

**MANAGING GENERATION Y EMPLOYEES
IN AN INTERNATIONAL COMPANY**

by

Joanna BAŁKOWSKA

No. 1 (14) 2013



Poznań-Atlanta

**Working Papers
in Management, Finance
and Economics**

No. 1 [14] 2013

**MANAGING GENERATION Y
EMPLOYEES IN AN
INTERNATIONAL COMPANY**
by

Joanna BAŁKOWSKA

January 2013

Editorial Committee:

*Barbara Jankowska
Tadeusz Kowalski,
Steve Letza,
Henryk Mruk,
Katarzyna Mroczek, Secretary of the Editorial Committee*

Editing and layout:

Katarzyna Mroczek

Cover design:

H&S

© Copyright by MBA Poznań-Atlanta Program

Publisher:

MBA Poznań-Atlanta
Uniwersytet Ekonomiczny w Poznaniu
al. Niepodległości 10
61-875 Poznań
tel. +48 61 854 38 68 fax +48 61 856 94 15
mba@ue.poznan.pl www.uemba.ue.poznan.pl

ISSN: 1895-5479

Printing:

Zakład Graficzny Uniwersytetu Ekonomicznego w Poznaniu

Joanna BĄKOWSKA

MANAGING GENERATION Y EMPLOYEES IN AN INTERNATIONAL COMPANY

Abstract

This article seeks an answer to the question of how to effectively manage Generation Y employees. It highlights the issue of age diversity within groups of employees and discusses the different characteristics and expectations of particular groups of employees, particularly with regard to the system of values and the style of communication. On the basis of research and observations the paper presents selected aspects of personnel management, including personnel marketing. Nowadays, in view of the changes taking place in the labour market, it is necessary to change communication channels and to adopt a more individualised approach to the employee. The paper stresses the role of communication in the process of motivation and development. Moreover, it focuses on the concept of mentoring as an age management strategy which helps employers to fulfil the needs of Generation Y. At the same time, the paper highlights the role and mission of the leaders, who by means of their knowledge, experience and attitudes stimulate the development of young employees.

Key words: Human Resources, generation Y, generation gap, international company, internal marketing, personnel marketing, communication, employee motivation, mentoring

JEL Codes: F23, F60, F66, J10, J11, J24, M14, M51, M53, O15, Y10

1. Introduction

Increasing globalisation, technological progress and population ageing have radically altered the structure of human resources. As the problems connected with managing multi-generational teams become more apparent, many companies are changing their policies in respect of personnel procedures. The youngest generation of employees, referred to as Generation Y, differs from the previous generations in terms of their system of values and style of work. This generation is characterised by, among others, direct communication and a strong attachment to the Internet. Employers worldwide understand the need to adopt new strategies which will make it possible to recruit new, talented staff on the one hand and exploit the potential of experienced employees on the other.

The aim of this paper is to indicate the factors which determine the behaviour and decisions of Generation Y employees. Section 2 includes a brief definition of international company. Moreover, it describes the structure of human resources in the context of generational differences. Section 3 presents some selected aspects of personnel policies with regard to recruiting and motivating Generation Y employees. Additionally, it will try to find an answer to the question of how to manage both young and experienced employees in order to fully and rationally exploit their potential. The article discusses the process of motivating Generation Y and analyses some elements of personnel marketing as well as presenting the possibilities that open up before companies which employ young and talented employees.

The next section reveals threats and opportunities connected with employing Generation Y employees. Moreover, it introduces mentoring principle as an age management strategy. The last section concludes.

The paper is based on secondary research findings as well as a broad range of literature, both in Polish and in other languages. In addition, in order to analyse the issue some market research was

conducted on a sample of 23 respondents, selected by means of purposive sampling, using the direct interview method.

2. Managing a team of employees in the context of generational differences

2.1. *An international company as an area of human resource management*

Modern companies tend to be more and more mobile as regards their means of production. They operate on many markets in different parts of the world, often as multinational enterprises. In the literature there are many definitions of a multinational enterprise. Looking at it in the context of enterprises and corporations, a multinational organisation is a limited company which has business operations in many countries with an integrated system of economic ties under a common strategy [Zorska 2007]. An international corporation has assets in at least two countries [Schroeder 2000, p.13] and its operations can take various forms [Rymarczyk 1996]. The process of internationalisation can be restricted to export/import activities, selling licences, and setting up a subsidiary in another country; or it can involve a takeover of another enterprise [Pocztowski et al. 2002]. A combination of all the forms listed above is also possible.

The degree of internationalisation depends on the share of foreign markets in the creation of the value added chain: the greater the involvement of foreign markets in particular stages in the chain [e.g. purchasing, manufacturing or logistics], the higher the degree of internationalisation. Another important factor is the level of a company's internal integration. This involves the flow of materials, information, human resources, IT solutions or production systems [Pocztowski et al. 2002]. A high level of integration makes it possible to take other actions such as, for example, offshoring; i.e. transferring certain business processes from one branch of a company to another in order to reduce costs [Blinder 2006].

Large companies in the automotive industry are a good illustration of the profile described above. As an example can be given of one of the leading car manufacturers, which in 2011 had 368,000 employees. The corporation is the owner of 10 independent brands and has over 60 production plants in 21 countries [own data based on research undertaken]. Strategic decisions as well as the policies of individual branches are decided at the corporate level and are then adjusted to the individual markets and brands taking into account regional circumstances.

In companies which operate in international settings human resource management is becoming more and more of a problem. New prospective employees with new skills, competences and expectations appear on the job market. Also, there are additional determinants, such as cultural differences [Pocztowski et al. 2002]. Human resource management, understood as a corporate strategy connected with recruiting, developing and motivating the workforce for the purpose of achieving the targets set by the company [Armstrong 1996], must correspond to the general direction that the company has adopted, taking into consideration the structure of a given company, the culture of a given country as well as the attitudes of employees [Armstrong 1996].

When planning the employment structure in a company it is advisable to start by analysing the current resources. In this way the company can accurately define its personnel needs and the kind of changes that need to be made [Baruk 2006]. When considering human resource management in an international context one must not neglect the impact of a number of external factors [economic, legal or cultural] as they have a bearing on the complexity of tasks and on planning the employment structure for subsequent years [Pocztowski et al. 2002].

An employee, perceived by a company as an intellectual resource, can contribute to a company's success with their specialist knowledge, experience or unique personal qualities [Armstrong 1996; Baruk 2006]. This is why companies take great care when looking for

potential candidates. Skills such as quick learning, flexibility, communicativeness or creativity are increasingly important [Baruk 2006]. Such an approach brings about changes in the structure of employee teams. There are more and more young and talented workers who are not very willing to become loyal to their company. They are better educated, change jobs more frequently, and are more aware of the situation on the job market [Flazlagić 2008]. The core of this group is people under 30 years of age, referred to as Generation Y.

Taking into account all the above factors, it seems that motivating employees requires a diversification of the standard tools and an individual approach. Cultural and age diversity in the workplace is becoming more and more noticeable. Therefore, it is important to analyse the workforce in terms of age and competences in order to fully exploit their knowledge, experience and skills for effective and problem-free cooperation.

2.2. The generational structure of human resources and the characteristics of Generation Y

The generally adopted division of occupationally active people distinguishes four basic generational groups: the senior generation, Baby Boomers, Generation X, and Generation Y [Hamlin 2008]. The first group comprises people born before 1946 [Tolbize 2008; Podwysocki 2009]. The members of this group, whose experiences included World War 2, made extremely engaged workers and had great respect for teamwork. However, when faced with conflict they would often adopt a passive attitude, they had difficulty in dealing with changes and were generally not inclined to take risks [Tolbize 2008]. Nowadays most of these people are retired so the focus is on the remaining three groups.

The name Baby Boomers is connected with the post-WW2 baby boom. This generation comprises people born between the years 1946 and 1960. Next, there is Generation X, which includes people born

between the years 1961 and 1978. And finally there is Generation Y, or the Millennial Generation [Tyler 2007], which comprises people born approximately between the years 1978 and 2000 [Hamlin 2008]. For the purposes of this analysis it is assumed that this term is applied mainly to people born between 1980 and 1990, occupationally active or about to enter the job market.

Each generation has its own occupational preferences and its own market needs. When comparing the priorities of the three groups, one can pinpoint several significant differences which influence their attitudes towards work and career. The generation of Baby Boomers is sometimes referred to as a generation of individualists ready to sacrifice their personal lives for successful careers. The characteristic features of this generation include loyalty towards an employer, adherence to fixed procedures, and being goal-oriented [Tolbize 2008]. Employees from this generation often developed their careers in a single company, creating a so called vertical model of work [Hamlin 2008]. It is worth adding that development, promotion and recognition were very important in the hierarchy of values for this generation. Personal and family life, although still valued very highly, was often pushed into the background. Such choices were the result of a strong conviction that work and the tasks performed determined a person's quality and status [Chester 2006].

