REPORT ON EMPLOYERS' NEEDS AND EXPECTATIONS OF YOUNG PEOPLE IN TERMS OF ATTITUDES AND PERSONAL SKILLS WHEN APPLYING FOR JOBS

Content

Introduction

You are receiving a report that summarises the needs and expectations of employers from young people in terms of their attitudes and personal skills when applying for jobs.
This description of needs and expectations is based on a questionnaire survey and interviews with representatives of employers involved in the recruitment and employment of young people.

The need for young people preparing for the world of work, who, in addition to developing entrepreneurial skills, want to know the needs of employers and their expectations when applying for jobs, prompted us to prepare this information. On the other hand, some employers, through the employment agencies that recruit and train young people for them, have communicated to us the need to change young people's attitudes to employment
and subsequent career progression. Young people, after their first work experience in various traineeships and apprenticeships during their schooling, they are under the impression that 'the employer is here for me'. When they enter employment, they continue to work with this attitude, which is unsatisfactory to the employer and is often the reason for their failure in employment.

The above information was the reason that led us to the decision to find out what exactly employers expect from young job seekers from the initial interview to their entry into the workforce.

The aim of the analysis, which was carried out in cooperation with employers, was to provide an overview of employers' needs and expectations of young people in terms of their attitudes and personal skills when applying for a job and their subsequent entry into the workforce.

Based on the proposed overview of employers' needs, a methodology for training young people will be prepared and youth workers in the areas most expected and needed by enterprises.

This overview is based on surveys carried out in three countries, namely Slovakia, Poland and the Czech Republic.

About the project

This research report has been produced as part of the international project Young People's Pathway to Employment. This project is supported by the Erasmus+ programme and funded by the European Union under the number 2023-2-SK02-KA220-YOU-000178759.

Project objective

To promote the quality of preparation of young people for their entry into the world of employment by increasing methodological support to youth workers who are engaged in preparing young people for their employment and by developing important competences of young people that will help them to be successful and good employees according to the current expectations of employers.

Project activities

1. Survey: employers' expectations of young people in terms of attitudes and personal skills when applying for a job.
2. Development of a training methodology for youth workers aimed at developing young people's attitudes and skills in relation to employment and its validation through training activities.
3. Creation of a manual for the development of competences of young people entering the world of employment and its validation through workshops.
4. Implementation of professional multiplier activities.

Results and outputs of the project

1. Output: research report on employers' needs and expectations of young people in terms of their attitudes and personal skills when applying for jobs.
   Result: Users of the report will gain an overview of the competences to be developed in the preparation of young people preparing for employment, on the basis of which they can set up follow-up training activities.
2. Output: A training methodology for youth workers aimed at developing young people's attitudes and skills in relation to employment.
   Result: youth workers will acquire the competences needed to train young people in preparation for employment, which will be validated through youth worker training.
3. Output: A manual for the development of competences of young people entering the world of work.
   Result: Users of the handbook (young people and youth workers) will gain practical information needed to apply for a job as well as knowledge on what to look for when entering employment.

There are four partners behind this project, namely:
- Rada mládeže Žilinského kraja (SK)

- Centrum pro podporu podnikání a zaměstnanosti, z.ú. (CZ)
- Fundacja Edukacji Pozaformalnej w Bielsku-Białej(PL)
- Žilinsky samosprávny kraj (SK)

1 The most important competences for young people applying for jobs

Based on research carried out in Slovakia, Poland and the Czech Republic, we found the most important competences for young job seekers. These competences emerged from both quantitative and qualitative employer surveys.

Recommendations for the training of young people based on the competencies identified in the company questionnaire surveys were to be based on the identified key skills and expectations that are repeated among employers.

	SK	PL	CZ	Average
Ethics and Integrity	4,65	4,60	4,67	4,64
Responsibility	4,65	4,40	4,56	4,54
Respect and consideration for others	4,57	4,40	4,59	4,52
Ethical behaviour	4,54	4,23	4,70	4,49
Communication skills	4,51	4,37	4,41	4,43
Motivation and personal commitment	4,49	4,50	4,19	4,39
Self-reflection	4,51	4,13	4,44	4,36
Teamwork	4,32	4,17	4,48	4,32
Adaptability and flexibility	4,30	4,20	4,04	4,18
Positive attitude	4,19	4,03	4,22	4,15
Engagement	4,11	4,17	4,15	4,14
Problem solving and decision making	4,14	4,27	4,00	4,14
Resistance to stress	4,00	4,03	3,89	3,97
Flexibility and openness to change	4,00	4,10	3,81	3,97
Customer orientation	3,97	3,87	4,07	3,97
Organisational and planning skills	3,89	3,93	3,59	3,80
Proactivity	3,73	3,90	3,74	3,79
Professional knowledge and skills	3,46	4,03	3,74	3,74

Here you will find the training structure that employers believe will help young people get a job. These are the seven competency development strands. In the seven competences:

1.1 Communication competences

1.1.1 Identified need

All sectors consider **effective communication** as a key competence. Companies expect young people to be able to express themselves clearly, listen actively and communicate information effectively, which is essential for teamwork and task solving.

1.1.2 Recommendations

Include communication techniques (oral and written communication), practical training in presentations and in handling different situations where communication is used.

1.2 Adaptability and flexibility

1.2.1 Identified need

The ability to adapt to new situations, respond quickly to change and learn new skills is in high demand in dynamic corporate environments.

1.2.2 Recommendations

Training programmes should include activities to develop adaptability, for example working in changing teams or projects, dealing with case studies focused on rapid change.

1.3 Teamwork

1.3.1 Identified need

Teamwork is key for most companies. Employers expect young people to collaborate, share knowledge and achieve goals together.

1.3.2 Recommendations

Create hands-on training sessions focused on teamwork, simulating team projects where the emphasis is on achieving goals together, dividing tasks and fostering team dynamics.

1.4 Ethical approach and responsibility

1.4.1 Identified need

Companies require honesty, reliability and accountability as core values. These qualities are key to building trust and long-term collaboration.

1.4.2 Recommendations

Include ethics courses in training that address corporate values, accountability and ethical behaviour in practice. Emphasis on real-life examples.

1.5 Motivation and engagement

1.5.1 Identified need
Companies value inner motivation and a proactive approach. Young employees should be engaged, bring their own ideas and show interest in work beyond basic duties.

1.5.2 Recommendations
Offer training modules focused on personal development, self-motivation and proactivity. Young people should be encouraged to be aware of their career goals and the value of contribution.

1.6 Problem solving and analytical thinking

1.6.1 Identified need
Analytical thinking and the ability to solve problems independently are emphasized in engineering disciplines. This is often a weakness of young candidates.

1.6.2 Recommendations
Include in training real-world problem solving and case studies that require analytical thinking, solution design and decision making.

1.7 Self-reflection and receiving feedback

1.7.1 Identified need
Some young people may lack the ability to self-reflect and the willingness to accept feedback.

1.7.2 Recommendations
Self-reflection and feedback management methods should be part of education. Simulations of real work situations where students learn how to deal effectively with criticism and improve.

1.8 Summary of identified needs and recommendations

These competences have been identified as key, cross-cutting competences in Slovakia, Poland and the Czech Republic, indicating a universal need for their development in the preparation of young people for the labour market. Based on this observation, the project will develop training for both youth workers and young people. In the appendix you can read the full research in detail.

2 Research methodology

At the beginning of the questionnaire survey, which was conducted among employers, we defined basic personal and attitudinal competences. Employers were asked to choose how important the competencies were to them on a scale of 1 to 5, where 1 is "not at all important" and 5 is "very important". The next part of the questionnaire had several open-ended questions. The quantitative questionnaire survey involved 27 companies from the Czech Republic, 30 from Poland and 38 from Slovakia.

In addition, qualitative interviews with employer representatives were conducted in each country. 7 interviews were conducted in Slovakia, 4 in the Czech Republic and 4 in Poland.

IDENTICAL COMPETENCES
1. Communication: all countries consider communication to be essential. Companies require the ability to convey information effectively, listen actively and express themselves clearly. Communication is essential for teamwork and task management.
2. Adaptability.
3. Teamwork. Companies expect collaboration, knowledge sharing and joint achievement of goals.
4. Ethical Attitude: Honesty, reliability and responsibility are seen as key qualities in all countries. although there are comments about weaker accountability among young people, ethical standards remain an important requirement.
5. Intrinsic motivation and a proactive approach are valued in all fields. Young people should show interest in work and be active beyond basic duties.

MISMATCHED COMPETENCIES
1. Analytical thinking.
2. Loyalty: the Czech Republic and Slovakia report lower loyalty among young workers, while Poland considers it a less important characteristic, suggesting different priorities.
3. Self-reflection: Slovakia shows that young people often lack the ability to self-reflect, while in the Czech Republic and Poland this ability is encouraged but varies in importance depending on the type of position.
4. Problem solving.
5. Expertise: In technically oriented firms (e.g. Poland) it is essential, while in service firms (e.g. Slovakia) it is assumed that skills can be acquired through training.

These same and different competences are based on the analysis of the interviews, which reflects the specificities of the labour market and the expectations of firms in different sectors and countries.

Based on the analysis of the interviews and the identified competences from the different countries (Czech Republic, Poland and Slovakia), a profile of the ideal employee can be derived that would match the expectations of companies across these markets. This ideal employee should have the following qualities and skills:

  1. Communication skills

Ability to express oneself effectively and clearly, listen actively and convey information. This skill is critical for team collaboration and communication with customers. The ideal employee should be able to adapt their communication to different situations and people.

2. Adaptability and flexibility

The ability to react quickly to change and adapt to new situations. The ideal employee should be able to cope with a dynamic environment where demands may change and be willing to learn new things.

3. Proactive attitude and motivation

This employee should be intrinsically motivated, committed and proactive. He/she should come up with his/her own ideas, look for ways to improve and be willing to contribute beyond normal duties. Financial motivation can play a role, but personal initiative and a desire to grow are also important.

4. Teamwork

The ideal candidate should have the ability to work effectively in a team, support others and share knowledge. Teamwork is essential for achieving common goals and building a good company culture.

5. Ethical attitude and responsibility

Honesty, reliability and responsibility are core values. The ideal employee should be able to abide by company rules and act in accordance with ethical standards, which is crucial for credibility and long-term cooperation.

6. Analytical thinking (as required)

While not required in all positions, an analytical mindset is key for technical and marketing roles. The ideal employee should be able to analyse problems and find effective solutions, which would enable them to deliver value, especially in fields focused on innovation and diagnostics.

7. Self-reflection and ability to accept feedback

The ideal employee should have the ability to critically evaluate their own performance and openly accept constructive criticism. Self-reflection would help him or her to continuously improve and adapt to the demands of the employer.

8. Problem solving

Ability to respond quickly and effectively to challenges, especially in technical fields. The ideal employee should be able to solve problems independently or seek help when necessary.

