

**EMPLOYER'S EXPECTATIONS TOWARDS THE EMPLOYEES
FROM THE MARKETING AND MANAGEMENT DEPARTMENT****Grabara J.***

Abstract: The article presents the survey conducted in the companies, operating at polish market, in different types of sector. All these companies have a marketing and management department and due to today's polish market condition, they are constantly seeking for new employees. Also, they have some expectations in regards to them, which are, quite often, not fulfilled by the young people. This survey was conducted to show what are the real expectations from the employers and what skills are really needed for work in marketing and management department.

Key words: management, employers, employees, survey

Introduction

The management was always one of the main part in companies' economy activity, and this is the reason, why for the last few years, have been noticed a bigger interest from the business environmental and academic side in that field. In the near future, the perfect management system will become a tool to be more competitive than other company. To meet that challenge, it become necessary to create new organizational cells, increase the employees' competences in the field of marketing, customer service, cooperation with the partners, and introducing new management methods. The future management staff require a qualified: departments managers, supply and distribution coordinators, customer service specialists, forwarding agents, marketing specialists and distribution centers managers and trading enterprise managers. Managers who are able to handle the technical aspects of planning, program implementation, and monitoring may lack the ability to excite or mobilise those around them. Charismatic leaders may have a dismal record in following through with the detail. In the end, both sets of skills are necessary.[1]

Having this in mind, it can be assumed that the main aim of management studies should be to give students, a wide knowledge, from the theoretical side including some special skills, which are necessary to get a job from the management and marketing field. Management students must have a solid knowledge about the company's management, rules and method to run the business in every kind of the enterprise – production, trade or service. They should know, also, the methods of informatics systems implementation, which support the information flow, the basics of company's activities and customer service.[2]

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So, the study program should prepare the students to work at the manager's position or management specialist for every type of the company, both, having the offices in Poland and other countries.

However, besides all the information above, we should put the following questions:

1. Are these skills used at work?
2. Are these skills are suitable for the potential employers?
3. Are these skills fulfill the employers' expectations?

For these question and more of them, this paper has given the answers.

The survey

The aim of this survey was also, the try to set the engagement and emotional level of survey's participant in relation to define the problem of expectations and requirements of management department employees. This survey was going to define the company's areas in which, use the philosophy based on selection and expectation, may bring a significant results. Especially in the efficiency for the whole enterprise. Furthermore, the analysis of given data let the highlight the main barriers, which influence the efficiency of tasks realization, connected with the management and marketing, and also, with the customer service. As these barriers are the results of insufficient knowledge having by the employees.

The survey questionnaire was directed to the employers of many different companies, located All over the Poland, to the people who are dealing with the management issues every day.

The survey was anonymous, questions were passed directly, in the most of cases, after the supervisors' agreement, the personal contact had obtained.

The targeted group included people working in the field of management and marketing in the enterprises. The question in the survey were categorized in three groups:

1. First part includes the process characteristic which appear in the enterprise,
2. Second part includes the employees' characteristic, working in the management field,
3. Third part includes information about the company

The questions were open-type, half-open and close, the third part of this survey includes the filtration questions.

The results

This paper contains only the most important questions, which can clearly describe the requirements put by the employers toward the young employees from the management department. Most of the surveyed companies operate in small and medium sector, as in total, they are more than 90% of all polish companies.

At the beginning, the main characteristic of surveyed companies is presented – size, profile and range.

1. Size of the company – most of the surveyed companies, were the enterprises with up to 9 employees, called micro enterprises.

