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Professional Paper

EXPECTATIONS OF THE YOUNG PEOPLE (GENERATION “Y”) FROM THE ORGANIZATION AND MANAGEMENT – TO ACHIEVE BUSINESS SUCCESS

Argjina Karemani¹, Arjeta Amzai²

¹Department of Management and Marketing, Faculty of Economics, University of Tetova, Republic of North Macedonia

²Department of Economics-Business, Faculty of Economics, University of Tetova, Republic of North Macedonia

* Corresponding Author: argjina.karimani@unite.edu.mk

Abstract

Within this paper, a theoretical-practical analysis of the problem of expectations of young employees from the organization and management is performed. It is about analyzing the concept of human resource action that needs to be a priority for business organizations, because young employees are a long-term resource of the organization itself, which needs to bring in fresh capital and energy, and thus increase the level of profitability which is a mutual field of interest for both employees and management.

Theoretical elaboration largely refers to the organization as a formal structure and its management, as well as to the basic aspects of employee motivation and capturing their needs and interests in that domain. The basic idea is to achieve a thread of additional motivation and incentive for greater efficiency and effectiveness of the young employees.

The empirical analysis conducted in this paper refers to the practical analysis of the expectations of young people from the management and organization on the territory of the Republic of North Macedonia. The research includes a group of 100 respondents (young people between 16 - 29 years old, members of the so-called Y - generation), who live on the territory of the Republic of North Macedonia, the city of Skopje, in order to see their point of view in relation to the set criteria and expectations from the functioning and management of the business organizations. The data are sublimated on the basis of the answers received from the research and they are selected in order to prove the special and general hypothesis within the research. The final results have been translated into recommendations for future actions of the business organizations on the territory of the Republic of North Macedonia and beyond.

Keywords: young employees, expectations, strategic approach, motivation, organization

1. Introduction

The management of the organization has become the main feature of a modern nation, ie. Management science has become a key feature of industrial and post-industrial society. In modern economic operations, management is certainly an extremely important factor. Due to its importance in the operation of the organization, covering all the functions of the operation, management is an area of special interest in microeconomics. Increased interest stems from:⁶

- the social character of the management that directs the responsibilities towards the efficient execution of the goals;
- from the fact that management is a basic feature of industrial society;
- That management is a specific body in the business organization.

⁶ Daft, L. Richard, Marcic, Dorothy. “Understanding management”, The Dryden Press, 2007

Organizational performance is a measure of how effectively and efficiently managers use the organization's resources to achieve organizational goals and at the same time meet customer demands for their products and services. High-performance organizations are those organizations that are both efficient and effective. Efficiency is a measure of how well and productively resources are used to achieve organizational goals. Organizations are effective when managers reduce input resources (raw materials, number of executors, and the number of components to compose certain parts of a final product), as well as the time required to make a particular product or service. Effectiveness is a measure of the appropriateness of the goals that managers have set as an organizational goal as well as the degree to which the organization has achieved such a goal. Organizations are effective when managers select and set appropriate goals and ultimately achieve and fulfill them. Effective are those managers who choose real and appropriate goals that as products and services are accepted by consumers and service users, and such organizational goals are achieved and met with skills and knowledge and with the least use of the organization's resources.

The aim of this paper is to apply a theoretical-practical model, as well as to implement empirical research in the context of the expectations of young people from the organization and management, to enter more essentially into their real needs and existing opportunities, in the context of realizing the set ideas and personal priorities.

2. Aspects of progress within the business organization - employee expectations

Need for training for better employee performance

Employee training is one of the most important segments of human resources. Training is a kind of tool with which the organization creates a more productive and dedicated team. Through investment in employees, a strong bond is created between employees and the organization. According to a study conducted in the United States, the results confirm that those employees who consider training to be a particularly important factor for job success are in most cases particularly dedicated to their work and rarely skip certain issues.

Successful organizations train employees to develop their skills, and some of the most common trainings are in the following areas: appropriate team management skills, conflict management skills, business communication skills, employee motivation and more.