9. Loyalty and long-term commitment (in some cases)

Although young employees sometimes exhibit lower levels of loyalty, the ideal candidate should be willing to make a long-term commitment if they find opportunities for career growth and personal development within the company. This profile of the ideal employee includes both basic universal competences and specific requirements that may vary according to the nature of the work and the sector.

3 Summary results from the quantitative questionnaire survey

3.1 Summary results of open-ended questions

1. **Expectations from young applicants:**
   All three countries emphasise engagement, willingness to learn and responsibility.
   Flexibility and the ability to adapt to changing conditions are also frequently mentioned.
   Young employees are expected to be able to take responsibility for their tasks and to be proactive.

2. **Common interview mistakes:**
   Recurring mistakes include insufficient preparation for the interview, lack of concrete examples from practice and overconfidence. High financial requirements are also cited as a common problem.
   All countries point out that some candidates place too much emphasis on salary conditions at the expense of interest in the job itself.

3. **Training of young employees:**
   In all countries, technical training focused on the specific skills and knowledge needed for the job is common. There is also a clear need to develop soft skills such as communication and teamwork.
   Companies provide training tailored to the needs of specific positions, combining technical aspects with personal development.

3.2 Differences

1. **Expectations from young applicants:**
   Slovakia more strongly emphasises the need for loyalty and concerns about frequent transfer of young people between companies, which is not such a common theme in the responses from the Czech Republic and Poland.
   The Czech Republic mentions work ethic and a long-term interest in growing within the company as important aspects, while in Poland there is more emphasis on active involvement in work and a willingness to improve one's skills.

2. **The most common interview mistakes:**
   Slovakia more often mentions unreasonable financial requirements and lack of humility as problematic features, while in the Czech Republic and Poland more emphasis is placed on lack of concrete examples and lack of preparation.
   In Poland, the tendency of applicants to focus on salary conditions is criticised, which is partly similar in the Czech Republic, but in Slovakia, the distortion of work experience is more frequently mentioned.

3. **Training of young employees:**

Slovakia has more companies that do not conduct any training, which may be due to the expectation that young people come with the necessary skills. In the Czech Republic and Poland there is a greater focus on structured training.

The Czech Republic more often mentions tailoring training to the specific needs of positions, combining technical and soft skills.

3.3 Conclusions

1. **Common expectations of firms across countries:**
   Engagement, willingness to learn and responsibility are universally seen as key qualities that young candidates should demonstrate. This suggests that companies in all three countries are looking for employees who are not only capable but also willing to develop and adapt to new conditions.
   Technical and soft skills are seen as areas that need to be developed in young employees. In this regard, the companies provide training focused on specific job requirements as well as personal development.

2. **The differences reflect specific market conditions and cultural differences:**
   Slovakia emphasises more the importance of loyalty, which may indicate a higher turnover rate of young workers in this country or companies' concerns about low employee stability.
   The Czech Republic focuses on long-term growth in the company, which may indicate a more stable labour market with a greater emphasis on building career paths within a single firm.
   Poland often emphasises the active involvement and self-initiative of candidates, which may reflect the dynamics of the Polish labour market, where competitiveness and adaptability are expected to be high.

3. **The most common mistakes point to the need for better preparation and a realistic approach:**
   Candidates in all three countries often make similar mistakes, such as insufficient preparation for the interview or exaggerated financial requirements, indicating general problems in young people's approach to entering the labour market.
   In addition, Slovakia specifically mentions the misrepresentation of work experience, which may indicate more pressure to get jobs or an attempt to compensate for lack of experience.

4. **Different approach to training:**
   While in the Czech Republic and Poland it is common to provide structured training, in Slovakia the absence of training is more common, which may indicate different expectations of companies regarding the readiness of young employees or different budget possibilities.

3.4 Competence

1. **Engagement**

Poland and Slovakia: Engagement did not emerge as a key difference competency.
Firms of all sizes may have similar requirements for the commitment of young candidates.
Czech Republic: The biggest difference was between medium-sized enterprises and large enterprises. This suggests that medium-sized firms expect a higher level of commitment from young candidates than large firms, which may have a wider distribution of job tasks and more specialised roles.

2. **Adaptability and flexibility**
Poland and Slovakia: this competence was not listed among the key differences. Perhaps the adaptability requirements for young candidates in these countries are less dependent on the size of the enterprise.
Czech Republic: Small enterprises scored higher on adaptability than medium-sized enterprises, with a difference. Small firms often need to respond quickly to change, which may explain the higher emphasis on this skill.

3. **Organisational and planning skills**
Slovakia: the difference was even greater between medium and small enterprises. This suggests that medium-sized firms in this country place even more emphasis on organisational skills, which may be related to the need for effective coordination in more complex organisational structures.
Poland: the largest difference was between small and medium-sized enterprises, suggesting that small firms consider organisational skills as a key skill for effective task management. In medium-sized firms, there may be more structured processes that reduce the need for individual planning.
Czech Republic: Organisational skills were not listed among the largest differences here, suggesting that the requirements for this competency are relatively balanced across all firm sizes in the Czech Republic.

4. **Ethics and honesty**
Slovakia: similar trend to Poland, where medium-sized companies place more emphasis on ethics than small businesses. The difference suggests that ethics may be more formalised in medium-sized firms.
Poland: The difference between medium-sized and large firms shows that medium-sized firms place more emphasis on ethics. Larger firms rely more on internal processes to ensure that ethical standards are met.
Czech Republic: Ethics was not mentioned as a major difference, which may mean that in this country expectations of ethical behaviour are not so different between different sizes of firms.

5. **Professional knowledge and skills**
Slovakia: the difference between medium-sized and small enterprises shows that medium-sized firms may have higher demands for specific expertise.
Poland: The difference between small and large enterprises shows that small firms require a wider range of skills as roles may be more multifunctional. In large firms, roles tend to be more specialised.
Czech Republic: This competency was not identified as a major difference, which may indicate that expectations for professional skills are consistent across firm sizes in this country.

3.5 Similarities between countries

1. **Emphasis on ethics and organisational skills in medium-sized firms:**
   In all three countries, medium-sized firms appear to place greater emphasis on ethics, integrity and organisational skills compared to small or large firms. This may be due to more complex organisational structures and the higher level of autonomy that young workers in medium-sized firms need.
   This trend suggests that medium-sized firms rely more on formal processes and expect employees to adhere to ethical standards and have good organizational skills to perform their tasks effectively.

2. **Adaptability as a core competence for smaller businesses:**
   In all countries, there was a greater emphasis on adaptability and flexibility in small and micro enterprises. Smaller firms require their employees to be able to respond quickly to change and adapt to different work tasks, as they often do not have fixed processes and structures.
   This trend suggests that in all countries surveyed, young candidates in smaller firms need to demonstrate a greater degree of adaptability than in medium and large firms, where job roles are usually more precisely defined.

3. **Higher requirements for professional skills in medium and small companies:**
   There is a higher emphasis on professional knowledge and skills in medium and smaller firms everywhere, especially in small firms in Poland. These firms often expect a broad set of skills from young candidates, as roles tend to be multifunctional and require a greater diversity of skills.
   This trend may reflect the need for smaller firms to find employees who can handle multiple tasks, as opposed to large firms where job roles are more specialised.

3.6 Differences between countries

1. **Differences in expectations regarding organisational capabilities:**
   Slovakia shows significantly larger differences between medium and small firms in expectations for organisational and planning capabilities (difference 1.32), which may be due to the greater complexity of processes in medium-sized Slovak firms.
   Poland also shows significant differences in this area, but less marked than in Slovakia (difference 1.17), while the Czech Republic appears to be more balanced in its assessment of these capabilities across firm sizes.

2. **The emphasis on ethics and integrity is more pronounced in Poland and Slovakia:**
   In Poland and Slovakia, differences in the assessment of ethics and integrity between medium-sized and other enterprises are more pronounced. In Poland, for example, the difference between medium-sized and large enterprises is 0.82, indicating a higher demand for ethical standards among medium-sized firms. In contrast, the Czech Republic does not show such a significant difference, which may indicate that ethics is important regardless of the size of the enterprise.

3. **Proactivity and professional skills are more important in small businesses in Poland:**
    In Poland, significant differences in the emphasis on proactivity and expertise were noted between small and large firms. For example, proactivity has a difference of 0.84 and expertise of 0.93, indicating that small Polish firms require a higher level of independence and skills than large firms. In Slovakia, differences in these areas appear more between medium-sized and small firms, which may be related to a higher need for expertise in medium-sized Slovak firms, while small firms prefer a wider range of skills and flexibility.

4. **The diverse meaning of engagement between the Czech Republic and other countries:**
    In the Czech Republic, there is a noticeable difference in the assessment of engagement between medium and large enterprises (difference 1.00), which indicates different requirements for young workers in companies of different sizes. Medium-sized companies expect higher personal involvement, which may be associated with less hierarchy and greater opportunities for involvement in decision-making.
    Poland and Slovakia do not show such significant differences in this area, which suggests that engagement requirements are more consistent across company sizes.

3.7 Summary

The analysis showed that medium-sized firms in all countries put more emphasis on ethics and organizational skills, while adaptability is more important for smaller firms. Slovakia shows more significant differences in organizational capabilities between medium-sized and small firms, while Poland and Slovakia emphasize ethics more in medium-sized enterprises than the Czech Republic. Proactivity and expertise are valued in Poland mainly among small companies, while in Slovakia among medium-sized ones. In the Czech Republic, there are noticeable differences in engagement between medium-sized and large companies.

Conclusion

This research report summarizes the needs and expectations of employers towards young job seekers in Slovakia, Poland and the Czech Republic, focusing on the key personality and attitude skills that companies consider essential. The analysis is based on questionnaire surveys and interviews with more than 75 companies, which emphasized the importance of skills such as effective communication, adaptability, teamwork, ethical approach and personal commitment. These skills appear to be necessary for the successful integration of young people into the workforce and increase their chances of long-term employment.

Key needs include effective communication, including not only the ability to express oneself clearly, but also active listening and adapting one's communication style. Adaptability, i.e. the ability to respond to new conditions and rapid changes in a dynamic environment, is also a key skill. Teamwork was also rated as important, as young workers are expected to actively share knowledge and have a common orientation towards achieving goals. Employers also emphasize an ethical approach and responsibility that includes honesty and reliability, values that are key to building trust and cooperation.

The analysis also revealed some significant differences in expectations across countries and sectors. While in technical and marketing fields there is a higher emphasis on analytical thinking and problem solving, in less technical fields this need appears to be less of a priority. Loyalty is another area with different approaches - while in Slovakia and the Czech Republic it is perceived as key, in Poland companies focus more on the active involvement of young employees in work processes. Diverse approaches are also manifested in self-reflection, where companies mention the low willingness of young people to receive feedback and learn from it, which represents a challenge for the labour market as a whole.