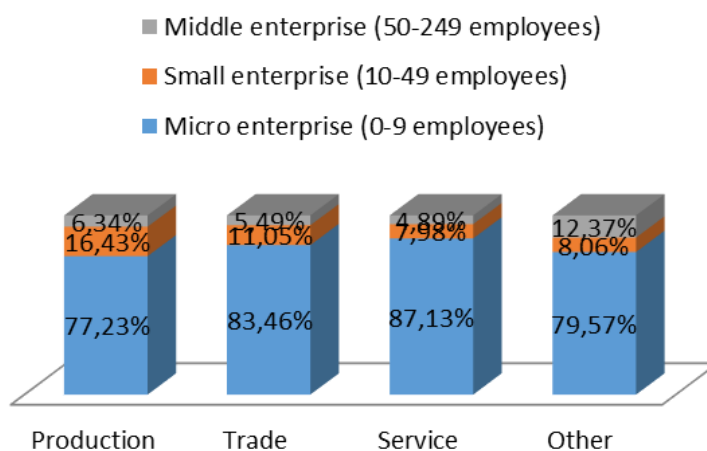


Figure 1. The size of the companies divided by sectors

Source: Authors own elaboration

From the figure below, it can be noticed, that micro enterprises have the biggest share in all sectors – production, trade, service and other. On the second place, are the small enterprises and at the end, the smallest share have the companies who hire up to 250 enterprises. The figure below, quite precisely, project the total structure of companies, operating at the polish market.

2. Range of the company – the range means here if the company operates at local, regional, national or international level. The local level means that the company operates on the closest market, not exceeding the borders of the city, i.e one of the surveyed companies, operates in Poraj city, and has the customers, only from this city. The biggest share at this level have the companies operating in service sector. Regional level means that company operates at the market located in one city together with its communes and districts. Like one company from Czestochowa city, which has the customers not only from the city but also from the closest villages and smaller cities, but all of them are from one voivodeship. Here the biggest share have the companies from trade sectors, like shops or markets. National level means that the company operates at the polish market – including all Poland's territory, without exceeding its borders. At this level the biggest share have the productions companies, what is completely clear as most of the productions companies, have the recipients, mostly, from all of the country. And the international level means that the company operates not only on the polish market, but also on Slovakia, Czech Republic, Germany or even English market (like one of the company, who produces the trolleys and pushchairs, and have the customers from the UE countries). Here the biggest share is noticed for the

companies operating in “other” sector, like construction, agriculture or tourist sector.

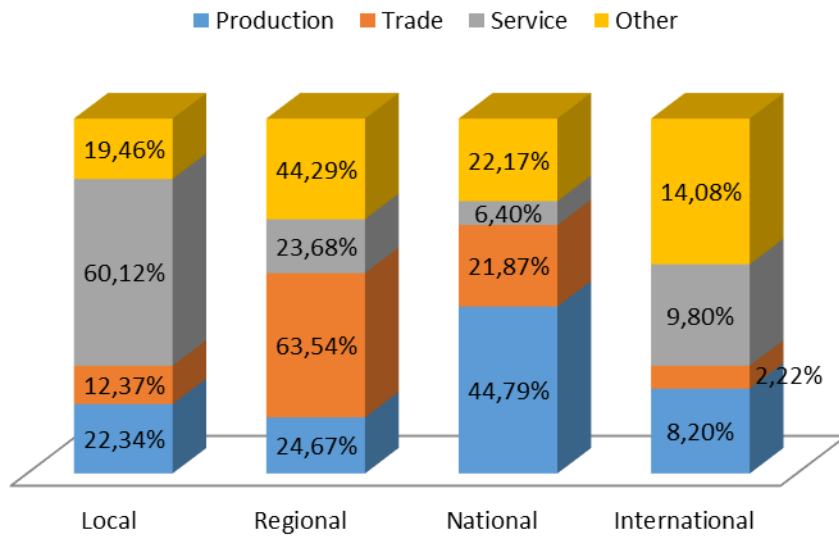


Figure 2. The range of the companies divided by sectors
Source: Authors own elaboration

3. What are the most important tasks performed in companies' management department – the management department is handling many various tasks – starting from the logo or brand image design, through the organizing the advertisements company or introducing the new product onto market. But, depends on the company, the management department, can play more or less significant role in the whole company. With the small company, like shop, the management department could be a small part of the company, i.e. with one employee only. But, for the big company, operating at international level, management department could be the most important part of the whole enterprises. As from its actions, depends the economic condition of the enterprise and its further development.

