

# Functioning of the Local Production Systems in Central and Eastern European Countries and Siberia

Case Studies and Comparative Studies

Edited by  
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 WYDAWNICTWO  
UNIWERSYTETU  
ŁÓDZKIEGO

ŁÓDŹ 2015

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Monograph financed under a contract of execution of the international scientific project within 7th Framework Programme of the European Union, co-financed by Polish Ministry of Science and Higher Education (title: “Functioning of the Local Production Systems in the Conditions of Economic Crisis (Comparative Analysis and Benchmarking for the EU and Beyond”))

Monografia sfinansowana w oparciu o umowę o wykonanie projektu międzynarodowego w ramach 7. Programu Ramowego UE, współfinansowanego ze środków Ministerstwa Nauki i Szkolnictwa Wyższego (tytuł projektu: „Funkcjonowanie lokalnych systemów produkcyjnych w warunkach kryzysu gospodarczego (analiza porównawcza i benchmarking w wybranych krajach UE oraz krajach trzecich”))

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Published by Łódź University Press

First Edition. W.06764.14.0.K

Ark. wyd.10,7; ark. druk. 14,375

ISBN 978-83-7969-491-4 (p)

ISBN 978-83-7969-492-1 (online)

Łódź University Press

90-131 Łódź, 8 Lindleya St.

[www.wydawnictwo.uni.lodz.pl](http://www.wydawnictwo.uni.lodz.pl)

e-mail: [ksiegarnia@uni.lodz.pl](mailto:ksiegarnia@uni.lodz.pl)

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Print and setting: Quick Druk

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*Izabela Bednarska-Wnuk\**

## **MOBILE BEHAVIORS OF GENERATION C IN THE LOCAL LABOR MARKET: A CASE STUDY OF POLAND AND RUSSIA**

### **1. Introduction**

These days, more and more often the issue of young generation in the labor market is discussed from the theoretical and practical, that is economic, point of view. This generation is called generation C. Their current situation is examined and there are attempts to outline the future prospects of their functioning in a differentiated labor market. The changes which take place in the social sphere of generation C occur naturally as a result of socio-demographic transition and some of them are the consequence of changes in organizational relationships. These include the disappearance of loyalty to the organization, changing the psychological contract towards its transactionality and new communication tools, among others. All of this means that young job seekers need to take certain actions in the labor market which will ensure them a competitive advantage. Some of them are mobile behaviors which involve a variety of activities undertaken by the individual. They may either aim at en-

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tering the labor market or improving the current occupational situation. These behaviors may include the change of professional qualifications, changing the industry, the change in the organizational structure (moving up or down) and the change of place of residence associated with taking a job. Therefore, given all the changes taking place within generation C and the importance of today's mobile behaviors in the structure of competence, it is worth analyzing these behaviors in young people, especially due to the fact that they can be guidance for all the people making decisions related to establishing themselves in the labor market.

The purpose of this article is to identify the understanding of mobile behaviors by generation C and to answer the question of whether this generation identifies these behaviors with obtaining a competitive advantage in today's job market. This article will present the results of the research carried out on the selected representatives of the generation C on the territory of Poland, a country belonging to the European Union, and Russia, the largest country in the world. The choice of countries was purposeful because of the different macroeconomic conditions and geographical location.

## **2. The contemporary labor market – economic and social conditions**

Nowadays, the labor market is subject to many changes. They mostly result from institutional and socio-demographic transitions, the use of newer information technologies, new work organization and the changing characteristics of work. All of this results in changes in the pattern of employment in the organization in terms of its flexibility. The division between the specialized workers and those performing simple tasks tightens up. The departure from the typical permanent employment in favor of the projects where specialists are hired by organizations for specific projects if necessary is also inevitable.<sup>1</sup> The labor market is strongly stra-

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<sup>1</sup> A. Rogozińska-Pawelczyk, D. Majewski, *Trendy na rynku pracy*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2013, p. 6.

tified. Oftentimes people holding higher-education degrees do not work in their acquired profession but must be satisfied with current positions that do not always meet their expectations regarding their conditions (e.g. salary) and the scope of work. This increases frustration among young and educated people who will not be able to be a part of a group of top managers. However, they will not be doomed to routine and low-paid jobs, but they will work in design mode without permanent employment with a single employer.<sup>2</sup>

In addition to the above, we can point to other emerging trends in the labor markets. These include two groups:<sup>3</sup>

- universal trends, applicable to all types of organizations, such as increasing competition, increasing awareness of customers/applicants and employees, increasing unemployment, globalization of production and services as well as migration for work,

- specific trends relating to specific countries (e.g. European Union, Asian or Western Europe countries) or industries (e.g. developing and declining industries as well as those with or without prospects).

