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Reasons for the resignation of young people from employment

Summary. The labour market is constantly changing. Employees, depending on their age, experience and qualifications, have different expectations towards the employer, and at the same time expect other motivators in the employment process. A particular challenge for employers is to motivate young people who enter the labour market, because it is difficult to motivate them in such a way that they do not give up work and want to get involved with the company for longer. Due to the topicality of this issue, the purpose of the study is to indicate the reasons that make young people quit their jobs. The study uses reports on factors determining the behavior of young people on the labor market, as well as the results of surveys conducted among students of selected universities in the Wielkopolska region. These studies have shown that the most common reasons for changing jobs identified by young people are: unsatisfactory pay, a bad atmosphere, and inappropriate relationships with their superiors.

Key words: youth, resignation from work, motivation, labour market

Introduction

Every employer would like to have loyal employees who conscientiously fulfils the duties assigned to them and does not expect a pay rise each month¹. However, employees have never been so much demanding towards their employers. Access to the latest technological solutions, optimized processes and respect for non-standard working hours are more and more often standard expectations. Therefore, companies that want to hire the best candidates in the market must demonstrate high flexibility. This is particularly important in relation to the youngest generations that are already functioning or are just entering the labour market². Their representatives, as employees, have the highest requirements and often change jobs³.

The issue of motivating employees concerns every employer. It should be especially important for them to strive to build long-term relationships with employees and to

¹ Wciąż korzystna sytuacja na rynku pracy, www.pulshr.pl (accessed: 20.03.2019).

² Pokolenie Z wyznacza nowe standardy na rynku pracy. Czego młodzi oczekują od pracodawców?, alebank.pl (accessed: 20.03.2019).

³ Wciąż korzystna sytuacja..., op.cit. (accessed: 21.03.2019).

prevent them from leaving their jobs. Therefore, the aim of the study is to indicate the reasons that motivate young people to give up their jobs.

Research methods

The study was prepared on the basis of a method of analyzing secondary sources concerning youth on the labor market, their expectations and motivations, as well as behaviors and skills. The data corresponding to the subject of the study were selected, and then collective conclusions were formulated.

Own research was also carried out as part of the ongoing project related to understanding the expectations of young people on the labor market. The study was conducted using the survey method from December 2018 to March 2019. The study involved 371 students studying at 12 different fields of study at universities located in the Wielkopolska region.

Characteristics of the young generation

Employers in the labour market face different behaviours and expectations resulting from generational differences. The youngest who are just entering the market are students and graduates. Their expectations differ significantly from the requirements of older employees, which causes difficulties for employers to choose appropriate motivating factors. Therefore, it is worth trying to characterize this youngest generation.

This new generation is only just being implemented in the labour market or will be implemented soon. It was brought up in completely different conditions than earlier generations and is characterised by a different mentality, it is guided by different priorities and it professes different values⁴.

It is worth emphasizing that young people are ambitious, focused on multitasking and new challenges⁵. They are characterized by a high degree of entrepreneurship, self-sufficiency and acceptance of diversity. They are more liberal and less economical than older generations⁶. The big advantage of young people is the high level of computer and Internet skills, which they treat as the only source of information, as well as other technological innovations⁷. Certainly, this is the element that distinguishes this group from previous generations⁸. This results from upbringing in the digital age and makes it easy to use modern technology and communicate through the social media. It can be anticipated that young people will be fascinated by working with new technologies and all the amenities they can bring⁹.

⁴ Czego spodziewać się po pokoleniu Y?, rynekpracy.pl (accessed: 20.03.2019).

⁵ Raport: Pierwsze kroki na rynku pracy 2018, Polska, www2.deloitte.com (accessed: 22.03.2019).

⁶ K. Debevec i in.: Are Today's Millennials Splintering Into A New Generational Cohort? Maybe! Journal Of Consumer Behaviour 12.1, 2013, p. 20-31.

⁷ Czego spodziewać się..., op.cit. (accessed: 19.03.2019).

⁸ K. Debevec i in.: Are Today's Millennials..., op.cit., p. 20-31.

⁹ B.A. Kaifi i in.: A multi-generational workforce: managing and understanding millennials. International Journal of Business and Management 7.24, 2012, p. 88.

Young people like challenges at work, but they do not want to work hard. They think that they deserve a lot in their lives, but at work they wait for specific tips¹⁰. This may be due to the fact that the generation has always had a clearly defined, tight schedule laid out by parents and therefore expects the employer to specify precise requirements in terms of responsibilities that will not be changed in the future¹¹.

