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Two- and multivariable analysing concerning to the Z generation workplace choosing process

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Abstract

To keep the domestic workforce is an important challenge for the Hungarian labor market based on the current issues and trends. In order to provide prospective career opportunities for motivated employees in Hungary extending the co-operation between employers and educational institutions is indispensable. To prepare an integrated approach of well-targeted carrier path it is essential to understand and appreciate the preferences of prospective employees, their relationship with the work, their attitude towards an ideal workplace. Employees' attitudes and expectations are highly differentiated and are increasingly different in generations. It is therefore of the utmost importance to know the different generations' expectations and to provide solutions that are adapted to this. Members of Hungarian Z generation preferences, expectations has been analysed in the frame of a 3-step-research project with the help of quantitative and qualitative research methods to meet the generation differentiation in case of workplace and carrier choosing process with the help of two- and multivariable analysing process.

Based on the research results we could characterise different consumer segments based on the preference list in case of workplace choice process which could support with useful background information concerning to the Z generation to develop a well-targeted HR-communication and employer branding strategy.

Keywords: multivariable analysing, Z generation, workplace choosing process

1. Literature

The literature background of my study can be related to the current challenges of labour market, on the other hand to the generation marketing, generation differentiation.

The labour market is on a worldwide scale transformation. Perspectives like the balance between work and private life, stress-free work environment, and inspirational labour conditions are becoming more and more important.

HR experts report that the actual quality and/or quantity deficiencies of the labour force are becoming more of a problem. Therefore, it's no surprise that for employers, a hard question is presented in how they can find and keep good labour force. One of the reasons for the lacking numbers is that there are less and less new entrants to the domestic labour market: whereas 15 years before today, nearly 189.000 youths around the age of 24 entered the labour market, their numbers dwindled below 128.000 by 2015, according to the data of the HCSO. The other main reason is

that they migrated to abroad, in hopes of better wages, and continue to do so. The success of recruiting is further worsened by the fact that in many cases, employers mostly want to obtain those of good qualifications, but also having prior experience. (hrportal.hu, 2017)

Lack of labour force doesn't negatively impact sectors, it has a detrimental effect on the entire economy. There are professions with a huge demand of workforce. These are the so-called 'lacking fields of expertise', such as engineers, information technicians, and medical doctors. However, the problem of lack of labour force can also be seen in blue collar areas nowadays (f. e. welders, tractor drivers). Physical labour also often needs headhunting methods to find labour force. Seeing all this, it's no surprise that both the perspective and practice of HR has transformed: it's not the enterprises that rummage through candidates, but the experts are the ones who have the luxury of choosing between offers which cater to them. (frissdiplomas.hu, 2016)

A competitive wage isn't enough, and multiple other not so motivational factors may come up in a company, like the over-regulated enterprise bureaucracy, the incorrect temperature of the office, the lack of further learning, etc. Extra income is more often integrated into the baseline wage nowadays. Direct headhunting methods are gaining ground, whereas online data upload is pushed to the back. Wage pressure is becoming more widespread, as people have to be employed with higher and higher wages, which causes stress between new entrants, and those already with a history in the company. (Kópházi, 2007, Kovach, 1999)

Apart from hardships during recruitment and actually keeping employees, the hardships of different generations working together is also causing further friction, which HR experts have to deal with. This is due to age difference negatively influencing cooperation, where both the younger and older people find it hard to cooperate. (Boyett-Boyett, 2000)

2. Generation traits of their era, as a segmentation criteria within marketing

It is an important matter to decide, which brand we offer to whom, especially today, where in a number of cases we might come across quite personalized solutions in specific markets. Generation marketing might be of assistance in fields where this high level of sophistication is not an option, where large segments and large groups are targeted throughout the elaboration of the marketing strategy.

Segmentation has been an important issue for decades in marketing. There are marketing strategies differentiated by geographic, demographic, behavioural or psychographic attributes.

The essence of the concept is to become familiar with the characteristics of each generation's time period, and based on this, their behaviour might be predicted more or less, thus explaining their decisions of today. Generations are bound together by their joint experiences, life sensations, and finally, mutual values. (Törőcsik, 2003).