The next generation introduced certain changes and had its own horizontal model of work [Hamlin 2008]. As opposed to the previous group, Generation X employees appreciate independence and family values. Great respect for the workplace and high engagement are similar to what these meant for the earlier generation, but the level of loyalty towards an employer is lower [Tolbize 2008]. When considering the situation in Poland it ought to be said that employee attitudes were also affected by the economic and political situation at the time, including economic transformation and the transition from a centrally planned to market economy [Nasiłowski 1995]. The availability of new products and technological progress improved the quality of life and

created a new way of thinking. Also, new ways of obtaining information appeared, the Internet joining television and newspaper as a source of information.

Generation X is completely different from Generation Y, with the latter being the main focus of this paper. An important factor which determines the attitudes of this generation is being raised in a free-market economy. Many products, including some luxury goods such as computers and mobile phones, have become commonplace and have made it possible to achieve a high standard of living and the rapid fulfilment of needs [Chester 2006].

Generation Y employees are characterised by high self-confidence and clearly defined expectations [Kosa and Strzelec 2008]. A greater choice of educational and career opportunities has made them better prepared for working in a global economy. The ability to travel and make new contacts has contributed to the considerable mobility and flexibility of these employees. Many of them have had experience working on international projects, and their knowledge of foreign languages opens up further career opportunities.

Another feature of Generation Y is their favourable attitude to change. They are also more prone to take risks and are open to new possibilities, with this contributing to the creativity and innovativeness of this group of employees [Chester 2006]. They are willing to engage in actions which guarantee achieving an intended goal. A lack of immediate action or a lack of results is likely to generate impatience and frustration [Kosa and Strzelec 2008].

Another distinguishing feature of a Generation Y employee is their style of working. Y employees can multitask, which directly contributes to the speed and efficiency of their work.

It is also worth looking at the issue of loyalty towards an employer. According to Chester [2006], for Generation Y employees work is only a means to an end. That is why they often treat their professional tasks as temporary ones, convinced that loyalty and hard work do not guarantee stable employment [Chester 2006]. As a result,

long-term commitment to one employer is not particularly important to such employees. They do not identify with the company for which they work. If the conditions do not come up to their expectations, they leave. An important role in this case is played by the authority of the leader, understood as competence in a given area [Fazlagić 2008]. Thus, they look for an employer who they can regard as trustworthy and authentic [Tolbize 2008], as well as for goals which will motivate them. A Generation Y employee will commit themselves to work only if they are sure that their work serves some purpose and that their effort is not going to be wasted [Gierasimiuk 2009].

The development of modern technologies, particularly the Internet, has resulted in the representatives of the Millennial generation developing the skills of learning quickly and performing several tasks at the same time [Solska 2009]. They are able to use the new media to obtain any information they need, including information the existence of which their older colleagues are not even aware of [Tyler 2007]. The Internet has also led to the emergence of virtual communities and has made it possible to instantly exchange information and experiences. As a result of the above factors, Generation Y employees tend to value their private lives more highly. Work ceases to be the focus of their lives [Hamlin 2008].

In 2011 the market research company GfK Custom Research conducted an International Employee Engagement Survey involving different generations.

Table 1: Percentage of dissatisfied employees according to specific factors

Factor	Balance between work and personal life	Level of stress at work	Stability of employment	Pressure to work after hours
Age				
18-29 years	39%	40%	33%	31%
30-39 years	34%	38%	31%	26%
40-49 years	30%	36%	26%	23%
50-59 years	28%	34%	27%	23%
60 years and over	24%	28%	24%	17%

Source: GfK International Employee Engagement Survey, 2011.

The study presented the opinions of over 30,000 working adults from 29 countries including Poland. The results of the survey confirm the tendencies described above. They also indicate that the job market is diversified [Table 1].

Looking at the two extreme generational groups, i.e. Generation Y and Baby Boomers [60 years and over], one can notice significant differences. Over 40% of employees aged 18 to 29 feel dissatisfied because of the lack of balance between work and personal life, whereas in the other group this rate is lower by 15 percentage points. In the case of answers relating to the level of stress, the stability of employment and working overtime the results are similar: the younger the generation, the higher the significance of these factors. Additionally, it turns out that the engagement of Generation Y employees in their work is considerably lower than that of the Baby Boomer generation, where the percentage of indications is 31% [Table 2].

Table 2: Percentage of employees aged 18-29 highly engaged with their employer

Age	Highly engaged employees [%]
18-29 years	21%
30-39 years	20%
40-49 years	23%
50-59 years	22%
60 years and over	31%

Source: GfK International Employee Engagement Survey, 2011.

When analysing the results of the survey in respect of countries it can be observed that in some countries the problem of disengagement is very serious [Table 3]. Among European countries the best results were obtained for France [32%]. In Poland only 15% of employees declare that they are highly engaged with their employers. In comparison, the figure for Germany was 13%. The survey revealed that the worst situation is in Serbia, Portugal, the Czech Republic and Hungary, where it may be very difficult for employers to retain young and valuable employees.

The differences between groups of employees are noticeable. Their standards and systems of values are changing. The different attitudes of different generational groups may lead to discord and resentment towards people from a different age group. In order to fully exploit the workforce potential it is essential to analyse the attitudes and expectations of employees.

Table 3: Percentage of 18-29 year-olds highly engaged with their employer, by country

Country	Highly engaged employees 18-29 years old
Macedonia	36%
France	32%
Turkey	32%
Mexico	27%
USA	24%
Austria	20%
Brazil	20%
Philippines	19%
Canada	18%
Switzerland	18%
Ukraine	16%
Argentina	15%
Poland	15%
Columbia	14%
Germany	13%
Israel	13%
Belgium	12%
Bulgaria	12%
Romania	12%
Sweden	12%
Great Britain	12%
Russia	10%
Holland	9%
Slovakia	9%
Peru	8%
Portugal	7%
Serbia	7%
Czech Republic	6%
Hungary	6%

Source: GfK International Employee Engagement Survey, 2011.

2.3. The significance of generational differences in team management

In multinational corporations teamwork is particularly important because a considerable diversification of tasks makes long-term planning difficult. Therefore, in order to effectively implement a strategy the human resources must be divided into smaller units

[teams]. In this case a team is defined as a group of employees responsible for implementing a certain process or achieving a certain objective within the breakdown of work structure specified by a company [Griffin 2001; Baruk 2006].

As regards teamwork, there are two kinds of groups: formal and informal [Armstrong 1996; Baruk 2006]. In the case of a formal group, the basis of its existence is the effective implementation of processes and objectives for the purpose of gaining a competitive advantage for the company. Such a team is deliberately created by the management of the company and has a clear structure. One of the fundamental issues to be taken into account is the knowledge and competences of the employees [Baruk 2006]. Informal groups, on the other hand, emerge in an organisation in areas where there are no formal regulations. They are formed depending on current needs and play an important role in respect of fulfilling social needs and building relationships [Armstrong 1996].

Thus, employees differ from one another on many levels. Human resource management, therefore, can be understood as diversity management, with a generational dimension also [Griffin 2001] because different generations exhibit different ambitions and motivations. On the one hand, this can be an advantage; on the other hand though, this may be a potential source of conflict. A large multinational corporation in the automotive industry can serve as an example here. A new department was created in the company as part of offshoring. The department was supposed to take over certain processes from several internal units. For the new department the company recruited employees between 20 and 30 years of age who possessed good interpersonal, language and system skills. The new employees were sent for a month-long training course to their specific departments. Unfortunately, the cooperation between the new young staff and the departments which performed the tasks they were supposed to take over was not adequate. Age differences turned out to be a problem. The departments refused, either overtly or covertly [e.g.

by making it difficult to access particular system applications], to hand over data. Older personnel, who had achieved a high position and status in their area of expertise, felt threatened. They could not understand how within one month somebody could learn something that they had been doing all their lives. The new employees, on the other hand, questioned the knowledge of the older group. Eventually, after a long period of cooperation between the departments, as well as numerous meetings and conferences, the situation improved. This example, however, clearly shows how important it is to properly manage age-diverse teams and to take this issue into account when planning a company's strategy [own data based on research undertaken].

The above situation illustrates how differences between people, their experiences and capabilities affect their professional behaviour and their work. Communication is of critical importance in this respect. According to Armstrong [1996], it is essential to involve the whole group, and clearly defined objectives as well as open discussion and expression of opinions are the basis for effective cooperation. In this way conflicts can be avoided and any misunderstandings can be resolved in a way that benefits the organisation.

The above example leads to yet another conclusion. Implementing the project necessitated introducing a number of changes to the organisational and systemic structure. The experienced employees were expected to behave in ways of which they were clearly not capable. Thus, the situation ought to be also analysed in respect of change management. Implementing the new project created many doubts. The change was accompanied by insecurity and many negative attitudes. Taking into account all the circumstances [differences in age, experience and capabilities] the management ought to have considered the impact that the planned processes were going to have on the employees and prepared some possible scenarios [Armstrong 1996]. According to Maxwell [1994], each change generates a fear of the unknown. Therefore effective communication becomes essential in

such situations. Ensuring a steady and effective flow of information throughout a team helps to prevent misunderstandings and conflicts, as well as encouraging the people affected by the change to become more engaged.

