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## **OPINIONS ON MANAGING POSTMILLENNIALS BY MANAGEMENT UNIVERSITY STUDENTS**

*MARTIN ŠIKÝŘ, ANNA E. GOROKHOVA, JANA MARIE ŠAFRÁNKOVÁ*

### **Abstract:**

Based on the authors' scientific cooperation and research results the goal of the paper is to define and discuss opinions on management and managing people of postmillennials on the base of today's university students of management on the Czech labour market. The paper is based on the analysis of available scientific literature and the results of the authors' questionnaire survey focused on university students' expectations about the future management. The survey was conducted in years 2017 - 2018. The respondents were full-time and part time bachelor's and master's students of the College of Regional Development in Prague, the Masaryk Institute of Advanced Studies of the Czech Technical University in Prague and the Department of Andragogy and educational management of the Faculty of Education of the Charles University, Prague. The relevant data were obtained from 690 students. The data analysis was based on the calculation of relative frequencies and the evaluation of the dependence of responses on gender and age using contingency tables, chi-square tests of independence and sign schemes. The results indicate that part of today's generation of university students studied management have different expectation and approaches to manage and to be manage, mainly in team work, working hours and leisure time.

### **Keywords:**

management, managing people, employment, university students, Czech Republic

**JEL Classification:** M12, J24, I23

### **Authors:**

MARTIN ŠIKÝŘ, College of Regional Development and Banking Institute – AMBIS, a.s., Czech Republic, Email: [jsafrankova@gmail.com](mailto:jsafrankova@gmail.com)

ANNA E. GOROKHOVA, Moscow Polytechnic University, Russian Federation, Email: [jsafrankova@gmail.com](mailto:jsafrankova@gmail.com)

JANA MARIE ŠAFRÁNKOVÁ, College of Regional Development and Banking Institute – AMBIS, a.s., Czech Republic, Email: [jsafrankova@gmail.com](mailto:jsafrankova@gmail.com)

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## 1 Introduction

The strategic objective of all organizations operated to value the funds invested is to meet the diverse needs of different stakeholders (customers, owners, employees, the public, etc.) by realizing the required product. Successful realization of this goal is conditioned by the ability of organizations to optimally harvest, exploit and develop all necessary resources, not only material, financial or informational, but above all human, because quality human resources, capable and motivated people, decide on the acquisition, use and development of all other resources and enable organizations to achieve strategic goals. The main activity for to achieve and manage goals of company is management.

Based on the authors' scientific cooperation and research results the goal of the paper is to define and discuss opinions on management and managing people of post millennials on the base of today's university students of management on the Czech labour market. The paper is based on the analysis of available scientific literature and the results of the authors' questionnaire survey focused on university students' expectations about the future management. The survey was conducted in years 2017 - 2018. The respondents were full-time and part time bachelor's and master's students of the College of Regional Development in Prague, the Masaryk Institute of Advanced Studies of the Czech Technical University in Prague and the Department of Andragogy and educational management of the Faculty of Education of the Charles University, Prague. The research questions are what are changes in expectation of future employees and managers on management skills? What are changes in approaches of post millennials to management and to be manage, mainly in teamwork, working hours and leisure time?

## 2 Literature review

The people working in the organization are so-called human capital, which is the knowledge, skills and abilities of the people that an organization needs to achieve its goals (Armstrong, 2015). The knowledge, skills and abilities of people are developed through interactions between people within and outside the organization, mainly through to be manage. This skills and abilities of the organization to be organized, so-called organizational capital (Armstrong, 2015). Human, social and organizational capital together form the so-called intellectual capital, or all the knowledge, skills and abilities available to the organization, represent the intangible resources of the organization, and together with material resources (material and money) create value for the organization (Armstrong, 2015). This capital is developed by individual in work actions, in teamwork, in cooperation. From the other hand by managers approaches to management people and to developed their productivity, effectivity of work and cooperation (Hallil, 2018).

The role of managers in management, in managing people is related to the role of managers in organizational management. Managers are responsible for implementing the organization's strategic goals by achieving the desired performance of other people in the organization. Managers contribute to the success of the organization by ensuring that other people in the organization use their best abilities and motivation to achieve the organization's success. Managers are also expected to use their best abilities and motivation to achieve the organization's success (Armstrong and Stephens, 2008). According to Pilařová (2016, p. 7), nowadays "the manager is called" anybody, "although the content of his work has nothing to do with the management." Labeling of job functions by the name "manager" is often used to attract new employees, even though they actually do only professional, not managerial activities. Therefore, the manager (the leading employee or manager) in the organization is not "anyone", but only the employee or staff responsible for the management. A similar definition of the term "manager" or "head of staff" can be found in § 11 of Act No. 262/2006 Coll., Labor Code, as amended (hereinafter referred to as the Labor Code), according to which a senior employee is an employee at a certain level of employer's control, is entitled:

- Establish and impose work assignments on subordinate staff;”
- Organize, manage and control their work;
- To give them binding instructions for this purpose.

