

# THE FACTORS INFLUENCING SATISFACTION OF GENERATION Y IN THE WORKPLACE IN THE CZECH REPUBLIC

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## **ABSTRACT**

*Managers of companies complain that young people do not want to work. Does Generation Y have a different view of employment, other priorities and expectations? Today's situation of Czech companies is not so critical, but gradually the lack of staff becomes a nationwide problem. Industry 4.0 basically changes the enterprise's business within Industry 4.0 and Work 4.0. They are Y generation people who are a great opportunity for business with their habits in using the Internet, social networks and modern technologies. If Generation Y and the upcoming generation Z allow the business to work as expected, these workers can help not only in innovative workflow solutions. It is already necessary for managers to properly motivate these employees and to know their specific needs within the work environment. In future, it will be important for executives to understand these young employees. The aim of this paper is to determine the level of Generation Y satisfaction with selected working environment factors and evaluate cooperation with previous Generation X, in the gender comparison. The methodology of this paper is based on a comparison of published international studies and questionnaire survey focusing on Generation Y. Discussion of this paper deals with the current changes in human resources management for Generation Y and Z. The paper seeks to highlight the need to monitor the requirements and preferences of all current generations on the labor market, especially the Generation Y and the forthcoming generation Z. Generation Y simply has other priorities and job expectations. This paper brings new insights into Generation Y and recommendations for managers.*

**Keywords:** *Generation Y, satisfaction, gender comparisons, Human Management Resources.*

## **1 INTRODUCTION**

Differences between generations are deepening, and so the world is now sharing a number of fundamentally different generations, and it is necessary to address this issue by generations. Executives complain that young people do not want to work (Dlasková, 2017). Does Y generation have a different view of employment, other priorities and expectations? The current situation of Czech companies is not so critical, but gradually the lack of staff becomes a nationwide problem. Individual generations of people or employees can be chronologically defined on Generation Baby Boomers, Generation X, Generation Y, Generation Z, and Last Alpha Generation. The characteristics of each generation can be seen in the following Tab. 1.

*Table 1: Characteristics of individual generations (Modified by Horváthová, Bláha and Čopíková, 2016)*

<b>Generation name</b>	<b>Birth</b>	<b>Characteristics</b>
<b>Baby Boomers</b>	1946-1964	People of this generation grew up in times of security and in times of economic growth. Most of these people work and work even in retirement for financial security. As part of the work process, these people value personal growth and the need for their work. Businesses are loyal, rewarded to want to be for their work ethics or responsibility.
<b>X</b>	1965-1981	These people grew up at a time of financial and family uncertainty, at work they are loyal, they like to learn new skills and prefer an independent style of work. "Working and playing hard" is their motto. They prefer their security and do not like changes. Work is the most important aspect of life for them, but they often face burnout syndrome. They are not able to work with technologies as well as the younger generation. These people prefer long-term employment before frequent fluctuations.
<b>Y</b>	1982-1995	This genre was born into a period of relative peace and peace. Their characteristic features include ambition, freedom, relaxation. They are looking for more friends than colleagues, their workload must be full of challenges and news. They are based on their personal lives, their families and their friends, and their work is secondary. They work efficiently, flexibly and quickly. They come up with new ideas and innovations and they depend on their implementation. The greatest driving force for them is the work they enjoy and further develops them to achieve even better results. They strive for a balance of work and personal life, for a modern work environment and open communication.
<b>Z</b>	1996-2010	This generation was born already in the digital world, spending a lot of time on the Internet and social networks. They grow up in the era of multiculturalism and individualism, they are not so faithful, and state institutions are considered unnecessary. Their main entertainment is the internet and smart facilities. They grow faster, they are self-confident, impatient and inclined to self-esteem. They are able to effectively analyze information, values attach rather to speed than accuracy.
<b>Alfa</b>	2011-2025	These people have access to the Internet and the online world from early childhood, parents of Generation X and Y generation. These people want to quickly meet their needs, impatient and deeper thinking is difficult for them, the Internet is everything for them. They are likely to be more educated than generations Z, and they expect high job fluctuations if they are unhappy with the employer.

The center of these generations can be seen in both professional and private life. Every generation has some differences in their behavior. This contribution is dedicated to Generation Y, called the "Millennials". Czech companies are currently facing a major challenge, Industry 4.0. It basically changes the enterprise's business within Industry 4.0 and Work 4.0. They are Y generation people who are a great opportunity for business with their habits in using the Internet, social networks and modern technologies. If Generation Y and the upcoming generation Z allow the business to work as expected, these workers can help not only in innovative workflow solutions. Another key factor for different generational preferences is the process of rapid IT development that influences the world of business and management. An enterprise that demands prosperity in today's turbulent and globalizing environment should pay extraordinary attention to information technology in human resources management (Pitra, 2007). Therefore, many businesses reorganize their core business

processes by investing in key technologies, such as cloud computing; business intelligence and social media (Oprescu & Eleodor, 2014).