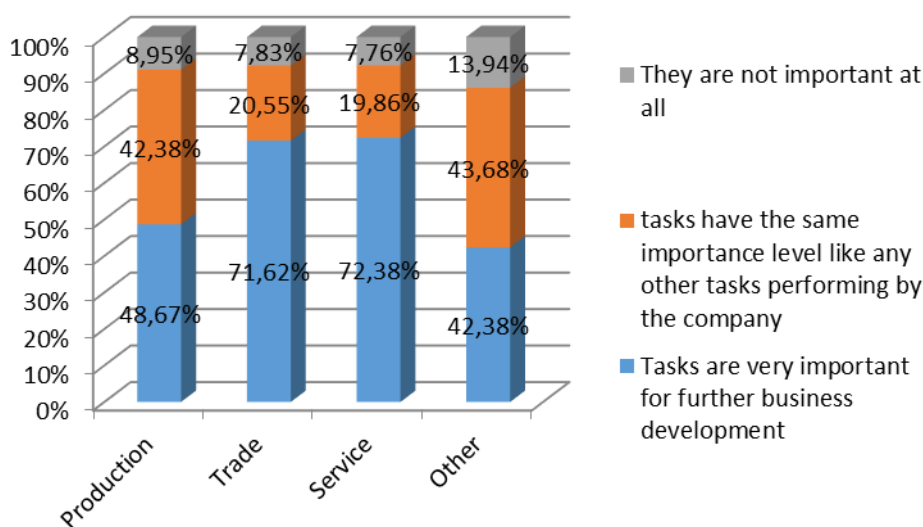


Figure 3. The importance level of the tasks taken by management department

Source: Authors own elaboration

As we can see, management tasks are important for all the companies, more than 70% of companies from trade and service sector, assumed that these tasks play an important role for the further development. Companies from production and other sector, more than 40%, assumed that its level of importance is the same like the rest of the actions and tasks performed. Only, more than 10% companies from other sector, assumed that these tasks are not important at all.

4. The main characteristics for management department – most of the tasks highlighted in these question were underlined as a characteristics for management department. But only two statements – clearly defined target and negotiation process – were underlined with the mark 4 by the all companies. For the companies from production sector, strong position, power delegation and looking for new contact were the most characteristics for management department. Dealing with the problems, looking for solutions, stay in touch and planning, organizing, leading and controlling were the most characteristics for the companies from trade and service sector. But, almost all these statements are indifferent for the companies operating in other sector. It is, because, the rest of these “other” companies, are micro, without clearly defined management department.

Table 1. The range of the statements assigned to management department

Production	Trade	Service	Other	
Range: 4 - most characteristic, 3 - quite characteristics, 2 - less characteristic, 1 - indifferent				
3	4	4	3	Dealing with the problems
4	3	3	2	Strong position in the company's

				structure
4	3	2	2	Power's delegation
4	4	4	4	Clearly defined targets
3	3	3	3	Working with the computers
4	4	4	4	Negotiations process
3	3	3	2	Looking for new challenges
3	4	4	2	Looking for solutions
3	4	4	2	Planning, organizing, leading, controlling
4	4	3	3	Looking for new contacts
3	4	4	2	Stay in touch with the people

Source: Authors own elaboration

5. Challenges awaiting for the young employees from the management department – there are much more challenges than listed below. But the listed ones are the most common challenges which are characteristic for the management department. And, again, only two challenges have the highest range from all the sectors: perfect knowledge of computer applications and finding the possibilities for a cost reduction. Today, it is impossible to have no knowledge on how computer works and how to use them at work. Actually, this statement is the most important for all the departments from the company, as any of them, use the computer during performing the tasks. Cost reduction is also important for almost every company, and this challenge is so called. The must which need to be fulfilled by the employees. Completely indifferent is the challenge of being ready to travel inside and outside the country, underlined by the companies from trade and service sector. It is because, most of these companies, have another department called “Sales”, who hires the sales representatives, whose work is just to travel. And its management department is dealing with any other challenges.