Pursuant to Section 320 of the Labor Code, the senior employee is also obliged:

- manage and control the work of subordinate employees;”
- evaluate their performance;”
- how best to organize your work;
- create favorable working conditions;”
- ensure safety and health at work;
- ensure remuneration of employees under labor law,
- create conditions for increasing the professional level of employees;
- ensure compliance with legal and internal regulations;
- Ensure the adoption of measures to protect the employer's property.

From the point of view of terminology, it should be noted that the term "senior employee" used by the Labor Code is commonly confused with the term "senior worker", which, however, does not know the Labor Code. Similarly, the Labor Code does not know the term "worker" but uses the term "employee".

Pilařová (2016, p. 7) distinguishes within the job role "manager" the role of a leader, or manager and an expert, where the role of the leader is the creation of strategy and sales strategy, the role of the manager is managerial, process management, and the role of an

expert is to carry out expert agendas according to the organization's needs and in accordance with the professional focus of the job function. Similarly, according to Urban (2013, p. 11), managers have to master two dimensions of their function, a professional dimension, when deciding on a competitive strategy, organization of work, working practices or resource use, and the personnel dimension of managing and leading people. Within the framework of individual human resources management activities, the Managers perform the following tasks (Šikýř, 2016, p. 35): From research, Stanczyk declare, that in her research analyse of the dimensions and factors of organizational support for managers may be the beginning of deeper research. There achieved may be the basis for building appropriate organizational support programs for managers in various types of organizations (Stanczyk 2018)

The role, activities and success of manager depend not only by individuality of leading employee, but to of individual expectation of employees. Generational change is currently taking place in enterprises and organizations, with the gradual ending of their working career by staff of Generation X, and the predominance of Y generation workers, and the start of post millennials generation.

Millennials, also known as Generation Y, are individuals born from the early 1980s to the mid-1990s (currently, individuals in their twenties to thirties). Post-millennials, also known as Generation Z, are individuals born from the mid-1990s to the present (currently, individuals younger than twenty years of age). Both theory and practice show that millennials' personalities, abilities, values, attitudes and beliefs are different from those of their parents and grandparents that belong to the generation X – individuals born from the early 1960s to the late 1980s (Horváthová & Čopíková, 2015; Barbuto, 2016) and it seems that in the case of post-millennials, these differences will be more apparent.

In the developed world, the young generation of millennials and post-millennials is greatly influenced by modern technologies (Issa & Isaias, 2016) and high standard of living (Yazici, 2016). Everything seems to be possible and available. There is no need to worry. Everything will be ok. This easy approach to life is also reflected in the approach to study, work and career. It is positive that many young people study to increase their chances on the labour market (Kopertynska, Kmiotek, 2015, Johnson et al., 2016), but the real professional and personal qualities of them often do not meet the common requirements of employers. Many young people lack relevant professional skills and social habits. Some of them also have no real idea about their future career, but often require positions that do not match their abilities, just to get a job promising them high earnings and rapid career (Garcia-Arical & Van der Velden, 2008). Moreover, many young people crave for meaning-full work, flexible hours, work-life balance, personal development, friendly relationships or career changes (Inanc & Ozdilek, 2016). This all leads to the fact that most employers tend to hire experienced workers than young people with inadequate experience and unreal expectations.

In other words, the young generation entering the labour market make employers change their management, HR strategies, policies and practices (Grenčíková, Španková & Karbach, 2015). Employers must learn to effectively and efficiently attract, employ and develop millennial and post-millennial workers, whose expectations about work and career are different from those of their older colleagues and managers (Fok & Yeung, 2016). The differences between generations can affect the way corporations recruit and develop teams, deal with change, motivate, stimulate and manage employees, and boost productivity, competitiveness and service effectiveness. A corporation's success and competitiveness depend on its ability to embrace diversity and realize the competitive advantages and benefits (Bejtkovsky, J. (2016), Kacerova, E. (2016). Researches justifies that there are significant differences between the two generations despite the similarities. These differences appear rather emphasized in the corporate environment when several questions arise at workplaces in the process of cooperation – especially in the field of knowledge sharing and knowledge transfer regarding the characteristics of the two generations. (Bencsik, A., Horváth-Csikós, G., & Juhász, T. (2016).

### **3 Goal and method**

The goal of the paper the goal of the paper is to define and discuss opinions on management and managing people of post millennials on the base of today's university students of management on the Czech labour market.

Achieving the goal of the paper is based on the analysis of available secondary data (especially the empirical data available in the scientific literature and academic journals focused on management and the results of the authors' questionnaire survey focused on students of selected Czech universities and their motivation to study at university and their expectations about the future career.