In the labor market, the person who creates an “unique” potential owing to their competence and who has a competitive advantage is the most valuable.<sup>4</sup> With regard to this, a person who wants to establish themselves in such a changing labor market should have the right set of skills that would allow their adaptation to the requirements of its modern environment.

The labor market is a source of information based on which the state can use various instruments of macroeconomic policy; therefore, to examine the different attitudes of employees, it is crucial to take a closer look at the condition of individual markets, especially due to their diverse location and various mechanisms used by the state that can significantly affect the employment decisions. With respect to this, the labor market in Poland

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<sup>2</sup> *Ibidem*, p. 7.

<sup>3</sup> J. M. Szaban, *Rynek pracy w Polsce i Unii Europejskiej*, Difin, Warsaw 2013, p. 34.

<sup>4</sup> A. Cierniak-Emerych, *Zmiany w modelu zatrudnienia a partycypacja pracownicza*, [in:] S. Lachiewicz, A. Walecka (eds.), *Współczesne problemy zarządzania zasobami ludzkimi*, Monografia Politechniki Łódzkiej, nr 1925, Łódź 2010, p. 358.

and the Russian Federation is characterized below. Bearing in mind the choice of the local labor market,<sup>5</sup> the labor market in Łódź Voivodship and Siberian Federal District are described respectively.

### 3. The Labor Market in Poland and in Łódź Voivodship

In Poland only since 1989, the problems of the labor market and the unemployment rate have become the subject of interest in theoretical and practical context. They were associated with the transition from a centrally planned to a capitalist economy. In the previous system (a socialist economy) the state authorities created jobs regardless of the demand in the market. Unemployment was hidden and almost all of the sectors of the economy were characterized by excessive employment. This is evidenced by the data of the Central Statistical Office which did not show unemployment, viewed in terms of macroeconomics, in official statistics. In the 90s, the macroeconomic transition took place in Poland. It resulted in a drastic reduction in the number of employed people. It was also the consequence of the liquidation of hidden unemployment in enterprises as well as the decline in the overall economic situation.<sup>6</sup> In subsequent years, the Polish economy struggled with adverse macroeconomic phenomena in the labor market. In 2003, the unemployment rate reported by Eurostat was as high as 19.7%.<sup>7</sup> The situation in the labor market improved after the Polish accession to the European Union. This was due to the free flow of goods, services and people. At that time, many people went abroad

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<sup>5</sup> The study assumes that the local market is determined by the structure of territorial division. In Poland it is a system of voivodships, while in Russia it is determined by the borders of the federal districts. The local market and its boundaries is an area where the population lives, the majority of them is employed and pursues an upper secondary education degree as well as satisfies their consumer needs. A. Ziomek, *Spoleczno-ekonomiczne determinanty zatrudnienia w ujęciu lokalnym*, Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu, Poznań 2013, p. 8.

<sup>6</sup> More information on the labor market in Poland in article by I. Bednarska-Wnuk, *Mobility in the Perception of Young People – Based on the example of Poland and Portugal*, "Edukacja Ekonomistów i Menedżerów" 2014, nr 1(31), p. 93–108.

<sup>7</sup> <http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home> (accessed 10.02.2014).



in the search for a job. Thanks to the European Funds, Poland also began to invest in various sectors of the economy which lead to economic recovery. Even in 2008, when the global financial crisis spread among European countries, in Poland, the effects of the crisis were visible to a far lesser extent than in other countries. Despite this crisis, Poland reported very good macroeconomic indicators in comparison with other European countries. Currently, as reported by Trading Economics, Poland, with a population of 38.53 million inhabitants, is characterized by the unemployment rate at 14.0% (data of 15.01.2014), with an annual growth rate of GDP 1.90 (data of 30.09.2013) and inflation 0.70 (data of 15.12.2013).<sup>8</sup> At the same time, there is still a high rate of unemployment in the age group under 25 years which was up to 27.4% at the end of 2013.<sup>9</sup>

