

GENERATION Z ON THE LABOUR MARKET – DO THEY TRUST OTHERS WITHIN THEIR WORKPLACE?

Lazányi K., Bilan Y.*

Abstract: Trust is an interpersonal phenomenon influencing social, institutional and even societal processes. Although various cultures can be characterised with different levels of trust, the members of various cultures cannot be considered identical regarding their levels of trust. Different generations have different levels of trust. What is more, the level of trust is influenced by other variables, such as gender, social embeddedness and educational background. Present article aims to analyse the work-related values of generation Z to find out to what extent do they trust their superiors and peers, and how they are embedded in their workplaces. It endeavours to call attention to generational differences regarding trust, and indicates how workplaces should address this phenomenon. In the paper, the data of the World Values Survey: Wave 5 has been compared with the results of a primary (online questionnaire based) research on a sample of 399 students in higher education with at least 6 months of work experience and analysed with SPSS 20 program. The results indicate that the workplace behaviour of generation Z employees is radically different from that of older generations'; hence managers have to put conscious effort in fostering good interpersonal relations of colleagues. The results also indicate that respect and trust towards superiors are not automatic; they have to be earned through professional excellence.

Key words: trust, generation Z, employment, culture

DOI: 10.17512/pjms.2017.16.1.07

Article history:

Received May 14, 2017; *Revised* June 4, 2017; *Accepted* June 20, 2017

Introduction

The importance of trust as a variable heavily influencing intra organisational relations and processes has been gaining increasing ground on the past decades (Payne, 2000). Researchers have realised that trust is not only an integral factor defining organisational behaviour but it is a determining factor of organisational success as well (Shaw, 1997; Kaasa, 2016). Especially trust in superiors has been found to contribute to increased work morale among employees (Bull, 2000). Higher level of trust has also been proved to drive employees to pursue team and organisational goals instead of individual ones (Mishra, 1996). Trust has been proved to increase organisational commitment of employees (Tan and Tan, 2000) organisational stability (Vaara et al., 2016) and the overall well-being of employees (Chughtai et al., 2015). Trust within an organisation can be defined as an employee's willingness to act on the basis of the words, actions, and decisions of

* **Kornélia Lazányi**, PhD hab., Keleti Faculty of Business and Management, Óbuda University; **Yuriy BILAN**, PhD hab., University of Szczecin yuriy_bilan@yahoo.co.uk
✉ Corresponding author: lazanyi.kornelia@kgk.uni-obuda.hu

management and co-workers under uncertain conditions, while bearing the risks of his/her actions (Albrecht and Travaglione, 2000; Pucetaite et al., 2015). Present article aims to analyse the work-related values to find out to what extent employees trust their superiors and peers, and how they are embedded in their workplaces. It endeavours to call attention to generational differences regarding trust, and indicates how workplaces should address this phenomenon. Although trusting relations within organisations have widely been explored for Baby Boomers and generation X and Y, generation Z (GenZ) is just becoming a participant of the labour market. Since different generations are different – although belonging to the same national culture, being embedded into the same social surrounding - when it comes to their value sets (WVS 2010) – it is important to explore their values, attitudes and behaviour as well. What is more, with the demographic constitution of a given country's population constantly altering, national cultures are also adjusting to the values of the younger generations (Minkov and Hofstede, 2014). While the presence of GenZ people on the labour market might bring new phenomena into organisational behaviour, the authors are aware that age – and with it belonging to a generation – cannot be the only segmentation criteria. Hence other factors, such as gender, education, and work experience will be analysed in the research presented in this paper, since they might also have a great impact on value proposition.

Generation Z

In order to understand the underlying principles of this difference, one has to start with exploring the GenZ-s themselves. In line with the definition of McCrindle and Wolfinger (2010) a generation is a cluster of people who were born at a similar time, are shaped by the same events and are affected by similar social, economic, technical and political circumstances. Generation Z were born between 1995 and 2010 in the Internet era (McShane and Von Glinow 2000). They are also labelled as “digital natives”, since for them, internet, mobile phones and web 2.0 are all natural and essential phenomenon (Jones and Shao, 2011). They must be online all the time and know about everything happening around them. What is more, they share everything. For them social relations – being visible – is much more valuable than keeping information and knowledge to themselves. Hence, they have strong ties with their peers, have a lot more friends than the members of other generations (see Figure 1), and in general trust their friends more (Lazányi and Baimakova, 2016).

However, compared to older generations, they are not only searching for information via Internet, but also share a lot; despite the fact that they trust their surrounding less in general as displayed on Figure 2.

This lack of trust might be owing to their increased online presence influences their real-life social belt in a negative way; however, previous research findings do not support this hypothesis (Lazányi, 2016a).