The purchasing, consuming habits and brand preference of people within a certain generation might be quite diverse, but there is a mutual organizing principle, which categorizes them in the same segment, and this is their value system. Therefore when we examine the differences between generations, one should start with analysing the deviations regarding their value perceptions. The basic experiences, minor and major decisive events experienced during their socialization, and the "spirit of the age" accompany people throughout their entire life, and influence their choices.

3. Characteristics of generation "Z" as workforce

Job-hopping is natural for generation Z. They move on without compromises, they are jumping between workplaces just like a monkey jumps from tree to tree, anytime they feel like they need to, they won't get stuck at a company, they will not worry about having a steady income or a fix desk somewhere. They are brave, initiative, they have less doubt regarding their own abilities and limitations. They have a practical mindset, and appreciate the freedom of the individual, and indirect, informal environments. They are building a new world, since they do not represent a traditional office work culture, as they are able to perform their tasks in any part of the world with the help of internet, and they create their own virtual communities. Spiritual literature identifies them as the star or crystal generation. They are characterized by being rather smart than wise, and they feel comfortable in the world of technology. (Tari, 2011)

They are not good with words and emotions, and they are able to realize their desires even if the cost is high. They will not implement their revolutionary ideas individually, but they will rather serve the society in collaboration with each other. 97 percent of young people considers the protection of the environment to be important, and 74 percent of them already practices green behaviours such as recycling or selective waste collection, and purchasing energy-saving light bulbs. When having to choose between two workplaces, they rather prefer the one with a conscious CSR strategy and an environment-conscious way of thinking. (Ridderstrale, 2004)

For members of the digital generation, personal relations are decisive, and they use the internet as a tool facilitating the maintenance of existing friendships and relations. The five most attractive occupations according to them are veterinarians, teachers, policemen, doctors, and of course football players, though 64 percent of them aspires to become their own boss as an adult instead of having to work for somebody. This is an important information for companies. They will have to establish such an organizational structure and culture, which supports individual work and has a flat hierarchy. The trend of "flattening" of organizations will continue in the beginning of the 21st century. Compared to the size of the organization, the levels within the hierarchy will decrease. The number of employees reporting to a single leader, and the number of employees supervised by the leader will increase, however hierarchical levels will disappear. The number of positions reporting to the CEO will grow, while the number of hierarchical levels in between will fall. Divisional leaders will get closer and closer to the CEO, they will work under a tougher control, but at the same time for a higher salary, and with an incentive that stimulates their long term interest. (Kissné, 2010.; Tari, 2010)

4. Method

In this study, I'll introduce a partial result of primary research project, in which the focus was on the analysis of the workplace choice preference as a segmentation attribute.

The first step of the project was a qualitative research, within the frame of that thirty mini-focus group interviews were conducted based on a semi-structured guide. The recruiting of members for the sample carried out with the help of snowball methodology, which helped to fulfilled the recruiting process, in the frame of that interviewees born 1995-210 has been selected. Six-member focus groups has been prepared, except for age groups were heterogeneous according to other social-demographic criteria.

During the interviews a voice recording was made, the data was processed using a traditional content analysis method.

The second step was quantitative research method. During the quantitative analysis after this, we used a sampling method of non-representative snowball selection, and tried to find participants while keeping the age filter as it was in the previous phase. During the analysis, we used a questionnaire formulated based on the results of the qualitative research, and with the help of the CAPI method, we received 1178 replies adhering to the requirements.

In this research phase, we were looking for answers for the following questions:

- What kind of preference system describes participants during the choice of job?
- How effective our analysed motivational factors for this generation's increase in efficiency of labour?
- What are the generation's preference in information channels, when seeking information on their workplace or career?
- In what way, and with what conditions would they wish to employ the 'mentor aiding career' described as the result of the qualitative research? Due to what service attributes would they consider it really useful?

In this study, I'll introduce partial results of our research project focusing on the preference list of Z in case of selection of workplace, the proper HR-motivation tools for Z's and last but not least the segmentation opportunities based on the preference list of Z in case of choosing a workplace,.

5. Results

In the frame of the qualitative research step we have analysed the preferences in relation to selecting a workplace, the concept of success and the desires and expectations of the ideal workplace, as perceived by the youngsters representing generation Z. Based on the results, a flexible workplace offering development opportunities and diversity in the scope of duties represent the ideal workplace for the young people involved in the research.