How is the labor market in Łódź Voivodship defined against this backdrop? At the beginning it should be noted that Łódź Voivodship occupies the central part of the area of Poland comprising 18,219 km<sup>2</sup> and representing 5.9% of the country. The capital city of the voivodship is Łódź. This province was known for textile and clothing industry which could not meet the requirements of a market economy. Many plants were closed. Currently, Łódź sees the opportunity for development in new industries and rapidly developing services. Nowadays, Łódź is becoming the largest manufacturing center of home appliances in Poland. Other areas of the economy characterized by high dynamics of development are the pharmaceutical industry, the production of dressings and medical equipment. Currently, in Łódź there are 28 universities (6 public and 22 private) and a number of research institutes.<sup>10</sup> According to the Central Statistical Office, the average employment in the enterprise sector stood at 311 400 people in December 2013, that is 0.2% lower than a year ago. In annual terms, there was a decline in employment in such sectors as: accommodation and catering, construction, administration and support, and real estate services, amongst others. In contrast, employment growth occurred in professional, scientific and technical, information and communication as well

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<sup>8</sup> <http://pl.tradingeconomics.com/poland/population> (accessed 16.01.2013).

<sup>9</sup> <http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home> (accessed 10.02.2014).

<sup>10</sup> <http://www.wios.lodz.pl/docs/r10-i-wojewodztwo.pdf> (accessed 11.02.2014).

as transportation and storage sectors. Currently, the registered unemployment rate is at the level of 14.1% (December 2013). It is unfortunately at a higher level than in the country.

### **3.1. The labor market in the Russian Federation and in the Siberian Federal District**

Russia has 143.3 million residents. This number is small considering the vast territory of the country – as many as 17.1 million km<sup>2</sup>. It consists of 46 provinces. It belongs to the economies of developing countries. It has also 11 cities with over 1 million inhabitants. It is not easy to move to the city, because it requires undergoing complicated registration procedures. Most of the economic power is concentrated in two cities: Moscow, with 10.4 million inhabitants (unofficially 16 million people because a lot of people live in the city without registering their residence) and Sankt Petersburg, with 4.6 million inhabitants (unofficially 6.5 million).<sup>11</sup> Actually, Russia faces the demographic crisis. As indicated by the pre-census data of 2010, compared with 2002, the population of Russia decreased by over 2 million people. Disparities between regions increase – in some regions depopulation occurs, and some regions are very densely populated (urban population increases, while some villages cease to exist). The distribution of the population is characteristic – nearly 27% of the population lives in the Central Federal District, while in the Far Eastern Federal District lives just 4.4 percent of the entire population of the Russian Federation.<sup>12</sup> Therefore, for some time now, Russia is struggling with the phenomenon of depopulation which affects reducing labor resources.

Despite a weak correlation between employment growth and GDP growth, the labor market in the Russian Federation is characterized by a low unemployment rate in contrast with most European countries. For example, in the period 1999–2008, GDP doubled its value and the to-

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<sup>11</sup> [http://www.wsz-pou.edu.pl/magazyn/?strona=mag\\_stud68&nr=68&p](http://www.wsz-pou.edu.pl/magazyn/?strona=mag_stud68&nr=68&p) (accessed 10.02.2014).

<sup>12</sup> K. Przybyła, *Russia's Internal Challenges and Threats in the Coming Years*, p. 27, [www.bbn.gov.pl/download/1/12743/kbns117-139Rosjawobec.pdf](http://www.bbn.gov.pl/download/1/12743/kbns117-139Rosjawobec.pdf) (accessed 31.01.2014).

tal number of employees increased by only 6.9%. A feature of the Russian labor market is that there is always labor demand, despite economic fluctuations. The labor market there is governed by very strict formal regulations that are unlikely to change and are mainly based on the flexible working hours and flexible remuneration.<sup>13</sup> A major problem occurring in the labor market in Russia is the grey market, which takes 25% of the annual GDP. As a matter of fact, 38 million Russians work in the grey market. This is due to complicated registration procedures. Besides, these are people with low qualifications. There is a lack of highly skilled workers, specialists and engineers with experience in specific occupations.<sup>14</sup> To counteract this, a new migration policy was developed which assumes goals, directions and mechanisms for the implementation of the migration policy of the Russian Federation. Because it is the main direction of migration for the citizens of post-Soviet countries, the migration processes are an important factor in the socio-economic situation in the country. On the one hand, they complete the deficiencies in the labor market and, on the other hand, they intensify social tensions. Thus, the concept indicates adopting a pragmatic approach to the problem of migration by the authorities which is presented as a manner to alleviate the negative effects of demographic decline and filling the gaps in the domestic labor market.<sup>15</sup>