Based on the identified needs, recommendations were made for educational programs aimed at developing these key competencies, so that young people are better prepared for the expectations of the labour market. These programs will include modules aimed at developing communication skills, adaptability, teamwork, ethical values and motivation. Overall, the report underlines the need for more intensive preparation of young people for working life through practical training and supports cooperation between educators and employers to achieve mutual benefit and sustainable growth of the workforce.

Annex 1- Detailed interview outputs by country

In this section you can read the detailed analysis of the qualitative survey.

1.1 Interview findings within Slovakia

A total of 7 surveys were conducted as part of the qualitative interviews.

A company engaged in the sale of office supplies

Several key and essential words and concepts emerge from the interview responses that reflect the company's view of the competencies of young candidates:

- **Communication** - Young people have a good level of communication skills, especially in higher positions where they need to express themselves clearly.
- **Analysis and problem identification** - young people need more experience and practice to better master these skills.
- **Adaptability** - Willingness to learn is a key factor in adapting quickly to new situations.
- **Motivation** - Career progression and financial motivation are important for a more productive approach to work.
- **Reliability and Responsibility** - These qualities are not immediately apparent; time and financial circumstances can play a role.
- **Interpersonal relations** - There is sometimes tension between younger and older employees, which may be due to concerns about job status.
- **Engagement and loyalty** - young people often expect a better job offer, which affects their engagement.
- **Technological proficiency** - young people have no problems adapting to new technologies and practices.
- **Self-reflection** - They often lack self-criticism and have high self-esteem.
- **Unrealistic expectations** - They may sometimes have unrealistic ideas about salaries or job requirements.

The ideal employee, according to the first interview, should be communicative and can express his or her ideas effectively, especially in management positions where clear communication is key. They should be adaptable, willing to learn, and have sufficient experience to analyse problems. Motivation for work and career growth is important, as is reliability that shows over time. The candidate should also be able to work with a team and exhibit self-reflection, while being technically proficient and adaptable to new technologies.

Company operating in the field of electro-engineering industry

From the interview with the electrical engineering company, several key and fundamental words can be drawn that reflect the company's view on the competences of young candidates:

- **Communication:** young people generally have weaker communication skills, often prefer digital communication and have difficulty expressing themselves verbally or formally in emails.
- **Decision-making and problem-solving:** Young candidates have difficulty making decisions and are not used to problem-solving, which may be partly due to isolation during the pandemic.

- **Adaptability:** They are slow to adapt and often indecisive, even if they are able to cope with technological change.
- **Motivation:** young people can be motivated by benefits and earnings, but the current company benefits are not enough motivation.
- **Reliability and responsibility:** Reliability is a problem for young employees, they often lack a sense of responsibility, and it depends on the specific position.
- **Loyalty and engagement:** Young people are not very loyal, see jobs as temporary and are willing to leave at any time.
- **Respect and reverence for others:** Young people lack respect for experienced colleagues, which is often linked to their upbringing and the environment in which they grew up.
- **Self-reflection:** self-reflection is weak, they tend to have high self-esteem and reject negative feedback.
- **Salary expectations:** they often have unrealistic salary expectations and poor financial literacy.

Based on these data, it is possible to suggest what the ideal employee might look like according to this company. They should have strong communication skills, the ability to solve problems effectively, be flexible and adapt quickly to new technologies. They should be reliable, have realistic salary expectations, show respect for others, be motivated not only by benefits but also by career growth opportunities, and have the ability to critically evaluate their own performance.

Company operating in the gastro

Several key words and key insights can be drawn from the interview with the gastro company that reflect the company's view of the competencies of young candidates:

- **Expertise:** not essential because it can be taught. What is more important is interest in the job and internal motivation.
- **Communication:** the ability to communicate is important, and the company emphasises relaxed and equal communication with both customers and colleagues.
- **Problem solving** employees are expected to be receptive to problems and learn from them. Emphasis is placed on learning from mistakes and finding the causes of problems on both sides.
- **Adaptability and flexibility:** This skill is highly valued as it is necessary to handle a variety of situations, from stressful to calm.
- **Teamwork:** teamwork skills are shown by the approach to work and the ability to communicate in a team. The first days on the job will reveal whether a new employee is a good fit for the team.
- **Self-reflection:** Young people generally have lower self-reflection, but those who can admit mistakes and learn from them are perceived as the best employees.
- **Ethical behaviour:** can be shaped and developed if the young person is willing to learn and accept the company's ethical standards.
- **Customer orientation:** the company expects an assertive approach to customers that is neither submissive nor rude.

Based on these data, we can derive an idea of the ideal employee according to this catering company: they should be motivated, willing to learn, adaptable and flexible. They should have the ability to communicate effectively, work in a team, handle problems with insight, show self-reflection and adhere to the company's ethical standards.

Company producing components for the electrical and automobile industry

Several key words and key insights can be drawn from an interview with a company focused on the production of components for the electrical and automotive industry that reflect the company's view of the competencies of young candidates:

- **Communication:** young people can communicate well, especially if they have experience in public speaking or debating. However, their communication skills depend on their personality and educational background.
- **Analytical thinking:** Young people have strong analytical skills and can identify problems, especially depending on the nature of their position.
- **Adaptability and flexibility:** they are quickly adaptable to new situations and technologies, which is natural due to their experience with digital technologies.
- **Motivation:** Motivation plays an important role, and financial rewards and a suitable team environment can encourage young employees to stay engaged.
- **Teamwork:** Interest in teamwork and the ability to contribute to common goals depends on the family background and personality set-up of the individual.
- **Self-reflection:** Young people generally show low levels of self-reflection and have difficulty accepting feedback.
- **Ethical behaviour and respect:** Ethical standards are observed in the company, and respect for colleagues and superiors is common.
- **Salary expectations:** Some young people have unrealistic salary expectations, despite their lack of experience.

From these data we can derive an idea of the ideal employee according to this company: the candidate should be communicative, with good analytical skills, flexible and adaptable. The candidate should be motivated, willing to work as part of a team and develop self-reflection. Should also have ethical behaviour and realistic salary expectations.

Company providing printing services

Several key words and key insights can be drawn from the interview with the printing company that reflect the company's view of the competencies of young candidates:

- **Communication:** the company emphasizes the ability to express an opinion in front of the team and management and to listen actively. Young people should be able to communicate politely and defend their decisions.
- **Adaptation and adaptability:** Young people are expected to adapt to established rules and company culture. It is important that they are open to different ways of achieving results.
- **Responsibility and completion of work:** a responsible approach is key, especially in relation to meeting deadlines and completing tasks. The company does not tolerate failure to complete work.
- **Problem solving:** Quick and efficient problem solving is important to maintain employee satisfaction and a good working atmosphere.
- **Corporate identity and loyalty:** Young employees should have a positive relationship with the company and be aware of the company's values and brand.

- **Motivation**: the ideal employee should be motivated and have a positive attitude to work. The candidate should enjoy the work and find it enjoyable.
- **Self-reflection and respect for rules:** Self-reflection is not explicitly mentioned, but the emphasis is on the ability to adapt to rules and company culture.
- **Salary expectations:** Young people sometimes focus on the salary more than the work itself, which is not seen as an appropriate approach by the company.

Based on these data, we can derive an idea of the ideal employee according to this company: they should be communicative, responsible, adaptable and motivated. The candidate should have a positive attitude to work, understand their job and show loyalty to the company. At the same time, the candidate should be ready to solve problems and follow company rules.

Company providing cleaning services

From the interview with the cleaning services company, several key words and key insights can be drawn that reflect the company's view of the competencies of young candidates:
- **Communication:** young people have a problem with effective communication, often giving up work if higher demands are placed on them.
- **Analysis and decision-making:** Young candidates have difficulties in analysing situations and making decisions, often preferring simple tasks and 'peace of mind'.
- **Adaptability and flexibility**: They have difficulty adapting to rapid change and are less flexible, which may be due to living with parents and relying on others for help.
- **Motivation**: Money is the main motivation for young people, but they lack the willingness to contribute beyond the necessary tasks.
- **Reliability and responsibility:** They need control and clear rules to get the job done, indicating a low level of autonomy.
- **Teamwork:** teamwork is difficult for young people, salary comparisons and a feeling of envy towards older employees are common.
- **Technological literacy:** Young people have no problem with new technologies but are often influenced by information from the internet.
- **Self-reflection and confidence:** Young people tend to have high self-esteem but lack self-reflection, which can lead to leaving if they do not meet their own expectations.
- **Salary expectations:** They often have unrealistic salary expectations and a lack of awareness of company costs.

From these data, we can derive an idea of the ideal employee according to this company: they should be communicative, flexible, willing to accept responsibility, have realistic expectations, the ability to solve problems independently, and at the same time have self-reflection and humility towards older and more experienced colleagues.

Car service

From the interview with the owner of the garage, the following key aspects and requirements for young candidates can be identified:

- **Communication:** young people should be able to communicate clearly and understandably in order to effectively understand customer requirements and propose solutions. Communication should be trustworthy and should allow the company representative to deal well with customers even in the absence of the manager.
- **Adaptability and flexibility**: Flexibility in dealing with unexpected situations is important, even if not strictly required. Candidates should be able to adapt to changing conditions and find solutions that benefit both the company and them.
- **Motivation and personal engagement:** young employees should be proactive and engage themselves. It is better to come to the workplace above and beyond the call of duties than to have to be "chased". Motivation is supported by time and financial benefits - if the work is done on time and to a high standard, the employee can be rewarded with time off or a financial bonus.
- **Ethical attitude and responsibility:** employees should be reliable, responsible and honest in their work activities. The emphasis is on mutual respect, consideration and contributing to common goals.
- **Positive attitude and loyalty:** young people should have a positive attitude towards work and be loyal to the company, which in turn should support their needs. Candidates should know that they can rely on the company to support them when problems arise.
- **Self-reflection and willingness to learn** it is important to be able to accept criticism, evaluate one's own performance and want to continuously improve. The company encourages learning and development through training and events, which also help to strengthen the team.
- **Salary expectations and self-confidence:** younger candidates often come in with exaggerated salary expectations and too much self-confidence. The company appreciates the effort and ability to demonstrate that their demands are justified.
- **Interview approach and behaviour:** Candidates should come with humility and a positive attitude, be open and show what they can do.

Based on these data, we can derive an idea of the ideal employee according to this car service company: they should be communicative, flexible, responsible, motivated and loyal. They should have a positive attitude to work, be willing to learn and improve, accept self-reflection and set realistic salary expectations.

Intersection between interviews
Based on all seven interviews, the companies agree and disagree on the following competencies:
Competencies on which they agree:
- **Communication**: all companies consider communication skills to be important. Young candidates should be able to express their ideas clearly, listen actively, and communicate effectively with customers and colleagues.
- **Adaptability and flexibility:** most companies emphasise the need for young employees to adapt quickly. They are expected to be able to react to change and cope with new situations.
- **Motivation:** Motivation is key in all interviews. Companies appreciate when employees are intrinsically motivated, have a positive attitude towards work and are willing to do more than just the basic duties.