When building a team based on diversity it is also important to consider the role and function of the leader [Bobrowska-Balter 2011] because skilful and effective management largely depends on the leader's knowledge and competences. According to Maxwell's [1994] definition, a leader is a person in charge of a group or organisation who is capable of long-range and multidimensional thinking. A leader has appropriate qualifications, supports and motivates their team, and clearly formulates expectations and duties. Only a competent leader can gain the trust of their team [Armstrong 1996], and clearly defined requirements mean that the staff can more easily understand the goal and identify with it.

Summing up, it is obvious that the structure of human resources is radically changing. Taking into consideration generational differences and the aspirations of the new Generation Y, it is worth analysing personnel policies to-date and revise some of their aspects appropriately.

3. Selected aspects of personnel policies with regard to recruiting and motivating Generation Y employees

3.1. Internal and external recruitment in a multinational company

Effective human resource management involves, among other things, selecting such employees that will best realise the company's objectives. Another aim of the recruitment process is to select people whose character and capabilities will reinforce the company's image [Armstrong 1996]. In an international context, however, recruitment is becoming quite a difficult task. On-going technological advancement, together with increasing globalisation, play a significant role in this

area. For the last few years there has been a trend among job applicants to gain the best possible qualifications and experience. Also, organisations see the need to improve the quality of their staff [Pocztowski et al. 2002]. The question arises, therefore, as to how companies can find the most talented employees.

The recruitment process can be internal or external, depending on the company's needs [Baruk 2006]. External recruitment is for many reasons more advantageous for a company as it allows it to find employees with specialist skills and competences. On the other hand, such a process involves the use of a number of recruitment and selection tools. Additionally, a considerable number of applicants do not meet the requirements specified by the company, which increases the costs of recruitment due to the need for processing a large number of applications.

In the case of internal recruitment the costs are much lower. This process can also be used for creating career paths and building loyalty towards an employer. It must be borne in mind, however, that relying solely on internal recruitment may lead to a decrease in the level of motivation in a team and a decline in the level of competitiveness of a given organisational unit [Pocztowski et al. 2002].

One disadvantage of internal recruitment is that the selected applicant may not meet all the specified requirements, which means that the person may not possess sufficient knowledge to perform their tasks. This is exactly what happened in one Polish company. In the years 2008-2009 the personnel policy of the company was severely restricted due to the economic crisis¹. In order to avoid staff lay-offs the company introduced a shorter working day and downtime, decreased the number of shifts, and reduced output. The management also decided to stop recruiting employees through a temporary employment agency so internal recruitment was the only available

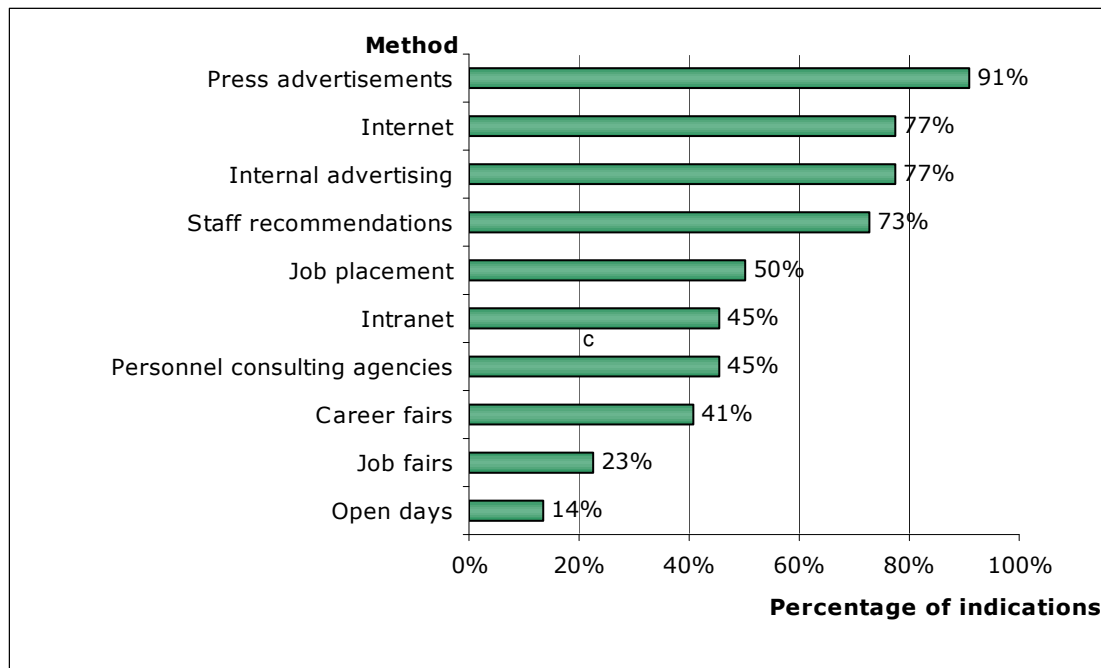
¹ The global financial and economic crisis that started in 2007 in the United States in the sub-prime mortgage market. More on this topic in: Niklewicz 2008, *Kalendarium zapaści; wyborcza.pl*

option. This was soon reflected in the quality of work. For example, one department, which employed 30 people between 22 and 30 years of age and which performed a number of system tasks, recruited employees whose profiles did not match the specified requirements in respect of both age and qualifications. The process of training and introducing the new staff to their new duties was quite long, which meant that other employees had to do extra work. Also, the new employees made mistakes. Thus, taking into account the cost of training and the effectiveness of performance, one could wonder whether perhaps the decision to employ new staff ought to have been postponed, or whether the situation which was brought about by the changes in the environment played the most important role [own data based on research undertaken].

The choice of recruitment processes is connected with a company's personnel policy. It is difficult to unequivocally state which techniques for recruiting staff are the most effective. However, before a company decides on a particular method it has to review the current situation regarding internal employment and determine the precise candidate profile. This will make it easier to pick out talented applicants [Armstrong 1996, Chester 2006].

The recruitment process conducted by an organisation consists of three major stages: conveying information to interested candidates, selection and the final choice.

Chart 1: Techniques and methods of personnel recruitment used by companies and institutions



Source: Bohdziewicz and Urbaniak, 2006.

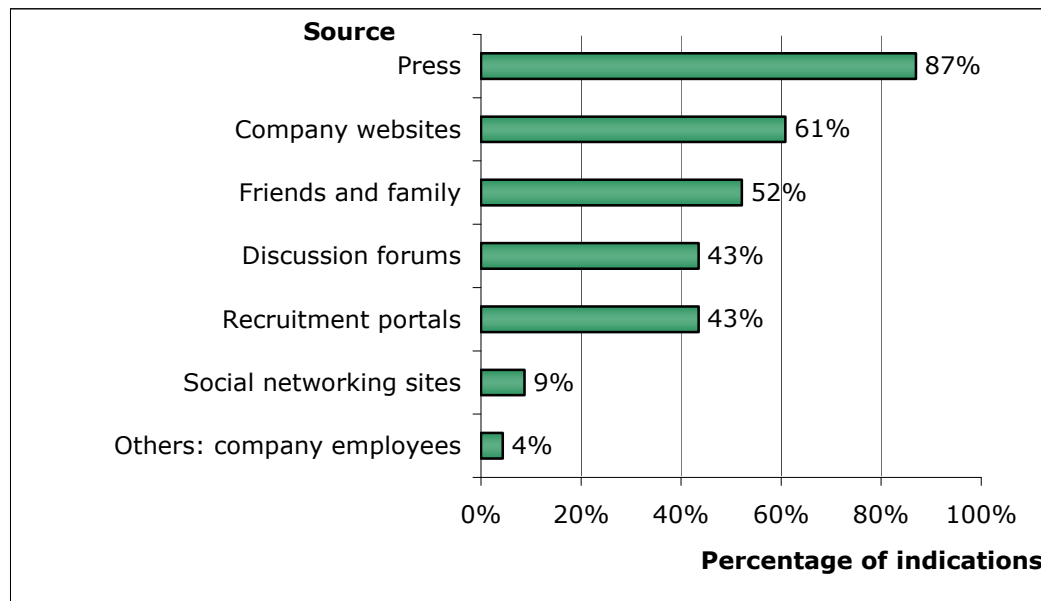
Research shows that as regards the first stage, the most frequently used communication channel is through press advertisements placed not only in daily newspapers but also in specialist magazines. Another commonly used method is internal advertising, addressed to the company's own employees. Employers also communicate with potential candidates via the Internet [Bohdziewicz and Urbaniak 2006; Chart 1].

Staff recommendations are also frequently used. This technique, which is a sort of guarantee and confirmation of the employer's competence, is often used together with other channels, such as job fairs or open days. More and more often companies have also started to cooperate with personnel consulting agencies. In order to reach the desired candidates companies use a broad range of methods, and because of this their chances of finding highly qualified employees increase.

When deciding on the choice of strategy it is worth considering what sources of information the potential candidates are likely to use. An expert study [Mynarski 2000] was conducted for the purposes of this paper which involved people between 19 and 31 years of age with secondary or tertiary education who lived in big cities and who represented the youngest generation on the job market. Young people find information regarding the work culture and job opportunities for particular companies primarily in newspapers, which shows that companies are right in choosing the methods enumerated above. The press is the most important source of information about potential employers for Generation Y [Chart 2].