The authors' questionnaire survey was conducted by authors from 2017 to 2018. The goal of one part of the survey was to explore expectation about management and about manage people in future of students of selected Czech universities and to define related changes in this expectations. The survey was based on the assumption that the current generation of university students, influenced by modern technologies and high standard of living, has relatively high expectations about management, work, career wellbeing, leisure time.

The respondents were full-time and combined bachelor's and master's students of the College of Regional Development in Prague (Urban and Regional Development Management and Security and Safety Management in Regions, Economy and Management of Enterprise), the Masaryk Institute of Advanced Studies of the Czech Technical University in Prague (Personnel Management in Industrial Enterprises and

Management and Economy of an Industrial Enterprise) and the Educational Management of the Faculty of Education of the Charles University in Prague.

The questionnaire included thirty- five multiple choice questions and 10 from them focused on university students' expectation to manage and to be managed and management skills, expected conditions of work and expected working hours and leisure time. (Do you think that higher education give you more chances to succeed on the labour market? What abilities are the most important for the success on the labour market? Would you like to be a manager? What do you expect in the field of work and career? How do you see your future working conditions? How do you see your future working hours? What monthly income do you expect after graduation? etc.

The relevant data were obtained from 690 students. The respondents were characterized by gender (35% male, 65% female), age (77% 29 years or less, 23% 30 years or more), and form of study (64% full-time, 36% combined).

The data analysis was based on the calculation of relative frequencies (as a share from the total number of respondents) and the evaluation of the dependence of responses on age (students aged 29 or less and students aged 30 or more) using contingency tables and chi-square tests of independence. Chi-square tests of independence were applied to determine whether responses of respondents expressed in contingency tables were related to age of respondents (students aged 29 or less and students aged 30 or more). The test procedure included the following steps: (1) formulation of null ( $H_0$ ) and alternative ( $H_A$ ) hypothesis, (2) selection of a level of significance  $\alpha$ , (3) calculation of the chi square statistic  $\chi^2$ , (4) calculation of the degrees of freedom  $f$ , (5) selection of the critical chi-square value  $\chi^2_{\alpha}(f)$ , and (6) comparison of the chi square statistic  $\chi^2$  to the critical chi-square value  $\chi^2_{\alpha}(f)$  and acceptance or rejection of the null hypothesis.

The aim of the paper is focused on to define and discuss opinions and expectations on management and managing people of post millennials on the base of today's university students of management on the Czech labour market.

The theoretical basis of this paper is the issue of managerial fields, focusing on expectations from managements study programmes in terms of management competencies required by their employers and their self-assessment of their own experiences with management.

For comparison we asked by structured interview 119 graduates of The College of Regional Development – managerial study programme about management. (Table 1) and employers' views (20 semi-structured interviews, small and medium-sized organizations up to 100 employees, was realized in 2017 a 2018).

#### 4 Results and discussion

From the perspective of employability of young people, the most important condition needed to succeed on the current labour market is the capability and motivation to learn and develop necessary professional knowledge, skills and abilities as well as suitable work and social habits. There are no statistically significant differences between student responses of all three parts of analyzed management study programs at universities.

According to the authors' survey results, students stated that they are motivated to manage in future (65%). In this context, 82% of students agreed that position in management gives them more chances to succeed on the labour market with good salary. On the other hand, 71% of students stated that they would like or prefer working hours only in week time, with free weekend and 85% prefer in future shorter working hours than 8 hours per working day.

For benefits the priority is company approach to wellbeing. They were afraid of the strong management competition and responsibility and the lack of work experience. The data analysis showed no significant difference between students aged 29 or less and students aged 30 to 40, but it shows a significant difference between male and female students ( $p < 0.05$ ). The male students estimated their chances on the labour market as much lower than the female students. The feeling of the lack of work experience affects the interest of students in studying.

From the perspective of today's common job requirements, when suitable job applicants must demonstrate relevant professional knowledge, skills and abilities, suitable work and social habits, and appropriate development potential and personal aspirations for successful performance, professional growth and career advancement, in our research mainly in management hard and soft skills. Although many young people have expectations about the future managerial career relatively high. According to the authors' survey results, the students' expectations about the future career included meaningful work (80%), self-fulfilment (70%), friendly team (66%), fair wages (63%), favourable environment (61%), job security (54%), professional management (43%), personal development (43%), employee benefits (33%) or career prospects (32%).

Many young people do not want to start from scratch, overestimate themselves and require positions that do not match their abilities. According to the authors' survey results, 69% of students stated that they want to be managers (manage people), which is normal when they study to become managers, but they forget that it is a long way and that they have a lot to learn. The data analysis showed no significant difference between male and female students or between students aged 29 or less and students aged 30 or more.