- **Self-reflection:** Most companies stress the importance of self-reflection, although young candidates often lack it. The ability to critically evaluate one's own performance and receive feedback is valued.
- **Teamwork:** the ability to work with others is important for most companies. Ideal employees should be team players who contribute to common goals.
- **Ethics and Responsibility:** Companies agree that young people should be honest, reliable and responsible in their work activities.

Competences on which they disagree:
- **Expertise:** some companies, such as the catering business, do not place much emphasis on expertise because they believe it can be easily acquired. Others, especially technically oriented companies, value strong technical and analytical skills.
- **Salary expectations:** While some companies are willing to accept higher salary requirements if the candidate can demonstrate their skills, others consider exaggerated expectations a problem and a barrier to recruitment.
- **Loyalty**: some companies (e.g. manufacturing and car service companies) place great emphasis on loyalty, while others (e.g. cleaning and catering services) do not consider it crucial and put up with frequent turnover.
- **Problem solving:** some companies actively encourage the ability to solve problems independently, while others (e.g. printing companies) prefer a controlled approach and quick interventions.

A summary of the intersection between the seven interviews shows that companies agree on the importance of communication skills, adaptability, motivation, self-reflection, teamwork and ethical approach. Young employees should be able to communicate clearly, adapt quickly to change, be intrinsically motivated and open to feedback. Teamwork and responsibility are also important. Conversely, companies disagree on the importance of expertise, salary expectations, loyalty and problem-solving attitude. These competencies are important to varying degrees depending on the specific industry or company type.

A little content analysis
Interview 1 (office needs):
- **Communication** - Good communication skills are key, especially in senior positions (yes).
- **Adaptability and flexibility** - Quick adaptation is important if there is a willingness to learn (yes).
- **Motivation and personal engagement** - Motivation for growth and financial rewards is key (yes).
- **Self-reflection** - Self-reflection shows up over time but is not always a strength (in part).
- **Teamwork** - Sometimes there are problems with interpersonal relationships, especially between generations (yes).
- **Ethics and accountability** - Dependability and accountability show up with time (yes).
- **Professional knowledge** - Not key, rather emphasis on practical skills (partially).
- **Salary expectations and attitudes to payment** - young people's expectations are sometimes higher than reality (partly).

- **Loyalty** - Frequent expectation of better offers reduces loyalty (partly).
- **Problem solving** - Some experience is required to be effective (partly).

Interview 2 (engineering and electrical company):
- **Communication** - Young people have a weaker communication level (yes).
- **Adaptability and flexibility** - young people are slower to adapt (partly).
- **Motivation and personal commitment** - Motivation is mostly financial (yes).
- **Self-reflection** - Often lacking, young people are unable to critically evaluate their performance (partly).
- **Teamwork** - Collaboration is dependent on job position and attitude (in part).
- **Ethical attitude and responsibility** - Low level of reliability in young people (partly).
- **Professional skills** - Some technical skills are necessary (yes).
- **Salary expectations and approach to payment** - Expectations are often unrealistic (partly).
- **Loyalty** - Young employees are not very loyal (partly).
- **Problem solving** - They often have difficulty making independent decisions (yes).

Interview 3 (cleaning services):
- **Communication** - Problems with effective communication are common (yes).
- **Adaptability and flexibility** - Flexibility is lacking, youth find it difficult to adapt (no).
- **Motivation and personal engagement** - Low levels of engagement beyond the call of duty (partially).
- **Self-reflection** - Often lacking, young people have low levels of self-reflection (partially).
- **Teamwork** - Collaboration is often weak and dependent on experience (partially).
- **Ethics and accountability** - Accountability needs to be controlled (partially).
- **Expertise** - There is no emphasis on specific skills (no).
- **Salary expectations and approach to payment** - Sometimes they are unrealistic (in part).
- **Loyalty** - High employee turnover (no).
- **Problem solving** - young people have difficulty dealing with situations (partly).

Interview 4 (gastro company):
- **Communication** - The ability to communicate is important, but it can be taught (yes).
- **Adaptability and flexibility** - Adaptability is highly valued (yes).
- **Motivation and personal engagement** - It is mainly shown depending on the environment (yes).
- **Self-reflection** - Self-reflection is not always at a high level (partially).
- **Teamwork** - Key to adaptation and success at work (yes).
- **Ethical attitude and responsibility** - Can be shaped during employment (yes).
- **Professional knowledge** - Not essential, can be acquired through work experience (no).
- **Salary expectations and approach to payment** - High expectations can be a problem (partly).
- **Loyalty** - Turnover is common (partly).
- **Problem solving** - It is important to be able to learn from problems (partly).

Interview 5 (component manufacturing):
- **Communication** - Communication skills are variable (yes).
- **Adaptability and flexibility** - The ability to adapt quickly is common (yes).
- **Motivation and personal engagement** - Motivation depends on the work environment (yes).

- **Self-reflection** - Self-reflection is not sufficient for all young people (partly).
- **Teamwork** - Some prefer to work individually (partly).
- **Ethical attitude and responsibility** - Compliance with the rules is basic (yes).
- **Expertise** - Technical skills are important (yes).
- **Salary expectations and approach to payment** - Sometimes they are excessive (partly).
- **Loyalty** - Expectations for career growth are prevalent (partially).
- **Problem solving** - The ability to solve problems is needed (yes).

Interview 6 (printing company):
- **Communication** - Decent and effective communication is key (yes).
- **Adaptability and flexibility** - Adaptability to established rules is important (yes).
- **Motivation and personal engagement** - Motivation is supported by a positive atmosphere (yes).
- **Self-reflection** - It is desirable for employees to be aware of their mistakes (partly).
- **Teamwork** - Employees are expected to work together (yes).
- **Ethics and accountability** - Adherence to ethical standards is required (yes).
- **Expertise** - Specific skills are not a top priority (no).
- **Salary expectations and approach to payment -** Young people sometimes place a high value on salary (partly).
- **Loyalty** - A strong relationship with the company is expected (yes).
- **Problem solving** - Quick resolution is important to maintain satisfaction (partially).

Interview 7 (car service):
- **Communication** - The ability to communicate effectively is essential (yes).
- **Adaptability and flexibility** - Adaptability to unexpected situations is an asset (partially).
- **Motivation and personal engagement** - Motivation is supported by rewards (yes).
- **Self-reflection** - Self-reflection is important for improvement (yes).
- **Teamwork** - Team spirit and training are encouraged (yes).
- **Ethics and accountability** - Accountability and integrity are key (yes).
- **Professional knowledge** - Practical skills are important (yes).
- **Salary expectations and approach to payment** - Salary requirements tend to be excessive (partly).
- **Loyalty** - Fostering loyalty is important (yes).
- **Problem solving** - Practical problem solving is key (yes).

Matching and differing competences

Communication:

All companies consider communication skills to be essential. Young employees should be able to communicate clearly and understandably, whether with colleagues, customers or supervisors. Companies expect active listening skills and the ability to convey information effectively. In some companies (e.g. car service and catering) the emphasis is on communication with customers, while in others (component manufacturing and mechanical-electrical) internal team communication is also key.

Adaptability and flexibility:

Adaptability is a universal requirement, especially due to the rapid changes in the corporate environment. Companies need employees to be able to cope with unexpected situations and respond to change.

Although some companies (e.g. cleaning services) report lower levels of adaptability among young people, adaptability remains an important expectation.

Motivation and personal engagement:

Internal motivation and a proactive approach are valued everywhere. Young people should show interest in their work and be willing to contribute beyond basic duties. Motivation is often linked to financial rewards (e.g. in car service and engineering/electrical companies), but in some companies there is also an emphasis on personal interest and a desire to grow (e.g. in the catering industry).

Teamwork:

The ability to work effectively in a team is rated as key in all interviews. Companies expect young people to be able to collaborate with colleagues, share knowledge and contribute to common goals. Teamwork is considered essential for adaptation (e.g. catering) or for maintaining a good company culture (e.g. printing company).

Ethical approach and responsibility:

Honesty, reliability and respect for others are universally expected qualities. Young employees should be responsible in their actions and follow company rules. Although some companies (e.g. cleaning services) point to low levels of responsibility among young people, this competence is generally rated as key to success.

Different competences

Self-reflection:

While some companies (e.g. car service and catering) consider self-reflection important and encourage critical evaluation of one's own performance, others (e.g. cleaning services and mechanical-electrical) report that young people often lack the ability to critically review their behaviour and accept feedback. Thus, self-reflection is emphasised differently depending on the level of responsibility and autonomy expected of young people.

Expertise:

Some companies, especially technically oriented companies (e.g. component manufacturing, mechanical and electrical engineering), emphasize technical skills and expertise. In other sectors (e.g. catering and cleaning services), technical skills are less important as it is expected that employees can acquire the necessary skills through training.

Problem solving:

In technically oriented companies (e.g. component manufacturing and mechanical-electrical engineering), the ability to solve problems effectively is considered crucial because jobs often require quick responses to technical challenges. In some firms, such as janitorial services or printing firms, there is a greater emphasis on a managed approach to problem solving, where support and coordination from supervisors is needed.

Salary expectations and approach to payment:

Some firms consider excessive salary demands to be a problem (e.g. cleaning services and car service), while others are willing to accept higher expectations if employees demonstrate their abilities (e.g. engineering and electrical firm). This difference shows that the approach to salary expectations depends on the financial capabilities of the firm and the specificities of the labour market in a given sector.

Loyalty:

Loyalty is perceived differently depending on the type of company. Some companies (e.g., a printing company) place a strong emphasis on long-term commitment, while others (e.g., cleaning services and catering) put up with frequent employee turnover and do not require a strong level of loyalty. Differences in approach to loyalty often reflect specific working conditions and industry requirements.

Overall, while there is broad agreement on the core competencies, different priorities and requirements emerge according to the specifics of industries and companies. Technically oriented firms place more emphasis on expertise and problem solving, while service firms place more emphasis on adaptability, communication and motivation.

Output

The results of the analysis of the interviews show that there is a broad consensus on the key competencies that companies consider essential for young employees. Competencies such as communication, adaptability, motivation, teamwork and ethical attitude are universally rated as important in all industries. Companies expect young people to be able to communicate clearly and effectively, adapt to new situations and show a proactive approach to work. The ability to cooperate and respect others is considered essential to maintaining a good company culture and achieving common goals. Ethical attitude, reliability and honesty are key qualities that companies expect, although it is reported that young employees sometimes struggle with responsibility. These competences are considered universal prerequisites for success in different work environments.

On the other hand, there are differences between companies in the emphasis on certain specific competencies, which vary depending on the industry and the nature of the work. Self-reflection is particularly important for firms that expect a high degree of autonomy, while others do not attach as much importance to it. Specialist knowledge is key in technically oriented companies where specific skills are necessary to work effectively, while in industries such as catering or cleaning services, technical skills can be acquired through training.