Currently, professionally active population in Russia in 2013 amounted to a monthly average of 75.5 million people, of whom 4.1 million were unemployed, an increase of 0.2% compared to the same period in 2012.<sup>16</sup> At present, as reported by Trading Economics, Russia has an unemployment rate of 5.6% (data of 31.12.2013), with an annual growth rate of GDP 1.50 (data of 30.09.2013) and inflation 6.10 (data of 31.01.2014).<sup>17</sup>

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<sup>13</sup> R. Kapelyushnikov, A. Kuznetsov, O. Kuznetsova, *The role of the informal sector, flexible working time and pay in the Russian labour market model*, "Post-Communist Economies", June 2012, Vol. 24, No. 2, p. 177–178.

<sup>14</sup> It is assumed, that half of the Russians work in the grey market, <http://www.forbes.pl/polowa-rosjan-pracuje-w-szarej-strefie,artykuly,146355,1,1.html> (accessed 12.02.2014).

<sup>15</sup> K. Jarzyńska, *New Migration Policy of Russia*, <http://www.osw.waw.pl/pl/publikacje/analizy/2012-06-20/nowa-koncepcja-polityki-migracyjnej-rosji> (accessed 12.02.2014).

<sup>16</sup> <http://ria.ru/economy/20140207/993691842.html#ixzz2t0XOEG6S> (accessed 3.02.2014).

<sup>17</sup> <http://pl.tradingeconomics.com/russia/indicators> (accessed 11.02.2014).

As well as the Province of Novosibirsk is concerned, it is situated in the western part of Siberia. It covers an area of 178 200 km<sup>2</sup> which represents 1% of the total area of the Russian Federation. Novosibirsk region population is about 2 649 900 people (2006) with over half the population living in Novosibirsk, the capital city of the region. The city is the third largest city in Russia and an important industrial center.<sup>18</sup> Industries such as engineering, electronics, aviation, chemical, leather and footwear, iron and tin as well as Novosibirsk Hydro Power Plant are located there. Currently, more than 200 large companies from 15 different industries, which employ more than 30% of the city population, operate in Novosibirsk. According to the official data of April 2012, there are 136 880 different companies registered in the city. The city is still of great importance in the transportation sector in the Russian Federation. In the region of Novosibirsk the headquarters of one of the largest airlines in Russia, S7 Airlines, is based. There are also more than 50 banks in the city. Novosibirsk is also one of the leading scientific centers of the Russian Federation. Science research mainly takes place in the scientific center of Akademgorodok, established in the late 50s of the twentieth century. Novosibirsk is a major research and training center in Russia.<sup>19</sup> Overall, 32 higher educational institutions (11 universities, 8 academies and 13 institutes) have their headquarters in Novosibirsk. Additionally, 14 out-of-town branches of other Russian universities (including the University of St. Petersburg and the University of Moscow), where more than one hundred thousand students study, operate in the city.<sup>20</sup> The unemployment rate at the end of January 2014 was 0.47% and as many as 20% of inhabitants were unemployed in the age group under 30 years.<sup>21</sup>

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<sup>18</sup> [http://pl.wikipedia.org/wiki/Obw%C3%B3d\\_nowosybirski](http://pl.wikipedia.org/wiki/Obw%C3%B3d_nowosybirski) (accessed 15.02.2014).

<sup>19</sup> [http://pl.wikipedia.org/wiki/Nowosybirsk#cite\\_note-ns34-54](http://pl.wikipedia.org/wiki/Nowosybirsk#cite_note-ns34-54) (accessed 15.02.2014).

<sup>20</sup> *Обзор ВУЗов Новосибирска*, <http://www.novosibirskgid.ru/education/answers/kakie-est-vuzi-v-novosibirске.html> (accessed 15.02.2014).

<sup>21</sup> *Занятость и безработица в новосибирске*, <http://www.gczn.nsk.su/rinok/2010-12-02-10-57-07> (accessed 15.02.2014).

## 4. Characteristics of generation C

In academic and economic practice, the functioning of various generations and their impact on a community is often discussed. Numerous studies primarily aimed at diagnosis of the most important attributes of a given generation in the labor process and their work and family values are conducted in this area. Against this backdrop, the society is divided into the following generations: Baby Boomers (those born between 1946–1964), generation X (1960–1974), generation Y (1975–1989), generation Z (from the 1990s to 2000). However, in academic literature, there is no consensus on the division of the above-mentioned generations when it comes to the time frame.<sup>22</sup> It is also important to keep in mind that a person within a particular generation is not necessarily characterized by the key attributes assigned to the group because the characteristics of a particular generation only point to certain trends in the perception of the current standards and values and they shows the extent to which the society recognizes and identifies with them.

