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Recruitment and motivation of Generation Z in the face of the employee's market

Joanna Ratajczak[1]

[1] Poznan University of Economics and Business, Poland

ABSTRACT

Contemporary demographic changes in the labour market pose many challenges. One of them is the need to reconcile the needs of employees from different generations. The youngest generation on the labour market – Generation Z – has very specific expectations, which are discussed in the paper. At the same time, the article describes the labour market in a poviat town on the example of Leszno. As it turned out, contrary to popular opinion, despite the low level of unemployment and the difficulty in finding employees in many industries, there is no employee market in Leszno. Employers do not respond to the expectations of job candidates, especially the youngest ones, which in turn leads to their travelling to other, larger cities. In this way Leszno is depopulating. A similar situation occurs in other small poviat towns. The article proposes one solution to this problem, which is one of the research purposes. The second purpose is recognition of Generation Z's expectations towards their future employers. The outcomes are described in the article.

Keywords: employees' market, Generation Z, age management, Leszno, Poland.

1. Introduction

Demographic challenges faced by modern organisations cause the necessity of employing workers from different generations – both the oldest and the youngest. At the same time, the existence of an employee's market in many industries requires adaptation to the expectations of job candidates. Therefore, it is necessary to recognise them. This is particularly important in smaller towns, where the number of young inhabitants is gradually decreasing, because they choose large cities, also for economic reasons.

The purpose of the article is to present the expectations of the youngest generation who are just entering the labour market and proposing specific solutions in the field of age management, which will help in effective recruitment and motivating process, and as a consequence keep the employees from Generation Z in the organisation and on the local labour market. Thanks to the proposed activities, enterprises can improve their image and become perceived as attractive employers, which is especially important for job seekers belonging to Generation Z.

To achieve the purpose, research has been conducted among secondary school students using the method of a diagnostic survey and survey technique. The results have shown that young people have unrealistic financial expectations; however, the needs for other areas of employment are not excessive. Unfortunately, employers operating in smaller towns, despite the low level of unemployment and problems with finding employees, do not respond adequately to the expectations of Generation Z, which is also discussed in the article.

2. Critical literature review

Membership in a generation is usually associated with a date of birth, which is a biological act (Pritchard & Whiting, 2014, p. 1620). However, generational identification or the individual's knowledge that someone belongs to a particular generation, as well as what roles, values and emotions are associated with it, is a separate matter (Lyons & Kuron, 2014, p. 141). People from a specific generation have

experienced the same historical events. This refers to a cultural phenomenon that creates a separate generation group. It can be said that the experience of early youth causes a kind of cognitive stigma, an "imprinted" model of interpretation that shapes the subsequent choices of the individual. Nostalgia and longing, e.g. for a specific period in pop culture (clothes, music, movie stars), also affect membership in the generation. Generations build their solidarity around shared memories, ideologies and leaders they followed in their youth. They consider the same cultural symbols as common, which are music or fashion. Identification with the generation, however, requires a sense of social closeness and genuine sharing of events or cultural phenomena (Parry & Urwin, 2011, pp. 81-84)

People currently entering the labour market belong to Generation Z. It is assumed that they are young people born in the second half of the 1990s and the first decade of the twenty first century. In the literature, there is noticeable disagreement as to the identification of Generation Z. Tulgan (2009) divides millenials into Generation Y (born in 1977-1990) and Z (whose date of birth falls between 1991 and 2000). However, most researchers believe that they are a separate generation (Żarczyńska & Chomątowska, 2016, p. 406).

The parents of Generation Z had a computer at home when people from this generation were born. They grew up with internet access. It can be stated that this is a distinguishing condition that decides to assign a person to Generation Z. They do not remember the times before Poland's accession to the European Union and the Schengen Area. The world has no limits for them. They are very pro-social. In contrast to generation Y (generation 'I' or 'me'), they say 'we' (Wiktorowicz & Warwas, 2016, p. 32). As a generation, they are by far the most diverse and economically, mentally and culturally divided group (Żarczyńska& Chomątowska, 2016, p. 408).

Representatives of Generation Z are also called generation C – from the word 'connected' (connected to the Internet, 24 hours a day, seven days a week). They are always online. Other words starting with the letter C, which also refer well to the most important features of this generation are: communicating, content-centric, computerised, community oreinted, always clicking (or always clicker), change (Wiktorowicz & Warwas, 2016, p. 32; Dolińska-Weryńska, 2016, p. 34; Dziopak-Strach, 2016, pp. 49-50). There is also a view that people belonging to Generation C can also be found in other age

groups. Each of them includes people addicted to modern technologies. Other names of this generation are com generation, digital natives, children of the Internet, Facebook generation, Gen Wii, future generation, ICT generation, iGeneration, Instant Online, media generation, net generation, multitasking generation, Post Gen or lost generation (Bencsik, Horváth- Csikós, & Juhász, 2016, p. 93; Berkup, 2014, pp. 223-224; Galaj, 2014, pp. 85-99). They do not know the world without computers, smartphones, the Internet and computer games. They were born and grew up in a world of highly developed, modern technologies. So they are perfect in the world of technical innovations and gadgets. Modern technologies and virtual contacts are a natural environment for them, because, metaphorically speaking, technology is "part of their DNA". They cannot function without them. In fact, they cannot imagine living without the Internet, which is their "window to the world", providing almost unlimited access to information and knowledge. It is here that they seek solutions to all problems. Representatives of this generation themselves emphasise that they are addicted to access to the network. It is significant that many of them can no longer support mobile phones with keyboards. Constant access to the Internet means that young people have constant contact with friends through social media. They live on the border of the real and virtual worlds, which they consider to be parallel, interpenetrating and complementary. They move smoothly between them. Many are unable to adapt their lives online to the offline requirements, being addicted to technology, speed, freedom, individualism (Berkup, 2014, pp. 223-224; Wziątek-Staśko, 2015, pp. 51-52). They mastered virtual communication (mainly with friends using social media). Other forms of socialisation are extremely difficult for them. In this way, they love to share knowledge and experience. They rely on this form of promotion more than on others. Distance ceases to matter. They have friends on Facebook from every corner of the world. However, they have impaired verbal communication skills in the real world. They replace real life with virtual contacts, which are certainly not as close as those preferred by older generations. Due to the speed of communication, their pace of life also increases. Preferences of communication methods among Generation Z should not surprise. Half of the respondents value personal contacts most, but 16% prefer emails, 9% – phone calls, 8% of the respondents – social media, and 6% prefer communication via Skype. Of course, the results of the research depend on the country