Generation Y - young people between the ages of 21 and 35, work in a variety of looks like the older generation. For example, they prefer to work in the place of residence and are willing to commute a maximum of 30 minutes (Dlasková, Kramer, 2017). Horváthová, Bláha and Čopíková (2016) state that Generation X employees are motivated especially stability, responsibility and money to provide higher performance. For Generation Y is useful to provide development programs, flexibility, teamwork, non-financial benefits and diverse projects. Generation Y and the previous Generation X still have many in common. But there are fundamental differences between them that affect their motivation and attitude to work, which are shown in Tab. 2.

*Table 2: Differences between Generations X and Y (Modified by Hays: What workers want report, 2017)*

	<b>Generation X</b> <b>"Work and play hard"</b>	<b>Generation Y</b> <b>"Life begins after work"</b>
<b>Money</b>	value	means
<b>Working vs. personal life</b>	work life	personal life
<b>Using modern technologies</b>	with problems	seamlessly
<b>Willingness to change work</b>	no	yes
<b>Willingness to work overtime</b>	yes	no
<b>Willingness to move to work</b>	no	yes
<b>Motivation</b>	security, stability, responsibility, money	development programs, flexible working hours, teamwork, non-financial benefits, projects
<b>View of co-workers</b>	colleagues	friends
<b>Perseverance</b>	larger	smaller
<b>Relationship to authorities</b>	seamlessly	with problems

## **2 RESEARCH METHODOLOGY**

The primary objective of the contribution is to find out the degree of satisfaction of the millennials with the selected factors of the work environment and to evaluate the cooperation with the older Generation X in the gender comparison. Methodology of the contribution is based on quantitative research, namely a questionnaire survey was carried out in November 2017. The sample surveyed was actively working employees of Generation Y, with a total of 137 employees belonging to this generation. Return on questionnaire survey was 71.7%.

The following research questions have been identified:

RQ1: Whether there is a difference between perceptions of the satisfaction of the working environment between women and men belonging to Generation Y.

RQ2: Whether employees in Generation Y like to work with Generation X employees.

## **3 RESULTS OF THE RESEARCH**

The following summary Tab. 3 shows the satisfaction of Generation Y men with selected work environment factors. The greatest satisfaction is expressed with the organization of working hours and relations with direct superiors. Respondents say they are happy with the work environment in terms of a friendly atmosphere. They also express a sense of job security.

*Table 3: Satisfaction of Generation Y with selected working environment factors – men  
(Own calculation)*

<b>Selected factors of the work environment</b>	<b>Percentage of expression Men Gen. Y</b>
Organization of working hours (arrivals, departures, breaks, shifts)	94 %
Relationships with a direct superior	88 %
Friendly environment	76 %
Job security	76 %
Working conditions (light, heat, noise)	71 %
Length of working hours	71 %
Interesting work	71 %
Same options for men and women	65 %
Employees' benefits	65 %
Workload (amount of work)	53 %
Wage valuation	53 %
Awareness of the company's business	53 %
Possibilities of further education / dissemination of qualifications	53 %
Career growth potential	35 %

The following Tab. 4 shows the satisfaction of Generation Y women with selected work environment factors. The greatest satisfaction is expressed with the working environment in terms of a friendly atmosphere, with good relations with direct superiors and the organization of working hours.

*Table 4: Satisfaction of Generation Y with selected working environment factors – women  
(Own calculation)*

<b>Selected factors of the work environment</b>	<b>Percentage of expression Women Gen. Y</b>
Friendly environment	87 %
Relationships with a direct superior	79 %
Organization of working hours (arrivals, departures, breaks, shifts)	74 %
Working conditions (light, heat, noise)	68 %
Same options for men and women	68 %
Length of working hours	66 %
Job security	64 %
Interesting work	64 %

Workload (amount of work)	53 %
Employees' benefits	53 %
Possibilities of further education / dissemination of qualifications	53 %
Wage valuation	45 %
Awareness of the company's business	40 %
Career growth potential	34 %

A comparison of the responses of men and women belonging to Generation Y was made. Fig. 1 shows the percentages of men and women responding on a similar basis in this research area. The biggest difference is seen in the organization of working time when women are less satisfied than men. There is a question of whether men can more organize their working hours, or the role of varying personal preferences. On the contrary, the feeling of a friendly atmosphere in a business is more satisfied with women than with men. Another difference can be seen in the satisfaction of the factor of job security, when men feel more secure at work. This may be related to women's fear of future job insecurity after maternity leave or low self-esteem and confidence in working ability. Businesses may be disturbing about the latest milestones of selected work environment factors. Both men and women in Generation Y express very low satisfaction with career growth opportunities and educational programs with low awareness and business information transfer. With wage valuation, respondents also do not express a great deal of satisfaction.