Table 1. Expected Management Competencies – by students and comparison with reality by graduates of managerial study programmes, survey 2016-2018, Czech Republic

Management Competencies	Students 2017	Students 2018	Average students	Graduates 2017
Ability to communicate with people, clients	79	67	73	82
Ability to solve problems	76	71	73	76
Ability to apply their knowledge	57	63	60	37
Team work ability	57	51	54	66
Ability to a acquire new knowledge	55	53	54	66
Ability to adapt to business requirements	40	37	39	49
Risk capacity	36	37	36	47

Source: authors

All analysed managerial competencies show, than student expect for future management relatively high necessity of this competencies in their work life. Despite all the expectations and problems, students are aware of the fact that the success on the labour market is determined by their abilities (Table 1). According to students, the most important abilities necessary for the success on the labour market include the ability to communicate with people (73%), the ability to solve problems (73%), the ability to apply own knowledge (60%), the ability to acquire new knowledge (54%) or the ability of team work (54%), ability to adapt to business requirements (39%) and risk capacity (36%). Generally, students should continually improve their knowledge of foreign languages, their computer skills or their knowledge of management, economics, psychology, sociology, marketing, informatics or law.

According to graduates (Table 1), the most important abilities necessary for the success on the labour market include the ability to communicate with people (82%), the ability to solve problems (76%), the ability to apply own knowledge (37%), the ability to acquire new knowledge (66%) or the ability of team work (66%), ability to adapt to business requirements (49%) and risk capacity (47%).

The results clearly show stable opinion on the need of particular competencies needed for good job prospects regardless the year of graduation. The graduates continuously highly appreciate the ability to solve problems and ability to work with information, which were highlighted by four fifths of graduates, and also current students perceive these abilities as important. The following abilities are the ability to communicate with people, ability to acquire new knowledge and ability to apply their knowledge. These two last abilities connected to knowledge reflect not yet fully understood importance of appropriate work with knowledge. Both the graduates and current students appreciate teamwork ability and the ability to think and act economically.

The survey was completed by employers views (20 semi-structured interviews, small and medium-sized organizations up to 100 employees, 10 managers were in age up 40 a 10 managers were 50+ ). Employers are currently evaluating approaches of post millennials to management and work condition mainly in some negative evaluations. In this part of survey was large differences between opinions of younger managers up to 35 or 40 and older managers up to 50 or 55.

Managers up 35 to 40 prefer flexibility and teamwork, openness, creativity and are satisfied with wellbeing culture of young employees. Nothing is problem.

Managers up to 50 or 55 more time are not satisfied by openness of young employees and thought than professional and personal qualities of young people often do not meet the employers' requirements for professional skills and experience, as well as for social behaviour and professional motivation. They said that young people often do not know the main duties or responsibilities of the work, do not have the teamwork skills.

- They lack the ability to collaborate and communicate with colleagues, managers and clients.
- They are not able to analyse the available information, identify key issues, express their views and discuss alternative solutions.
- They lack relevant professional skills and social habits, but they want great earnings and rapid career.
- This leads to the fact that employers usually employ experienced workers than young people with no relevant experience and unreal expectations, etc.

Although the current survey results do not allow authors to draw general conclusions, they confirm main findings of earlier studies cited in the paper and they show some interesting tendencies in the students' attitudes to management, work and career and from the point of view of employers and their current management practice.

## 5 Conclusion

The authors' survey results support the suggestion that from the perspective of potential in future management, there is a positive approach to the employment of young people and apply proven strategies, policies and practices in talent, performance, knowledge, to create appropriate and attractive employment opportunities for young people.

The young generation of millennials and post-millennials, that is greatly influenced by modern technologies and high standard of living, show relatively high expectations related to work and career. Many young people expect meaningful work, friendly team, fair wages, professional management, personal development, employee benefits or career prospects, but their real professional and personal qualities often do not meet the

common requirements of employers. This all leads to the fact that most employers tend to hire experienced workers than young people with inadequate experience and unreal expectations.

Employers should change traditional stereotypes and apply a positive approach to the employment of young people (as well as older people), which means to focus on their strengths, not weaknesses. They also should apply proven strategies, policies and practices in talent and diversity management to create appropriate and attractive employment opportunities for young people (as well as older people) to ensure effective development of their potential.

On the other hand, young people should be ready to continually learn and develop necessary managerial competencies, professional knowledge, competencies, skills and abilities as well as suitable work and social habits needed to succeed on the labour market. These include knowledge of foreign languages or information technologies, as well as the ability to communicate with people, to solve problems, to apply own knowledge or to collaborate and communicate with others. These issues open up new possibilities for further research in the field of people management and managing diverse groups of workers.

Although the results of the empirical survey do not allow general conclusions to be drawn, they confirm only the main findings of earlier studies quoted above and show some interesting tendencies in students' attitudes towards work and careers that are worth attention, both from the point of view of university students and employers' current practice of managing people.

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