The data presented below clearly show the considerable importance of the Internet. Over 60% of respondents declared that they visit company websites and that they complement their knowledge through exchanging opinions on Internet forums and social networking sites. Generation Y representatives also use recruitment portals and draw on the experiences of family and friends. This is definitely a signal for companies that they ought to direct even more intensive efforts towards the Internet. It is worth noting that none of the respondents indicated such sources of information as career fairs or open days.

Chart 2: The most frequently used sources of information about employers

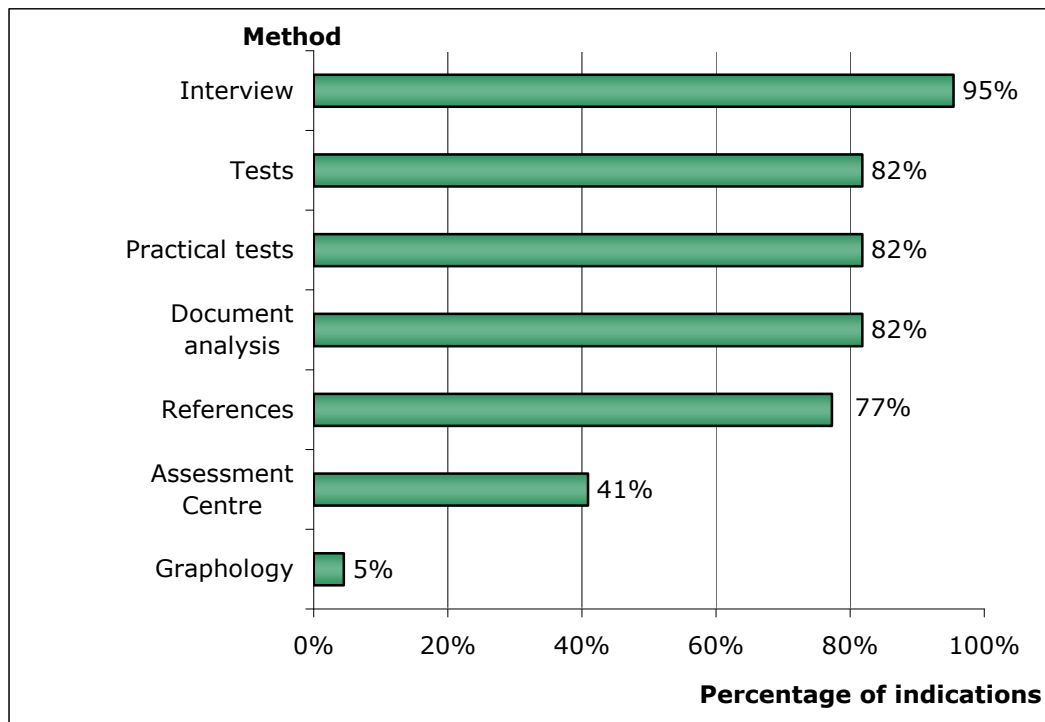


Source: Own data based on research undertaken.

Taking into consideration current trends, companies ought to enhance their recruitment procedures. Many employers do not inform applicants about the results of the recruitment process, but perhaps they ought to consider the fact that sending a short note or thanking an applicant for taking an interest in a job offer could have a bearing on the company's image: all the applicants, regardless of the results of the recruitment process are likely to share their opinions with others.

The next stage in the recruitment process is selection. The techniques used during this stage include interviews, document analysis, as well as theoretical and practical tests [Chart 3]. Employers often refer to candidates' references as it is a cheap and easy way to obtain some formal information regarding, for example, a person's previous career or personality traits. Employers also increasingly use the Assessment Centre method.

Chart 3: Methods and techniques of candidate selection used by companies and institutions



Source: Bohdziewicz and Urbaniak, 2006.

Even though this method is quite expensive, which is connected with the fact it combines many techniques such as interviews, practical tests and psychometric tests, it enables employers to test candidates in specific situations and to evaluate their teamwork skills. The least frequently used method is graphology, which involves analyzing a candidate's handwriting [Pocztowski et al. 2002].

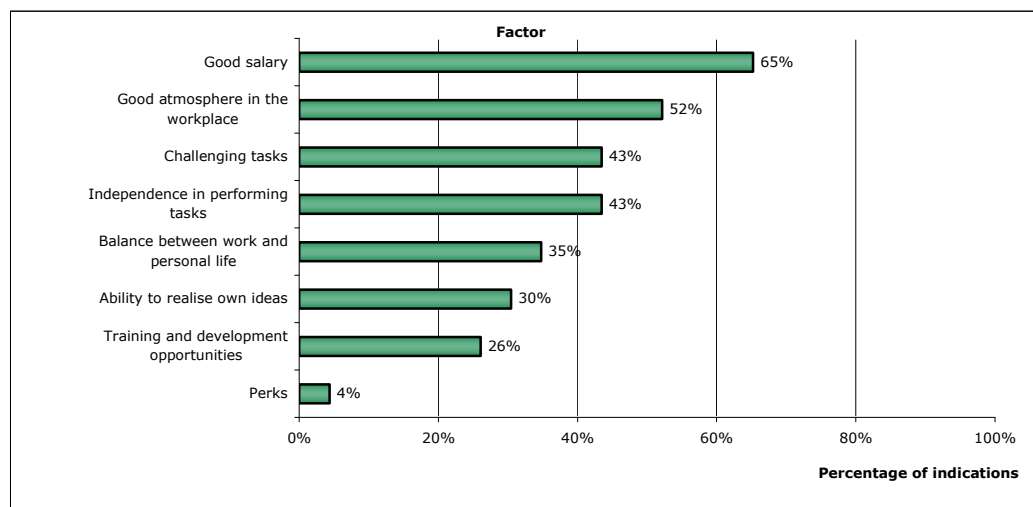
In view of the data presented above, an interview is the most popular method used by prospective employers. But the effectiveness of this method largely depends on the knowledge and communication skills of those who assess the potential employees. If the knowledge and skills are inadequate, the most valuable candidates may be rejected [Pocztowski et al. 2002]. Things may be further complicated by legal regulations which forbid asking for certain information on the grounds of privacy protection or preventing discrimination. Still, short informal conversations combined with observation can provide plenty

of valuable information [Chester 2006]. The key to success is good communication.

3.2. The role of communication in the process of motivating Generation Y employees

The skilful use of human capital guarantees a company's growth. The effectiveness of any actions, however, depends on the extent of employee motivation. According to Griffin [2001] employee motivation is a set of forces which drive people towards particular actions. Thus it could be said that motivating employees means influencing their behaviour by means of certain stimuli. Remuneration, as well as all kinds of bonuses, is indispensable to fulfilling the basic needs of employees. This is confirmed by the research results [Chart 4].

Chart 4: The most important factors which motivate employees to work



Source: Own data based on research undertaken.

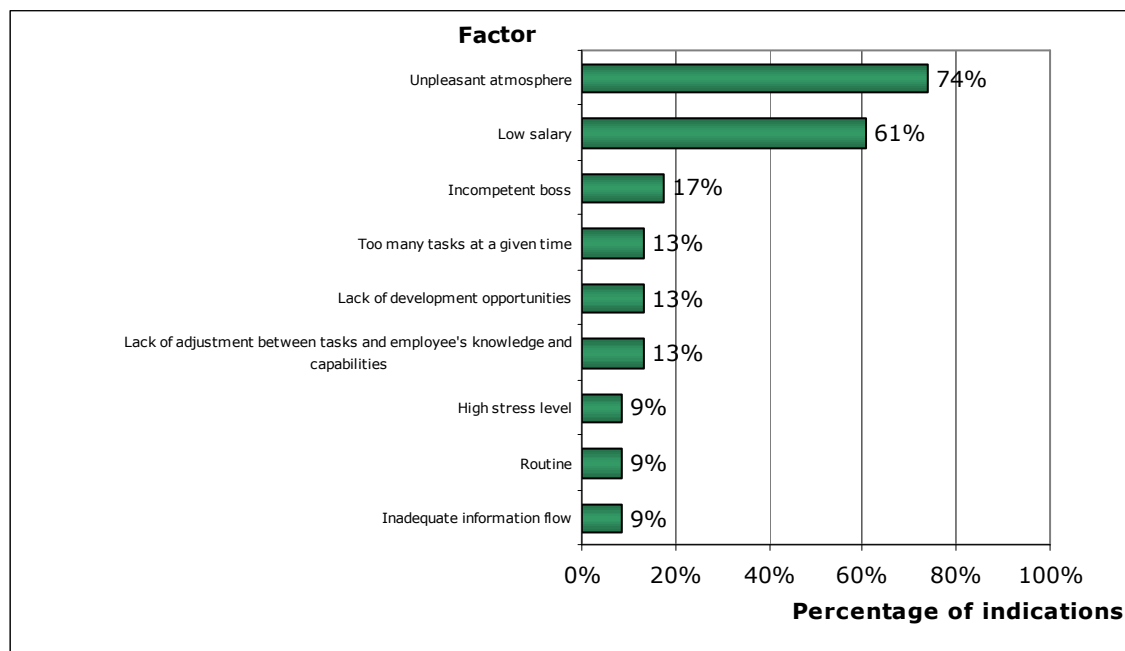
However, it is also worth looking at other, non-financial forms of gratification, especially with regard to Generation Y employees. For example, expressing approval or appreciation, both face-to-face and in front of the team, do not cost anything but are likely to be of great importance to employees [Martin and Schmidt 2010; Zydel 2010].