The fact that young people have never had to deal with mass layoffs, the lack of availability of goods in stores, etc. means that they show a claim attitude, seem to be unprofitable and very impatient¹², so they are oriented towards constant changes and immediate results¹³.

The young generation of employees is self-confident and their skills, have better mental condition, high expectations and a lot of curiosity about the world. Therefore, young people are not interested in long-term cooperation with the employer. Intellectual challenges are attractive to them, as well as the implementation of projects within a strictly defined time frame. Due to the fact that they grew up in computer games, where even small, correctly performed tasks were scored, they prefer short-term tasks, after which their work is evaluated, and they themselves receive feedback on what they do. At the same time, they deal with standard problems well, but it is difficult for them to solve non-standard problems, and also have trouble establishing cause and effect relationships.

Young employees belong to creative people who want to implement their ideas regardless of costs¹⁴. At work they expect frequent remuneration and appreciation of their activities. They like teamwork and one that will satisfy them¹⁵. They do not have problems with performing several tasks at the same time. It turns out that about 90% people in the 18-24 age group listen to music during their working hours, which increases their productivity. It is therefore necessary to constantly provide them with impulses in the form of images and music¹⁶. The problem is also that young employees have difficulties in personal communication¹⁷.

Young people raised in an atmosphere of caring for their self-esteem are focused on success and it is difficult for them to come to terms with failure. They also want to have an impact on reality and change the world for the better, and at the same time receive a high salary. However, they have very useful skills in the labour market, such as extensive knowledge or knowledge of modern technology. Unlike older colleagues, they are not afraid of changing jobs¹⁸, because they know that they can resign from cooperation if the employer does not meet their excessive requirements. In many cases, they give

¹⁰ K. Debevec: Are Today's Millennials..., op.cit, p. 20-31.

¹¹ Czego spodziewać się..., op.cit. (accessed: 21.03.2019).

¹² Czego spodziewać się..., op.cit. (accessed: 20.03.2019).

¹³ B.A. Kaifi i in.: A multi-generational workforce..., op.cit., p. 88.

¹⁴ Raport: Pierwsze kroki..., op.cit. (accessed: 22.03.2019).

¹⁵ B.A. Kaifi i in.: A multi-generational workforce..., op.cit., p. 88.

¹⁶ Raport: Pierwsze kroki..., op.cit. (accessed: 23.03.2019).

¹⁷ B.A. Kaifi i in.: A multi-generational workforce..., op.cit., p. 88.

¹⁸ Raport: Pierwsze kroki..., op.cit. (accessed: 22.03.2019).

up first and then look for a new job. If the employment offered in the country does not meet their expectations, they will start searching abroad¹⁹.

In summary, young people at work appreciate, first of all, the flexibility of hours and jobs, expect a satisfying pay and the fact that the employer will invest in their professional development²⁰. Not only the salary or the possibility of quick promotion is important for them, but also the balance of work with private life, interesting and appealing work that will contribute to a significant contribution to society²¹. It is also worth noting that just as they do not attach themselves to the workplace, it is important for them to establish relationships with colleagues, sometimes even for a long time after the end of cooperation with the company²².

Employers should be aware of the potential of this generation and undertake activities that will lead to its strengthening by enabling personal development and ensuring challenges at work²³.

Knowledge of the features and needs of the young generation, as well as awareness of the behavior of young people can help to better match the management strategy, in particular the personnel strategy.

Reasons for employees' resignation from work

Finding a new job now takes on average only 2.5 months and it is more than a month shorter than 2–3 years ago²⁴. Employees usually decide to change jobs for financial reasons and also because of their desire to develop professionally. In the Randstad Job Market survey, people who changed jobs recently did not have problems with finding employment (62%). At the same time, more than half (54%) found a job that meets all their expectations. In total, over the past six months, 21% of all employees surveyed by Randstad have changed employer. The majority of employees were young people under 30 (41%)²⁵.

All factors influencing the departure of employees from the company can be presented in the following groups²⁶:

- 1) economic factors,
- 2) non-wage working conditions
- 3) the quantity and quality of duties performed,
- 4) is interpersonal relations in the workplace.

¹⁹ Czego spodziewać się..., op.cit. (accessed: 23.03.2019).

²⁰ Raport: Pierwsze kroki..., op.cit. (accessed: 23.03.2019).