of origin of the respondents (for example, as much as 91% of Czech Generation Z members prefer face-to-face contacts, while other forms of communication are preferred only by 1-2% of the respondents). In the work environment, however, the youth expectations should be taken into account. The correct form of contact with employees from Generation Z is an e-mail. It should constitute the basis for communication (Bencsik, Horváth-Csikós & Juhász, 2016, pp. 93 and 100; Galaj, 2014, pp. 85-99; Kubátová, 2016, p. 65).

Employees from Generation Z expect multitasking. There is a reason called multitasking after all. They claim that they are great at several events simultaneously. However, they are less competent in this respect than the representatives of Generation Y. In the case of performing many tasks simultaneously, the quality of work decreases. An increase in the number of errors is also observable (Berkup, 2014, pp. 223-224; Wziątek-Staśko, 2015, pp. 51-52; Żarczyńska-Dobiesz & Chomątowska, 2016, pp. 381-382).

It is also an instant generation, even more impatient than Generation Y. Generation Z members expect immediateness in all areas of life, as the Internet has become accustomed to. Assessment, feedback and remuneration must be best done in parallel with the performance of the tasks to which they relate. It seems that many representatives of this generation will have to verify their approach, in line with the "it should already be" principle (Galaj, 2014, pp. 85-99; Wiktorowicz & Warwas, 2016, p. 32).

The youth from Generation Z are just entering the labour market. They have special values, needs, attitudes towards work and work environment. They are afraid of the future, because they are well aware of the difficult situation. Young people are worried about possible unemployment. Generation Z members are, however, idealists (like probably every previous generation at this age). They believe they can change the world around them. Despite this, their expectations are extremely realistic. Some of them are dependent on their parents, willingly postponing the transition to independent living. In this way, they postpone the moment of entering adulthood. At the same time, their low level of independence towards their relatives and family should be noted (Galaj, 2014, pp. 85-99). Others, after a "collision" with reality, are often frustrated by the lack of the expected success. We must admit that entering the labour market is difficult for them. Sometimes they reach new career levels, using the achievements of their parents. For most, however, despite the so-called employee mar-

ket, there is a little chance for a well-paid job at the beginning of their career path, especially in small towns. Generation Z members were brought up in the belief that only the best ones count. Therefore, they try to meet their internal requirements, which is not easy. In addition, a permanent change is currently underway in the labour market. At the same time, young people have unlimited access to education, which is an unquestionable opportunity that should be used. Their behavior is determined by the culture and system of values that they have taken from home. They grew up in an uncertain and complex environment. This determined their point of view on work. They have new consumer behavior. They are not loyal to a given brand or to an employer. They hope to quickly get their dream jobs. Many combine learning with work while gaining experience. This should of course be allowed for them. They have not been paid much attention in literature yet. However, Generation Z sould not be ignored. It is expected that their entry into the labour market will be a revolution (however, similar fears have also been raised for Generation Y, which did not significantly affect the personnel management in many organisations). This is the first truly mobile, global generation growing up in the world of smartphones and high-speed Internet. The challenge will be to keep them in the company for longer (Ariker & Toksoy, 2017, pp. 485-487; Bencsik, Horváth-Csikós & Juhász, 2016, pp. 93-94 and 103; Kubátová, 2016, pp. 61-62). However, they should be very desirable employees. By participating in many extracurricular activities, they developed early on the competences useful in the modern labour market (Wiktorowicz & Warwas, 2016, p. 32). They speak boldly in foreign languages. They have highly developed socio-emotional intelligence. They are open to the world and new experiences. Diversity is a matter of course for them, so they feel good in a multicultural environment. They are also creative and independent. Many of their ideas can be considered innovative. They value the opportunity to work during flexible hours. They are expected to perform many professions throughout their lives, some at the same time. They easily absorb new knowledge. They easily adapt to the changing conditions. They are constantly looking for increasingly difficult challenges and expect achievements. They show strong internal motivation, which they boast about. They believe in their own strength. They do quite well at searching and filtering information, which is necessary in the modern world. They choose the most valuable information from the other thickets. They look for it on the Internet, not in encyclopedias. They

can find answers to their bothering questions. However, they expect immediate results. They cannot wait. Sometimes, however, they feel lost in the sheer volume of messages to which they have unlimited access (Berkup, 2014, pp. 223-224; Galaj, 2014, pp. 85-99). They focus on self-development and satisfying their own ambitions. Lifelong learning is an obvious fact for them. They are focused on self-development, satisfying their own ambitions (Galaj, 2014, pp. 85-99). Their resourcefulness, practicality and intelligence should be emphasised. They are brave in pursuing their goals. They prefer tasks that are non-standard and personalised – specifically targeted at them (Wziątek-Staśko, 2015, pp. 51-52; Bencsik, Horváth-Csikós & Juhász, 2016, p. 93). They are very sensitive to the harm of others. They value socially responsible activities. They grew up aware of the climate change, in the conviction of the necessity of caring for the natural environment. They distinguish between good and evil very clearly. The reputation of the organisation in which they will work is therefore of key importance (Ariker, Toksoy, 2017, p. 487).