There are many elements which can be implemented in a company without incurring extra costs. The results of the research indicate that the atmosphere in the workplace is very important to employees. Being part of a group that works well together promotes greater engagement and creativity. This element, often underestimated by employers, came second among all the factors listed.

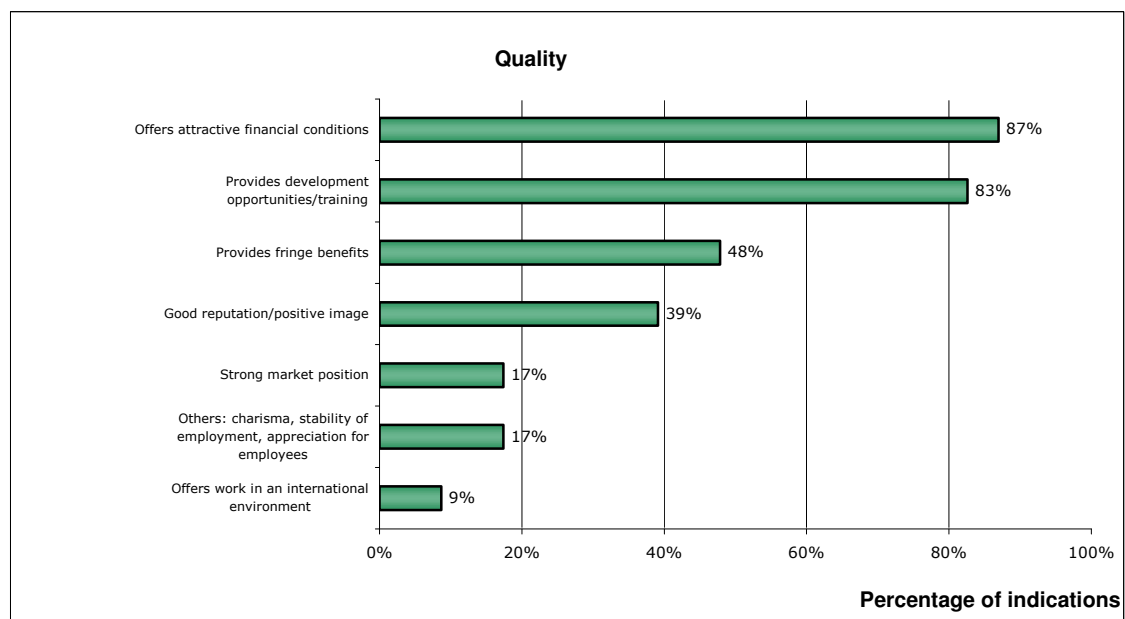
Apart from this, young employees seek professional experience and challenging tasks as they view this as contributing to their personal development, and engagement in work is part of their overall career path. The opportunity to demonstrate their skills and abilities in front of an employer is extremely important to them. Over 40% of the respondents indicated independence in performing tasks as a factor which motivated them to work.

Another element which was mentioned was the balance between work and personal life. Generation Y representatives greatly value comfort and are more aware of their rights [Fazlagić 2008]. This is why this factor is increasingly important if cooperation is to be successful. Also, being able to realise their own ideas was frequently mentioned by respondents. One can therefore state that this generation is willing to engage in work which is interesting and satisfying.

Generation Y employees also understand the need for personal development [Chart 5 and Chart 6] so employers must not forget about providing appropriate training, which is an essential form of professional development. This will allow companies to enhance their employees' skills and develop their natural capabilities in particular areas [Baruk 2006].

Chart 5: Factors which demotivate employees

Source: Own data based on research undertaken.

Chart 6: Qualities of a good employer

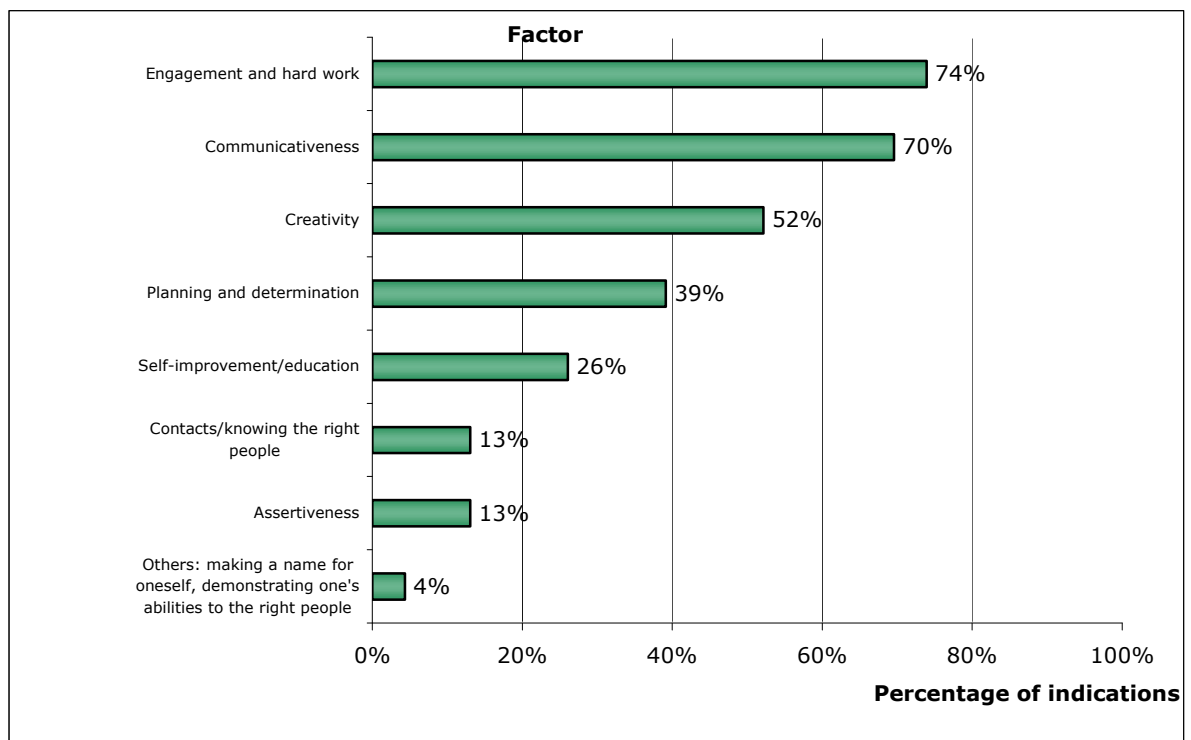
Source: Own data based on research undertaken.

Many young people attach great importance to the image of a company but also to the competence of their superiors. Their knowledge and attitudes are pivotal in how they are perceived by

employees. Lack of an authority in the form of a competent leader adversely affects the attitudes of Generation Y employees. Also, an inappropriate allocation of tasks results in a decline in their level of engagement.

It is also worth having a close look at the factors which in the opinion of Generation Y employees determine success at work [Chart 7]. Over 74% of the respondents indicated that engagement and hard work help to achieve goals. In addition, communicativeness is gaining in importance: 70% of the respondents stated that this element is essential.

Chart 7: Factors which determine success at work



Source: Own data based on research undertaken.

The answers also included such factors as creativity, determination, self-improvement, contacts and assertiveness. The findings of the research clearly indicate the direction for employers' actions. Effective communication, understood as a reciprocal transfer

of information [Pocztowski et al. 2002], can be extremely helpful when it comes to retaining the most talented employees.

Corporate talent development programmes often do not come up to the expectations of Generation Y [Martin and Schmidt 2010; Zydel 2010]. Technological progress has produced new information channels. There are more and more blogs, web pages connected with social networking sites and other forms of interactive communication. The widespread use of electronic media has created the need for short and concise messages among the members of Generation Y. Such an employee is accustomed to obtaining data very quickly. That is why they need regular feedback regarding the results of their work. They welcome constructive criticism and suggestions for improvement. A superior ought to communicate their comments without delay and in this way stimulate the development of the team members. Annual appraisals are not enough: such a long period of time without specific feedback can lead to the employees becoming anxious and beginning to contemplate a change of employer [Kruk 2010]. Thus companies ought to take this into account when designing personnel strategies.

Generation Y employees appreciate sincerity and active listening. They also expect their superiors to be consistent. If the agreed terms are breached they are prepared to leave. They possess a great potential in the form of new skills and new ways of perceiving reality. It seems worth it, therefore, for companies to change their attitudes and modify their existing personnel strategies in order not to lose the valuable capital in the form of their employees' knowledge.