²¹ C.S. Alexander, J.M. Sysko: I'm Gen Y, I Love Feeling Entitled, And It Shows. *Academy of Educational Leadership Journal* 17(4), 2013, p. 127-131.

²² Czego spodziewać się..., op.cit. (accessed: 22.03.2019).

²³ C.S. Alexander, J.M. Sysko: I'm Gen Y..., op.cit., p. 127-131.

²⁴ Dobry czas na zmianę pracy, www.praca.pl (accessed: 26.03.2019).

²⁵ Dobry czas..., op.cit. (accessed: 26.03.2019).

²⁶ Dlaczego pracownicy odchodzą? Przyczyny i skutki nadmiernej fluktuacji personelu, wskaznikihp.pl (accessed: 26.03.2019).

Employees most often decide to change jobs for economic reasons classified in the first group. In a study conducted by Praca.pl 45% of the respondents indicated low pay in their current job as the reason for changing jobs. In addition, an important aspect for employees is the possibility of professional development. Lack of perspectives in this area led to a change in the work of 18% people, 13% of the respondents decided to give notice because they received a better offer, and 11% left work due to a conflict with his supervisor²⁷.

The second group includes reasons related to the specificity of a given company, such as reluctance to the company's organizational culture or lack of acceptance of its strategy or implemented changes. In the third group, related elements were classified with the quantity and quality of duties performed and those resulting from the organization of work. You can mention, among others: work overload, excess of duties, lack of balance between work and private life, monotony of tasks performed, as well as small prospects for development or promotion. However, the last group includes elements connected with interpersonal relationships in the workplace, such as: being convinced about being unjustly evaluated, disrespect and support from the supervisor, conflict with a team member or supervisor, or leaving the work of other co-workers²⁸.

Employers need to be aware that the factors listed above will certainly translate into a reduction in employee involvement in the implementation of tasks, but they can also affect the end of cooperation with the employer and acceptance of the offer, which will be more satisfying for the employee.

Expectations of young people towards the labour market

Each generation reacts differently to management styles, work environment and motivation techniques. The generation of young people has high expectations regarding their promotion at work and the remuneration offered to them. For this generation, the value represented by the company in which they work and the value of one's work is of great importance²⁹. This generation can perfectly fit into the environment associated with globalization, technology, modern communication or economics, as it is aware that information and communication technologies are useful in the process of increasing efficiency and implementing a more effective organizational solution³⁰.

It is worth considering what is expected from employers by young people entering the labour market. Based on the results of the "4 generations in one workplace" study, which was carried out on behalf of Ricoh, conclusions can be drawn that apart from financial issues, the balance between private life and work plays an important role in

²⁷ Dobry czas..., op.cit. (accessed: 27.03.2019).

²⁸ Dlaczego pracownicy odchodzą..., op.cit. (accessed: 25.03.2019).

²⁹ E.S.W. Ng, L. Schweitzer, S.T. Lyons: New generation, great expectations: A field study of the millennial generation. *Journal of Business and Psychology* 25(2), 2010, p. 281-292.

³⁰ K.K. Myers, K. Sadaghiani: Millennials in the workplace: A communication perspective on millennials' organizational relationships and performance. *Journal of Business and Psychology* 25(2), 2010, p. 225-238.

working together and in a well-coordinated team working together, which was indicated by almost half of the respondents (48% and 47% respectively). The young also indicated flexible working hours and employment security as those elements that are important to them (both elements were indicated by 42% of respondents). For comparison, people from the 50+ age group put employment security first, and workers born in the 80's and 90's – balance between private life and work³¹.

The sense of their work is also of great importance for the youngest generation, as much as 34%. Respondents indicated that companies in which work will allow them to influence reality are more attractive to them. Among the oldest employees, this aspect was significant for 13%, and for the others for 15%. At the same time, it turns out that young people attach much greater importance to access to modern technological tools. This aspect is important for 28% of respondents. Representatives of older generations indicated this factor almost three times less (only 10%)³².

According to the results of research conducted among students of the Jagiellonian University in the group of factors most motivating them to work, the first place indicated the method of remuneration, the second - professional development, and the third – the culture of the organization, and thus the overall values, behaviors and habits of employees who create organization's unique atmosphere and identity³³.