They like to work in teams, to belong somewhere, and they are willing to put in a great effort, if they receive positive feedback and recognition.

Many youngsters intend to be successful by the example of their parents: an employee who finds pleasure in work, who constantly learns, and who is able to maintain the proper balance between work and family, at the same time being able to establish and maintain a suitable living.

People who love their job, and do what they like to do are also models of example for the young generation. This aspect is even more important than a good salary.

They are also aware of the fact that finding a good workplace is a difficult task. However they do not hesitate for a moment to change or to move on, if they do not feel comfortable at a workplace.

They also experience that beginners of today have to face great expectations, and the existence of a number of factors is required for success, such as skills, ability to cope with load, motivation.

Many of them gather information from the internet, they spend most of their time in the online world, and their relations are also formed there. They expect the opportunities offered by the online world to exist in the world of work as well: home office, flexibility, task-orientation, gamification, just like if the workplace was also a slightly bit part of the augmented reality. Though there are similarities – especially regarding the basic values – it is obvious, that the value perception of the generation Z, thus their approach towards work and success is quite different compared to the previous age groups. (Fodor et al. 2017).

Before the detailed description of these multi-variable results, I think it's important to briefly view our previous research results:

In our research project, we focused on the Z generation, seeking the things that make a workplace enticing for Z gen members, and what motivates them to be efficient in their work.

According to our research results, wages are no longer enough for Z gen members, as they considered top priorities within the preference system to include opportunities for promotion, the chance to belong to a good team, and a comfortable workplace atmosphere.

6. How can an employer effectively motivate its Z workers?

The word motivation – or incentive, inspiration – originates from the Latin word “movere”, which means to move, movement. (Klein, Klein, 2008)

Motivation provides an explanation for the observable behaviour of people. The understanding of the various motivational theories and tools is necessary for the selection of the best incentives and drivers ensuring the most efficient solution in case of employees as well.

From the aspect of Employer Branding and management theory, it is important to know that performance is nothing but the product of abilities multiplied by motivation. (Dr. Tóthné, 2004)

The result of a well-designed incentive plan is the performance expected by the organization and the satisfaction of employees. Leaders are able to have an influence on this, and with the proper range of motivational tools they are able to generate an efficient stimulation in order to achieve the desired results. (Göndör, 2003)

Motivation theories were first studied to a deeper extent after the XVII. century, and the most popular theories regarding consumer behaviour and consumption psychology were drafted in the XX. century. (Kópházi, 2007; Tóth, 2009)

After the elaboration of content theories – Maslow, Herzberg – process theories were developed, Vroom for example revealed that it is important that workers should feel that they are able to solve the assigned task, and receive a reward for the performed work, which will appeal to them, and provide a motivation throughout the performance of tasks. Furthermore, he also emphasized that during a work process the factors driving a particular person must be taken into account, and the incentive system must be elaborated accordingly. It is important that performance should have to be measurable, since that is the only way of providing accurate reward. (Garda, 2009, Gonda 2013)

The efficiency of external rewarding is questioned now by the motivation 3.0 theory. Pink proved that not only biologic and external rewarding can serve as motivation. He highlighted the fact that motivation can also be counterproductive in terms of efficiency: he compared reward to caffeine – it keeps people at a fast pace only for a few hours, but after the effect is gone, things will get worse. (Pink, 2010)

Pink emphasized the importance of internal motives and their motivational impact on the efficiency and productivity of work. Though it is not well known in Hungary, a number of companies in the USA apply the results-only working environment (RAWWE) concept successfully. (Howell, 2000)

The range of HR tools which can be applied effectively in case of the various generations is important from the aspect of employer branding.

Our results reveal that the most important driver for generation Z is still a high salary, although promotion opportunities and the promise of a good team, good atmosphere also came close to the top.

The results of the quantitative research are in accordance with the conclusions of the qualitative research, where during the discussions about how they select their workplace, the first factor respondents mentioned was the payment as well, and the most frequently mentioned drivers also included a good working atmosphere, attractive environment, and a good team, where they feel good while performing their job.

The results of the qualitative analysis show that fringe benefits and more free time also serve as great motivational factors, being on top of the preference list. While these were also important in the quantitative research, they were not perceived as the most important ones.

A creative working environment and the opportunity to implement their own ideas seemed to be more important than a good cafeteria system.