Problem solving is more emphasized in technical fields where it is necessary to react quickly to challenges, while other companies prefer a controlled approach to problem solving. Differences are also evident in the approach to salary expectations and loyalty; some firms expect a realistic approach and long-term engagement, while others are resigned to higher turnover and a more flexible approach to payment. These variations reflect the specific needs and dynamics of different industries, showing that while core competencies are important across industries, different firms have different priorities and expectations depending on their focus.

1.2 Outputs from interviews within Poland

Car service

CORE COMPETENCIES AND VALUES

- **Competencies** - skills that are necessary for successful job performance, such as communication skills, analytical thinking, teamwork, adaptability and practical use of theoretical knowledge.
- **Motivation** - aspects that motivate young employees, such as financial rewards, interest in new technologies and professional development.
- **Honesty and ethics** - moral values that are important for company culture and cooperation, especially in relation to safety and mutual respect.

- **Adaptability** - the ability to respond flexibly to unexpected situations and changes, which is key in technical professions.
- **Loyalty and engagement** - the relationship of employees to the company, their willingness to stay with the company for the long term and to actively participate in its development.
- **Criticism and respect** - the ability to accept feedback and maintain mutual respect in the work environment.

IDEAL EMPLOYEE CHARACTERISTICS IN THE RESPONDENT'S OPINION

- **Competence in technical skills** - the ability to apply theoretical knowledge practically and actively engage in problem solving, especially in vehicle diagnosis and repair.
- **Teamwork skills** - the importance of cooperation and respect within the team, which contributes to safety and efficiency.
- **Flexibility and adaptability** - the ability to respond quickly and effectively to unexpected situations and changes in the work environment.
- **Ethics and integrity** - adherence to moral values and principles, especially in the context of responsible behaviour towards colleagues and the company.
- **Motivation for personal and professional development -** interest in new technologies, willingness to learn and improve skills with a view to future career goals.
- **Ideal Employee**: Technically proficient, communicative, flexible, responsible, and motivated for professional growth. Should be able to work as part of a team, respond quickly to change, and have strong ethical principles. Overall, the interview suggests that the ideal employee should be technically proficient, team-oriented, flexible, ethically responsible, and motivated to grow.

IT company

CORE COMPETENCIES AND VALUES

- **Communication** - important for knowledge transfer and collaboration on projects.
- **Adaptability** - ability to adapt to change and respond quickly to new situations.
- **Accountability** - often lacking, leading to missed deadlines and unawareness of consequences.
- **Individual work** - preferred in the IT industry over teamwork.
- **Motivation** - the main factor is financial reward and benefits.
- **Criticism** - young employees have difficulty accepting and dealing with criticism.
- **Standards and ethics** - adherence to ethical standards is more likely to emerge with increasing experience.
- **Excessive expectations -** regarding salary conditions and career development.
- **Loyalty** - weaker due to opportunities to freelance or change employers.

IDEAL EMPLOYEE CHARACTERISTICS IN THE RESPONDENT'S OPINION

- **Communicative** - the ability to communicate information and knowledge effectively, especially when working on projects.
- **Adaptability and flexibility** - the ability to react quickly to change and adapt to new conditions.
- **Accountability** - meeting deadlines and work standards, understanding the consequences of one's decisions.

- **Individual work focus** - preference for working independently but ability to coordinate efforts within larger projects.
- **Financial motivation** - emphasis on salary conditions and other benefits as a key factor in job selection.
- **The ideal employee:** able to work independently, communicative and adaptable. Should be motivated by financial rewards, but also willing to learn and accept feedback for development.

Marketing company
COMPETENCES AND VALUES
- **Communication** - important for establishing relationships with customers and creating effective marketing campaigns.
- **Analytical skills** - need to take a proactive approach to problem solving and identifying needs.
- **Adaptability** - the ability to adjust to new technologies and working conditions.
- **Ethics and sustainability** - awareness of ethical issues and environmentalism, although more mentioned in larger companies.
- **Motivation** - predominantly financial, influences loyalty and commitment.
- **Criticism** - difficulty in accepting criticism and learning from mistakes.
- **Flexibility** - openness to change if it brings financial or technological benefits.
- **Loyalty** - affected by financial conditions, often weaker.

IDEAL EMPLOYEE CHARACTERISTICS IN THE RESPONDENT'S OPINION
- **Communication skills** - a key skill for effectively creating marketing campaigns and establishing relationships with customers.
- **Analytical skills** - the ability to proactively identify needs and find solutions without waiting for ready-made solutions.
- **Adaptability** - the ability to adapt easily to new technologies and workflows.
- **Ethical Awareness** - interest in sustainability, ethics and environmentalism within the company culture.
- **Self-reflection** - willingness to accept criticism and learn from mistakes, which is often lacking in young employees.
- **Ideal Employee:** Communicative, analytical, flexible and aware of ethical and environmental issues. The candidate should have a proactive approach to work and be motivated to develop by financial conditions.

The intersection between the three interviews
IDENTICAL COMPETENCES
- **Communication:** all companies consider communication skills to be essential, although their importance varies slightly by industry. In technical professions, active listening and teamwork are important, while marketing and IT are more about effective knowledge transfer and customer communication.
- **Adaptability and flexibility**: All companies rate the ability of young employees to adapt to new conditions and technologies as a strength. This skill is key in all sectors, whether it is technical work, IT or marketing.

- **Financial motivation:** In all interviews, financial aspects and rewards emerged as an important motivating factor for young workers. They influence their loyalty, work engagement and willingness to stay with the company.
- **Criticism and self-reflection:** The companies agree that young employees have difficulty accepting and learning from criticism. This weakness emerged in all three interviews as a challenge that needs to be addressed.

DIFFERENCES IN EXPECTATIONS

- **Teamwork:** while in technical professions and marketing, teamwork was positively evaluated and considered important, in the IT company it became clear that employees prefer to work individually and work alone rather than in a team.
- **Ethics and values:** In the technical profession, honesty and responsibility were considered key competences, while in marketing, more emphasis was placed on environmental awareness and sustainability. In IT, these values were not mentioned as important in relation to young employees.
- **Analytical skills:** while the technical and marketing sectors expected a proactive approach to problem solving and initiative, the IT company emphasised that young employees tend to wait for ready-made solutions.
- As a result, the common denominators revolve around communication, adaptability, financial motivation and a critical approach to self-reflection, but differences arise mainly in expectations for teamwork, ethical values and analytical skills.

A little content analysis
Tech company (interview 1)
- **Communication**: (yes) - Emphasis on teamwork and active listening.
- **Analytical thinking**: (yes) - Necessary for diagnosis and effective problem solving.
- **Adaptability**: (yes) - Ability to respond quickly to change is required.
- **Proactivity**: (partly) - Motivation is mainly related to financial rewards.
- **Ethical Standards**: (yes) - Integrity and accountability are key, especially for safety.
- **Teamwork**: (yes) - Cooperation and listening are essential.
- **Criticism and self-reflection**: (partly) - Young people have difficulty accepting criticism.

2. IT company (interview 2)
- **Communication**: (yes) - Necessary for effective information transfer.
- **Analytical thinking**: (no) - Not a key required skill.
- **Adaptability**: (yes) - The ability to adapt quickly is common.
- **Proactivity**: (no) - Young employees often lack a proactive approach.
- **Ethical standards**: (partly) - Adherence to standards improves with increasing experience.
- **Teamwork**: (partly) - Employees prefer to work individually.
- **Criticism and self-reflection**: (partly) - They have difficulty accepting criticism and learning from mistakes.

3. Marketing company (interview 3)
- **Communication**: (yes) - Key to creating effective campaigns.
- **Analytical thinking**: (yes) - Proactive approach to identifying needs and solutions.

- **Adaptability**: (yes) - The ability to adapt to technology is required.
- **Proactivity**: (partially) - Approach to work is primarily influenced by financial motivation.
- **Ethical standards**: (partly) - Awareness of ethical and environmental issues is mentioned.
- **Teamwork**: (yes) - Collaboration is essential for the success of marketing projects.
- **Criticism and self-reflection**: (partly) - Difficulty in accepting criticism and admitting mistakes.

4. **Matching and differing competences**
- **Communication**: in all interviews - Emphasis on the importance of effective communication in all companies.
- **Adaptability**: in all interviews - Adaptability is valued in all industries.
- **Teamwork**: in technical and marketing firms, (partly) in IT - Preference for teamwork depends on the industry.

5**. Differences**
- **Analytical thinking:** it is key in companies that focus on technical and marketing activities but is not a priority in an IT company.
- **Ethical standards:** are highly valued in the technical sector but have different levels of importance in IT and marketing.
- **Proactivity:** is considered important in the technical and marketing sectors but is more often lacking in IT firms.
- **Criticism and self-reflection** are problematic in all firms, suggesting a more general difficulty in accepting feedback among young employees.
- This content analysis highlights that core competencies such as communication, adaptability and teamwork are considered important across sectors, while analytical thinking, proactivity and ethical standards show differences according to the specific needs of individual companies.

Matching and differing competences

Coincidences:
- **Communication**: in all interviews - Emphasis on the importance of effective communication in all companies.
- **Adaptability**: in all interviews - Adaptability is valued in all industries.
- **Teamwork:** in technical and marketing firms, (partly) in IT - Preference for teamwork depends on the industry.

Differences:
- **Analytical thinking:** is key in companies that focus on technical and marketing activities but is not a priority in an IT company.
- **Ethical standards:** are highly valued in the technical sector but have different levels of importance in IT and marketing.
- **Proactivity:** is considered important in the technical and marketing sectors but is more often lacking in IT firms.
- **Criticism and self-reflection** are problematic in all firms, suggesting a more general difficulty in accepting feedback among young employees.
- This content analysis highlights that core competencies such as communication, adaptability and teamwork are considered important across sectors, while analytical thinking, proactivity and ethical standards show differences according to the specific needs of individual companies.

<u>Output</u>

Based on the analysis of the three interviews, it was found that companies have different requirements for the competences of young employees, which reflects the specifics of their industry. Technical and marketing firms place great emphasis on analytical thinking and teamwork, which is important for problem solving and project implementation. In technical fields, the ability to diagnose faults and work together as a team to ensure safety and efficiency is crucial. A marketing firm, on the other hand, requires collaboration on campaign development and a proactive approach to identifying customer needs. In contrast, in an IT firm, analytical thinking and teamwork are not top priorities - employees often work independently and analytical skills are not as highly valued.

Ethical standards were found to be important in all interviews, but with varying degrees of intensity. The engineering company considers honesty and responsibility to be essential, especially for safety reasons when working with machinery. In the IT firm, ethical standards are mentioned rather marginally and compliance improves with more experience. The marketing firm emphasises environmental and ethical values, but these are seen more as an added value than a basic requirement. Adaptability has emerged as a key capability across all disciplines, demonstrating the need for flexible employees who can adapt to a dynamic environment. A significant difference emerged for proactivity and acceptance of criticism, where young employees across all disciplines appear to struggle with proactivity and self-reflection, suggesting a broader generational challenge.