In recent times, more attention is devoted to the people who were born after 1990 and who will soon enter the labor market. This generation is usually partly considered as generation Y. However, many authors create separate names for this generation, calling them a generation C or Z. This generation is referred to as “instant online”. This neologism relates to the operation of this generation by taking advantage of intensive technological development. Therefore, this generation is also known as Generation I, the Internet Generation or Generation Next, the Net Generation or iGeneration.<sup>23</sup> The characteristics of this generation include:

- content, creation,
- people born after 1990,
- creativity, casual, collapse, control, and celebrity,
- online mobility of people 24 hours a day.

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<sup>22</sup> R. Levickaitė, *Generations x, y, z: how social networks form the concept of the world without borders (the case of Lithuania)*, “Limes” 2010, Vol. 3, No. 2, p. 173–180; P. J. Montana, F. Petit, *Motivating generation X and Y on the job and preparing Z*, “Global Journal of Business Research” 2008, Vol. 2, No. 2. p. 139–148.

<sup>23</sup> R. Levickaitė, *Generations x, y, z...*, p. 173.

This generation also learns the so-called multitasking. They switch from one task to another without paying attention to the accuracy, but rather to the speed of its execution. They are raised in the world of information technology and they cannot imagine life without it. Generation C easily grasps all the technological innovations and uses them in every area of their activity. It is very active in all social networks which are becoming an integral part of their life. The typical professional values of generation C include: high demands regarding their job, focusing on development, preference for flexible working hours and striving for independence. However, they may have difficulty in adjusting to the requirements of the organization in terms of the working environment. This means that they cannot imagine working without flexitime and resigning from family life for the sake of career. Therefore, the hierarchy of values changes. More and more often contemporary employees of Generation Y are characterized by a low level of loyalty to the job and less organizational commitment than it was in the case of generation X. Thus, it is predicted that these values (loyalty and commitment) are likely to disappear or will transform into short-term psychological contract in the generation C.

Any negative phenomena occurring in the demographic and economic areas affect the attitudes adopted in the work process. This is particularly true of the younger generation which will soon enter the labor market. In this context it is worth discovering their mobile behaviors undertaken in the context of the functioning of the labor market, in particular, due to the fact that they can be guidance for all those involved in human resources in the organization.

## **5. Results of the individual study**

The study involved 120 respondents who are students of the two countries: Poland (62 people) and Russia (58 people). They were conducted respectively in Poland, at Łódź University (Department of Management) and in Novosibirsk in Russia, at Novosibirsk University in December 2012 and September 2013. The group was homogeneous in terms of level of studies, namely undergraduate degree. The study questionnaires meas-

uring perception of mobility were anonymous and were carried out during classes. The aim of the study was to identify mobile behaviors of young generation in the local labor market in the perception of the generation C. In addition, specific objectives were established. These include:

- identifying the degree of the propensity of young people to be professionally and spatially mobile,
- identifying factors associated with the willingness to work in the perception of the young generation,
- identifying factors associated with future job by young people,
- capturing the differences between the two study groups (Poland and Russia)<sup>24</sup> in relation to their mobile behavior.

Since the selection of the study sample was purposeful and does not meet the statistical requirement of representativeness, the obtained study material enables only to give the perception of mobile behaviors in the eyes of the young generation from Poland and Russia. The table 1 shows a selection of mobile behaviors in the perception of generation C.

Table 1. Selected aspects of mobile behaviors in the perception of generation C (%)

| Statement   | Definitely yes |      | Rather yes  |           | I have no opinion |      | Rather not |      | Definitely not |             |
|---|----------------|------|-------------|-----------|-------------------|------|------------|------|----------------|-------------|
|   | PO             | RU   | PO          | RU        | PO                | RU   | PO         | RU   | PO             | RU          |
| 1   | 2              | 3    | 4           | 5         | 6                 | 7    | 8          | 9    | 10             | 11          |
| I am willing to retrain   | 25,6           | 22,2 | <b>45,1</b> | <b>37</b> | 10,6              | 7,4  | 15,2       | 22,2 | 3,5            | 11,1        |
| Frequent changing jobs contributes to the career development          | 9,3            | 4    | <b>37,8</b> | 24        | 18,2              | 24   | 22,3       | 16   | 12,4           | <b>32</b>   |
| Frequent retraining increases the competitiveness in the labor market | 5,3            | –    | <b>42,8</b> | 16,7      | 8,2               | 29,2 | 16,1       | 20,8 | 27,6           | <b>33,3</b> |

<sup>24</sup> In this article we examined young people in Łódź and Novosibirsk, however, cannot be concluded that they are residents of those cities. Therefore it is assumed that the test results will be referred to the general-young Poles and young Russians.