Table 1. Ranking of proper motivation tools

To what extent do the following factors motivate you for a better performance at work?	average
higher salary	3,64
opportunity for promotion at the workplace	3,46
opportunity for a career abroad	2,60
greater independence in decisions	3,08
more free time, less work	3,21
opportunity to implement own ideas	3,25
to work in a good team	3,47
opportunities to take part in training sessions, professional development courses	2,97
other fringe benefits (cafeteria)	3,22
modern, creative working environment	3,32

The opinion of experts also confirm the conclusions of our research, that even though the salary is important for the younger generations, it is not enough to retain members of this generation at a certain workplace. The employer brand is becoming more and more important for them, and consequently, their desire to be proud of working for that particular company. A pleasant

atmosphere, and development and career opportunities are also important, as well as the fact that they should enjoy their job. If they are satisfied with these factors, there is a chance that they might spend longer time at a workplace. (Kissné, 2014)

7. The ranking of drivers influencing the selection of workplace, according to the surveyed generation Z

An employer must be familiar with the factors which play an important role in the selection of workplaces, when potential employees are making up their minds which job or work opportunity they should choose.

It is not by chance that a number of practicing HR experts believe that today an HR expert has to be a good salesman as well: they have to sell the announced position, to make the workplace appealing both for the people who work there and for those who they are seeking to hire.

In order for an employer to be able to create such conditions at the workplace and to determine such an incentive package which is attractive for the candidates they are actually attempting to recruit, they must understand their expectations, values and the range of factors these people consider when selecting their workplace.

According to HR experts, the high level of motivation of employees might take a company to the top, if those people feel appreciated and see that their personal opinions, ideas, performance and development actually contribute to the advancement of the company. If they can address the top leaders with their problems, because employees and the management speak the same language. If the company feels like their own, and they are proud to have a desk there (X), to work as one team (Y), and the company collects waste selectively and takes care of the environment (Z). The reason doesn't matter, they just want to be proud of the company.(Kissné, 2014)

A research conducted in 1999 already revealed that employers have to face something new, an altered set of preferences when it comes to motivation at the workplace. According to the survey, employees can be best driven by (1) interesting work, (2) the recognition of the implemented work, and (3) the sense of being an insider. Only after that came (4) a secure workplace, and (5) a good salary. The opportunity for development was the 6th on the list, and it was followed on the 7th place by good working conditions. These results were surprising, since leaders expected the factors of good salary, a secure workplace, the opportunity for promotion/development and interesting work to be on the top of the list. (Kovach, 1999.)

According to the Best Workplace 2012 research, respondents were seeking a (1) secure livelihood, (2) constant development and (3) diverse, interesting tasks at the ideal workplace, but almost every fourth respondent listed (4) professional challenges and (5) the opportunity for flexible work to be one of the top three most important factors. About 70 percent of them desires to work at a place where (6) they are appreciated financially and morally as well, and also more than 30 percent listed amongst the priorities that (7) the company should be steady and reliable, where they can (8) work in a good team, in a pleasant atmosphere.

Besides the factors which are important for everyone – such as a secure livelihood – other attributes including social reputation, usefulness, helping others, cooperation with clients, controlling others and development also became important for employees, nevertheless, social responsibility, the protection of the environment and the mood present at the company is gaining more and more attention as well. (Kissné, 2010, Boyett-Boyett, 2010).

According to the results of our quantitative research, when considering which job, workplace to choose, one of the major decisive factors is the opportunity for a promotion and professional development. It is esteemed even higher than a high salary for generation Z.

The ranking of factors which play a role in the selection of a workplace looks quite similar to the range of efficient motivational tools.

It seems obvious that for this generation, offering a high salary and a good cafeteria, fringe benefits is not enough, as they are seeking for a company where they can realize their dreams, where they can fulfil a great and successful career path, and where they can work in a good team and atmosphere.

The understanding of these aspects is important, because it clearly demonstrates the conditions a workplace should offer, the fields it should improve in order to appeal to the young generation, and to be able to retain its workforce.

Today it poses an ever increasing challenge for employers. Unlike earlier, when foreign ownership, the “multinational” characteristic of a company was attractive, today these do not matter at all for young people when selecting their workplace.