3.3. Using personnel marketing in human capital management

In the context of human capital management and the issue of age diversity of employees, the concept of personnel marketing becomes particularly important. In the classic definition marketing is understood as a process of exchanging values which allows individuals and groups to fulfil their needs [Kotler 1994]. The theory behind personnel marketing is similar but this kind of marketing also highlights the role

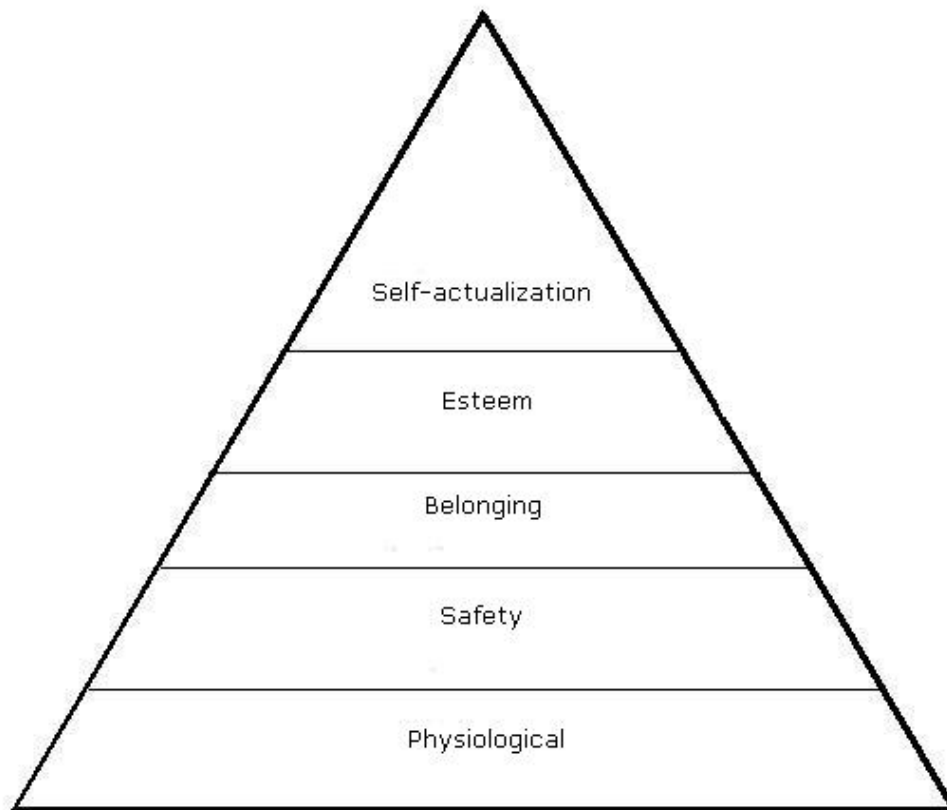
of the human factor. The first works relating to this concept appeared at the end of the 1970s and initially related only to the service sector. It was stipulated that the effective provision of services requires motivated and customer-oriented employees [Dunmore 2002]. Later definitions highlighted the necessity of building partnership relations between team members. But the principal assumption of personnel marketing is the identification of a company's employees with internal consumers who have specific needs and preferences [Dunmore 2002; Baruk 2006]. This kind of marketing is directed at current as well as prospective employees and it aims to identify their expectations and foster their lasting contentment, thus building their loyalty. Besides, personnel marketing strives to create a positive image of a company as an employer. Understood in such a way personnel marketing is linked with an overall personnel strategy because it complements the basic processes such as recruiting, motivating and retaining staff [Dunmore 2002]. Also, communication within a company plays a very important role.

Personnel marketing in multinational companies largely depends on the policy adopted by the management of a given corporation. Strategic decisions are taken at the corporate level, and operational objectives are adjusted to individual markets and brands taking into account the local environment and circumstances [own data based on research undertaken]. Production insourcing [understood as including in a company's organisational structure tasks which previously were performed outside the company] and fragmentation promote staff rotation, which helps employees gain new experience and revise their expectations.

At the stage of looking for new candidates personnel marketing usually takes the form of advanced publicity which uses such tools as press advertisements, the Internet and intranet [including company websites, internal and external advertising, newsletters], as well as Public Relations [meetings with employees and their families, open days for candidates, company tours]. Many companies organise work

experience and internship schemes for university students which help them look for talented future employees. Companies may also implement a strategy of Corporate Social Responsibility and in this way promote the ethical dimension of employment. As part of this policy a number of companies in Poznań also undertake various actions directed at their employees and the local community, such as supporting children's homes or organising periodic health campaigns [own data]. For example, in 2010 one car manufacturer introduced a young parents' support scheme including the possibility of teleworking. This helped the company to promote its image as a good, caring employer, which certainly matters to a prospective employee [Section 2.2, Chart 6].

Personnel marketing is also connected with employee motivation and development. At this point it is worth referring to the hierarchy of employees' needs and to the research findings presented earlier. A good starting point can be Maslow's pyramid, which very clearly presents a range of material and non-material needs [Figure 1, p.30]. According to this theory, higher needs can only be satisfied after the basic needs have been fulfilled. In the context of personnel policy this means that employees will first of all pay attention to the salary in order to ensure financial security and satisfy such basic needs as accommodation and food. This has been confirmed by the conducted research as 65% of the respondents indicated this element as being the most motivating [Section 2.2, Chart 4, p.23]. Other important factors include bonuses and fringe benefits.

Figure 1: Maslow's hierarchy of needs

Source: Kotler, 1994.

When considering higher-level needs it is useful to look at non-material forms of motivation [Baruk 2006]. They originate in the human psyche. There are many non-financial tools which a company can use and which do not involve any expenses, for example expressing praise or creating a pleasant atmosphere, which is also reflected in the research conducted. Being part of a good-working team helps Generation Y employees become more engaged, loyal and creative. A natural desire of an employee is also to receive true appreciation and a recognition of their contribution to the development of the company they work for [Baruk 2006]. Also, good communication, including constructive feedback, is highly valued. In practice, however, companies tend to neglect many of these elements. For example, in 2007 an international automotive company employed ten new people between the ages of 24 and 28. The group were

trained in respect of their future tasks. Team leaders held regular meetings in order to eliminate any possible problems. The employees were able to express their opinions and doubts. After a year the management decided to expand the unit and recruited another group of employees. Soon afterwards one member of the team informed the management about problems which had begun to appear in their area of responsibility, such as a lack of specialist knowledge, a lack of confidence and the resulting negative attitudes. A formal process was implemented which involved additional training or internal rotation, which meant new tasks, hopefully better suited to the employees' profiles. Unfortunately nothing changed. The employee repeatedly voiced concerns and eventually, after four months, resigned. Over the next three months the company lost two more people, who had come to the conclusion that any dialogue with the employer was ineffective. The employees considered the employer's inadequate reaction to the situation to be unacceptable. This example had a negative impact on the whole group, resulting in misunderstandings and a crisis of trust. In order to prevent such situations from happening in the future the managers trained the team leaders in respect of communication and cooperation with the team. This does not, however, change the fact that rather than incurring the expenses connected with losing employees the company could have retained three highly qualified specialists [own data].

Over the following years the personnel policy of the company was conducted with great care. The managers of particular departments started to pay greater attention to effective communication with the personnel and to building trust. In 2008 the company implemented a questionnaire scheme by means of which employees could express their opinions about the company. This allowed the company to identify any weak points and come up with solutions. In 2010 the questionnaire was administered in electronic form, which considerably increased employee participation [own data]. It turned out that this tool addressed the employees' needs. Even

though it may still require some improvement, it provides employees with the possibility of expressing their opinions about the employer. The results were discussed in small working groups, which made it possible to provide further explanations and to expand on certain issues.

Personnel marketing helps to create the conditions for effective cooperation and for forging long-lasting bonds within an organization. It also helps to attract and retain the best candidates. What is important here is the identification of needs. However, just as in the case of consumers, the expectations of employees change. Taking this into account, one must remember that only an appropriately designed strategy coupled with consistency in its implementation can guarantee a company's success.

4. An analysis of the chances and risks connected with employing Generation Y representatives from the point of view of the employer

4.1. The importance of Generation Y's potential in human resource management

Employing Generation Y representatives can be very beneficial to a company. The practice adopted in one of the analysed companies clearly shows that Generation Y employees can favourably influence work efficiency. For this to happen, however, a company must adopt a new approach to human resource management and show a degree of flexibility. For example, in the years 2007-2010 the company in question decided to 'rejuvenate' the teams and recruit staff between 22-30 years old. To begin with, however, they were perceived as being over-confident and as having overly high expectations towards the employer. The reason for such a perception was their directness in articulating their needs as well as their clearly stated opinions. Many superiors judged their staff through their own attitudes and experiences. Some managers found this direct and demanding attitude

extremely irritating. However, the attitude towards work has changed considerably in recent years and Generation Y representatives have revealed new skills. Above all, this group has great potential in terms of building a culture of innovation. The key competence is their knowledge of information and communication technologies [Fazlagić 2008]. Moreover, young employees are eager to face challenges. They have a pragmatic view of reality and like to engage in various projects [Chester 2006]. From the point of view of an employer such an attitude seems highly desirable as such skills can contribute to the development and creativity of a company. Also, they help an organisation acquire new points of view, which may help it to approach problems in entirely new ways. In order to utilise this potential, however, managers and leaders have to change their attitudes.