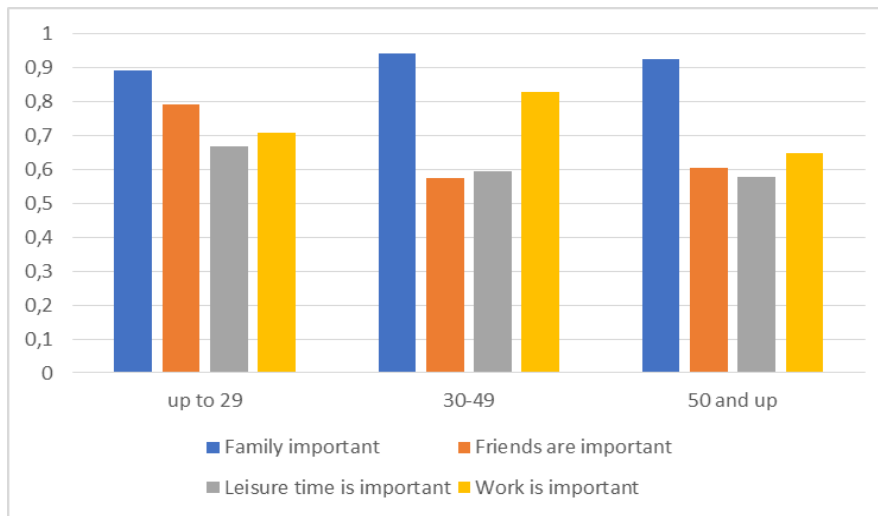


Figure 1. Relative importance of various social ties in different generations
(own research based on the World Values Survey Wave 5: 2005-2009 data)

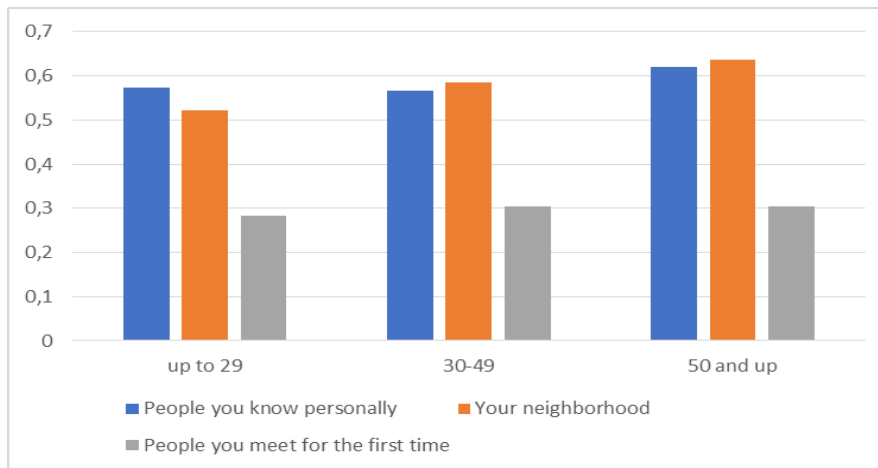


Figure 2. Differences of trust levels of various generations
(own research based on the World Values Survey Wave 5: 2005-2009 data)

Still, trust is a dimension, where today's young adults are significantly different from the older generations (Lazányi, 2016b) According to the World Values Survey Gen Z members are not homogenous either. Their level of trust is heavily influenced by their level of education as displayed on Figure 3. In Hungary, trust in younger generation is slightly less prevalent; however those in tertiary education trust above average in others and people with tertiary education and a degree are extremely when it comes to trusting others.

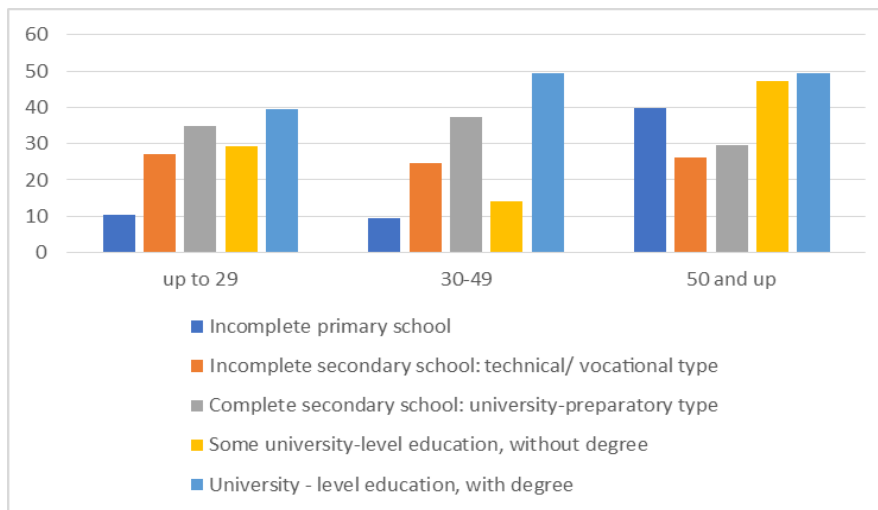


Figure 3. Differences in trust level by educational background and generation
(own research based on the World Values Survey Wave 5: 2005-2009 data)