Table 2. The range of the statements awaiting for the young employees

Production	Trade	Service	Other	
Range: 4 - most important, 3 - important, 2 - less important, 1 - indifferent				
4	4	4	4	Perfect knowledge of computer applications
2	4	4	2	Very high quality level in customer service
4	2	2	3	Looking for new contacts, new cooperation possibilities
1	4	4	2	Wide knowledge in the area of marketing activities

2	2	2	2	Good knowledge in the law and procedures area
4	4	4	4	Finding the possibilities for a cost reduction
4	3	2	2	Contacts with the polish and foreign investors
3	1	1	2	Ready for travel inside and outside the country
2	4	3	2	Good knowledge in products' life cycle

Source: Authors own elaboration

6. Skills required from the young employees in management department – as there are many skills, which we tried, to highlighted most of them, the above table presents the range, from the most important skills to indifferent skills, which were underlined by the company. As it is visible from the table, the most important skills are creative one, good knowledge on management, communication and knowledge of one or more foreign language. With the last skill – it should be noticed here, that English knowledge does not count any more, this is something obvious and the companies do not even assume, that the potential candidate, could not speak in that language. But the knowledge of German, French or Russian language is a very worthwhile and could be helpful with obtaining a position in management department. And not important skills, were underlined the following: finished workshop and seminars, loyalty and personal culture. It seems that for the companies it is not important what the young employee have been doing before and they do not care about his loyalty.

Table 3. The range of the skills expected from the young employees

Range: 4 - most important, 3 - important, 2 - less important, 1 - indifferent	Skills expected by the companies
4	Creative skills
4	Good and actual knowledge on management area
4	Ability to make a quick decision
4	Communication skills
4	Foreing languages knowledge
3	Responsibility
3	Systematic

3	Ability to work in groups
3	Analitical skills
2	Resistance to stress
2	Fairness, accuracy and thoroughness
2	Work experience
2	Punctuality
2	Availability
2	Independence
1	Finished workshops and seminar
1	Loyalty
1	High personal culture

Source: Authors own elaboration

7. Which management competences are the most important for the employers – besides the competencies listed in table below, there are much more, but these ones are the most common as well.

Table 4. The range of the management competences required by the employers

Range: 4 - most important, 3 - important, 2 - less important, 1 - indifferent	Management competences
4	Two foreign languages knowledge
4	Planning skills
4	Organizational skills
4	Leading skills
4	Motivating skills
3	One foreign language knowledge
3	Computer knowledge
2	Work under time pressure
2	Dealing with sudden issues
1	Controlling skills

Source: Authors own elaboration

From the above table, it can be seen that the most important competences are foreign languages knowledge, and it should be noted, that the knowledge of one language only is ranged lower than the knowledge of two. It is because the English knowledge (as English is the most popular foreign ;language) is not anymore some

kind of advantage. It still has a quite high range but it is much better to know another, except English, foreign language. The listed skills, with a high range, are the skills commonly known as “management” – the process of planning, organizing, leading, motivating and controlling. But, the controlling skills are ranged with the lowest mark – it is because, in companies with management department, also, the controlling department is working separately. Handling actions related with the controlling issues only.

8. **Disciplines used in management department** – in management department the most common used disciplines are marketing, operational research, computer applications, customer service and sociology, psychology and ethic. Marketing and customer service are not surprise, as management is being seen close to them. But sociology, psychology and ethic could be a little surprise – usually this discipline is being seen with the HR part of the company, to motivate or control employees. But, indeed, in management this discipline plays an important role as well. Having even a basic knowledge in that field could help to manage with the cooperators or to get the new ones.