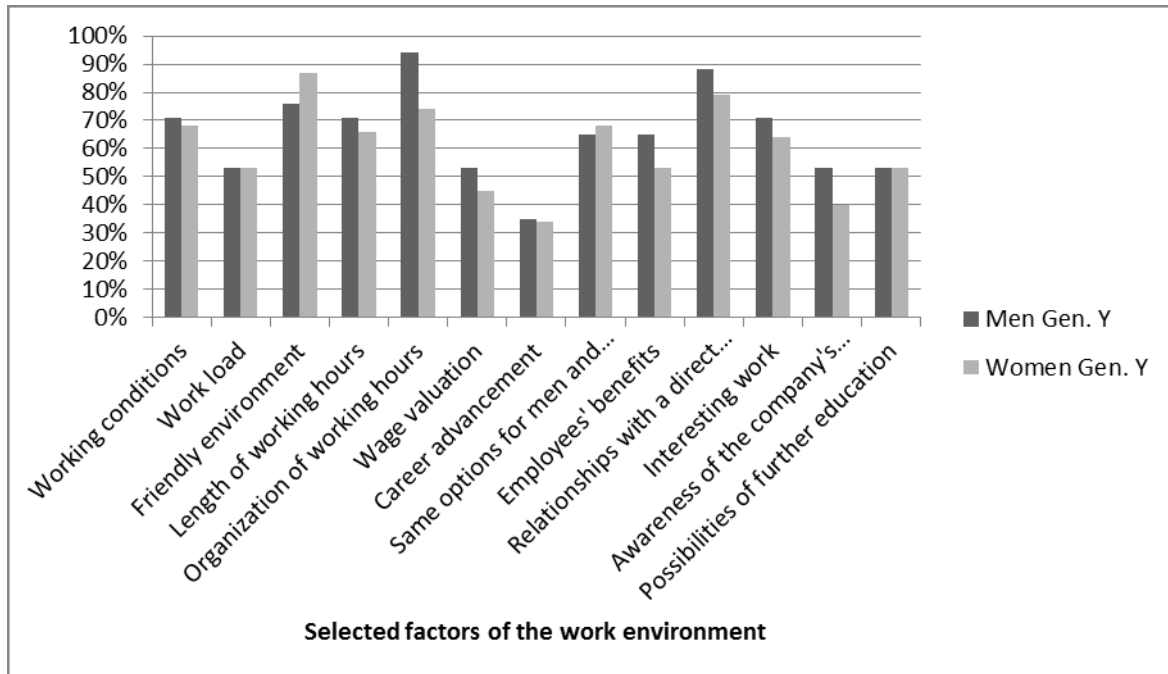
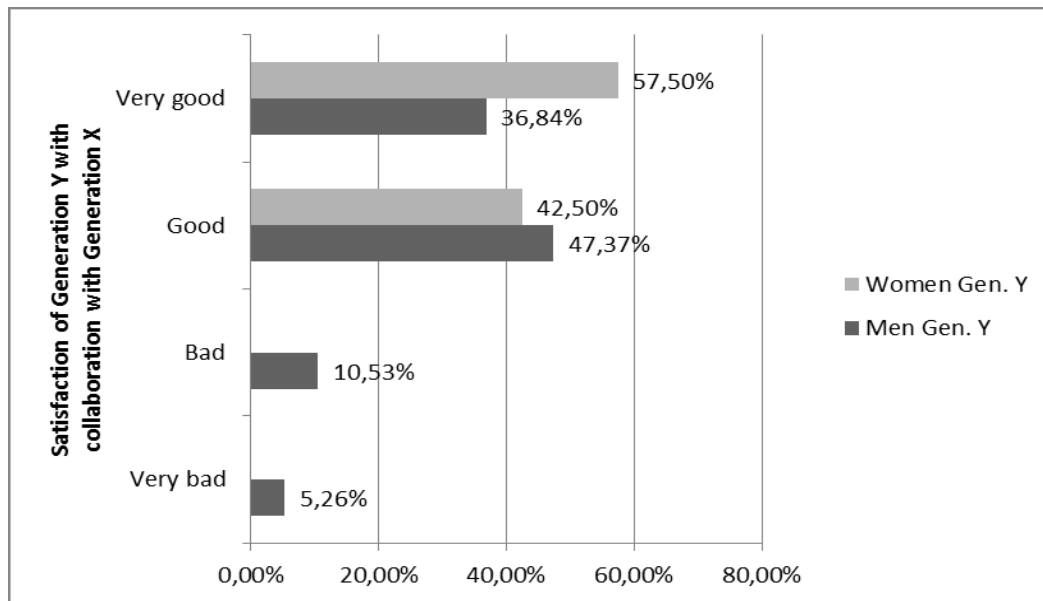