Almost half (47.9%) of the respondents (N=136) stated to trust others, which might be distorted by the relatively small sample size, however, the World Values Survey endeavours to collect data representatively. So, the data are at least indicative. On the other hand, in the older, baby-boomer generation those with less than primary education are extremely trusting; hence are drastically different from their peers with higher education. On the other hand, GenZ people trust in themselves more than the previous generations and have higher self-esteem (Kapil and Rox, 2014). Researchers examining generational differences have identified a variety of features influencing GenZ employee characteristics (Cseh-Papp et al., 2017; Szkudlarek and Biglieri, 2016; Nagaj and Zuromskaité, 2016). People belonging to GenZ were brought up in smaller – mostly core or broken families – without grandparents, since they are mostly the children of mothers in their late 30's or 40's. They are the first global generation, not only because they have a lot of opportunities for mobility – such as Erasmus + program, or traineeship abroad – but are connected to each other regardless of geographical location by digital technologies in which they were practically brought up (Kapil and Rox, 2014). Fodor and Jaeckel (2017) in their research on young labour market entrants' employer preferences could identify distinguishing features. In their research, the majority of respondents emphasised the accessibility of connections – relevant social capital – as an important factor when in search for job opportunities. In this regard, the increased level of trust of those with higher educational degree can indirectly – through abundance of relevant social ties – affect the labour market opportunities of young labour market entrants. As future employees, the greatest challenge – according to respondents – was to find a lucrative job which makes them happy. They believed that finding and maintaining the proper balance

between work and free time will later become a problem, because for this generation leisure time is still very important (See Figure 1.).

In the same research GenZ employees preferred flexible working hours, it was important for them to have time for themselves. Respondents of the research often indicated that seeing the example of their parents, – where the balance in many cases shifted in favour of work, and many of them sacrificed their free time or even their health for work – they do not intend to follow on their parents' steps. Which is also in line with the WVS's 5th wave's findings. GenY employees are a workforce that has faced various and numerous organisational changes, such as corporate restructuring and downsizing, which have affected the traditional relation of employees and employers (Travaglione, 2000). Trust, commitment, perceptions of justice and intent to stay with the organisation has changed immensely (Ferres et al., 2003). This change will go on with Generation Z entering the labour market since their value set is drastically different even from that of GenY (Ferinc and Szabó, 2014). GenZ employees are socialised virtually (Tari, 2010), having less real-life contacts for them means having less first-hand experience in the physical world. Despite this or maybe because of it experiences are very important for them and they want to have a good time not only at home but at work as well (Tabscott, 2009). Happiness is a value, which is not only more prevalent in this generation – compared to older generations, but holds much more value for GenZ employees, than for other age groups. This is in line with the World Values Survey's data, as indicated in Figure 4.



Figure 4. Differences in value propositions between various generations
(own research based on the World Values Survey Wave 5: 2005-2009 data)

GenZ employees – since they are expected to have a longer lifespan compared to the previous generations – will spend more time on the labour market, although

their average educational level will be even higher than that of GenY, in line with the OECD and EU directives (Bartlett et al., 2016; European Commission, 2015). In line with this, the objective of the research was to explore what this age group thinks about workmates, and subordinates, and whether they trust their co-workers, and to what extent.

Research Method and Sample

As already indicated in the introduction, there are various organisational benefits of trusting relations, such as enhanced cooperation, organisational commitment and general well-being. While present paper is a part of a long-term research on trust supported through the New National Excellence Program of the Ministry of Human Capacities, the data presented below are not representative of the whole Hungarian GenZ population, but are only describing a special subset – those in tertiary education but already with at least 6 months of work experience. The aim of selecting this special subset was to explore the attitude towards workmates of the Gen Z employees. Of the measured 195 variables, present paper focuses on those, which are connected to intra-organisational trust – superior to subordinate, subordinate to superior or peer to peer relations. Two proxy variables of trust – general trust and social embeddedness – however have also been addressed. The research was executed through an online questionnaire. The sample has been gathered with a snowball methodology, and has started from students (with the required amount of working experience) of Óbuda University. The members of the preliminary sample were requested to forward the questionnaire to peers from their generation. Finally, 399 questionnaires have been gathered that had fit the research requirements. The respondents' distribution by year of birth is displayed on Figure 5. Their average age was 19.92, with a standard deviation of 0.982. With students in higher education with work experience as our target group, the low variance of the data is not surprising.

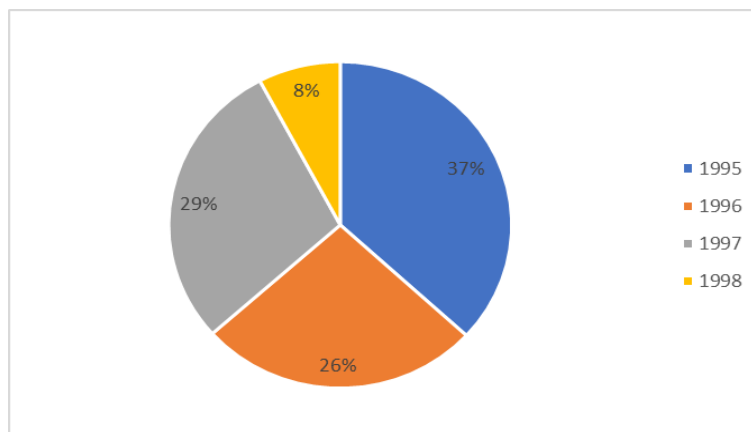


Figure 5. Distribution of respondents by date of birth

There were 180 males and 219 female respondents in the sample, this way – taking into account the sample size as well – the gender based differences of the researched variables could also be explored through the gathered dataset (this underrepresentation of male respondents in the sample might be due to their unwillingness to answer personal questions, but also due to them not matching the requirements concerning either the age limit, or that of the required work experience). While the selected respondents were of the same generation and almost of the same age as well, some of them still lived with their families, while others have already moved out of the family nest to live alone, with their friends or their life partners. The distribution of the respondent's based on their social circumstances is displayed on Figure 6. As indicated in the figure, the relation of those living with life partners is relatively small, however – regarding the respondents age it is not surprising. Over 50% of the respondents still live with their parents, which is on the one hand a safe surrounding, providing social support of all kind – tangible, informational, emotional and empathetic – for the students, on the other hand though it reflects their tendency of languor, since with their at least 6 months of work experience the majority of them could have tried for a more independent existence.