However, many employers believe that the youngest generation currently on the labour market cannot be trusted. They perceive them as selfish, lazy, arrogant, over-confident, "crafty and poser" who endure any criticism badly (Żarczyńska & Chomątowska, 2016, p. 409; Wiktorowicz & Warwas, 2016, p. 32). Of course, this can be due to the young age and related immaturity, which should not be forgotten. Generation Z members also have little confidence in the organisation. For fear of taking responsibility and entering adulthood, they do not want to become independent. In their opinion, the world is an unfriendly place. (Wiktorowicz & Warwas, 2016, p. 32). As long as they have the opportunity, they remain dependent on their parents. Their weaknesses include weakly developed soft competences (such as communication outside the virtual space), necessary in the modern world (Żarczyńska-Dobiesz & Chomątowska, 2016, pp. 381-382).

They also do not find themselves in the rigid rules of etiquette and in highly hierarchical structures (Żarczyńska-Dobiesz & Chomątowska, 2016, pp. 381-382). Described as impatient, having problems with focus and distracted attention. They themselves indicate the need to reduce bureaucracy to the minimum, because its excess distracts them. The analysis and evaluation of information in their implementation can be very superficial (Wiktorowicz & Warwas, 2016, p. 32). Some present a demanding attitude, which also does not gain supporters. It is also said that they are addicted to the Internet and modern technologies (Żarczyńska & Chomątowska, 2016, p. 409). They cannot work offline.

The employees from Generation Z also have strict expectations. However, it should be emphasised that, as with all generations, they depend on nationality and culture. (Kubátová, 2016, p. 67; Bencsik, Horváth-Csikós & Juhász, 2016, p. 93). They certainly value a good atmosphere in the workplace (Wiktorowicz & Warwas, 2016, p. 32). They also need unlimited autonomy. They want to control the course of their work to the maximum (Ariker, Toksoy, 2017, p. 487).

In 2014, Dan Schawbel published the results of the research conducted in the United States, Brazil, Canada, China, Germany, India, South Africa, Turkey and the United Kingdom, presenting factors determining the productivity of the employees belonging to Generation Z. It turns out that what is the most important is the type of work (65% of responses), the people they work with (65% of responses), personalisation of the work space (38% of the respondents), work location (the answer indicated by 36% of the respondents), the ability to listen to music at work (29% of responses), workplace privacy (27% of responses) and the size of the workplace (also 27% of responses). Similar research was carried out in the Czech Republic by Jaroslava Kubátová. The results showed that young Czechs are motivated to work effectively by the same factors, but in a different order. In the first place there were the people with whom employees from Generation Z work (up to 70% of responses), type of work (52% of responses), personalisation of space in the workplace (52% of responses), listening to music (as every third respondent answered), workplace privacy (30% of responses), workplace location (12% of responses) and workplace size (11% of responses). Generation Z also has different expectations about the workplace. While the respondents in D. Schawbel's research would like to work primarily in corporations (28% of responses) and then at home (the answer indicated by every fifth respondent), in the Czech Republic the results were slightly different. Czech employees from Generation Z prefer to work in corporations (up to 59% of responses). Only 6% of respondents would like to work remotely, at home. Nationality is therefore of great importance for the expectations of young people. This is not surprising. People are shaped by various factors (e.g. important historical, political or economic events) taking place during adolescence. It is obvious that they differ depending on the country of origin.

However, it is generally accepted that em-

ployees from Generation Z value the balance between private and professional life. They are happy to work in a virtual environment, because reality does not have to be tangible. Therefore, they are not afraid of working remotely and requiring support of compiled IT programs. They expect a flexible approach to the time and method of work from employers (Wziątek-Staśko, 2015, pp. 51-52; Bencsik, Horváth-Csikós & Juhász, 2016, p. 94). They expect interesting tasks that are a challenge (Żarczyńska-Dobiesz, Chomątowska, 2016, pp. 381-382). They are positive about corporate social responsibility activities. They are looking for a job in organisations for which social problems are important. They also expect positive attitudes towards the community, environment, emotionality, law, friendship and sensitivity to the problems of others. For them it is definitely a more important area than for employees from Generation Y (Ariker, Toksoy, 2017, pp. 486-487). They will gladly take part in mentoring programs. They need someone who will pay attention to them and provide reliable feedback. Until now, they received it from parents who told children that they are fantastic (Bencsik, Horváth-Csikós, Juhász, 2016, p. 94). The organisation's communication system and the transparency of its activities are also important. It should be remembered that Generation Z does not understand the principle of confidentiality of information. Special attention should therefore be given to them. It is noteworthy that Generation Z members have a strong need to lead (Bencsik, Horváth-Csikós, Juhász, 2016, p. 93). Many of them are born leaders. Therefore, they may have a problem with submitting to their superiors. To maximise their productivity, let them rest during the day. Of course, an important, fair level of remuneration and non-financial motivators also play an important role. The employees from Generation Z expect not only good earnings, but also the maximum adjustment of the workplace to their habits. The supervisor should show them respect. They want to feel appreciated, valuable team members. They expect respect (Wiktorowicz & Warwas, 2016, p. 32). It is also important to ensure development opportunities. They show considerable readiness to work. Generation Z does not want to build their own careers step by step. They want to use their potential at work. Until now, they were intensively stimulated by parents and teachers who cared for the development of their competences. They expect the same from the employer (Galaj, 2014, pp. 85-99).