Table 1 (cont.)

| 1   | 2    | 3    | 4           | 5    | 6    | 7    | 8           | 9           | 10   | 11        |
|---|------|------|-------------|------|------|------|-------------|-------------|------|-----------|
| Frequent changing jobs increases the competitiveness in the labor market                    | 12,5 | 6,9  | 6,1         | 22,1 | 21,7 | 10,3 | <b>43,8</b> | 20,7        | 15,9 | <b>40</b> |
| It is worth undertaking professional activity regardless of the type of employment contract | 33,5 | 11,1 | <b>62,4</b> | 22,2 | 1,7  | 11,1 | 2,4         | <b>29,6</b> | –    | 26        |

PO – Poland; RU – Russia

Source: own study.

Taking into account the results of empirical studies regarding the perception of selected aspects of mobile behaviors, it can be seen that young Poles are more mobile in this field (retraining  $\Sigma 70.7$ ) than young Russians –  $\Sigma 59.2$ . Young Poles believe that such behavior increases their value and competitiveness in the labor market. They realize that one needs to constantly expand their skills and be willing to retrain in order to function in today's job market. This is the idea of learning throughout life. Young Poles are also aware of the fact that frequent changing jobs can contribute to the development of their careers which mean physical and psychological mobility of individuals these days. In contrast, although the majority of young Russians is also willing to retrain ( $\Sigma 59.2\%$ ), they do not perceive it as the means of establishing their competitiveness in the labor market. The two study groups (young Poles –  $\Sigma 64.5\%$  and young Russians –  $\Sigma 55.9\%$ ) mostly believe that the frequent changing jobs does not increase their competitiveness in the labor market. Perhaps, this is related to the opinion that the worker who frequently changes jobs cannot adapt to the organizational environment and that they are not worth investing in their development. On the other hand, these people have a larger network of contacts and they have a rich variety of experience that can be successfully used in a subsequent job.

The study results on undertaking professional activity are also interesting. Young Poles are more willing to manifest their professional activ-



ity (definitely yes and rather yes  $\Sigma 95.9\%$ ) than young Russians (definitely yes and rather yes  $\Sigma 33.3\%$ ). This probably results from the belief that employers are reluctant to employ people without any experience, which can be acquired by taking a job which contract is regulated by the Civil Code. It is also an opportunity to get to know the employee, mainly their skills. The results are surprising because young Russians exhibit less tendency in this area (rather not 29.6% and definitely not 26%) than young Poles. It is quite surprising that, although Russia has low unemployment, the other components of the mobile behaviors exhibit high flexibility.

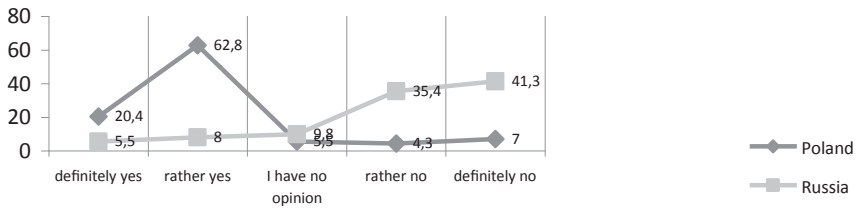


Figure 1. Tendency of the respondents to seek work in another voivodship/province (%)

Source: own study

As goes for tendency of the respondents to seek work in another voivodship/province, there are significant differences in the context of the perception of mobile behaviors in terms of spatial mobility. Definitely more mobile are young Poles ( $\Sigma 83.2\%$ ) compared to young Russians ( $\Sigma 13.5\%$ ). The result is interesting because both countries share a common (previous) economic system and the resulting cultural and occupational habits which are associated with having one job or profession for a lifetime. There was no unemployment in this system (except hidden) and it was easy to get a job that would give a sense of security. Why then are young Poles becoming more prone to spatial mobility nowadays? It is probably connected with the circumstances of the local labor market which, in contrast to the Siberian Federal District, is characterized by worse macroeconomic indicators. The result is that many young Poles from the Łódź Voivodship search for a job in other local labor markets.