Employee training is a particularly important segment in the field of further developing employee performance. In order for the work process to be realized effectively, efficiently and economically, as well as for the organization to work successfully and act on the competitive market, it is the obligation of each organization to train employees based on market needs and the organization. Competitive advantage of a modern organization based on employee skills, knowledge and contribution of employees to the success of the organization, are the main formula for success. The systematic approach to employee development, their improvement and training, is a real challenge for the modern organization. The competitive advantage of the modern organization, which is based on the skills of employees, the knowledge and contribution of employees to the success of the organization, are the main formula for success.

Employee expectations from the work environment

The rules of conduct in the workplace are a set of moral, ethical and legal principles for running a successful organization and serve as a guide for employees and all those involved and working in or with the organization.

The organization needs to build its reputation as a company with strong integrity, in line with the high business standards in the industry, in which it operates. It is all according to efforts and commitment of its employees and they are in accordance with the legislation in each country where the company has developed activities. The reputation of the organization is a great investment in the future and depends on each individual who works in the organization, whether locally or internationally.

The employees of the organization want to receive, above all, equal treatment and opportunities. Namely, a successful organization that is built for directing, career growth and development of its employees, needs to implement a policy of balanced workforce according to the principles of equal opportunity and equal treatment of all, creating a working atmosphere in which each individual has the opportunity to show his/her values, and thus enrich the range of opportunities for better business. In this type of organization, in order to be respected by all employees, it is necessary to master the principle of transparent, timely and unambiguous communication, in which all parties, participants, will understand the messages of the interlocutors.⁷

The organization, according to the expectations of the employees, in order to take care of them and their internal integration and progress, should set certain policies and procedures, approved by the management, and in accordance with the implemented standards. They need to be valid wherever the organization has developed its operations:⁸

- Code of ethical and business conduct
- customers and markets of our operations
- employees, associates and the surrounding
- shareholders and ownership
- the public and society
- Personal commitment
- Quality policy
- Rules of quality and environment
- Ecological master plan
- Procedure for review of the quality system by the management
- Procedure for writing procedures
- Document control procedure
- Recording control procedure
- Product realization procedure
- Internal inspection procedure
- Procedure for corrective and preventive measures
- Procedure for recruitment and selection of staff during employment
- Training procedure
- Data management and protection procedure and information

⁷Noe, R. A., & Wilk, S. L. "Investigation of the factors that influence employees' participation in development activities". *Journal of applied psychology*, 78(2), 2006, pp. 291
⁸Ibid, pp. 293

- Business planning and reporting procedure
- Sales and marketing procedure
- Supply procedure
- Production procedure
- Delivery evaluation procedure
- Risk management procedure
- Procedure for advertising, return and withdrawal of finished products from the market

Only in a systematized and organized way of managing employees, regardless of the established hierarchical structure of relationship management, it can be expected fulfillment of employees' perception of working in a certain organization, and in order to encourage maximum fulfillment of their potentials in performance as well as profitability of the organization.

Rewarding as a motivating factor and employee expectation

Rewarding as a function of management, and also as the main motivating factor, is much more than just determining a certain level of profit and earnings for the employee. It is about the manifestation of the need for a fair, flexible, and above all transparent way of determining the level and type of the award, which is primarily unified within the company, ie it applies equally to all employees. What is important for a company is to maximize the final results and profits, while promoting cooperation and rewarding employees. The reward system sends direct messages to employees about what is valued and what the organization stands for. Although rewarding has a motivating effect, it is especially important to point out the opposite effect of rewarding, i.e. the occurrence of demotivation or more specifically blocking the realization of work capacity, especially if the achieved result is not valued on a real basis. Consequently, rewards need to be tailored to the needs and current preferences of employees, but still their individual needs are met.