It is worth noting that employees from Generation Z leave work as soon as they stop meeting their expectations. They do not take into account the risk of finding a job even for a long time, despite the considerable difficulties they face after all, wanting to find a permanent job that matches their ambitions (Wziątek-Staśko, 2015, p. 51-52).

Generation Z is described as new conservatives. They value traditional values (e.g. family related). However, this depends largely on the culture and state in which they grew up (Kubátová, 2016, p. 68; Ariker, Toksoy, 2017, p. 487). It is visible, among others in the election results, not only in Poland, but also in other European countries (and not only). Young people willingly vote for extreme national groups that postulate strong conservative values.

3. Methodology

Despite many initiatives to encourage young people to work in Leszno, their reluctance to stay in their hometown is noticeable. Therefore, it was decided to find out the expectations of young people towards future employers, as well as their opinion on the local labour market.

Thus, a survey was conducted among the students of the last grades of Leszno secondary schools. Their goal was to learn the expectations of young people towards future employers and their opinions on the local labour market, which would allow for the preparation of recommendations for employers from the Leszno poviat, which could help in recruiting and motivating employees from the youngest generation on the labour market, i.e. Generation Z. The following research questions were formulated:
1) What non-wage expectations do the surveyed youth have?
2) What financial expectations do the respondents have?
3) What are the plans for the future workplace of young people studying in Leszno secondary schools and how do they justify them?
4) Is there an employee market in small cities like Leszno?

The research results were presented during the Leszczyński Employers' Conference organised by one of Leszno's secondary schools [Konferencja ..., 2018]. The study involved 390 students (which is about a quarter of all students in the last grades of secondary schools in Leszno), including 205 technical secondary school students, 145 high school students and 40 first degree vocational school students, which corresponds to the actual distribution of students in individual types of secondary schools. Almost 47% of the respondents were girls, with slightly more than 53% of boys. The research included a short survey.

4. Results and Discussion

It turned out that the youth expectations were not excessive and did not depend on the type of school they graduate from and future educational plans. The most important were: adequate remuneration, good work atmosphere, respect for the employee on the part of the employer and work stability. Especially the latter, in the context of the knowledge about Generation Z and its frequent job changes, is surprising. Next, students also pointed to the access to co-urses and training, employment under an employment contract, flexible working hours and the opportunity to reconcile work and private life. Every tenth student would like to receive additional benefits from the employer (bonuses, sports cards, cinema tickets, private medical insurance, etc.).

Students' financial expectations were also examined. It should be noted that they do not correspond to the reality of the labour market (at least in Leszno). Table 1 presents the outcomes in this area.

Table 1: Financial expectations of students

Salary in PLN	High school		Technical school		Basic vocational school	Together	
	Salary after completing secondary school	Salary afterhighe-reduction	Salary after completing secondary school	Salary after higher education	Salary after completing secondary school	Salary after completing secondary school	Salary after higher education
Less than 1500	6.9%	0.0%	0.5%	0.0%	0.0%	2.8%	0.0%
1500-2000	19.3%	1.6%	15.1%	1.7%	25.0%	17.7%	1.7%
2000-3000	36.6%	13.9%	63.4%	14.3%	52.5%	52.3%	14.1%
3000-5000	16.6%	39.3%	25.4%	33.6%	30.0%	22.6%	36.5%
5000-7000	1.4%	11.5%	1.0%	4.2%	0.0%	1.0%	7.9%
More than 7000	0.7%	9.0%	2.0%	5.0%	2.5%	1.5%	7.1%

Source: own study based on research results.

Immediately after graduating from secondary school, the respondents would like to earn about PLN 2700 net. Technical school students expected a salary of PLN 2760 net. Interestingly, high school students, who had significantly less professional experience and had no chance of obtaining a specific profession after completing secondary school, had higher financial expectations than students from a basic vocational school (approx. PLN 2730 net compared with PLN 2600 net of first degree vocational school students). At the same time, it should be noted that some secondary school students – 7% of the respondents – stated the amount below the minimum wage (currently it is about PLN 1630 net). This means that these people did not know the situation on the labour market. It is worth emphasising that such answers did not occur among students of basic vocational schools and technical colleges. The likely reason for this is that they entered the labour market earlier. Young people also had specific expectations of earnings after graduation. The average among high school students was PLN 2990 net, and among technical high school stu-dents – PLN 4160 net. The differences were also visible between students who intend to graduate in Leszno and those who plan to study in another, larger city. The first group would like to earn on average about PLN 3300 net, the second – about PLN 3900 net. In addition, some of the respondents would like to earn over PLN 7000 net. This amount of the expected salary after secondary school was given by 1.5% of the respondents, while after graduation – slightly more than 7%.

