For the management practice, it means that future employees from both Poland and Italy expect a professional support from their line manager: SUPERVISOR – NEED OF PROFESSIONAL SUPPORT, while the second group of features (those included under the NEED OF PERSONAL SUPPORT) is mainly sought after by Italian employees.

RC2 – STABLE EMPLOYMENT is expected by all groups of employees, while the differences occur in RC1 – FINANCIAL BENEFITS and RC3 – FLEXIBLE WORKING TIME. Italian employees declare that they expect a flexible form of employment, whereas those from Eastern Europe (Belarus, Ukraine and Russia) mainly expect financial benefits.

The implications for the management practice are that regardless of the country of origin, line managers should never assume that all generation Y employees do not care about the stable and permanent employment, and so it would be advisable to bring this issue up during an interview. In the recruitment process it would also be recommended to ask about specific expectations regarding the flexibility of the forms of employment, especially as far as Italian employees are concerned, so as to be able to immediately decide whether such a need can actually

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