The success of the reward process for an organization depends, above all, on the suitability of the selected programs for motivating with human nature, i.e. human motivation.⁹

Young people as part of the workforce

Of particular importance is the consideration of the concept of "youth" in terms of social needs, and further their organizational representation. Recent research on the expectations of employees of the organization focuses on differences between generations. For example, Wong and colleagues studied the differences between job satisfaction factors between three generations - Baby Boomers, Generation X and Generation Y, and found differences in power, promotion and attachment capabilities.¹⁰ A generational group is described as a group of individuals sharing a similar year of birth, familiar with similar social and historical circumstances. Representatives of the "Baby Boomers" generation were born between 1946 and 1962; Generation "X" was born between 1963 - 1981, while the representatives of Generation "Y" were born between 1982 - 2000.¹¹

There is a different range between generations as to how important the material reward is in relation to the social. Based on the use of large national databases, Twente, Caser, show that

⁹Emmons, K.M. & Rollnick, S. "Motivational Interviewing in Health Care Settings, Opportunities and Limitations", American Journal of Preventive Medicine, Elsevier Science Inc., 2001, pp. 56

¹⁰Wong, M., Gardiner, E., Lang, W., Coulon, L., "Generational differences in personality and motivation: do they exist and what are the implications for the workplace?", Journal of Managerial Psychology, 23, 8, 2008, pp. 879

¹¹Solnet, D., Kralj, A., Kandampully, J., "Generation Y employees: an examination of work attitude differences", Journal of Applied Management and Entrepreneurship, 17, 3, 2012, pp. 36 -54.

having a high-ranking job is declining over the years - as a motivator of job satisfaction. These authors and researchers also report that Generation X is less likely to be active in social service activities than other generations. Also, regarding the division of internal and external motivators for job satisfaction, these authors see that the evaluation of external motivators for work, such as income and working conditions do not always prevail over internal motivators, such as the creation of change and care for others. That is, the younger generation are much more interested in working in organizations that to be focused on solving social problems.

In terms of praise, the younger generations are more motivated than praise compared to the Baby Boomers generation. Generation X also has the highest impact on the ability to develop skills, which is expected, as this group is characterized by the need to achieve skills. The training is another aspect that shows the variations between the Baby Boomers generation and the X generation, in terms of achieving higher results. Generation X places more emphasis on training and development skills than previous generations. In terms of security, there are differences between the X generation and Baby Boomers; In the new generations, a higher level of job security is a particularly motivating factor. Flexible working hours show a variation between the three generations in terms of the need for the same. Finally, it is important to note that males and females show differences in terms of motives for positive job satisfaction, i.e. praise, training, and flexible working hours. Namely, the female sex evaluates each of these factors at a higher level. Female members are more motivated by recognition, and also emphasize flexible working hours.

3. Empirical research - analysis and discussion

The main research concept developed in this paper aims to analyze and interpret the expectations of young people, more specifically members of Generation "Y", from the organization and management, in order to encourage business success.

The empirical research aims to obtain results for realistic insight into the expectations and needs of young people, members of the generation "Y", in order to draw realistic conclusions and recommendations for achieving a higher level of emotional stability in youth engagement, in order to coordinate the work tasks and obligations with the competencies and performance of the young employees.

The conducted empirical research is based on the data obtained from the closed-ended survey questionnaire, whose views /claims are placed on a Likert scale, in order to see a gradation of the attitude of the respondents, from negative to positive. The research includes a group of 100 respondents (young people between 16 - 29 years old, members of the so-called Y - generation), who live on the territory of the Republic of North Macedonia, city of Skopje, in order to see their point of view in relation to the set criteria and expectations from the functioning and management in the business organizations. The data are sublimated on the basis of the answers received from the research and they are selected in order to prove the hypotheses set within the research. The data are statistically processed and graphically presented. Within this display of empirical research, individual testing of the variables is not included, i.e. the distribution is considered in relation to the total number of respondents.

The first individual hypothesis that is analyzed and interpreted refers to: *"The better the specifics and needs of the youth employees are understood, the greater is the real opportunity for system adaptation and strategic organization of the business organization, in terms of integrating young workers and achieving a real opportunity for efficient and effective performance of work tasks"*.