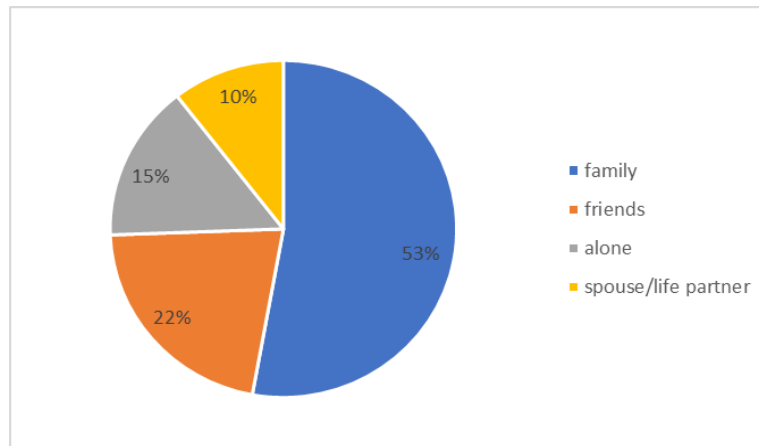


Figure 6. Distribution of respondents by social background

Research Results

While present paper focuses on intra-organisational trust – as of trust between subordinate and superior, and trust between co-workers – the level of interpersonal trust is heavily influenced by personal characteristics as well (Lazányi, 2017; Lazányi and Máté, 2017). Hence, it is important to measure the intra-organisational trust in the light of trust towards others, like family and friends, or the other end of the spectrum, total strangers – that describes the average level of the individual's trust. Trust towards various actors has been measured in various dimensions, on the

basis of variables connected to trusting the other party with various pieces of information or money, and asking for advice from the same parties. As already indicated in the literature review part, GenZ people like sharing information. It is important for them to be visible, and hence, there is a lot of information – even personal ones – that they are willing to share. Respondents had to evaluate on a five-points Likert scale how often they share specific pieces of information with various people. As indicated on Figure 7, they are almost always willing to share mobile number and address with family members, life partners and even friends, however, when it comes to work related contacts, they are much more cautious. As a control question, sharing information with strangers has been researched, and it is clearly visible, that in most regards work related contacts are evaluated more or less the same as acquaintances, as but more than complete strangers. However, this is level of trust is not enough for bonding with co-workers, and cannot form a basis of intra-organisational trust. However, the lack of sharing is not necessarily a sign of mistrust, it can also indicate, that work-related contacts seldom, or hardly ever ask for information displayed in Figure 7.

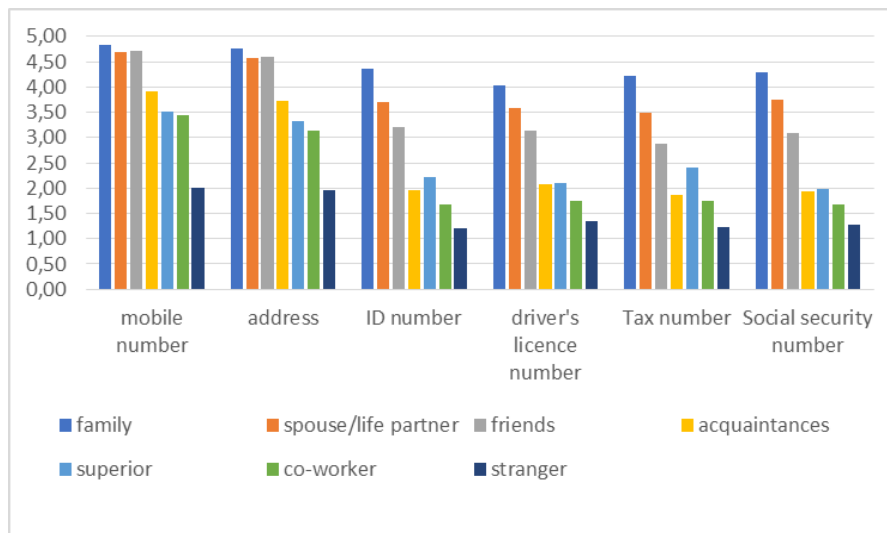


Figure 7. Distribution of respondents by their levels of trusting others with information

When one provides access to his/her private mails or to the web2 account, such as Facebook or Twitter, it is a sign of immense trust, since GenZ people live their life – at least partially – on and through the Internet. The risk of someone abusing our private profile, or the access to all our friends' e-mails is extremely threatening. Letting someone see the mailbox and grant an access to all private mails is almost like providing access to a secret diary. This is clearly visible from Figure 8, where respondents evaluated the chance of doing so far less probable than providing someone with the PIN code of the credit card along with the card itself, or access to

one's cash. The relative high trust with cash can – in case of GenZ – indicate that they seldom have big amount of cash on them, they rather pay by card. Hence, the amount they have on them they would more willingly give to someone, than to let anyone use their cards, although it also has a limit on purchase and cash withdrawal as well (but usually far higher than the amount of cash they have on them).