1. 3. Interview outputs from the Czech Republic

<u>Law Firm</u>

The firm's responses indicate important competencies and values for potential employees

- **Efficiency** - Emphasis on solving tasks and problems quickly and efficiently, especially in a dynamic legal environment.
- **Communication** - Includes clear and understandable expression, active listening and cooperation with colleagues and clients.
- **Flexibility** - Ability to adapt to change and respond to unexpected situations.
- **Motivation** - Personal drive and commitment to achieve high performance and quality work.
- **Ethical Standards** - Honesty, reliability and accountability are considered cornerstones of the work environment.
- **Teamwork** - Common goals, knowledge sharing and mutual support among team members.
- **Positive Attitude** - Maintaining an optimistic attitude even when difficulties arise, which contributes to a healthy work environment.
- **Respect** - Showing respect for others and valuing diversity.
- **Self-reflection** - Willingness to accept feedback and work on one's own development.
- **Accountability** - Emphasis on reliability, a sense of order and adherence to rules that are key to the functioning of the company.
- According to the interview, the ideal employee should have a combination of several key characteristics and skills.
- **Expertise and skills** - They should have the necessary knowledge in their field and be prepared to develop it further.
- **Responsibility and reliability** - The ability to meet deadlines, perform tasks diligently and have a sense of order is important.

- **Autonomy and initiative** - Should be able to work independently, but at the same time proactively look for ways to improve processes or solve problems.
- **Motivation to develop** - The ideal employee should have a strong intrinsic motivation to continuously improve and take on new challenges.
- **Positive attitude** - Should approach work with optimism and not be afraid to tackle difficult situations or ask questions.
- **Communication Skills** - Clear and effective communication is essential to working successfully with colleagues and clients.
- **Flexibility and adaptability** - Must be prepared to respond quickly to change and adapt to new conditions.
- Together, these characteristics create an image of an employee who contributes to the company's high standards and goals.

Online marketing company

- From an interview with a second online marketing company, the following key and essential words emerge that characterize the expectations and requirements for potential employees:
- **Communication** - Effective and clear communication is essential. The company complains about the lack of this ability in young employees who cannot take initiative and react quickly.
- **Analytical skills -** The ability to analyse situations, identify problems and propose solutions is important, which young employees often lack.
- **Proactivity** - The company requires a high level of initiative and motivation but mentions that young people often do not have this skill.
- **Adaptability** - The ability to adapt to change and respond quickly to new conditions is required, but young employees are slow to adapt and not flexible enough.
- **Ethical standards** - Honesty, reliability and compliance are considered standard, but the company points to a lack of discipline among young employees.
- **Teamwork** - Effective teamwork is important for achieving results, but the firm is concerned about ineffective task performance among younger workers.
- **Positive Attitude** - A good atmosphere and fitting in with the team are key to a successful operation.
- **Loyalty** - The company would like to see a higher level of loyalty but admits that this is an issue related to generational differences.
- **Results and efficiency** - The company prefers to focus on achieving specific results rather than time spent working.
- These keywords imply that the company expects the ideal employee to have a combination of good communication skills, analytical thinking, proactivity, adaptability, discipline, teamwork and a focus on results.
- According to Interview 2, the ideal employee should meet the following characteristics:
- **Humility and a willingness to learn** - They should have a humble approach to work, a willingness to take advice and continually improve.
- **Adaptability and flexibility** - The ability to adapt quickly to change and new conditions is key, especially in the dynamic field of online marketing.

- **Initiative and ability to ask questions -** The employee should be proactive, ask questions about the job and not be afraid to ask for advice or help.
- **Ability to self-study** - A willingness to continually educate oneself in the field and to add to one's knowledge on one's own initiative is important.
- These qualities should ensure that the employee can respond effectively to change, learn quickly and contribute to the success of the company in a competitive environment.

Virtual assistance of e-shop

Interview 3 conducted with a company providing virtual assistant services and e-shop management revealed the following key and essential words that reflect the requirements for potential employees:

- **Communication -** The ability to express oneself clearly and effectively is key to collaboration and team functioning**.**
- **Analytical thinking -** Employees should be able to quickly identify problems and effectively design solutions.
- **Adaptability -** The willingness to adapt to change and respond flexibly to new challenges is important.
- **Proactivity -** A proactive approach to work, striving for improvement and innovation are essential to high performance.
- **Ethical standards -** Honesty, reliability and accountability are the core values on which the company is built.
- **Teamwork -** Effective communication, peer support and knowledge sharing are key to successful teamwork.
- **Positive Attitude -** Maintaining a positive attitude helps overcome stressful situations and promotes productivity.
- **Loyalty -** The company promotes loyalty through open communication and trust between management and employees.
- **Respect -** Respect for others and their opinions is essential for a good working environment and cooperation.
- According to the interview, the ideal employee should have the following qualities:
- **Proactive** - Actively engages in work and brings new ideas to the table.
- **Teamwork** - Ability to work effectively with other team members.
- **Ability to accept feedback** - Open to criticism and willing to develop further.
- **Accountability and loyalty** - Loyalty to the company's goals and values.

A company that repairs and maintains consumer electronics

Interview 4 conducted with a medium-sized electronics repair and maintenance company revealed the following key and essential words that characterize the expectations on employees:

- **Communication** - Employees should be able to communicate clearly and understandably to ensure effective collaboration.
- **Analysis and problem solving** - The ability to solve problems quickly is a fundamental requirement in a company focused on electrical work.
- **Adaptability** - Flexibility in dealing with unexpected situations is expected, especially for more experienced employees.

- **Proactivity** - Personal engagement and motivation are important to achieve higher performance, which can be rewarded with better pay.
- **Ethical standards** - Honesty and reliability are expected of all employees, although in practice there may be problems in meeting them.
- **Teamwork** - Working in groups is common, with cooperation depending on the character of individual workers.
- **Positive attitude** - older employees often have a broader outlook and are better at navigating complex situations than younger employees.
- **Loyalty** - Engagement of younger employees tends to be good if the work interests them, whereas older employees may fall into a stereotype.
- **Respect** - Younger employees may have trouble respecting supervisors, especially if the older ones are too authoritative.
- **Self-reflection** - Some young people are able to accept criticism and learn from it, while others have difficulty with self-reflection.
- According to the interview, the ideal employee should have the following qualities:
- **Manual dexterity** - Ability to perform hands-on tasks in the field.
- **Responsibility** - Emphasis on reliability and fulfilling job responsibilities.
- **Willingness to learn new things** - Interest in developing skills and adapting to new technologies or procedures.
- **Self-reflection** - Ability to critically evaluate own performance and accept feedback (an asset).
- These qualities are important for effective job performance and long-term collaboration within the company.

INTERSECTION BETWEEN COMPANIES

The intersection between all four interviews reveals common competencies that companies consider important, as well as differences in their expectations. Here is a summary:

Matching competencies:

- **Communication** - All companies consider effective communication a core competency. Employees should be able to express their thoughts clearly and understandably, which is essential for effective collaboration and task resolution.
- **Adaptability** - The ability to adapt to change and respond to new situations is considered important in all businesses, whether it's the dynamic environment of online marketing or problem solving in the electrical industry.
- **Proactivity and motivation -** Companies agree on the importance of a proactive approach to work, striving for improvement and achieving high performance. Motivation to develop is a common requirement.
- **Ethical standards** - All interviews emphasise the importance of honesty, reliability and accountability, although some companies mentioned problems with compliance.
- **Teamwork** - Teamwork, sharing of experiences and mutual support among employees is emphasized as a key element of success.

Differences in expectations (differences in competence):

- **Analytical skills** - While some firms, particularly in online marketing and virtual assistant, emphasize the importance of analytical thinking and the ability to identify problems, others, such as a medium-sized electrical equipment company, emphasize more manual dexterity.
- **Positive attitude** - Some companies highlight a positive attitude and optimism as a driver of productivity, while others do not put it first, especially if they focus more on technical skills.
- **Loyalty** - Expectations for loyalty vary. Some companies see it as essential for long-term collaboration, while others are more likely to mention loyalty issues among younger employees.
- **Respect** - While respect for others is seen as important, some companies have experienced problems with respect among younger workers, especially in relation to supervisors.
- **Self-reflection** - The ability to accept feedback and learn from mistakes is not required equally strongly at all firms. Some companies see it as an asset, while others see it as a key element of development.

The summary shows that core values such as communication, adaptability, proactivity, ethics and teamwork are common to all companies. However, expectations regarding analytical skills, loyalty and other soft skills vary between firms depending on the specifics of the industry.

The intersection between the interviews regarding the ideal employee reveals both commonalities and differences in the expectations of each company.

Matching characteristics of the ideal employee:
- **Willingness to learn and develop** - All firms emphasize the importance of continuous learning, interest in skill development, and willingness to adapt to new challenges. Employees should be ready to take in new information and apply it in practice.
- **Responsibility** - Reliability and fulfilling job responsibilities are seen as key characteristics. Companies expect employees to be accountable not only for their tasks but also for adhering to company standards.
- **Proactivity** - Taking a proactive approach to work and striving to bring innovation and ideas is considered important in all interviews. The ideal employee should not wait for instructions, but actively look for opportunities to improve.
- **Ability to work as part of a team** - The ability to work effectively as a team, sharing knowledge and supporting each other among colleagues is emphasized throughout.
- **Flexibility and adaptability** - All companies value the ability to adapt quickly to change and new conditions, which is particularly important in dynamic industries.

Different characteristics of the ideal employee:
- **Manual dexterity vs. analytical skills** - While an electronics repair company primarily requires manual dexterity, online marketing and virtual services companies place more emphasis on analytical thinking and problem-solving skills.
- **Self-reflection** - Some companies consider it essential, while others only consider it an asset. For example, self-reflection is not as strongly required in a medium-sized business as it is in online marketing, where it is important for personal and professional growth.
- **Loyalty** - Expectations for loyalty vary. Some companies see it as important for long-term collaboration and commitment, while others focus on current performance and results rather than long-term loyalty.

- **Positive Attitude** - While some companies consider it key to managing stressful situations and promoting productivity, others do not mention it as a basic requirement for the ideal employee.
- **Respect for superiors and colleagues** - While respect is cited as an important factor, some companies perceive respect issues, especially among younger employees, which affects expectations for the ideal worker.
- The summary shows that the ideal employee should be responsible, proactive, flexible and willing to learn, with teamwork considered an essential skill. However, different companies place different emphasis on specific skills such as manual dexterity, analytical thinking or self-reflection, depending on the industry and specific job requirements.