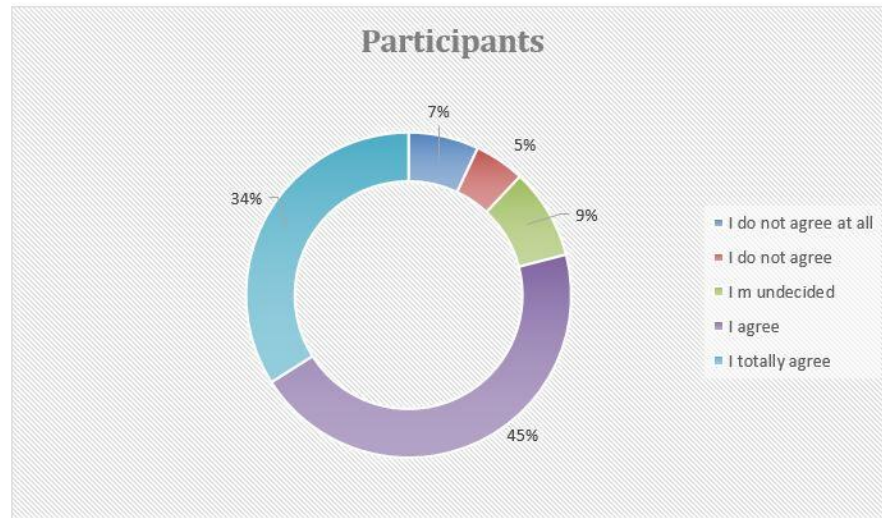
This hypothesis has been tested by answering the following questions:

- "The organization is needed to continuously measure the needs and expectations of young employees."

- "The work tasks in the organization should be appropriate to the acquired performance of employees, especially young employees."

The distribution of the answers to the question "The organization needs to continuously measure the needs and expectations of young employees" are presented within Graph no.1:

Graph. 1 The organization needs to continuously measure the needs and expectations of young employees

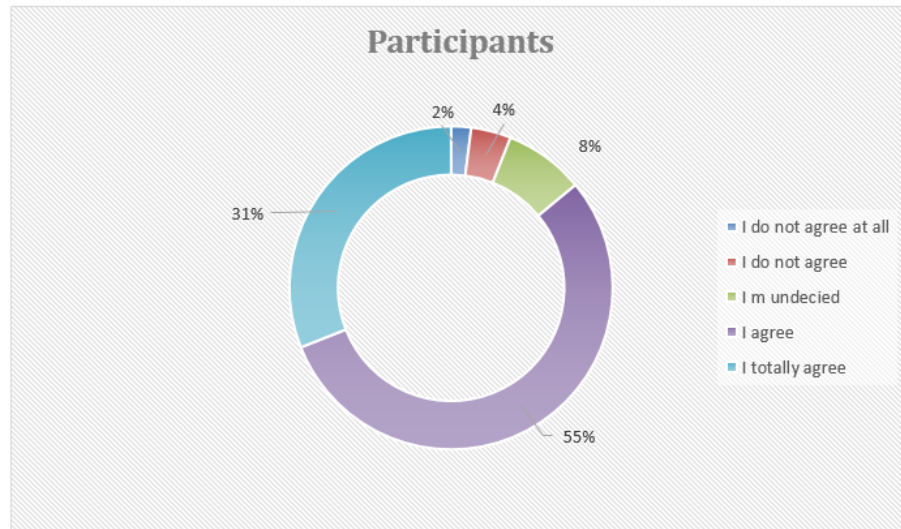


Source: Author's own research

Based on the data provided under Graph 1, it is seen that the respondents largely support the view that the organization needs to continuously measure the needs and expectations of young employees. Namely, according to the obtained statistical analysis: 79% of the respondents are in support of the claim (categories: "I agree" and "I completely agree", 12% of the respondents do not agree with the claim (categories: "I do not agree" and " I do not agree at all ") and 9% of the respondents are undecided in their position. Consequently, every business organization that aims to invest in its employees on a long-term basis, needs to have a strategic policy for young employees, in order to do the same work according to the needs and goals of the organization, as well as by creating the necessary performance, to be able to encourage the profitability of the organization itself.