It is worth comparing these results to those obtained by Joanna Gajda (2017, p. 166). It studied twenty-year-olds, students of the Faculty of Management at the University of Economics in Wrocław, and therefore an older group, but also belonging to Generation Z. The respondents had similar professional expectations to those indicated by the youth from Leszno's schools. The first places were occupied by work-life balance (92% of responses), access to modern technologies (also 92% of responses) and high salary (91% of responses). Further on, freedom of action, professional development opportunities, friendly work atmosphere

and the possibility of remote work were pointed out. From the future employer, the respondents expect above all the lack of favoritism, keeping their word and openness to the needs of subordinates (92% of responses), as well as the development of skills, respect for their time and work, as well as fair and partner relations (Gajda, 2017, p. 168). Also the results of the research of Katarzyna Włodarczyk and Joanna Sikorska (2017, p. 210) show that for young people the material factor is of great importance. Development opportunities and a friendly atmosphere are also important in professional work.

It is worth noting that the financial expectations of older youth are much lower than those of Leszno's secondary school students. The declared average salary expected after graduation among students and graduates of the Wrocław University of Technology amounted to PLN 2647.89 net (Sulich, 2015, p. 25). The people under 30 who took part in the Human Capital Survey in 2010-2015, i.e. those belonging to Generation Y, had significantly lower

financial expectations. The average expected salary in this group was PLN 1981 net (Jurczak, 2015). This clearly shows that the surveyed students from Leszno exhibit above average material needs.

Almost half of the respondents declared that they would first look for a job in Leszno or its surroundings. 49.8% of technical secondary school students and 80% of basic vocational school students had such plans. As justification for their decisions, these people mainly stated reasons related to emotional (35%) and sentimental (10%) factors, i.e. the fact of having family and friends in Leszno, as well as attachment to a place. The second position was short, cheap commuting – 27% of the answers. Only 12 people, i.e. slightly more than 4% participating in the survey, pointed to the positive aspects of the labour market in Leszno (e.g. enough job offers, many perspectives, development opportunities, good employment conditions). These results are presented in figure 1.
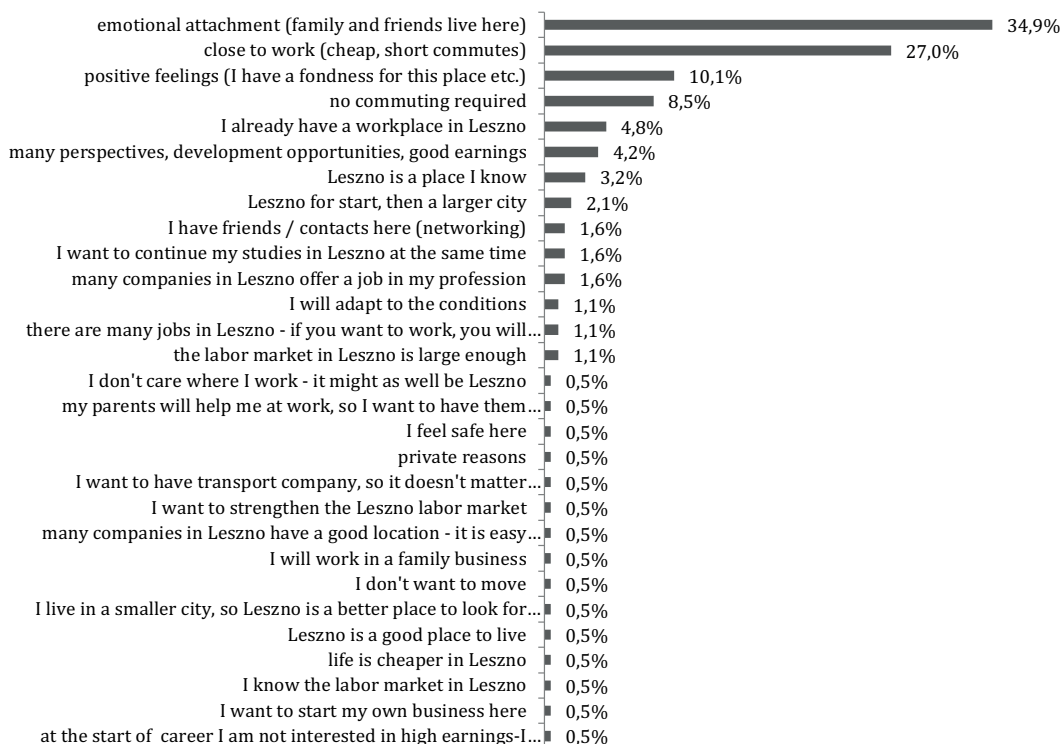

Figure 1. Reasons why young people want to work in Leszno
Source: own study based on research results

In turn, the majority of high school students (52.4%) were not convinced to work in their hometown. It is interesting, however, that as much as 82.2% of those who do not want to work in Leszno want to graduate. In this way, the city will lose young, well-educated potential employees. People who do not want to work in their homeland as the reason for their decision gave mainly the conviction that a larger city allows for better development prospects, better work (41%), conviction about the lack of jobs in the future profession in Leszno (12%) and low wages in Leszno (11.5%). Therefore, it can be seen that these are issues closely related to professional work (in contrast to the reasons given by people planning to start working in Leszno). These results are presented in figure 2.

Figure 2. Reasons why young people do not want to work in Leszno
Source: own study based on research results

It is also worth noting that after graduating in another city, every fourth high school student and 37% of technical school students intended to return to Leszno. It should be added, however, that 46.5% of the respondents who intended to leave Leszno for university did not plan to return to their hometown to look for work. 54.9% of high school students and 37.8% of technical secondary school students responded in this way.

It is therefore necessary to consider the reasons for these decisions. Only 14.5% of high school students and 10.7% of technical secondary school students declared that there were no job offers in Leszno in their future profession. Therefore, the problem lies elsewhere – probably in low wages and in the belief that there is no opportunity for professional development (promotion, etc.) in Leszno. This is confirmed by the fact that unattractive employment conditions were recognised as the biggest barrier on the labour market - low salary and no additional employee benefits. This answer was given by 50.3% of the respondents. Among the remaining obstacles to employment in Leszno, the students mentioned lack of jobs in the profession they would like to do and lack of jobs for young people.