Table 5. The range of the disciplines used in management department

Range: 4 - mostly used, 3 - used, 2 - rarely used, 1 - not used	Disciplines used in management department
4	Operational research
4	Computer applications
4	Sociology, psychology and ethic
4	Marketing
4	Customer service
3	HR Management
2	Logistics
2	Finance and Accounting
2	Economy
2	Supply Chain Management
1	Controlling
1	Statistics
1	Risk Management

Source: Authors own elaboration

Disciplines such as controlling, statistics and risk management do not take any part in management department. Usually, statistics is used for financial department or HR department, Risk management is very often a separate department in the

company and controlling is a department itself. Disciplines such as logistics, finance and accounting, economy and SCM are rarely used by management, usually, to obtain some information, make the calculations and checking if handled issue will be profitable or will be accepted by the market.

9. The role of young employees in management department – in production sector, the main role of young employees is conception role – probably connected with the goods produced by the company. This role led employees to design the advertisements company, create the logo or brand describing the product. They are working on advertisements company from the same beginning to its launch to the public. In trade sector, the most important role is an executive – connected with making decisions regarding the products, its quantity or price. Also, in the service sector the main role is executive as well.

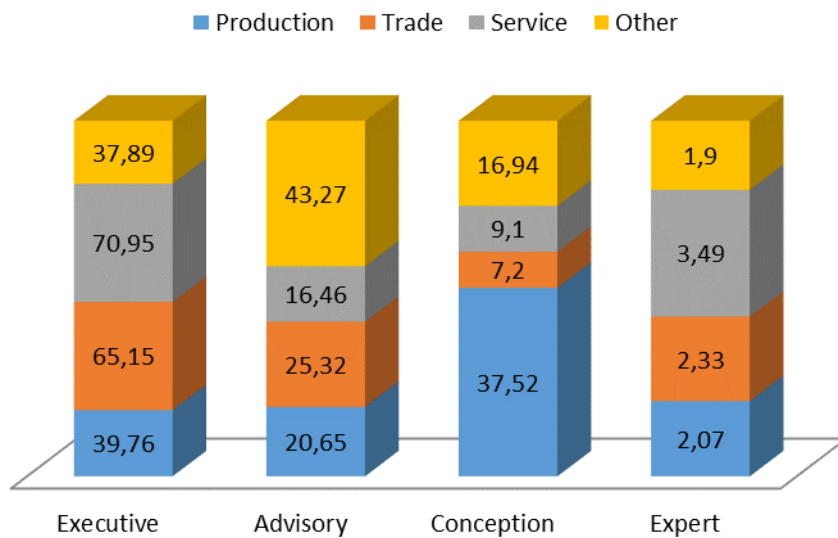


Figure 4. The role of young employees in management department
Source: Authors own elaboration

In other sector, the main role is advisory – it depends on the characteristics of company profile, these roles, in that sector, could be very different from each other. And, it is not a surprise, that expert role is played by the young employees in a little part only. It is due to lack of experience of young employees, who come to work straight after its studies.

10. Skills expected by the employers from the management graduate employees – as it can be seen from the table below the management graduates should be dynamic, imitative ingenuity, be visionary, have analytical skills and be able to work in group. And its mobility and optimistic level is completely indifferent for the potential employers. Also, it should be noted here, that skills related to

computer and foreign language knowledge are not marked at all. It means, that these skills are so obvious that event, the do needed to be mention.