It is also important to see that compared to predictable and fix working hours, the desire to fulfil a diverse scope of duties and to receive creative tasks seems even more significant.

A modern working environment meaning that they should not have to travel for too long to their workplace, and flexible working hours are – similarly to the results of our qualitative research – significant aspects for this generation, even greater than the awareness and reputation of the company.

It is good news for small and medium sized enterprises, who are able to offer more attractive opportunities in these fields, compared to the multinational corporations applying standard elements who are less flexible from a number of aspects.

Table 2. Ranking of factors influencing the selection of workplace

Factors influencing the selection of workplace	average
the financial background of the company and the stability of its position on the market	3,40
the reputation and general perception of the company	3,07
opportunities for promotion at the company	3,49
the life-work balance should remain intact	3,40
opportunity for working abroad	2,44
to have other allowances, benefits besides the salary	3,13
the company should have foreign ownership	1,83
predictable, fix working hours	2,99
opportunity for professional development	3,48
diverse scope of duties	3,24
creative tasks	3,17
career opportunity	3,44
company should employ many people	2,13
high salary	3,47
opportunity for continuing training and education	3,12
good team spirit	3,47
company should implement corporate social responsibility	2,90
company with a national reputation	2,31
low average age of employees	2,43
Hungarian ownership	1,99
multinational company	2,06
I should be employed by the company, and not through a work agency	3,25
flexible working hours	3,02
modern working environment	3,24
the distance of the workplace from my home	3,23

When we have asked respondents to select the top three factors which make a workplace appealing and ideal for them out of the followings, the most frequent mentions included (relative frequency, multiple answers were accepted) good salary, reliability and good career opportunity.

The reputation of the company, and the opinion of friends and relatives is also a factor.

Especially this latter could be quite important for employer branding, since it reveals the importance of what others say about a particular workplace, how employees feel about it. Furthermore, it is definitely true from the aspect of employer branding, that a credible communication and credible reputation is built from the inside.

The opinion of employees will influence the judgement of potential employees, and the role of word-of-mouth and social channels are also just as significant when building the brand of an employer as in case of a consumer brand, since CGM generates the same effects here.

Which factors make a workplace attractive and ideal the most?

(Mentions, in %, relative frequency, multiple answers were accepted)

- If it has a good reputation: 32%
- If employees are paid well: 89%
- If it is recommended by my friends, relatives: 32%
- If the workplace is trustworthy: 80%
- If there are good career opportunities: 65%

(Fodor et al. 2018).

8. Factor analysis of variables determining choice of workplace

The preference system of choosing a workplace can be a good segmentation factor for Employer Branding strategy. Based on this, we can easily characterise the segments based on who considers what important, what's the most notable factor when choosing a workplace. This may help employers in knowing which segments will consider their offers the most enticing, and what HR-communication and Employer Branding solutions they can target on which target groups.

In order to understand what factors belong into the same category according to the participants' opinions, I conducted a factor analysis for preferences in choosing a workplace.

According to the four-, five- and six-factor tests - where the KMO value was 0,852 for each, and total variance remained above 50% - there were elements, which always moved together, regardless of factor number. This proves these factors are firmly connected in the value interpretation of employees. Such were the attributes of V1-V3 factors, which functioned as strongly connected structures in all analyses.

There were also wandering elements - meaning elements integrating into different groups based on number of factors - like "company's financial background" and "general attitude towards is", and the one where participants said "I want to be a contracted employee in the company". These are either "stability factors", or made up a separate group for higher factor numbers. Based on statistical indicators, and the experts' opinions, I considered the five-factor trial to be sufficiently valid (Table 3).