It should also be added that in the majority of Poland there are so-called employee markets. This does not apply to all industries and professions, however, also in smaller towns of the Leszno Poviat, the unemployment rate has remained low for several years (in June 2019 it was 3.3% – data of the Poviat Labour Office in Leszno, http://leszno.praca.gov.pl/stopa-bez-robocia, access 28/09/2019), and employers admit that they have a problem finding employ-

ees in some professions, and the employment of Ukrainian citisens will not improve the situation. Several thousand, however, usually do simple, low-paid jobs [Adamek, 2017]. In the opinion of Leszno's Generation Z, the employee market in this city does not exist. Despite the low level of unemployment, employers do not offer young people the appropriate employment conditions they require. It is not the employees and job candidates that determine the employment conditions. Therefore, it is difficult to talk about a market favorable for the employee.

It is true that employers in Leszno admit that they need well-educated and qualified employees. However, they are not making efforts to encourage work in their organisations. Many assume that since they have managed without full cast so far, so will it be in the future.

Later in the article, the professions with the highest demand for employees in Leszno and the Leszno county are given. The average gross remuneration offered to candidates for work in these professions is given in brackets. These are the data coming from job offers from Leszno and the Leszno county, posted on the portal. praca.gov.pl, valid as of September 28, 2019. If the amount of remuneration has not been provided, it means that employees in a given profession were not sought during this period. In Leszno there is a large deficit of employees in such professions as bus, truck and tractor drivers (PLN 3640) and upholsterers. We may also notice a deficit, among others, in graphic designers (PLN 2250), ICT system analysts, designers and database administrators, programmers, accountants (PLN 3500), carpenters (PLN 2420), roofers (PLN 2270), hairdressers (PLN 2150), electricians (PLN 3700), tailors (PLN 2250), chefs (PLN 2250), warehousemen (2400 zlotys), car mechanics (PLN 3033), bricklayers (PLN 2785), machine tool operators (2690 zlotys) and specialists in electronics, automation and robotics [Competition barometer, forecast for the Leszno and county for 2018]. As we can see, even in shortage occupations, the salaries offered by Leszno employers are not high, often do not exceed the minimum. Considering the results of the conducted research, they certainly do not correspond to Generation Z attending secondary schools in Leszno.

At the same time, many people from Leszno work in exchange for a minimum salary. In 2016, the average salary in Leszno was PLN 3745.94 gross, i.e. slightly over PLN 2.675 net (Leszno in figures, 2018). These are data for enterprises employing more than nine employees. It is no secret that smaller organisations offer lower salaries.

It is a pity that employers, noticing the discrepancies between the situation on the labour market and the expectations of employees, do not respond to them in an appropriate way. In the following years, when the oldest employees retire, there will be a shortage of young people willing to work. At the same time we will have to deal with the so-called competence gap – along with the company's oldest employees will lose knowledge that was not to be passed on to anoybody.

Presumably, similar problems occur in other poviat towns in Poland. Despite the low level of unemployment, the employee market does not exist in many smaller towns.

The practical goal of the conducted research was to propose specific age management solutions that will serve to effectively acquire and motivate, and consequently retain Generation Z employees in the organisation. Thanks to the proposed activities, enterprises can improve their image on the labour market and become perceived as attractive employers, which is especially important for job seekers belonging to Generation Z.

There are several areas of age diversity management in an organisation, including recruitment, employee development, ergonomics and workplace adjustment, as well as employees leaving the organisation (Mahon & Millar, 2014, pp. 562-563). Each generation has different needs. It is worth knowing them to answer them appropriately.

By recruiting, employers have an impact on who they employ and what knowledge they will be able to have in the next years (Cerny, 2015). Organisations should make employment decisions based on the individual differences of job candidates. Unfortunately, the reluctance to employ inexperienced representatives of Generation Z is noticeable. However, planning the age structure, one must take into account age diversity. This will prevent excessive growth of the average age of employees. Otherwise, a situation may happen when most of the staff retire en masse. Only young people without training will be left in the organisation

Managing generational diversity in the area of recruitment and selection begins with a properly constructed advertisement, written in a specific way and placed in the right location (Broughan, 2013, p. 140). It is important to refer to the key competences of the generation we care about most. This is extremely important in times of the war for talents (Girard, Fallery & Rodhain, 2014, p. 100).

The advertisement directed to Generation Z, the youngest on the labour market, should be a showcase of the company. Interesting, surpri-

sing, it must inform about what the employer offers. It should include the requirements that can be expected from graduates, such as the ability to solve problems, make decisions, self-organisation, organisational skills, teamwork and verbal communication (Stewart & Knowles, 2000, p. 30). The advertisement should show real development opportunities under the guidance of experienced employees. Young people are also attracted to the international work environment (Warwas & Wiktorowicz, 2016, p. 77). It is worth emphasising the possibility of online work and work-life balance, which for Generation Z means that all activities carried out during the day can be combined in an appropriate, effective and trouble-free way. Thus, if Generation Y assumes that they will go to work for 8 hours and then have free time, then the youngest on the labour market expect them to perform their tasks, without giving up going to the office or cinema during the day. Generation Z looks forward to tasking. They are focused on the tasks and not on the time of their completion. Work should be a passion. In the vacancy notice, it is worth including information on the possibilities of working with devices and programs using modern technologies. Importantly, it is also good to include specific information on remuneration. Young people find this fair on the part of the employer. In this way, one will also show respect for the time of a young job applicant. If the proposed conditions do not suit them, they will not have to unnecessarily get involved in the recruitment process.