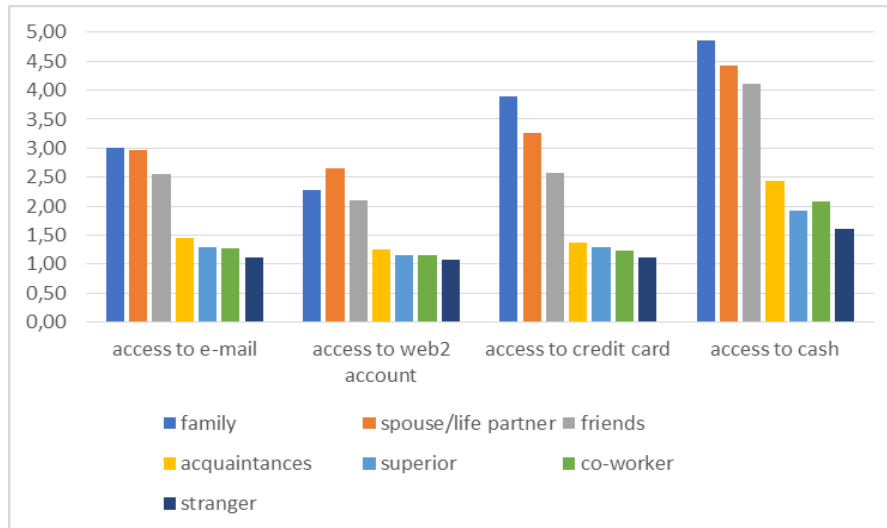


Figure 8. Distribution of respondents by their levels of trusting others with personal information and money

Here again, the lack of trust is clearly visible towards superiors and peers. It is only slightly more probable than towards complete strangers. An interesting phenomenon is the trust with cash, where respondents stated to give access more often to their cash to co-workers than to their superiors, which again might be due to their superiors not asking for it. The situation is not better, when it comes to asking for and acting on advice given by work contacts. Respondents tended to ask for advice from their family and life partner, who is natural in other generations as well; however, it is clearly visible on Figure 9 that GenZ people ask for advice very often from their friends. They are a relevant source of information, and hence, their values and attitudes are heavily influenced by their friends' opinion.

Interestingly, they would rather ask for an advice from peers on the same organisational level than from their superiors. What is more being an expert does not mean that the GenZ employees will more probably turn to that person for advice. They rather concentrate on connections with history and thick trust created by family ties or long history of shared moments and common values such as that with their friends.

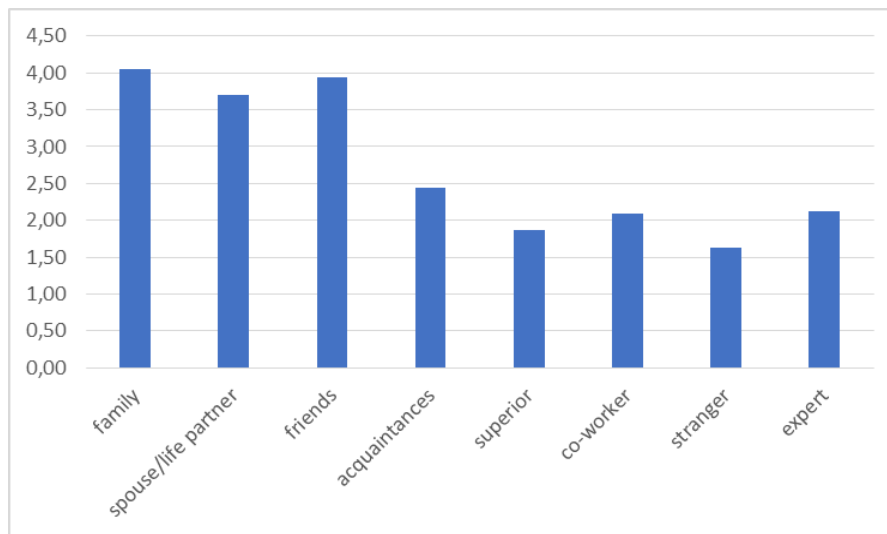


Figure 9. Relative importance of various social relations when asking for advice

The situation is slightly better when we regard their answers regarding whose advices they trust enough to act upon. Not surprisingly – as displayed on Figure 10 – they still prefer the advice of their family members and friends, however, the relative probability of taking the advice of their leaders (average score for asking: 1.86 and for taking: 2.32) or that of an expert is higher (average score for asking: 2.12 and for taking: 2.54).