Table 3: Factors of variables determining choice of workplace

Elements I want (a/an):	Reputation and Stability factor	Career and development opportunities	Trendy elements	Leisure and security	Extra demands
Multi-national company	0,769	0,060	-0,042	0,048	0,101
Foreign-owned company	0,739	0,055	-0,057	-0,125	0,185
Nationally known company	0,731	-0,019	0,082	0,192	0,011
Company with many employees	0,713	0,068	0,038	0,109	0,038
Company with younger employees on average	0,618	0,033	0,175	-0,046	0,188
Hungarian-owned company	0,579	-0,179	0,142	0,287	-0,204
Company with opportunities abroad	0,516	0,329	0,053	-0,268	0,233
Company with opportunities for promotion	-0,034	0,803	0,112	0,144	0,112
Company with opportunities for advancement	0,015	0,798	0,137	0,077	0,176
Company with opportunities for professional development	-0,016	0,667	0,300	0,088	-0,030
Company with opportunities for postgraduate training	0,224	0,501	0,366	0,024	0,094
Varied tasks	0,017	0,209	0,759	-0,017	0,122
Creative tasks	0,093	0,178	0,728	-0,055	0,149
Good team effort	0,000	0,148	0,553	0,347	0,103
Company with proper CSR	0,231	0,075	0,461	0,214	-0,188
Simple, fixed work time	0,124	0,038	-0,149	0,618	-0,003
Balance between work and family to remain	-0,196	0,007	0,264	0,577	0,093
The job to be close to my home	-0,036	-0,059	0,058	0,533	0,348
Company with a stable financial background	0,043	0,410	0,013	0,479	0,034
Employee contract, without being a member through another organisation	0,097	0,186	0,127	0,358	0,006
Company with good reputation and consumer attitude	0,318	0,301	0,032	0,348	0,092
Flexible work time	0,192	0,014	0,306	-0,073	0,636
High wages	0,073	0,208	-0,145	0,332	0,615
Modern work environment	0,176	0,163	0,313	0,073	0,591

Source: personal research, 2017 N=1177 (KMO=0,852 total variance=50,342%)

9. Clusters based on preference for workplace choice

After the factor analysis, I wanted to conduct a segmentation on the sample using the K-means method of cluster analysis and the factor groups (Table 4).

Based on the results, we can differentiate between five groups of preferences for choice in workplace.

As far as group sizes go, the two segments became "Those wanting stability" (314), and "Ambitious ones" (307).

The former is made up of employees who prefer companies which have many employees, and are known throughout the country, multi-national, or well-known Hungarian companies with good reputation.

The latter, "Ambitious ones" think that career and development opportunities are the most important, and they also consider "trendy" factors of choice in workplace important, such as "flexible work time", or "modern environment".

"Trendy employees" are the ones seeking good team effort, a varied and creative work environment, and think that it's important to be an employee of a company which is known for its CSR, in other words, is sensitive to social and environmental problems.

"Those hunting extra offers" are employees who seek their job based on "Extra demands". They wish to work in a modern, comfortable company with a good environment in a flexible work time, for high wages.

Table 4: Clusters based on preference for workplace choice

Factors / Clusters	Clusters				
	Those wanting stability N=307	Trendy employees N=250	Those hunting extra offers N=165	Those wanting reputation and stability N=140	Ambitious ones N=314
Reputation and Stability factor	0,89238474	-0,563453117	0,515531244	0,895482529	0,552241194
Career and development opportunities	0,354032087	0,022368102	1,333124487	-0,666163417	0,633594084
Trendy elements	0,057674927	0,434420302	0,672110926	-0,391853994	0,125626063
Leisure and security	0,65473815	0,197631396	0,356877983	-1,276912208	0,415699426
Extra demands	0,219379959	-1,048915199	0,636482314	-0,610888551	0,558547668

Source: personal research, 2017 N=1177

Socio-demographic attributes of clusters by preference of workplace choice

I also described the various factors by gender and age, and using a crosstab analysis, Pearson's Chi-square test's significance value, and supplementing all this with the corr. standardised residuum, I analysed relations and their levels.

Among "Trendy employees", we can see that compared to the estimated value, men are less, and women are more in numbers. Compared to the ratios within the sample, ladies are more concentrated, whereas in the "Those wanting reputation and stability" group, ratios are switched, and there are less females, and more males. As for the other clusters - similarly to the sample average - males and females had a near-balance between them.

Table 5: Attributes of preference for workplace choice clusters, by gender ratio

Gender ratio (%)	Those wanting stability	Trendy employees	Those hunting extra offers	Those wanting reputation and stability	Ambitious ones	Sample average
male	50,49	42,80	50,91	65,00	51,91	51,00
Corr. std. residuum	-0,217	-2,930	-0,031	3,525	0,369	
female	49,51	57,20	49,09	35,00	48,09	49,00
Corr. std. residuum	0,217	2,930	0,031	-3,525	-0,369	
Total	100	97,1	100,0	103,5	100,4	100,0

Source: personal research, 2017 N=1177; sig=0,001

If we take a look at the gender ratios, we can see that for Trendy employees, those below 18 are less than the estimation, and those between 32 and 37 are more.