Members of Generation Y are also characterised by greater mobility and openness. They are willing to undertake new tasks and often appreciate job rotation. For Generation Y, which values diversity and multitasking, this can be an effective motivational tool. The research results presented in Section 2.2 also confirm the fact that young employees like to engage in work which they find really interesting and which gives them a feeling of satisfaction. They need constant stimulation and diversified tasks. Job rotation is one of the methods for fulfilling these needs.

The attitude of the management is pivotal when it comes to fully exploiting the potential of young employees. The attitude and role of the leader can have a greater influence on the staff than specific actions [Maxwell 1994]. The most essential characteristics are honesty, tenacity and consistency. It has to be borne in mind that the Millennium generation perceive the authority of a leader in a completely different manner [Fazlagić 2008]. It is not a high professional position that inspires respect but the way a person behaves and treats their subordinates. Employees expect support and a certain kind of charisma [Owczarek 2009]. For them, a leader is somebody who motivates, inspires and indicates the direction of

employees' actions as well as treating them as partners [Chester 2006].

In the context of human resource management it has to be remembered that a Generation Y employee needs regular feedback regarding their work performance. Relying solely on annual performance appraisals may not be sufficient for them [Kosa and Strzelec 2008]. Representatives of Generation Y expect open discussions with their employer. In their view regular feedback confirms the correctness of their actions and their sense of being part of a team. This, in turn, motivates them to work more efficiently [Chester 2006].

Young employees value more and more highly a balance between work and personal life. This is also confirmed by research results. Unlike the previous generations, they do not want work to be the focus of their lives. Such an attitude forces employers to adopt a more flexible approach. It is advisable to define clear rules and reach a compromise at the start of employment [Chester 2006]. This is a very important element in personnel management because every employee has their individual personal and professional goals. In the case of Generation Y employees, who have a pragmatic attitude to their actions, it is essential to specify the points that the company is unable to guarantee. Taking into account the previously mentioned mobility of this generation and their tendency for taking risks, employers must be prepared that one day they may lose the employee [Kosa and Strzelec 2008].

Many companies have already developed personnel strategies which take into account the strengths of Generation Y. Managing the potential of these employees, however, requires a change in the attitudes of managers. The young generation formulate specific expectations and express opinions in a direct way, and they expect the same from their superiors. Thus companies ought to be aware that an uncommunicative and unresponsive employer can unsettle an employee and prompt them to start looking for another job.

4.2. The risk and cost connected with losing an employee

In view of the above considerations it can be said that employees are able to notice a disparity between the declared principles and the actually implemented strategy. Generation Y even more carefully appraise the actions of their leaders. Mistakes in management mean that such employees are less engaged in work, which may increase the rate of staff turnover [Simons 2003]. This may entail extra costs for companies because when an employee leaves a replacement must be found, which means expenditure on recruitment and training. Also, new employees are usually less efficient than an experienced team [Cascio 2001]. Unfortunately, many firms do not seem to be aware of this risk.

Staff fluctuations, understood as employees leaving the organisational structure of a company, can be voluntary or compulsory [e.g. dismissal, retirement]. Some causes for this phenomenon, however, can be monitored and eliminated through the use of appropriate tools [Cascio 2001].

In the context of human capital management the departure of an employee means the loss of valuable competences for the company [Baruk 2006]. Another issue is the fact that competitors often take advantage of such situations and gain well-prepared candidates. A similar problem occurred in 2006 in the previously mentioned automotive company. Because of an increase in the volume of work and the fragmentation of production the personnel strategy at the time assumed increasing the level of employment and expanding the work experience scheme for the students of local universities. New employees were quickly involved in the basic activities of the company. But further development opportunities were limited as specialist training was offered only to employees who had been with the company for a long time. There was also the possibility that the fixed-term contracts of the new employees would not be renewed. The management did not talk to the staff, which caused some anxiety. This led to some negative developments. A number of employees decided

to leave, including people both directly and indirectly involved in production. The situation deteriorated further when rival companies began recruiting. The company found itself in real trouble. Over a short period of time it lost a number of competent people with specialist training and considerable experience. At this point the management decided to change the strategy. New training schemes were implemented and changes were introduced in some areas including talent management. However, rebuilding the personnel to achieve the same high level of expertise lasted several years and generated extra costs [own data].

The above mentioned example illustrates the threats connected with voluntary personnel fluctuations. One of the reasons behind an employee's decision to leave is a conflict between the requirements set by the employer and the personal attitude of the employee. Research results confirm that Generation Y employees pay a lot of attention to the balance between work and personal life [Fazlagić 2008]. Companies which are aware of this can implement certain programmes and tools which help build a sense of loyalty and increase the engagement of this generational group. Such steps can include childcare benefits, flexitime, information or educational services, etc. Such initiatives facilitate motivating employees and make it possible to extract their full potential [Cascio 2001].

When analysing the risks connected with losing an employee it is worth taking a closer look at talent management. Apart from fostering a balance between work and private life, this is one of the key elements in human resource management. The term first appeared in the 1990s and was based on a concept which originated in the United States [Pocztowski 2007]. It was observed that investing in the development of employees helps create a competitive advantage over other companies [Listwan 2005]. Talent is understood here as an employee who uniquely contributes to a company's growth in value and who is distinguished by their high potential and outstanding competences [Woźniakowski 2005].

Implementing a talent management system in an organisation means employing additional tools such as appropriate programmes and training. Although this generates considerable costs, one must not forget that if well prepared, the process will protect the organisation for years to come.

The Millennium generation clearly requires this kind of strategy. They offer their knowledge and skills to employers but they expect certain benefits in return [Fazlagić 2008]. In this case the most effective processes are those which are fully open and transparent in the organisation and where the selection of candidates is based on specific criteria. Obviously, there is always a danger of losing some talented employees to competitors. However, the experiences of companies confirm that undertaking no actions in this respect can have disastrous consequences. Employees will look for appropriate training themselves and after acquiring certain competences will leave their current jobs.

Managing Generation Y employees carries certain risks. However, taking into account their capabilities and potential, companies increasingly see the opportunities and long-term benefits that Generation Y employees provide.

4.3. Mentoring as an age management strategy

When analysing the potential of Generation Y and the capabilities which this generation can offer to employers, the concept of mentoring seems to be quite significant. There is no single definition of mentoring, different specialists emphasise different aspects of this concept. According to Clutterbuck [1991] a mentor is a trustworthy person with highly developed competences who shares their knowledge with someone less experienced. Shea [1992] highlights the engagement of mentors who through their own work and actions help other people exploit their potential. Meggison [2008], on the other hand, indicates the possibilities of using mentoring in management. In

this case this notion is understood as a process which stimulates and fosters learning, counselling being one of its core elements.

Mentoring is sometimes also referred to as coaching. However, Clutterback [1991] stresses that coaching is only one component of the general concept as it concentrates on solving a specific problem in a short time frame.

When considering the function of a mentor one can distinguish several stages in the processes mentioned above [Meggison 2008]. The first stage consists in building a relationship between the two parties. It is essential that there should be mutual respect and acceptance between the mentor and the mentee. If there are too many differences between them the process of learning may be hindered. In the next stage specific goals are defined and often ways of responding to problems are also developed. The third stage focuses on in-depth training and searching for new solutions as well as working towards jointly agreed goals.

The mentoring method can be a good solution for employers to the needs of Generation Y. However, it needs commitment on both sides. On the one hand, mentoring ought to be perceived as a way of improving oneself and one's competences. On the other hand, the organisation ought to ensure appropriate conditions and to monitor the process. Mutual understanding is essential because without it building a long-term relationship is next to impossible.

Some of the key factors which contribute to a low level of engagement by Generation Y employees include high financial expectations, the desire to effectively use working time, the expectations regarding development opportunities as well as the need for rapid communication [Meister and Willyerd 2010]. Mentoring can to a large extent address these expectations as it makes it possible to design a customised career path for each employee. Moreover, it is an effective way of overcoming generational barriers as older employees are involved in the process by mentoring the younger generation.

At this point it is worth having another look at the role of a leader as it is extremely important in this context. The behaviour of the mentor exerts a strong influence on the mentee. Therefore, it is essential that they should be credible in respect of both their behaviour and their decisions. A superior assumes the role of a counsellor and guide who offers advice and reveals opportunities [Chester 2006]. Another important element is feedback, which should indicate both the strong and the weak points of the cooperation and stimulate further development.

The task of a mentor is to motivate and inspire into action. As cooperation continues, such a person can become a model and an authority for a Generation Y employee. Besides, the behaviour of young employees is often the result of a chain reaction, i.e. it reflects the way they themselves are treated by their superior [Chester 2006].