It also seems that if we want to recruit employees from Generations Y and Z, part of the recruitment process should take place virtually. For the youngest generation, information about a potential employer, which is sought mainly on the Internet, is important. It is therefore worth updating the information on the organisation's website and official profiles in social media – Facebook, YouTube or Instagram, where it is also worth placing job ads. It turns out that in the United States as many as 70% of job candidates view job ads using a mobile phone. It may probably be similar in Poland. The company's website should therefore be adapted to be viewed on mobile devices (Dziopak-Strach, 2016, pp. 50-51).

The youngest generations pay special attention to the professionalism of recruiters (Warwas, Wiktorowicz, 2016, p. 76). During the recruitment process, it is worth highlighting the development opportunities, the manner of remuneration (preferable remuneration for results) or the possibility of maintaining a balance between work and private life. This is very important for the young generation of employees.

Therefore, young people do not want to work overtime or spend long hours on commuting. The way of communication with job candidates from Generation Z is also important. It is best if it takes place via SMS or e-mail. It is also worth to remind them about the date and time of the recruitment meeting (Dziopak-Strach, 2016, pp. 50-51). It can be a supplement to the initial telephone conversation with the candidate.

According to the members of Generation Z, recruitment should be friendly, not stressful. It can take the form of gamification (an example is the Gra o Bro portal run by Kompania Piwowarska in 2013 or the game Unilewergame). It is also worth using edu recruiting, i.e. recruitment through education, which involves sponsoring fields of study and creating patronage classes in order to attract well-educated employees in the future (Warwas & Wiktorowicz, 2016, pp. 86-90). Young people are also worth recruiting at universities and secondary schools.

It is important for Generation Z that their employer is socially involved (Warwas & Wiktorowicz, 2016, p. 85). Therefore, all CSR activities are welcome.

Prior to sending the application documents, the candidate from Generation Z thoroughly checks the future employer. Websites and company profiles in social media should be updated and present the organisation in an attractive way. It is important to take care of relations with the candidate at every stage of recruitment. We should also remember about proper implementation of the newly recruited employee. This process should be adapted to its age and experience, as well as the resulting needs (Zając, 2014, pp. 30-31)

Organisations are increasingly holding completely virtual recruitment. As many as 49% of French recruiters use social media for this purpose (Girard, Fallery & Rodhain, 2014, p. 98). This brings a number of benefits, both for the job applicant and for the enterprise itself. It allows strengthening the attractiveness of an enterprise as an employer, mainly in the opinion of the youngest generations – they are the ones who particularly use social mediam (Doherty, 2013, p. 13; Holland & Jeske, 2017, p. 301). Often, recruiters receive many senseless applications; social media allow them to choose the best – quickly and without costs. The employer gets better quality applications, and thus better suits people to the workplace. Absenteeism and the number of those leaving work is therefore reduced.

Social media allows them to increase long-term engagement. Relations between job candidates and employers can be facilitated by others. It may also be part of the company's

communication strategy (Ladkin & Buhalis, 2016, p. 337).

In addition, thanks to social media, more people learn about recruitment for a given position. It also facilitates the recruitment of candidates and employers (Recruitment goes virtual, 2013, p. 19). They have more and more users.

They also help in getting to know job candidates better (Ladkin & Buhalis, 2016, p. 332), They also create greater opportunities for contact with the job candidate (Girard, Fallery, Rodhain, 2014, p. 99). They allow interacting with candidates who have been passive until now. In addition, the use of social media for recruitment is faster and cheaper than other methods (Doherty, 2010, pp. 11-12). At the same time, it is possible to set an application limit, ensuring their quality. It is a less expensive and more effective method than the others.

However, from the point of view of a job applicant, social media allows him/her to get to know the organisation better (Girard, Fallery & Rodhain, 2014, p. 99). It is also easier for him/her to apply. He does not waste time preparing a current CV. Thanks to this, the organisation does not lose potential job candidates. Both application and recruitment become easier. The recruiter can get to know the candidate in a few seconds (e.g. by searching only for a given word in the CV). Similarly, it works the same way in the case of a job applicant who has received an opportunity to quickly check the most important information about the organisation that interests him/her (Doherty, 2010, p. 12).

Candidates complain about the lack of feedback. Social media allows for easier and faster feedback from the recruiter (Recruitment goes virtual, 2013, p. 20). In this way, we do not discourage further candidates from further recruitment.

An interesting solution is also the use of the mobile application to conduct a video interview. Examples include Sparcin or HireVue, used successfully at the first stage of recruitment by Ikea.

It is worth adding that candidates from Generation Z will gladly take part in the process requiring the preparation of presentations or samples of work. Young people are also worth recruiting during open days organised in the enterprise. Thanks to such events, potential candidates have the opportunity to test themselves during a typical work day, learn about the organisational culture and company values (Dziopak-Strach, 2016, pp. 50-51).