The over-representation of this age group, similarly to the below 18 age group, can also be observed for those hunting extra offers. This shows us that we can find more people who want higher wages, flexible work times, modern environments by default in the group of those at the beginning of their careers. In the case of this age group, the reason should be the lack of experiences, and the specific value system of the generation. Whereas for "older", 32-37 years old participants, this preference should rather constitute the perspectives of changing workplaces, in other words, a form of motivational factor. Due to their work experience, they demand that their new workplace offers a better work time / free time balance, with a higher wage. Knowing the preference system for choosing a workplace related to clusters, it's no surprise that both "Reputation and stability" and "Ambitious" groups showed less amount of participants from the 30+ age group.

Table 6: Attributes of preference for workplace choice clusters, by age

Age groups	Those wanting stability	Trendy employees	Those hunting extra offers	Those wanting reputation and stability	Ambitious ones	Sample average
Below 18 (%)	6,19	1,20	9,70	7,86	4,78	5,44
Corr. std. residuum	0,671	-3,332	2,598	1,342	-0,607	
18-21 (%)	31,27	23,20	19,39	32,14	30,57	27,81
Corr. std. residuum	1,576	-1,832	-2,601	1,220	1,278	
21-25 (%)	33,88	40,00	24,85	33,57	39,49	35,37
Corr. std. residuum	-0,639	1,724	-3,050	-0,475	1,782	
26-31 (%)	14,33	11,60	12,12	18,57	16,88	14,63
Corr. std. residuum	-0,169	-1,526	-0,982	1,408	1,320	
32-37 (%)	14,33	24,00	33,94	7,86	8,28	16,75
Corr. std. residuum	-1,321	3,458	6,376	-3,003	-4,695	
Total (%)	100,00	100,00	100,00	100,00	100,00	100,00

Source: personal research, 2017 N=1177; sig=0,000

10. Conclusions

In our study we have focused on generation Z, and throughout our research, within the frame of a quantitative survey, we have attempted to find the answer to the question, what makes a workplace appealing for the Z's, and what are the most effective incentives at a workplace for them.

A successful career path, a good working atmosphere and team spirit, and a good salary are the most important drivers during the selection of a workplace.

In case of those who already work there, a high salary and promotional opportunities serve as the best incentive.

A workplace is considered to be ideal if employees are paid well, and if the company has the reputation of a reliable employer.

The results of the research revealed that the major milestones of an employer branding strategy focusing on generation Z are flexible HR, a diverse and interesting scope of duties and tasks, opportunities promising a higher status, greater financial benefits, and a responsible corporate behaviour.

Considering the fact that the opinion of friends and relatives is an important attribute of an ideal workplace, it is also essential to focus on the internal target group of employer branding during the

course of communication, since employees will become opinion leaders, ambassadors, those friends and relatives who actively shape the opinion of future, potential employees.

We believe that all of this requires a two-way, active communication from HR, and those who already work for the company must be reassured that they represent an active contribution to the reputation of the company. Results of the research also concluded that for generation Z, the nature of the corporate ownership (multinational, domestic) or the size of the company (a lot of or a few employees) do not matter, they are much more driven by a diverse scope of duties, team spirit and career opportunities. It creates a great opportunity for small and medium enterprises to become an attractive workplace for youngsters, since not only multinational companies, “the big ones” have the opportunity to design individual career paths, mentoring plans or the creation of a good team spirit. In many cases it might be implemented easier at a workplace with a lower number of staff.

Based on the results of the research, we differentiate between segments, target groups based on their workplace preferences.

The groups were also characterised based on their socio-demographic attributes, therefore, potential employers can obtain an idea on which segment is described by what attributes, based on their demands for workplace, and demographic background. The results, I believe, offer help for an Employer Branding strategy needed for recruitment and keeping labour force as well, by getting to know potential employees in-depth.

In the next part of the research, I aim to further segment the sample, and by characterising by HR-motivational tools, I wish to find more target group attributes, which - I believe - will offer further useful information for HR and Employer Branding experts.

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