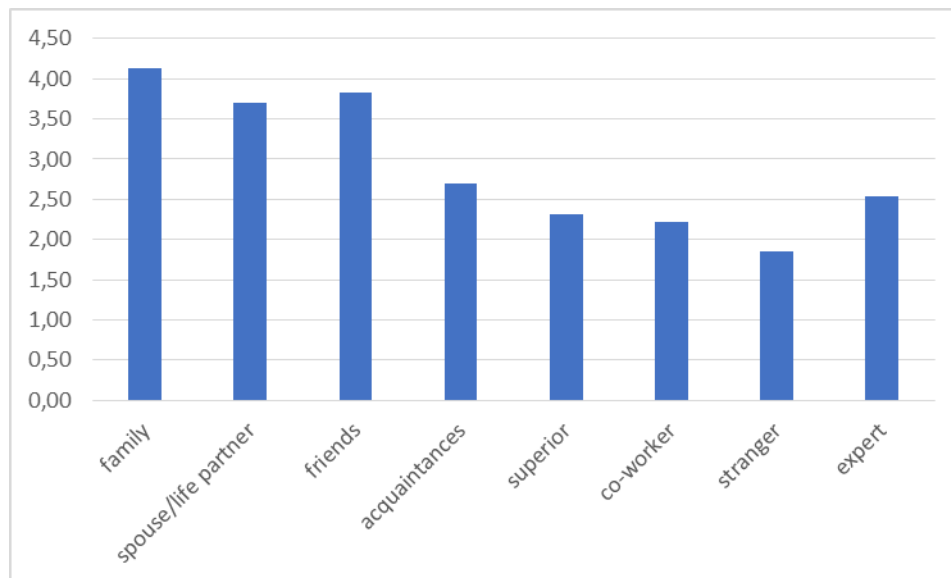


Figure 10. Relative importance of various social relations when acting on an advice

As indicated in the literature review part, generations, although they stand for common values and attitudes, are not homogenous. As indicated in Table 1 female respondents asked for advice of their family members, life partner or friends significantly more often than the male respondents did. Who on the other hand turned more often to their acquaintances or co-workers and experts for advice. What is more, male respondents acted on the advice of experts significantly more often than female students did.

Table 1. Significant differences between male and female respondents

Ask for advice of:	F	Sig.	t	df	Sig. (2-tailed)	Average for males	Average for females
family	* 9.626	0.002	-4.484	397	0.000	3.80	4.27
spouse/life partner	** 1.505	0.221	-3.030	375.598	0.003	3.47	3.89
friends	* 6.575	0.011	-1.997	397	0.046	3.84	4.04
acquaintances	** 0.632	0.427	2.166	369.727	0.031	2.56	2.34
co-worker	** 1.292	0.256	3.009	378.743	0.003	2.26	1.94
expert	* 6.539	0.011	4.072	397	0.000	2.40	1.89
Act on the advice of an expert	** 1.750	0.187	3.545	383.434	0.000	2.82	2.32

* Equal variances assumed

** Equal variances not assumed

Female respondents increased relatively higher level of trust towards family members, life partners or friends was reflected in their information sharing attitude as well (on the basis of an independent samples' t-test, whose results will not be displayed in present paper, since they do not provide additional regarding the nature of trust explored in present paper). They granted access to their mail, web2 account or credit card to them significantly more often than male respondents did. What is more, they provided them access to private information more often as well. On the other hand, male respondents had significantly more trust towards acquaintances when it came to access to credit card or cash, web2 account or personal information. Regarding respondents' trust towards colleagues or superiors, based on gender no significant difference could be detected. Social circumstances also made significant difference regarding the respondents trust levels. Those living with their friends trusted in general their family, friends and life partners more. They even trusted their acquaintances, superiors and co-workers significantly more often with access to their credit card, web2 account or personal mail (differences of means when significant difference could be detected are displayed in Table 2).

Not surprisingly those living with their life partners trusted their partners more with any kind of information or access to private mails and money than others, who either lived with their parents or with friends.

Table 2. Significant differences between those living with their families and those with their friends

	Access to		
	credit card	personal e-mail	web2 account
acquaintance	-0.369	-0.251	-0.282
superior	-0.242	-0.217	-0.238
co-worker	-0.283	-0.198	-0.254

Those living alone, however, trusted experts more, than others did, when it came to asking for and acting on the advice of experts, while they were less likely to ask for the advice of their family members. Their lower level of trust towards family members (and life partners) has also been significantly different from that of those living with their parents in regard to access to personal mail or web2 account (for more details see Table 3). Compared to those living with their friends their relative level of trust was even lower – not only in the dimensions, where it was compared to those living with their parents – in almost every aspect of trust related to family, friends or life partners.

Table 3. Significant differences between those living alone and those with their families or friends

	Difference in means	
	living with family - alone	living with friends-alone
Ask for advice of family members	0.407	0.561
Ask for advice of experts	-0.498	-0.741
Act on advice of experts	-0.557	-0.641
Trust family members with access to personal mail	0.460	0.889
Trust life partner with access to personal mail	0.527	1.031
Trust family members with access to web2 account	0.430	0.856
Trust life partner with access to web2 account	0.555	1.183
Trust life partner with personal mobile	-0.379	-

Conclusion

Trust is an interpersonal phenomenon influencing social, institutional and societal processes. Although various cultures can be characterised with different levels of trust, the members of various cultures cannot be considered identical regarding their levels of trust. Different generations have different levels of trust. Present study endeavoured to explore the trust of GenZ students in their social ties, especially does work-related. The research results presented in this paper indicate that the member of the GenZ do not regard their workmates as strong social relations. They only trust them as they would trust their acquaintances, and only slightly more than they would a stranger. This is a managerial problem that will become more and more prevalent in the future as more GenZ people enter the

labour market. Hence, it is very important for a company hiring GenZ workers to realise, if they do not want to have extreme turnover, they have to invest in team building and socialisation, so the young labour market entrants would befriend their colleagues and grow attached to them in order to generate a trusting work climate that fosters innovation, and team work on the organisational level and increased self-esteem and satisfaction with life on the personal. Compared to older generations, managers should put conscious effort in creating or facilitating the creation of stronger social ties, friendships between colleagues. GenZ employees don't admire their superiors as the members of older generations used to have. Hence, leaders – and colleagues as well – have to work hard for respect and trust. They can earn their young colleagues' trust with their expertise though, since even youngsters have high regard for knowledge and experiences. This is important information for managers of companies hiring young (with time GenZ) employees. Research data also underlined the importance of friends. In order to recruit, hire and retain GenZ employees, it is important to bear in mind that they take their friends' opinion into account very much. Hence, the easiest way of attracting the members of the youngest generation of workers is through their mates. They are always online and are hooked up on mass media and web2. By creating or joining a community, where friends come together and share experiences about their employers can create comparative advantage for a company.