The table 2 shows the importance of selected occupational factors in the future job in the perception of generation C (table 2). Understanding them is particularly significant because they may affect their decisions regarding the choice of their job in the future.

Table 2. The importance of selected occupational factors in a future job in the opinion of the generation C (%)

| Occupational factors                                  | Very important |           | Important   |             | I have no opinion |     | Not so important |      | Not important |     |
|---|----------------|-----------|-------------|-------------|-------------------|-----|------------------|------|---------------|-----|
|   | PO             | RU        | PO          | RU          | PO                | RU  | PO               | RU   | PO            | RU  |
| Clear rules for getting promotion                     | 17,6           | 38,1      | <b>56,9</b> | <b>52,4</b> | 13,7              |     | 11,8             | 9,5  | –             |     |
| Salary  | <b>53</b>      | <b>62</b> | 47          | 14,3        | –                 | 19  | –                | –    | –             | 4,7 |
| Atmosphere among employees                            | 39,6           | 30        | <b>50</b>   | <b>45</b>   | 6,2               | 15  | 4,2              | 10   | –             | –   |
| Position of the organization in the market            | 13,4           | 40        | 25          | <b>45</b>   | <b>34,6</b>       | –   | 27               | 15   | –             | –   |
| Clear criteria for evaluation of employees            | 15,7           | 33,3      | <b>45,1</b> | <b>38,2</b> | 15,7              | 9,5 | 23,5             | 14,3 | –             | 4,7 |
| Non-pay motivators                                    | 11,8           | <b>50</b> | <b>43,1</b> | 27,3        | 11,8              | –   | 31,3             | 18,2 | 2             | 4,5 |
| Opportunity for professional development              | <b>49,2</b>    | 25        | 39,6        | <b>70</b>   | 5,6               | –   | 5,6              | 5    | –             |     |
| Sense of security                                     | 27,5           | 4,5       | <b>64,7</b> | <b>50</b>   | 5,8               | 4,5 | 2                | 36,5 | –             | 4,5 |
| Maintenance of a balance between work and family life | <b>56,8</b>    | 25        | 35,3        | <b>40</b>   | 2                 | 5   | 5,9              | 30   | –             | 5   |
| Quality of contacts with the superior                 | 21,6           | 23,8      | <b>56,9</b> | <b>66,6</b> | 13,7              | 4,5 | 7,8              | –    | –             | 4,8 |
| Additional payments (bonuses, awards)                 | 17,6           | <b>62</b> | <b>58,9</b> | 23,8        | 9,8               | –   | 13,7             | 9,5  | –             | 4,8 |

PO – Poland; RO – Russia

Source: own study.

The conclusion that can be drawn from the study results is that for the majority of young Poles and Russians almost all of the proposed factors are important when choosing the future job. These results may indicate that both groups have high expectations for the future job. In the case of the Russians, the most important factors are: salary (62%), non-pay motivators (50%) and additional payments (62%). Such perception is thought-provoking as it means that the main criterion which will guide the survey respondents when taking a job is the financial criterion. Although to a lesser extent, occupational factors associated with social relations in the organization, the possibility of professional development or maintenance of balance between work and family life are also important for them. In contrast, the responses of the group of Poles indicate that they have high professional expectations for the future job which are out of touch with Polish reality. The most important for them are professional development (49.2%), salary (53%) and the balance between family life and work (56.8%). Clear rules for getting promotion (56.9%), the atmosphere among employees (50%), clear evaluation criteria of employees (45.1%), non-pay motivators (43.1%), a sense of security (64.7%), the quality of contacts with the superior (56.9%) and additional payments (58.9%) are also equally important for them. Although the awareness of the young generation regarding the need to upgrade their skills or retrain in order to find a job in the asymmetric labor market increases, as shown by the data in the previous table, they still have high expectations in terms of the scope of work. This comprises the professional value system of this generation which, unlike the previous generation X, is not afraid of change and is characterized by high flexibility and free access to technologies. On the other hand, such an approach and high requirements for the future job can greatly hinder entering the labor market in which the supply of labor is greater than the demand.

Moreover, it is worth mentioning that, though constituting a minority, negative responses regarding the importance of occupational factors in the future job can be noticed in both groups. This may indicate the respondents' belief that, in order to become a part of the modern labor market, one should not have too high expectations. It also seems that this group of respondents is willing to take any job, regardless of the proposed

conditions and the type of work, guided by the conviction that, in order to achieve professional success in the future, one should reduce their requirements at the beginning of their career.