The distribution of the answers to the question "The work tasks in the organization should be appropriate to the acquired performance of the employees, especially the young employees" are presented in Graph no.2:

Graph. 2 The work tasks in the organization should be appropriate to the acquired performance of the employees, especially the young employees



Source: Author's own research

The claim that has been analyzed and interpreted within Graph no. 2 is of particular importance in order to give direction to the commitment of business organizations in creating employees on a long-term basis for the benefit of the organization. Also, according to the above, it is necessary for the business organizations to have developed a system for gradual entry of young employees in the current work tasks, in order for their adaptability and deep penetration into the necessary skills and performance to fulfill their obligations, in accordance with job specifications. At the same time, 86% of the respondents agree and confirm the position (categories: "I agree" and "I completely agree"), 6% of the respondents do not agree with the position (categories: "I do not agree at all" and "Do not agree") and 8% of the respondents are undecided on their position. Aligning the needs of the business organization with the opportunities of the employees is of invaluable importance for the long-term positive functioning, both of the mutual relationship and the mutual benefit between the young employees and the management of the organization.

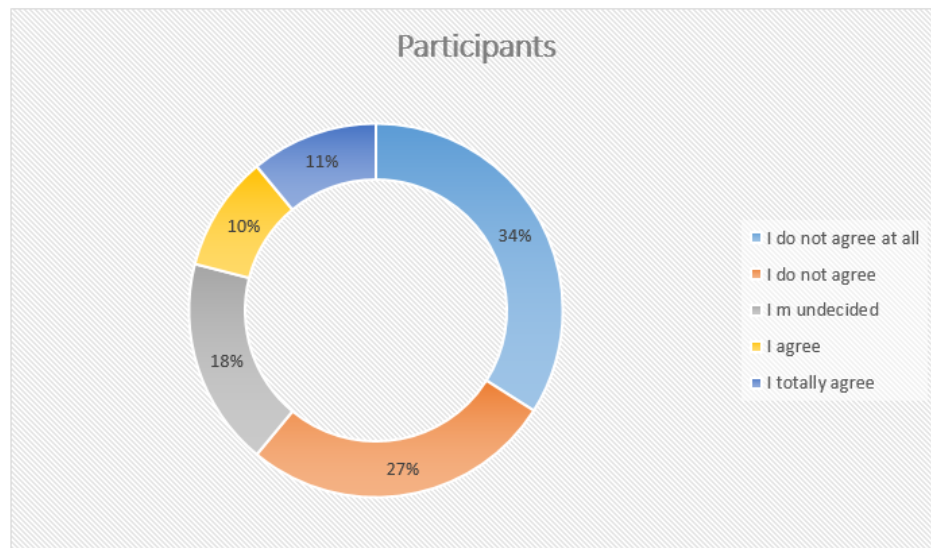
The second individual hypothesis that is analyzed and interpreted refers to: *"If the management of the business organization takes care of the establishment of a career development plan, a realistic and achievable system of compensations and benefits for its employees, then successful integration of young workers (according to their priorities) is expected,."*

This hypothesis has been tested by answering the following questions:

- "If the organization does not have a career development plan in place, then it cannot achieve long-term effectiveness and efficiency among employees."
- "The system of compensations and benefits in the organization should be realistic and achievable by young employees."

The distribution of answers to the question "If the organization does not have a plan for career development, in which case it cannot achieve long-term effectiveness and efficiency among employees" is presented in Graph No. 3:

Graph. 3 The lack of a plan for career development of the business organization, does not affect the long-term effectiveness and efficiency of the employees themselves