Table 6. The range of skills expected by the employers

Range: 4 - most important, 3 - important, 2 - less important, 1 - indifferent	Skills expected by the employers
4	Ability to work in group
4	Analitical skills
4	Dynamic
4	Initattive
4	Ingenuity
4	Visionary
3	Interpersonal skills
3	Motivation
2	Flexibility
2	Responsibility
2	Critical thought skills
2	Ambitious
1	Mobility
1	Optimistic

Source: Authors own elaboration

Also, Interpersonal skills and motivation have a high range, but these two are usually develop at work – it depends on the company and the department itself, if young employee will be motivated or will develop his interpersonal skills.

11. The required level of computer applications knowledge – as we know from the previous questions, the computer knowledge is a must in regards to young employees from management department. But, the table below, indicates in more specific way, what kind of computer applications are the most required.

Table 7. The level of computer application skills required by the employers

Level: 3 - High, 2 - Medium, 1 - Low	Computer applications
3	Text editor
3	Management applications
3	Excel
3	Internet

3	Office application
2	Design applications
2	www design
2	Graphics application
1	Database
1	Network administration

Source: Authors own elaboration

On the first place are the application for writing, excel calculations, office applications, Internet and specific systems designed especially for management purpose. It is not a surprise, that these applications are remained as the most important, as they are so called. Basic use of the computer. It is also good, but not necessary, when the employee knows the applications used for graphic design or knows how to create a simple www. But, the knowledge of applications such as databases and network connections are not necessary at all. Of course, it is good, if employee knows them, but during the recruitment process or further employee estimation, these skills are not taken account.

Summary

The management studies should give an opportunity to gain a knowledge about the newest directions in enterprises management. Student should have the skills to identify the processes taking place in all over the company. Students, should also have, the knowledge, not only from the field of new management systems, but also, based on the economy, organization, marketing, and have managerial skills. They should know how to used the obtained knowledge at work, but in an ethic a law correctly way.

The skills and competencies, which should the student has, after the graduation, are as follows:

- using the basic knowledge about the management and marketing as a tool at work,
- understanding and using the tools determined to set the system efficiency in the enterprise,
- skill to make a right interpretation of organization's world and its environment,
- skill to understand the connections and relation between the knowledge
- using the basic methods and decision and organizational techniques,

Student's skills and competences characteristics for the management field are, also, as follows:

- skill to manage the production process and service,
- skill to use the computer support tools,
- interpretation, in system frame, the relations in enterprise's activity,
- skill to analyze the basic processes and management in the company,
- skill to identify the factors for the enterprise's systems integration,

- skill to analyze the processes occurring in the enterprise, operating in a different areas,

And, at the end, the management student should also have the full understanding of trade's structure and strategy, know how to determine the issue of efficient customer service, use the methods and techniques in management processes of quality and how to design the activity and manage it.

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OCZEKIWANIA PRACODAWCÓW WOBEC PRACOWNIKÓW W DZIALE MARKETINGU I ZARZĄDZANIA

Streszczenie: Artykuł prezentuje badania przeprowadzone w firmach, działających na polskim rynku, w różnego rodzaju sektorach. Wszystkie badane firmy posiadają dział marketingu i zarządzania, i dzięki obecnej sytuacji na rynku, poszukują nowych pracowników. W związku z tym, mają one pewne oczekiwania związane z nowymi pracownikami, które, bardzo często, nie są spełniane przez pracowników. Niniejsze badanie zostało przeprowadzone w celu pokazania prawdziwych oczekiwań pracodawców i jakie umiejętności są naprawdę wymagane do pracy w dziale marketingu i zarządzania.

Słowa kluczowe: zarządzanie, marketing, pracodawcy, pracownicy, badanie

從營銷和管理部門對僱員的雇主的期望

摘要：本文介紹了在公司進行的調查，在波蘭市場，在不同類型的部門。所有這些公司有營銷和管理部門，由於今天的波蘭市場條件下，他們都在不斷尋求新員工。此外，他們有一些向他們問好，很多時候，不履行受年輕人的期望。本次調查顯示什麼是真正的從雇主的期望，什麼是真正需要的技能，在市場營銷和管理部門的工作。