To get to know the expectations of employees from Generation Z as to how to motivate them, it is worth starting with the results of several studies. One should consider what increases the productivity of employees from Generation Z. Research shows that these are primarily: the type of work (65%), the people they work with (65%), personalisation of the work space (38%), location of work (36 %), ability to listen to music at work (29%), workplace privacy (27%) and the size of the workplace (27%). However, it should be emphasised that these needs vary depending on the country of origin of young people. Therefore, they depend on nationality and culture (Galaj, 2014, pp. 85-99; Kubátová, 2016, pp. 65-67). It should be remembered that for Generation Z members remuneration (financial motivation) is much more important than for older age groups. (Although Polish research has shown that for 75% of employees from Generation Z, only decent wages count.) Then they are motivated primarily by relationships in the workplace, including relations with the supervisor (Grenčikova, Guščinskiene & Španková, 2017, pp. 250-251). Therefore, it seems more important to create opportunities for continuous learning and to propose unconventional tasks. Competition should be replaced by cooperation. Good atmosphere and close correct relations are important. The employer should appreciate the experience gained during internships, work in student organisations and scientific associations (Żarczyńska & Chomątowska, 2016, p. 413). Nevertheless, Generation Z is young, educated, curious about the world, people with many passions, which they have developed since early childhood. They like to brag about them. Employers should be prepared to accept them in their organisations (Bencsik, Horváth-Csikós & Juhász, 2016, p. 93) and provide them with opportunities to develop their interests. The youngest generation on the labour market values a good atmosphere at the workplace. Expects no discrimination based on age. They want to be appreciated and respected by their superiors and colleagues. Frequent praise is therefore a good option. These employees want to be treated seriously. They expect individual attention and care. Parents raised them in the belief that they are fantastic. They now need support from older generations (Żarczyńska, Chomątowska, 2016, pp. 410-411; Galaj, 2014, pp. 85-99). They value frequent feedback. They also want to have an influence on their work (Bencsik, Horváth-Csikós, Juhász, 2016, p. 94). They do not take into account the risk of looking for a job for even a long time. And they have difficulties finding a permanent job that suits their ambitions. Similarly to Generation Y, they leave work as soon as employment conditions cease to satisfy them (Galaj,

2014, pp. 85-99; Wziątek-Staśko, 2015, pp. 51-52; Bencsik, Horváth-Csikós & Juhász, 2016, p. 94). They are focused on cooperation, not competition. They do not feel well working in a corporation. They value the organisation for its positive attitude towards the community, environment, emotionality, law and for being sensitive to the problems of others. The employer's transparency is important. However, they do not understand the confidentiality of information, for which they sometimes run into trouble (Ariker & Toksoy, 2017, pp. 487-497). They value the work-life balance even more than Generation Y. They expect challenging, interesting remote work, flexible working hours, preferably in the task mode. Reality does not have to be tangible. To maximise their productivity, they should be allowed to rest during the day (Bennett, Pitt & Price, 2012, p. 285). According to the results of the research of Grenčikova, Guščinskiene and Špankova (2017), despite many similarities, Generation Z differs from Generation Y. For slightly older 'Ys' the type of work performed is most important. Salary is in the second place, along with relationships at work. Financial motivation is most important for the youngest age group on the labour market. 'Ys' simply want to earn fairly. Generation Z has much higher financial expectations. Non-financial benefits should also be provided to them (Żarczyńska & Chomątowska, 2016, p. 410). At work, they want to make their dreams come true, do what their passion is. It will therefore be appropriate to provide them with diverse, interesting, inspiring tasks, preferably in the form of projects. Work should be enjoyable and adequate to their competences (Żarczyńska, Chomątowska, 2016, p. 411). Generation Z members want to lead, even though they often lack the competence to do so. Therefore, they need autonomy and independence (Bencsik, Horváth-Csikós, Juhász, 2016, p. 93; Kubátová, 2016, p. 68). They fear being treated stereotypically. They do not want employers to see them only as young, inexperienced, demanding employees with excessive self-esteem (Żarczyńska, Chomątowska, 2016, p. 409). When they take up work, they try to bring out the best of it, to use it in the future. They are great at tasks that give development opportunities (Galaj, 2014, pp. 85-99). Despite their young age, they expect stable employment under an employment contract (Bencsik, Horváth-Csikós, Juhász, 2016, p. 94). Unfortunately, employers often offer them employment under civil law contracts. Young people expect the use of ubiquitous technology in the workplace, for example, to communicate with superiors, colleagues and clients. They want to experience this already during recruitment. Modern technology is to provide unlimited space for communication with people inside and outside the organisation. Newly employed for generations It is worth creating a know-how base about the company and discussion groups in which they can consult the team (Żarczyńska, Chomątowska, 2016, p. 413). It is also worth creating opportunities for them to achieve successes, even the smallest ones. A good solution will be activities in the field of so-called gamification.

5. Conclusions

The results of the conducted research show that young people have unrealistic financial expectations. However, those concerning other areas of employment are not excessive. Unfortunately, despite the low level of unemployment and the problem of finding people willing to work, employers do not fully respond to the expectations of young people. It is therefore worth taking measures in the field of age management, especially in the area of recruitment and employee motivation, which will avoid the negative effects of demographic change.

Certainly, this subject requires further research. It is interesting to see the employee market in the opinion of the employees themselves, especially in smaller towns, where a low unemployment rate is observed, but it does not translate into improved employment conditions.

It is worth noting that, although this was not the purpose of the study, significant differences in the financial expectations of girls and boys were noticed. The surveyed students would like to earn on average around PLN 1200 less than their classmates after finishing secondary school and about PLN 1700 less after graduating from a univeristy. They probably assess the labour market conditions more realistically. On the other hand, they may underestimate their knowledge and skills (in turn boys can overestimate them). Certainly, in order to accurately explain the results obtained in this area, further research should be carried out. This is undoubtedly an interesting phenomenon, all the more in the context of efforts to date for equality between employees of different genders in the workplace.

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