Intersection between interviews

Match the characteristics of the ideal employee:

- **Willingness to learn and develop** - All companies emphasize the importance of continuous learning, an interest in skill development, and a willingness to adapt to new challenges. Employees should be ready to take in new information and apply it in practice.
- **Responsibility** - Reliability and fulfilling job responsibilities are seen as key characteristics. Companies expect employees to be accountable not only for their tasks but also for adhering to company standards.
- **Proactivity** - Taking a proactive approach to work and striving to bring innovation and ideas is considered important in all interviews. The ideal employee should not wait for instructions, but actively look for opportunities to improve.
- **Ability to work as part of a team** - The ability to work effectively as a team, sharing knowledge and supporting each other among colleagues is emphasized throughout.
- **Flexibility and adaptability** - All companies value the ability to adapt quickly to change and new conditions, which is particularly important in dynamic industries.

Different characteristics of the ideal employee:

- **Manual dexterity vs. analytical skills** - While an electronics repair company primarily requires manual dexterity, online marketing and virtual services companies place more emphasis on analytical thinking and problem-solving skills.
- **Self-reflection** - Some companies consider it essential, while others only consider it an asset. For example, self-reflection is not as strongly required in a medium-sized business as it is in online marketing, where it is important for personal and professional growth.
- **Loyalty** - Expectations about loyalty are different. Some companies see it as important for long-term collaboration and commitment, while others focus on current performance and results rather than long-term loyalty.
- **Positive Attitude** - While some companies see it as key to managing stressful situations and promoting productivity, others don't mention it as an essential requirement for the ideal employee.
- **Respect for superiors and colleagues** - While respect is cited as an important factor, some companies perceive respect issues, especially among younger employees, which affects expectations for the ideal worker.
- The summary shows that the ideal employee should be responsible, proactive, flexible and willing to learn, with teamwork considered an essential skill. However, different companies place

different emphasis on specific skills such as manual dexterity, analytical thinking or self-reflection, depending on the industry and specific job requirements.

A little content analysis

Interview 1 (Legal Services)

- **Communication** - Emphasis on effective communication, clear expression, active listening (yes).
- **Analytical thinking** - Frequent changes in legislation require the ability to analyse situations (yes).
- **Adaptability** - Ability to respond quickly to change and adapt to new situations (yes).
- **Proactivity** - Motivation, engagement and a proactive approach are key (yes).
- **Ethical Standards** - Honesty and accountability are taken for granted (yes).
- **Teamwork** - Working with colleagues and building relationships (yes).
- **Positive Attitude** - Emphasis on a positive attitude, especially in problem solving (yes).
- **Loyalty** - Engagement and commitment to the organization are important (yes).
- **Respect** - Respect and deference are essential (yes).

Interview 2 (online marketing)

- **Communication** - Emphasis on a high level of communication skills (yes).
- **Analytical thinking** - Expectation of the ability to analyse problems, even if this is a weakness of the young people (yes).
- **Adaptability** - Slower adaptation of youth, but the need for adaptability is high (yes).
- **Proactivity** - The company lacks the proactive attitude of young employees (yes).
- **Ethical Standards -** Ethical behaviour is the standard, but the youth lack discipline (yes).
- **Teamwork** - Team effectiveness issues, focus on shared outcomes (yes).
- **Positive attitude** - Importance of a positive atmosphere in the team (yes).
- **Loyalty** - Low levels of loyalty, generational conflict (partially).
- **Respect** - Respect is not addressed as a key issue (no).

Interview 3 (virtual assistant)

- **Communication** - Key to collaboration and team functioning (yes).
- **Analytical thinking** - Essential for identifying problems and proposing solutions (yes).
- **Adaptability** - Need to be open to change and quick to respond (yes).
- **Proactivity** - A proactive approach and innovation are considered important (yes).
- **Ethical standards** - Honesty, reliability and accountability as core values (yes).
- **Teamwork** - Collaboration is key to a healthy company culture (yes).
- **Positive Attitude** - A positive attitude helps maintain calm and motivation (yes).
- **Loyalty** - The company encourages loyalty through open communication (yes).
- **Respect** - Respect promotes a good work environment (yes).

Interview 4 (electronics repair)

- **Communication** - Ability to communicate at a basic level (partially).
- **Analytical thinking** - Quick problem solving is key (yes).
- **Adaptability** - Flexibility is expected, especially for experienced workers (partially).
- **Proactivity** - Motivation to perform better with the possibility of better pay (yes).

- **Ethical Standards** - Ethical standards are expected but not always followed (yes).
- **Teamwork** - Working in groups of two or more people (yes).
- **Positive Attitude** - Older employees have a better outlook, which can promote a positive attitude (partially).
- **Loyalty** - Interest in engaging the younger, older fall into stereotype (partly).
- **Respect** - Respect issues for young people towards superiors (partially).

Matching and differing competences

Matching competences

Communication

All companies, regardless of industry, consider effective communication a key skill. Employees should be able to express their thoughts clearly and understandably, which is essential not only for working with colleagues but also for communicating with customers or clients. In the interviews, the focus was on the ability to listen actively, share information and solve problems through effective communication. While the level of communication required may vary slightly according to the specification of the work environment, the ability to communicate well remains a key requirement across all companies.

Adaptability

Adaptability is another common requirement that all companies agree on. The ability to react quickly to change and manage new situations is important for legal services, where legislation is constantly changing, as well as for the dynamic environment of online marketing or electronics maintenance, where unexpected failures can occur. Employers value employees who are open to new challenges and able to adapt their working approach flexibly to current needs.

Proactivity and motivation

A proactive approach is seen as essential for all companies. Employees should be proactive, look for opportunities to improve and bring new ideas. Companies expect employees to be intrinsically motivated to achieve high performance and to be actively involved in work processes. Companies, regardless of industry, consider engagement and an autonomous approach to solving tasks to be essential.

Ethical standards

Honesty, reliability and accountability emerge as key values across all interviews. Although some companies have pointed to problems with adherence to these standards (e.g., misuse of company vehicles), all require a high level of ethics at work and expect employees to act according to established company rules.

Teamwork

The ability to work effectively with other team members is important in all the companies analysed. Employers value knowledge sharing, support among colleagues and joint achievement of goals. Teamwork is seen as a way to improve the quality and efficiency of work and is therefore a key requirement for all employees.

Different competences

Analytical thinking vs. Manual dexterity

In interviews, it became clear that analytical skills are more important for service-oriented companies such as online marketing or legal services, where you need to quickly analyse situations and propose solutions. In contrast, in a company focused on electronics repair and maintenance, manual dexterity and practical skills are more emphasized, while analytical thinking is not as strongly required.

Positive attitude

Although some companies (e.g. in online marketing and virtual services) place great emphasis on a positive attitude as a tool for stress management and motivation, others do not consider it a priority. In technical fields such as electronics maintenance, a positive attitude is seen as an add-on rather than a core requirement, as the emphasis is on practical skills and effective problem solving.

Loyalty

Loyalty expectations vary between companies. While some companies consider it essential for long-term cooperation and commitment, others see it as less important, especially if employees deliver good results. Generational differences are also evident here - younger employees may have a different approach to loyalty than older workers.

Respect

Respect is an area of concern, particularly for younger employees, where there can be problems with respect for supervisors, especially if they are older and more authoritative. Companies vary in how strongly they emphasize respect in this area, with some focusing more on promoting equality and open communication.

Self-reflection

While some companies (e.g. in online marketing) place great emphasis on the ability to receive feedback and critically evaluate one's own performance as a key to personal growth, others see it as an advantage rather than a necessity. For technically oriented firms, practical performance is more important than developing self-reflection.

Output

The results of the coding interviews show that all companies consider certain competencies to be key to the successful functioning of their employees. Most agree on the importance of communication, where the ability to express oneself clearly and effectively is expected, which is essential for effective collaboration and successful handling of work tasks. Another common characteristic is adaptability, which means the ability to adjust to change and new challenges, whether it is the dynamic environment of online marketing or specific technical situations. All companies emphasise the importance of proactivity, i.e. taking a proactive approach to work and looking for opportunities to improve. Ethical standards such as honesty, reliability and responsibility are also core values that all companies expect from their employees. Teamwork is another important aspect where employees are expected to be able to work together effectively, share knowledge and support colleagues.

On the other hand, there are differences in the expectations of individual companies, which reflect the specifics of their industries. **Analytical thinking** is important for service- and technology-oriented firms, where it is necessary to identify problems quickly and design effective solutions, while manual **dexterity** is more important for manual jobs in technical fields. **Positive attitude** and **loyalty** are rated differently - some firms place a high value on these traits because of their impact on company culture, while others do not see them as critical. **Respect** is particularly problematic among younger employees, which is reflected in different expectations regarding respect for supervisors. Overall, the results show that although there is agreement on core competencies, the emphasis on specific skills and personality traits varies according to the nature of the work and the requirements of each company.

Annex 2- The questionnaire survey was conducted in Slovakia, Poland and the Czech Republic.

The questionnaire survey was conducted in Slovakia, Poland and the Czech Republic.

QUESTIONNAIRE FOR COMPANIES

➢ How do you rate the importance of the following skills for young employees? (Rate ona scale of 1-5, where 1 is "not at all important" and 5 is "very important");

➢ Professional knowledge and skills: specific professional knowledge and technical skillsrequired to perform a particular job. (Rate on a scale of 1-5, where 1 is "completely unimportant" and 5 is "very important");

➢ Communication skills: the ability to communicate effectively, express yourself clearly and understandably, listen actively and cooperate with others (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

➢ Problem solving and decision making: ability to analyse situations, identify problems, propose solutions and make decisions (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

➢ Adaptability and flexibility: the ability to adapt quickly to change and new situations, responding flexibly to unexpected circumstances (Rate on a scale of 1- 5, where 1 is "not at all important" and 5 is "very important");

➢ Organisational and planning skills: ability to plan and organise work effectively, managing time and resources to achieve goals (Rate on a scale of 1-5, where 1 is "notat all important" and 5 is "very important");

➢ Motivation and personal commitment: personal drive and motivation to achieve high performance, commitment and proactive approach to work. (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

➢ Ethics and integrity: adherence to ethical standards, honesty, reliability and accountability in all work activities (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

➢ Teamwork: the ability to work effectively as part of a team, to contribute to common goals and to support other team members. (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

➢ Proactivity: the ability and willingness to act in advance and anticipate needs orproblems before they become urgent. (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

- ➢ Accountability: Accepting responsibility for one's actions, work results, and performance of assigned tasks. (Rate on a scale of 1-5, where 1 is "not at all important"and 5 is „very important");

- ➢ Positive attitude: Maintaining a positive and optimistic outlook on work and work situations, even in the face of difficulties or obstacles (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

- ➢ Commitment: strong commitment and loyalty to the organization, its values and goals, active involvement in work activities (Rate on a scale of 1-5, where 1 is "completely unimportant" and 5 is "very important");

- ➢ Flexibility and openness to change: Willingness and ability to adapt to new conditions, technologies or practices. (Rate on a scale of 1-5, where 1 is „completely unimportant" and 5 is "very important");

- ➢ Ethical conduct: adherence to ethical standards and principles at work, honesty and transparency in all dealings (Rate on a scale of 1-5, where 1 is "not at all important"and 5 is "very important");

- ➢ Respect and consideration for others: showing respect and consideration for colleagues,superiors and subordinates, valuing diversity and inclusion. (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

- ➢ Self-reflection: the ability to critically evaluate one's own performance, acceptfeedback and be willing to learn and improve. (Rate on a scale of 1-5, where 1 is "completely unimportant" and 5 is "very important");

- ➢ Stress resilience: the ability to handle stressful situations with calmness and effectiveness, maintaining emotional stability (Rate on a scale of 1-5, where 1 is "not atall important" and 5 is "very important");

- ➢ Customer orientation: focus on customer needs and satisfaction, providing a high level of service and support (Rate on a scale of 1-5, where 1 is "not at all important" and 5 is "very important");

- ➢ What are your general expectations of young job seekers?