An interesting result of the research was that those living alone tended to trust experts and their colleagues and supervisors more than those who were either living with their families or friends. The lack of sufficient social connections made them trust their co-workers more. While the members of the generation Y are often labelled the "single" generation, if the trend goes on, and the prevalence of the phenomenon of singles escalates in a way it is nowadays, workplaces might be significant sources of social support, providing relations to their employees whom they can trust.

The research presented in this paper has been supported by the New National Excellence Program of the Ministry of Human Capacities.

References

- Albrecht S., Travaglione A., 2000, *Trust in public sector senior management during times of turbulent change*, [In:] J. Connell, R. Zeffane (Eds.), *Proceedings of the Inaugural Newcastle Conference Trust in the Workplace – Beyond the Quick Fix*, The University of Newcastle, Newcastle.
- Bartlett W., Uvalić M., Durazzi N., Monastiriotis V., Sene T., 2016, *From University to Employment: Higher Education Provision and Labour Market Needs in the Western Balkans Synthesis Report*, European Commission, Directorate-General for Education and Culture.
- Bull A., 2000, *The effects of trust in management and employee individual differences on the efficacy of incentive programs*, [In:] J. Connell, R. Zeffane (Eds.), *Trust in the*

- workplace – Beyond the quick fix, Proceedings of the Inaugural Newcastle Conference, Newcastle, Australia.
- Chughtai A., Byrne M., Flood B., 2015, *Linking ethical leadership to employee well-being: The role of trust in supervisor*, “Journal of Business Ethics”, 128(3).
- Cseh-Papp I., Varga E., Szabó K., Szira Z., Hajós, L., 2017, *The appearance of a new generation on the labour market*, “Annals of the Faculty of Engineering Hunedoara”, 15(1).
- European Commission, 2015, *Az Európa 2020 stratégia célkitűzései* // http://ec.europa.eu/education/policy/higher-education/attainment_hu; Access on: 02.06.2017.
- Ferinc A., Szabó Zs., 2014, *Z generáció a megváltozott munkakörnyezetben – gazdálkodási és menedzsment hallgatók preferenciái*, “Munkaügyi Szemle”, 57(3).
- Ferres N., Travaglione A., Firms I., 2003, *Attitudinal differences between Generation-X and older employees*, “International Journal of Organisational Behaviour”, 6(3).
- Fodor M., Jaeczel Sz., 2017, *What does it take to have a successful career through the eyes of generation Z – based on the results of a primary qualitative research*, Proceedings of EFMSA, (in Press).
- Jones C., Shao B., 2011, *The net generation and digital natives: implications for higher education*, York: Higher Education Academy.
- Kaasa A., 2016, *Social Capital, Institutional Quality and Productivity: Evidence from European Regions*, “Economics & Sociology”, 9(4).
- Kapil Y., Rox A., 2014, *Critical Evaluation of Generation Z at Workplaces*, “International Journal of Social Relevance Concern”, 2(1).
- Lazányi K., 2016a, *Who do You Trust? – Safety Aspect of Interpersonal Trust among Young Adults with Work Experience*, [In:] Szakál Anikó (szerk.) Proceedings of the 11th IEEE International Symposium on Applied Computational Intelligence and Informatics SACI 2016.
- Lazányi K., Baimakova K., 2016, *Az alapvető érzelmi beállítottság és a társas támogatás kapcsolata – két felsőoktatási intézmény adatainak tükrében*, [In:] Csiszárík-Kocsir Ágnes Vállalkozásfejlesztés a XXI. században VI.: tanulmánykötet. Budapest: Óbudai Egyetem.
- Lazányi K., 2016, *Who do you trust? - Safety aspect of interpersonal trust among young adults with work experience*, 11th International Symposium on Applied Computational Intelligence and Informatics (SACI).
- Lazányi K., Fülöp M., 2017, *Why don't we trust others?* “Acta Oeconomica Universitatis Selye”, in Press.
- Lazányi K., Máté Cs., 2017, *Ki mit ért bizalom alatt*, [In:] Csiszárík-Kocsir Ágnes Vállalkozásfejlesztés a XXI. században VII.: tanulmánykötet. Budapest: Óbudai Egyetem.
- McCrindle M., Wolfinger E., 2010, *Generations defined*, “Ethos”, 18(1).
- McShane S.L., Von Glinow M.A., 2000, *Organizational culture*, “Canadian Organizational Behavior”.
- Minkov M., Hofstede G., 2014, *Clustering of 316 European regions on measures of values: do Europe's Countries Have National Cultures?* “Cross-Cultural Research”, 48(2).
- Mishra A.K., 1996, *Organisational responses to crisis: The centrality of trust*, [In:] R. Kramer, T. Tyler (Eds.), *Trust in organisations: Frontiers of theory and research*, Sage, Thousand Oaks, CA.