A mentor ought to constantly develop their communication skills and consciously use different communication channels. This will allow them to convey their knowledge in a more ordered way. Also, active listening fosters relationship and respect building: it helps in understanding the other person better, finding out what they really think and what they want to achieve and [Hamlin 2008]. Apart from this, a mentor, whose role is to educate leaders, ought to possess leadership skills and be suitably prepared for the task [Chester 2006].

The mentoring method is sometimes difficult to implement due to the time that the mentor has to devote to the mentee. On the other hand, however, it enhances the company's work culture and improves teamwork. It is a very effective tool because of the close contact between the mentor and the mentee.

In the context of the research conducted one can say that the concept of mentoring is being developed and modified in multinational corporations. However, there are still many organisational units which would greatly benefit from the implementation of this method. It is necessary to train the mentors themselves. For many managers introducing this method can be quite a challenge due to their different

attitudes and points of view. The starting point, therefore, ought to be a new way of thinking and a new approach to the issue [own data].

For a company, mentoring should be a form of investment in staff development. To become a mentor a person must first receive proper training themselves. This method is an effective tool for developing leaders and talents, which optimises the personal and professional advancement of an employee. Moreover, it is a valuable strategy in career management as it increases the efficiency of employees and helps a company retain the most valuable people.

5. Conclusions

Generational differences are more and more noticeable in companies. The representatives of Generation Y directly and clearly state their expectations, insist on obtaining the benefits declared by employers and are development-oriented. This attitude, characterised by a strong sense of entitlement, often irritates their older colleagues and superiors. At the same time, however, it is generally recognised that Generation Y employees have exceptional skills and capabilities which can be a source of competitive advantage for a company.

Designing an appropriate strategy for managing Generation Y employees ought to be a priority for companies. As it is, many companies have not yet implemented proper programmes and training schemes for developing competences, as current processes need improvement and modification. What has to happen first, though, is a change in the attitude of managers and HR departments.

There are many tools which allow employers to effectively manage Generation Y employees. To begin with, however, they have to carefully analyse the situation of the company. Generation Y employees appreciate non-financial forms of motivation as well as working conditions which help maintain a proper balance between work and personal life. To address these issues companies ought to make use of personnel marketing and mentoring, which are likely to

generate greater satisfaction and higher engagement with an employer.

It is certainly a good idea for companies to attract Generation Y employees as part of a long-term strategy. According to forecasts and market research this group is going to be increasingly present on the market. However, in order to implement the changes outlined above it is necessary to make the organisational structure more flexible. Knowledge regarding the job market and the potential of Generation Y is essential when deciding on particular courses of action. It is also necessary to develop leadership competences as leaders play a pivotal role in changing employees' attitudes and promoting their engagement. Finally, one must not neglect the need for intergenerational management, which will facilitate the creation of a long-term competitive advantage.

Bibliography

Literature

- Armstrong M., 1996, *Zarządzanie zasobami ludzkimi. Strategia i działanie*, Wydawnictwo Profesjonalnej Szkoły Biznesu, Kraków
- Baruk A., 2006, *Marketing personalny jako instrument kreowania wizerunku firmy*, Difin, Warszawa
- Bohdziewicz P., Urbaniak B., 2006, *Zarządzanie zasobami ludzkimi, kreowanie nowoczesności*, Raport 2006, Instytut Pracy i Spraw Socjalnych, Warszawa
- Cascio W.F., 2001, *Kalkulacja kosztów zasobów ludzkich*, Oficyna Ekonomiczna, Kraków
- Chester E., 2006, *Młodzi w pracy. Jak zadbać o pracowników pokolenia Y*, Wydawnictwo Helion, Gliwice
- Clutterbuck D., 1991, *Everyone Needs a Mentor*, Chartered Institute of Personnel & Development, London
- Dunmore M., 2002, *Inside-out Marketing. How to create an internal marketing strategy*, Kogan Page Limited, London
- Griffin R.W., 2001, *Podstawy zarządzania organizacjami*, Wydawnictwo Naukowe PWN, Warszawa
- Hamlin S., 2008, *Jak mówić, żeby nas słuchali*, Dom Wydawniczy Rebis, Poznań
- Kotler Ph., 1994, *Marketing. Analiza, planowanie, wdrażanie i kontrola*, Gebethner i Ska, Warszawa
- Listwan T., 2005, *Zarządzanie talentami – wyzwanie współczesnych organizacji* [in:] S. Borkowska, *Zarządzanie talentami*, IPISS, Warszawa
- Maxwell J.C., 1994, *Być liderem, czyli jak przewodzić innym*, Wydawnictwo Medium, Warszawa

- Meggison D. et al., 2008, *Mentoring w działaniu*, Dom Wydawniczy Rebis, Poznań
- Mynarski S., 2000, *Praktyczne metody analizy danych rynkowych i marketingowych*, Kantor Wydawniczy, Zakamycze
- Nasiłowski M., 1995, *Transformacja systemowa w Polsce*, Key Text, Warszawa
- Pocztowski A. [ed.], 2002, *Międzynarodowe zarządzanie zasobami ludzkimi*, Oficyna Ekonomiczna, Kraków
- Pocztowski A., 2007, *Zarządzanie zasobami ludzkimi*, Polskie Wydawnictwo Ekonomiczne, Warszawa
- Rymarczyk J., 1996, *Internacjonalizacja przedsiębiorstwa*, PWE
- Schroeder J., 2000, *Zarządzanie kadrą w przedsiębiorstwie międzynarodowym*, Wydawnictwo AE w Poznaniu, Poznań
- Shea G., 1992, *Mentoring: A Guide to the Basics*, Kogan Page, London
- Woźniakowski A., 2005, *Globalizacja – różnorodność – zarządzanie talentami* [in:] S. Borkowska, *Zarządzanie talentami*, IPiSS, Warszawa
- Zorska A., 2007, *Korporacje transnarodowe*, Polskie Wydawnictwo Ekonomiczne, Warszawa

Articles

- Baranowska-Skimina A., 2010, *Przemysł motoryzacyjny w 2009 r.*, eGospodarka.p, <http://www.egospodarka.pl/55125,Przemysl-motoryzacyjny-w-2009-r,1,39,1.html>
- Blinder A., 2006, *Studia Regionalne i Lokalne, Offshoring - kolejna rewolucja przemysłowa*, No 4[26], http://www.studreg.uw.edu.pl/pdf/4_2006/Blinder_4_2006.pdf
- Bobrowska-Balter A., 2011, *Zarządzanie różnorodnością kompetencji pracowników*, ABC Wolters Kluwer Polska, <http://www.abc.com.pl/problem/4044/2>

Fazlagić J.A., 2008, *Charakterystyka pokolenia Y*, E-mentor No 3 [25],
<http://www.e-mentor.edu.pl/artukul/index/numer/25/id/549>

Marcin Gierasimiuk M., 2009, *Generacja Y na rynku pracy. Przegląd narzędzi ich wynagradzania*, Employer Branding Club,
<http://employerbrandingclub.com/generacja-y-na-ryнку-pracy-przeglad-narzedzi-ich-wynagradzania.html>

Kosa U., Strzelec D., 2008, *Zarządzanie pracownikami pokolenia Y*, Bankier.pl, <http://www.bankier.pl/wiadomosc/Zarządzanie-pracownikami-pokolenia-Y-1873216.html>

Kruk E., 2010, *Pokolenie Y*, Wyższa Szkoła Pedagogiczna TWP, Warszawa, http://spolecznieodpowiedzialni.pl/247/POKOLENIE_Y,1lid,226,59n.html

Martin J., Schmidt C., 2010, *Jak zatrzymać najbardziej utalentowanych pracowników*, Harvard Business Review Polska, October, pp.41-51

Meister J.C, Willyerd K., 2010, *Jak być mentorem dla pokolenia Milenium*, Harvard Business Review Polska, October, pp.69-75

Owczarek M., 2009, *Przywództwo jako proces*, Harvard Business Review Polska, December, pp.122-123

Podwysocki P., 2009, *Różnice pokoleniowe: problem rzeczywisty czy rozdmuchany?*, Nowoczesna firma,
<http://kadry.nf.pl/Artykul/9208/Roznice-pokoleniowe-problem-rzeczywisty-czy-rozdmuchany/rekrutacja-pokolenia-zarządzanie-ludźmi-generacja-Y/>

Simons T., 2003, *Wysokie koszty utraty zaufania*, Harvard Business Review Polska, May

Solska J., 2009, Raport: Pokolenie Y na rynku pracy. Młodość idzie w klapkach, Polityka.pl,
<http://www.polityka.pl/rynek/gospodarka/270628,1,raport-pokolenie-y-na-ryнку-pracy.read>

Tabor J., 2008, *Rozwój organizacji uczącej się a zarządzanie talentami*, E-mentor No 2 [24], <http://www.e-mentor.edu.pl/artukul/index/numer/24/id/538>

Tolbize A., 2008, *Generational differences in the workplace*, University of Minnesota, http://rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf

Tyler K., 2007, *The Tethered Generation*, "HR Magazine", Vol. 52, No 5

Zydel R., 2010, *Młodzi w krzywym zwierciadle*, Harvard Business Review Polska, October, pp.55-67