Figure 1: Satisfaction with selected work environment factors - Comparison of male and female responses belonging to Generation Y (Own calculation)

Another area of research was to find out whether Generation Y employees are happy to work with Generation X employees from the point of view of women and men. Generation Y

women rate the relationship with older colleagues as very positive, none of the women rated relationships as bad, see Fig. 2.



*Figure 2: Satisfaction of Generation Y with collaboration with Generation X - Comparison of male and female responses belonging to Generation Y (Own calculation)*

Generation Y's men predominantly assess the relationship with older colleagues as good, but 15% of respondents express a negative attitude with their colleagues belonging to Generation X. This comparison points out that women are more willing to work with the older Generation X.

#### **4 CONSLUSION AND DISCUSSION**

With the onset of Generation Y and the next Generation Z, there are changes in human management. It is already necessary for managers to properly motivate these employees and to know their specific needs within the work environment (Horvátová, 2016). In future, it will be important for managers to understand these new employees (D'Netto & Ahmed, 2012). Managers should respond to these changes and adapt their strategies and find suitable ways to recruit, develop, reward, educate, etc. These "digital employees" need to be integrated and socially adapted to previous generations of employees (Strohmeier & Stefan, 2014). The results of the research show that women are more open to communication and cooperation with the older Generation X. Therefore, the author of the paper recommends that the women belonging to Generation Y also be employed to set up work or project teams. Furthermore, the author of the paper considers Generation Y easier and quicker to accept new information technologies into the work process and can provide advice to employees who do not control such information technologies so easily. Businesses should also pay attention to the factors of the working environment, where the respondents express the least satisfaction, see Fig. 1. Therefore, the question of the ability of companies and executives to ensure an appropriate working environment, according to the preferences of the present generations on the labor market, will lead to further discussion.

It is important to remember that in order for the employee to be motivated, it is necessary to create appropriate incentives and direct the worker to the working behavior that is desirable for the enterprise. Employees are motivated and have a better work performance and also contribute to the level of satisfaction with the work environment, which is influenced by

a number of factors affecting employees at the workplace. (HR forum, 2017) The author agrees with the statements of the above-mentioned authors "A suitable work environment leads to satisfaction, job satisfaction leads to better work performance". If an employee feels comfortable in the work environment, he has some degree of motivation that can lead to loyalty and engagement in the long run. This can be one of the key factors for the sustainability of these young workers belonging to Generation Y. Employees of Generation Y on the labor market are dedicated to this contribution. Opinions from respondents belonging to Generation Y were obtained and the results from the research show that satisfaction with selected working conditions does not differ significantly between men and women see Fig. 1. Generation Y expresses the highest degree of satisfaction with relations with direct superiors, a friendly working environment and the organization of working time. Another research area was to find that women belonging to Generation Y are more open to co-operation with older Generation X. With the forthcoming growth of Generation Y and the next Generation Z on the labor market, more distinct working environment requirements will be more apparent. A key success factor will be the detailed requirements and preferences of these employees. Generation Y employees require diversity, creativity and new challenges at work (Niedermeierová, 2017). The employer should provide the possibility of diverse work, for example on another project, department or foreign branch. Their talent to use technology is much higher than Generation X. Generation Y is convinced that education is the key to success, and therefore they are also willing to be a lifelong learner (HR forum, 2017). Ability to learn and share information makes them excellent team players. In the value ladder, responsibility, interest and recognition play an important role. But it is also important flexibility and freedom for them (The 2017 Deloitte Millennial Survey). They are looking for challenging work assignments and the ability to express them creatively. Another research focus can be on Generation Z and answer a number of questions about the demands and preferences of this young generation on the working environment.

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