- Nagaj R., Zuromskaitė B., 2016, *Incomes and the Willingness of Students in Poland and Lithuania to Participate in Charitable Activities*, "Journal of International Studies", 9(2).
- Payne R.L., 2000, *Measures of trust: An analytical framework*, [In:] J. Connell, R. Zeffane (eds.), Proceedings of the Inaugural Newcastle Conference Trust in the Workplace – Beyond the Quick Fix, The University of Newcastle, Newcastle.
- Pucetaite R., Novelskaite A., Markunaite L., 2015, *The mediating role of leadership relationship in building organisational trust on ethical culture of an organisation*, "Economics & Sociology", 8(3).
- Shaw R.B., 1997, *Trust in the balance: Building successful organisations on results, integrity and concern*, Jossey-Bass, San Francisco.
- Szkudlarek P., Biglieri J.V., 2016, *Trust as an element of social capital—evidence from a survey of Polish and Spanish students*, Journal of International Studies, 9(1).
- Tabscott J., 2009, *Grown up digital: how the net generation is changing your world*, McGrawHill Professional, New York.
- Tan H., Tan C.S.F., 2000, *Toward the differentiation of trust in supervisor and trust in organisation*, "Genetic, Social, General Psychology Monographs", 126(2).
- Tari A., 2010, *Az Y és mögötte a Z generáció* // http://www.budapestedu.hu/data/cms47443/okopannon_tari.pdf; Access on : 21.04.2017.
- Travaglione A., 2000, *Human resource strategy during turbulent change: Managing organisational downsizing*, [In:] A. Travaglione, V. Marshall (Eds.), Human resource strategies: An applied approach, Irwin/McGraw-Hill, Roseville NSW.
- Vaara E., Sonenshein S., Boje D., 2016, *Narratives as sources of stability and change in organizations: Approaches and directions for future research*, "The Academy of Management Annals", 10(1).
- (WVS), World Values Survey, Wave 5: 2010 // <http://www.worldvaluessurvey.org/WVSOnline.jsp>; Access on: 02.06.2017.

POKOLENIE Z NA RYNKU PRACY - CZY W SWOIM MIEJSCU PRACY UFAJĄ INNYM?

Streszczenie: Zaufanie jest zjawiskiem międzyludzkim, mającym wpływ na procesy społeczne, instytucjonalne, a nawet społeczne. Chociaż różne kultury mogą charakteryzować się różnymi poziomami zaufania, ich członkowie nie mogą być uznawani za identycznych biorąc pod uwagę ich poziom zaufania. Różne pokolenia mają różne poziomy zaufania. Co więcej, na poziom zaufania wpływają inne zmienne, takie jak płeć, uwarunkowania społeczne i wykształcenie. Niniejszy artykuł ma na celu analizę wartości związanych z pracą pokolenia Z, aby dowiedzieć się, w jakim stopniu mają oni zaufanie do swoich przełożonych i rówieśników oraz w jaki sposób są osadzeni w swoich miejscach pracy. Starano się w nim zwrócić uwagę na pokoleniowe różnice dotyczące zaufania i wskazano, w jaki sposób miejsca pracy powinny zająć się tym zjawiskiem. W artykule, dane z World Values Survey: Wave 5 zostały porównane z wynikami badań podstawowych (opartych na kwestionariuszach internetowych) na próbie 399 studentów w szkolnictwie wyższym z co najmniej 6-miesięcznym doświadczeniem zawodowym i poddane analizie za pomocą programu SPSS 20. Wyniki wskazują, że zachowanie pracowników generacji Z w miejscu pracy radykalnie różni się od zachowania starszych pokoleń; dlatego też menedżerowie muszą podejmować świadomy wysiłek w promowaniu dobrych relacji

interpersonalnych. Wyniki wskazują również, że szacunek i zaufanie do przełożonych nie są automatyczne; muszą być zdobywane przez profesjonalną doskonałość.

Sowa kluczowe: zaufanie, pokolenie Z, zatrudnienie, kultura

在劳动力市场创造 – 他们是否相信他们在他们的工作场所？

摘要:信任是一种影响社会，制度乃至社会进程的人际现象。虽然各种文化可以用不同的信任程度来表征，但是不同文化的成员在信任程度上不能被认为是一致的。不同世代有不同的信任程度。而且，信任程度受到性别，社会嵌入和教育背景等其他变量的影响。本文旨在分析Z世代与工作相关的价值观，以发现他们相信上级和同事的程度，以及他们如何嵌入工作场所。它力图唤起人们对代际信任的分歧，并指出工作场所应如何处理这一现象。本文将“世界价值观调查：第五浪潮”的数据与基于在线问卷调查的399名至少有6个月以上高等教育学生的样本进行比较，并用SPSS进行分析。结果表明，Z一代员工的职场行为与老一代员工的职场行为是截然不同的；因此管理者必须有意识地培养同事之间良好的人际关系。结果还表明，对上级的尊重和信任并不是自动的，他们必须通过专业的卓越才能获得。

关键词:信任，Z世代，就业，文化