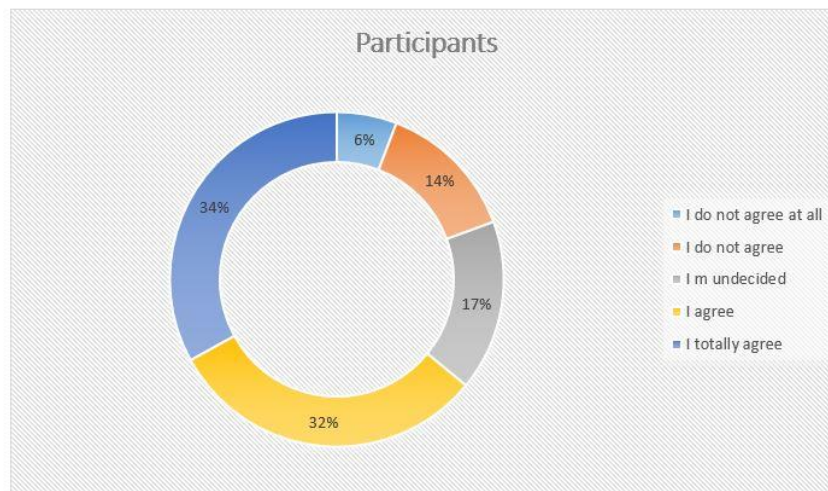


Source: Author's own research

Interpreted data within Graph no. 3, are of particular importance in order to see the attitude of the respondents, representatives of the youth, in terms of what kind of treatment they want from the business organization where they work or where they would work in the future. Namely, according to the answers received: 61% of the respondents do not agree with the claim: (categories: "I do not agree" and "I do not agree at all", 18% of the respondents are undecided in their position and 22% of the respondents agree with the claim (Categories: "I agree" and "I totally agree") Otherwise, the organization will not lay a solid foundation for its functioning, which has reflected on the proper and appropriate direction of employees, investing in their development, as well as highlighting the positive features of the work, and improving the negative.

The distribution of the answers to the question "The system of compensations and benefits in the organization should be realistic and achievable by young employees" is presented in Graph No. 4:

Graph. 4 The system of compensations and benefits in the organization should be realistic and achievable by young employees



Source: Author's own research

According to the attached data, shown within Graph no. 4, it emphasizes the perception of the respondents about the need for functioning of business organizations, in terms of adjusting rewards and compensations to be available to young employees, which would provide additional impact to perform work duties, and would strive for continuous progress. The statistical data processing offers the following analysis: 17% of respondents disagree with the claim (categories: "I do not agree at all" and "I do not agree", 17% are undecided in their position and 66% of respondents agree with the position (Categories: "Agree" and "Agree in full").

According to the data obtained in Graph no. 3, Graph no. 4, properly analyzed and interpreted, relevant guidelines are obtained to confirm the individual hypothesis 2 which has been proven to be positive. Thereby, the failure of the business organization to adopt a strategic approach, in terms of its functioning, in terms of career development system, purposeful system for benefits and compensations and proper fulfillment of working conditions, will result in inappropriate attitude and reaction by employees, especially young employees, the future pillar of the business organization.

Based on the above, the general labor hypothesis is proven to be positive, i.e.: *"If the business organization offers a strategic framework for the connection between the expectations and needs of young workers, according to socio-cultural circumstances in a given period of time, adjusting the opportunities for growth, development and prosperity of the employees of the organization, in that case it is expected to encourage a higher level of profitability of the organization and a high level of achievement of the organizational goals."*

4. Conclusion

Employees of an organization, and especially young employees, are interested in the psychological aspects of workplace motivation, as well as social aspects, which means establishing harmonious relationships with colleagues, recognition by the collective for well-done work, such as and a quality relationship with the manager.

The expectations of young employees need to be a priority of business organizations, because it is a long-term resource of the organization itself, which needs to bring in fresh capital

and energy, and thus increase the level of profitability, which is a mutual field of interest for both employees and management.

The main recommendations that emerge from the conducted research are:

- The organization needs to continuously apply tools to measure the needs and expectations of young employees;
- Every business organization that aims to invest in its employees on a long-term basis, needs to have a strategic policy for young employees, in order for them to work according to the needs and goals of the organization;
- The work tasks in the organization should be appropriate to the acquired performance of the employees, especially the young employees;
- Business organizations need to have developed a system for gradually bringing the young employees in current work tasks, in order to adapt them and deeply enter the necessary skills and performance to fulfill their responsibilities, in accordance with the specifications of the workplace.
- If the organization has not set a plan for career development of the business organization, it cannot expect the long-term effectiveness and efficiency of the employees themselves
- The system of compensations and benefits in the organization should be realistic and achievable for the achievement by the young employees
- The business organization should not compromise with the working conditions that need to be at the appropriate level for work functioning.

The possibilities for further research in this domain and issue are undoubtedly diverse and unlimited.

Recommendations for continuing such research are aimed at examining strategies for motivating different business organizations for checking their success, as well as attempting to see, in a way, the connection between the level of education, the age limit and motivation of employees, depending on the profession they hold.

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