According to the results of the study, which conducted the Gdańsk Thermal Energy Enterprise among a group of students of technical faculties and whose results were published at the beginning of 2017³⁴, the most important element for them when looking for a job is the opportunity to gain experience and development. Almost all respondents, as much as 94% indicated the opportunity to develop and learn as their greatest asset. Another factor that influenced the choice of the employer were convenient working hours (50%). The amount of remuneration was ranked only third (46%). Further positions were taken by office location (39%), opinions about the employer on the Internet (28%) and among friends (22%). It turns out that 47% of the respondents declare that the opinion of their friends and family about their future workplace is very important or important to them³⁵.

The students in the study conducted by the Gdańsk Heat Company, although they did not indicate remuneration as the most important factor determining the choice of a given job offer, they have specific expectations related to the salary offered to them. Respondents were also asked to provide the amount of net remuneration they would

³¹Raport: Workforce United, Ricoh Polska Sp. z o.o., Warszawa 2019, www.ricoh.pl (accessed: 20.12.2019).

³²Pokolenie Z..., op.cit., alebank.pl (accessed: 26.03.2019).

³³W. Adamus, A. Pietraszek: Czynniki motywujące do pracy pierwsze pokolenie cyfrowe Millenium, Zarządzanie w szkołach wyższych i innowacje w gospodarce, Edition: 1, Editors: Uniwersytet Jagielloński, Kraków 2016, p. 272-281.

³⁴Co motywuje studentów do przyszłej pracy, a co ich zniechęca? GPEC, www.prawo.pl (accessed: 28.03.2019).

³⁵Co motywuje studentów do przyszłej pracy, a co ich zniechęca? GPEC, www.prawo.pl (accessed: 28.03.2019).

like to receive after graduation. Among the respondents (43%), the sum in the range of PLN 3,000-4,000 was most frequently indicated. Slightly fewer respondents (40%) would be willing to accept a salary of PLN 2,000–3,000. Over PLN 4,000 net would like to earn 10% of the respondents. However, no one has indicated the range below PLN 2,000. They are aware of their qualifications and want to be rewarded accordingly³⁶.

Being aware of the above expectations of employers in the labour market who want to employ young people and create a stable team, they should prepare specific solutions that would help meet the needs of employees and prevent them from leaving their jobs in the future.

Reasons for resignation of young people from work based on empirical research

The research results presented below form part of a research project aimed at examining the expectations of young people in the labour market. The survey covered students of selected universities in the Wielkopolska region. The selection of universities for the study was purposeful and was aimed at showing the differences in the statements of young people studying at various universities and other faculties. Therefore, one non-public university and two public universities were selected, including one educating according to the practical profile and one according to the general academic profile. The study was attended by students of 12 different fields of study, the vast majority of which were economic. The study group included students of various types of studies: first and second cycle studies, uniform master studies and postgraduate studies.

371 respondents took part in the survey, 63.6% of whom were women, and 36.4% were men. The largest group of the respondents were people aged 19-24. There were 87.6% of them. The vast majority were people aged 25–29 and 30–34 – in both groups, 4.6% each group. In the group of the respondents there were also a few people aged 35–39.

The surveyed people do not have much experience in professional work, as illustrated in the table below.

Table 1. Respondents' professional experience

Respondents' professional experience	[%]
odd jobs	32.4
experience up to 1 year	12.7
two student internships	10.1
without experience and practice	10.6
from 1 to 2 years	8.9
from 2 to 3 years	8.9
from 3 to 4 years	7.2
over 4 years	4.8
one student practice	4.3

Source: own study.

³⁶ Co motywuje studentów..., op.cit. (accessed: 29.03.2019).

The respondents mostly declared that they undertake odd jobs, only approximately one out of ten had experience of up to 1 year, two student internships or was without any experience and without practice. Other groups were less numerous and only approximately one out of twenty respondents had experience longer than 4 years.

The respondents were asked, among others, to list the elements that would determine the change of the job in their case. The distribution of responses is shown in Figure 1.