In the deliberations regarding the mobile behaviors of the respondents, it is also important to identify factors associated with the willingness to work. The table 3 presents these factors.

Table 3. The importance of factors related to the willingness to work in the opinion of respondents%

| Factors related to the willingness to work                                    | Very important |      | Important   |      | I have no opinion |      | Not so important |             | Not important |             |
|---|----------------|------|-------------|------|-------------------|------|------------------|-------------|---------------|-------------|
|   | PO             | RU   | PO          | RU   | PO                | RU   | PO               | RU          | PO            | RU          |
| A job requiring a long commute  | 5              | 15   | 21,7        | 20   | 16,7              | 5    | <b>51,6</b>      | 25          | 5             | <b>40</b>   |
| A job involving business trips  | 16,7           | 13,6 | <b>58,3</b> | 9,9  | 16,7              | 4,6  | 6,7              | <b>31,8</b> | 1,6           | <b>40,1</b> |
| Burdensome distribution of working time                                       | 5              | 13,6 | 21          | 4,5  | 13                | 18,2 | <b>51</b>        | 13,7        | 10            | <b>50</b>   |
| Difficult working conditions  | 6,7            | 4,8  | 15          | 9,5  | 16,7              | 9,5  | <b>43,3</b>      | 28,6        | 18,3          | <b>47,6</b> |
| A job involving resignation from family plans in the near future              | 11,7           | 9,5  | 15          | 9,5  | 21,7              | 9,5  | <b>38,3</b>      | 19,1        | 13,3          | <b>52,4</b> |
| A job involving acquiring additional qualifications at the employee's expense | 6,7            | 11,1 | <b>51,7</b> | 22,2 | 24,9              | 16,7 | 11,7             | <b>33,3</b> | 5             | 16,7        |
| Working in other than acquired profession                                     | 15             | 9,5  | <b>50</b>   | 23,8 | 15                | 23,8 | 10               | 9,5         | –             | <b>33,4</b> |

Source: own study.

As shown by the above data, there are some visible differences between Polish and Russian representatives of generation C in the perception of the factors associated with the willingness to work. The visible differ-

ences in responses indicate the existence of different trends in the context of the importance of factors in future job and they enable the formulation of certain conclusions. The fact that respondents from Russia have hardly any requirements associated with the willingness to work can be considered optimistic. Thus, regardless of the conditions, they are willing to take any job. For a group of Poles, the important factors associated with a particular job are: business trips (58.3%), the requirement to acquire additional qualifications at their own expense (51.7%) and working in other than their acquired profession (50%). Therefore, the respondents would not like to work in a profession other than acquired, do not want to incur additional expenses for their development and do not want to be sent on business trips which, in turn, can be interpreted as a lack of personal interest in raising their professional qualifications at their own expense. As a matter of fact, this interpretation is contrary to the results of previous studies related to the selected aspects of the mobile behaviors. On the one hand, young Poles, declare their willingness to be spatially and professionally mobile and, on the other hand, they do not want to take jobs requiring additional financial costs, resignation from free time for the sake of business trips and retraining.

## 6. Conclusions

To sum up, it should be noted that young Poles are more prone to mobile behaviors than young Russians. This is probably due to the inferior Polish macroeconomic situation and the ever-increasing awareness of young Poles about the functioning of the modern labor market. This is also associated with the various actions of the European Union which increase mobility of people. Even though young Russians have a lesser degree of mobility, the fact that they realize the importance of mobile behaviors in the structure of competence is definitely a positive. However, the existing economic conditions in the Russian Federation do not encourage people to take such actions. Nevertheless, these actions are particularly necessary in the context of creating individual responsibility for designing their own career path.

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## Abstract

The article discusses issues related to the mobile behavior of the young generation (generation C) in the labor market. This subject is relevant and important especially in the context of ongoing changes in the unit functioning on heterogeneous labor market. The purpose of this article is therefore to identify the understanding of mobile behaviors by generation C and to answer the question of whether this generation identifies these behaviors with obtaining a competitive advantage in today's job market. This article will present the results of the research carried out on the selected representatives of the generation C on the territory of Poland, a country belonging to the European Union, and Russia, the largest country in the world. The choice of countries was purposeful because of the different macroeconomic conditions and geographical location.

**Key words:** mobile behaviors, generation C, labor market in Poland, labor market in Russia.