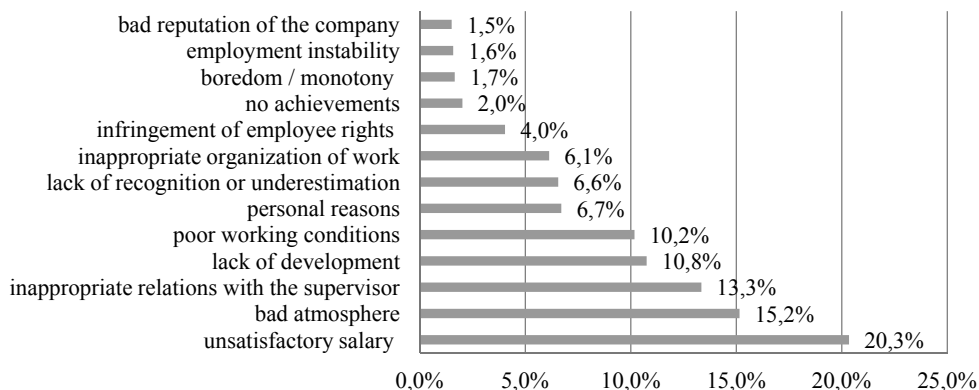


Figure 1. Reasons for the resigning of young people from work

Source: own study.

The resignation of young people from work may have not only financial but also non-financial reasons. For young people, proper remuneration, atmosphere at work and good relations with their superiors are important. Respondents also indicate that lack of development, poor conditions or improper organization of work may lead them to change employment. Employers should also be aware that employees can leave when their rights are violated and they themselves feel underappreciated.

The respondents were also asked what might discourage them the most from working. The analysis of the answer to this question is presented in Figure 2.

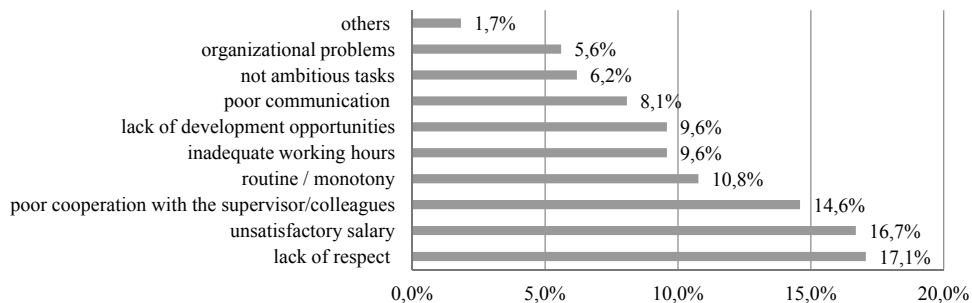


Figure 2. Reasons for discouraging young people from working

Source: own study.

It turns out that disrespect and low pay can discourage young people to the highest degree. Quite often, the respondents also emphasized the great importance of cooperation with other people in the company. It is worth emphasizing that routine at work or improper hours may also change employment.

Respondents were also asked to assess the compliance of statements with their own motivational expectations at work. Their answers were analyzed broken down into private (UP), state (UPA) and vocational (UPZ) universities. It turns out that regardless of the type of university, all respondents highly value respect at work. It turns out that regardless of the type of university, all respondents highly value the respect at work. All respondents in state universities (UPA) agreed with the statement that they would not work for someone who did not respect them. In private (UP) and vocational (UPZ) universities, such people constituted 95% of the respondents. Important for the respondents was also the statement: „If the work will not give me pleasure, I will change it”. Almost 90% of private university students agreed with this statement, 79% from state universities (UPA), and 75% from vocational schools (UPZ). At the same time, it should be noted that if you say: “I will change the work so long until I find the one that I am satisfied with”, there are large discrepancies in the responses of the respondents studying at different universities. Those who agreed with this statement were students of private universities (UP) (79%). There were definitely fewer students of state universities (UPA) (39%) and vocational (37%).

Conclusions

The above studies prove that the most common reason for the change of work indicated by the respondents is unsatisfactory remuneration as well as bad atmosphere and inappropriate relations with the superior.

Respondents confirmed the importance of respect at work, because regardless of the university they represent, everyone values this element very highly. At the same time, all respondents in state universities and almost everyone in other universities agreed with the statement that they would not work for someone who does not respect them. It is worth emphasizing that the lack of respect at work is one of the most frequent reasons for resigning from it in the opinion of all respondents.

In conclusion, it is important to recognize the reasons why employees leave their jobs. Admittedly, these employees can no longer be motivated to stay, but knowledge of the reasons and taking appropriate action may prevent other employees from resigning in the future³⁷. Employers should know not only expectations and the needs of employees, but also to monitor the reasons why employees resign from employment. The constant modification of the incentive system based on this information will allow employers to adapt motivators and personnel policy to the changing labour market.

³⁷ Z jakich powodów pracownicy odchodzą z pracy?, raportplacowy.pl (accessed: 28.03.2019).

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