- ➢ What are the common mistakes young people make in interviews and how can theyavoid them?

- ➢ Do you provide training for young employees? If yes, in which areas?

- ➢ Please answer the following questions with one of the YES/NO options

- ➢ Do you provide feedback to young employees?

- ➢ Is there a teleworking option in your company?

- ➢ Do you think remote working is as effective as working in-house for young employees?

➢ Do young employees condition the possibility of part-time work from home on theinterview?

➢ What is your average number of employees?

➢ Indicate the main field of your business

1. Slovakia

AVERAGE OF ANSWERED VALUES

●Ethics and integrity:4.65 out of a maximum of 5 survey points

Adherence to ethical standards, honesty, reliability and responsibility in all work activities.

● Responsibility: 4.65 out of a maximum of 5 survey points

Accepting responsibility for one's actions, the outcome of work and the performance of assigned tasks.

● Respect and consideration for others: 4.57 out of a maximum of 5 survey points

Showing respect and deference to colleagues, superiors and subordinates.

● Ethical behaviour: 4.54 out of a maximum of 5 survey points

Adherence to ethical standards and principles at work, honesty and transparency in all dealings.

● Communication skills: 4.51 out of a maximum of 5 survey points

Ability to communicate effectively, express oneself clearly and understandably, listen actively and collaborate with others.

● Self-reflection: 4.51 out of a maximum of 5 survey points

Ability to critically evaluate own performance, accept feedback and be willing to learn and improve.

● Motivation and personal commitment: 4.49 out of a maximum of 5 survey points

Intrinsic motivation to achieve high performance, commitment and a proactive approach to work.

● Teamwork: 4.32 out of a maximum of 5 survey points

Ability to work effectively in a team, contribute to common goals and support other team members.

● Adaptability and flexibility: 4.30 out of a maximum of 5 survey points

Ability to adapt quickly to change and new situations, responding flexibly to unexpected circumstances.

● **Positive attitude: 4.19 out of a maximum of 5 survey points**

Maintaining a positive and optimistic attitude towards work and work situations, even in the face of difficulties or obstacles.

● **Problem solving and decision making: 4.14 out of a maximum of 5 survey points**

Ability to analyse situations, identify problems, propose solutions and make decisions.

● **Engagement: 4.11 out of a maximum of 5 survey points**

Strong commitment and loyalty to the organization, its values and goals, active involvement in work activities.

● **Flexibility and openness to change: 4.00 out of a maximum of 5 survey points**

Willingness and ability to adapt to new conditions, technologies or procedures.

● **Stress resistance: 4.00 out of a maximum of 5 survey points**

Ability to handle stressful situations calmly and efficiency, maintaining emotional stability.

● **Customer orientation: 3.97 out of a maximum of 5 survey points**

Focus on customer needs and satisfaction, providing a high level of service and support.

● **Organisational and planning skills: 3.89 out of a maximum of 5 survey points**

Ability to effectively plan and organize work, manage time and resources to achieve goals.

● **Proactivity: 3.73 out of a maximum of 5 survey points**

Ability and willingness to act in advance and anticipate needs or problems that become urgent.

● **Professional knowledge and skills: 3.46 out of a maximum of 5 survey points**

The specific professional knowledge and technical skills required to perform a particular job.

Table 1
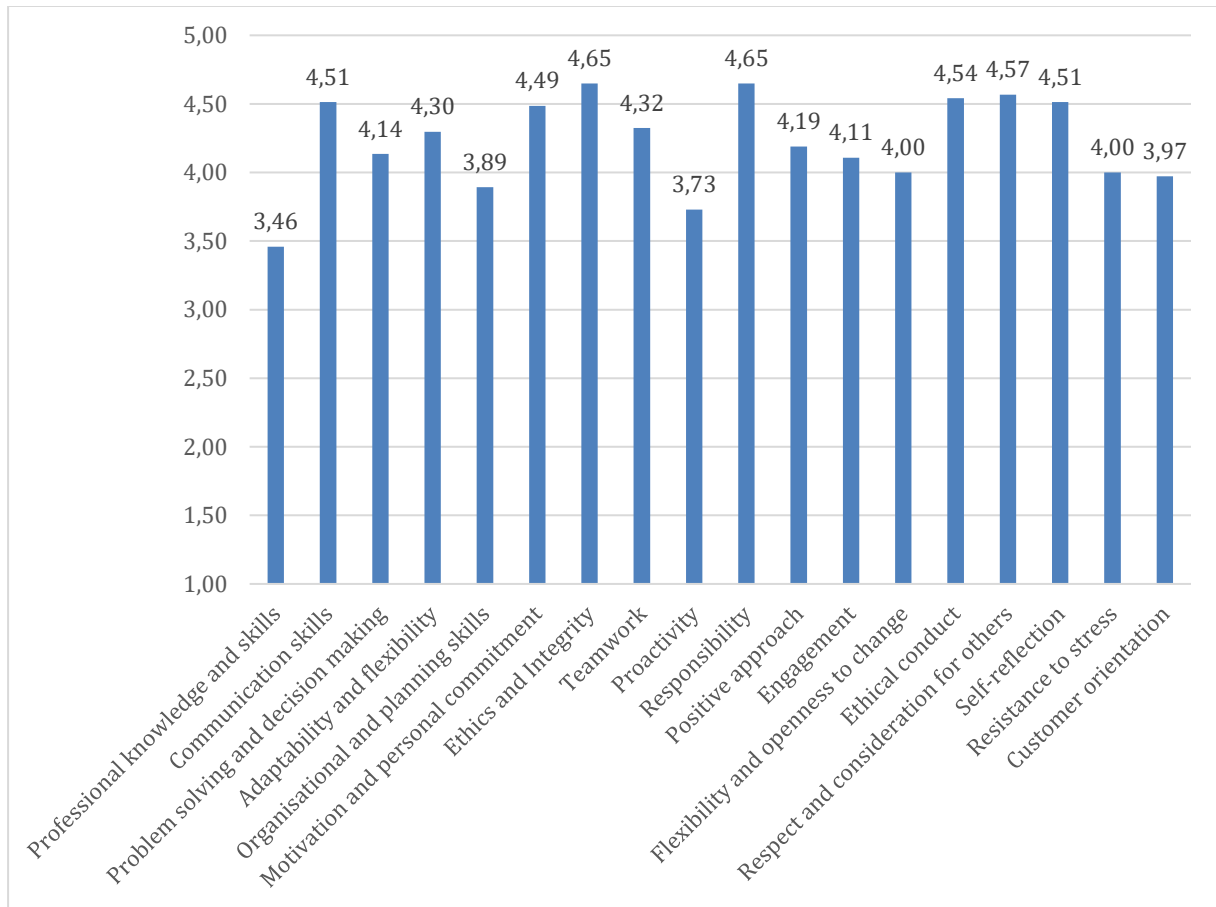
MICROENTERPRISES (0-9):

- Ethics and Integrity: 4.76 **out of a maximum of 5 survey points**

- Responsibility: 4.76 **out of a maximum of 5 survey points**

- Ethical behaviour: 4.76 **out of a maximum of 5 survey points**

- Respect and consideration for others: 4.65 **out of a maximum of 5 survey points**

- Self-reflection: 4.65 **out of a maximum of 5 survey points**

- Motivation and personal commitment: 4.59 **out of a maximum of 5 survey points**

- Communication skills: 4.47 **out of a maximum of 5 survey points**

- Teamwork: 4.41 **out of a maximum of 5 survey points**

- Positive attitude: 4.29 **out of a maximum of 5 survey points**

- Customer orientation: 4.29 **out of a maximum of 5 survey points**

- Adaptability and flexibility: 4.18 **out of a maximum of 5 survey points**

- Engagement: 4.18 **out of a maximum of 5 survey points**

- Problem solving and decision making: 4.00 **out of a maximum of 5 survey points**

- Stress resistance: 4.00 **out of a maximum of 5 survey points**

- Organisational and planning skills: 3.88 **out of a maximum of 5 survey points**

- Flexibility and openness to change: 3.82 **out of a maximum of 5 survey points**

- Proactivity: 3.76 **out of a maximum of 5 survey points**

- Professional knowledge and skills: 3.65 **out of a maximum of 5 survey points**

SMALL ENTERPRISES (10-49)

- Responsibility: 4.71 **out of a maximum of 5 survey points**

- Communication skills: 4.43 **out of a maximum of 5 survey points**

- Adaptability and flexibility: 4.43 **out of a maximum of 5 survey points**

- Ethics and Integrity: 4.29 **out of a maximum of 5 survey points**

- Respect and consideration for others: 4.29 **out of a maximum of 5 survey points**

- Problem solving and decision making: 4.14 **out of a maximum of 5 survey points**

- Teamwork: 4.14 **out of a maximum of 5 survey points**

- Self-reflection: 4.14 **out of a maximum of 5 survey points**

- Motivation and personal commitment: 4.00 **out of a maximum of 5 survey points**

- Ethical Conduct: 4.00 **out of a maximum of 5 survey points**

- Flexibility and openness to change: 3.86 **out of a maximum of 5 survey points**

- Stress resistance: 3.86 **out of a maximum of 5 survey points**

- Positive attitude: 3.71 **out of a maximum of 5 survey points**

- Engagement: 3.71 **out of a maximum of 5 survey points**

- Organisational and planning skills: 3.43 **out of a maximum of 5 survey points**

- Proactivity: 3.29 **out of a maximum of 5 survey points**

- Customer orientation: 3.29 **out of a maximum of 5 survey points**

- Professional knowledge and skills: 3.14 **out of a maximum of 5 survey points**

MEDIUM-SIZED ENTERPRISES (50-249)

- Ethics and Integrity: 5.00 **out of a maximum of 5 survey points**

- Responsibility: 5.00 **out of a maximum of 5 survey points**

- Communication skills: 4.75 **out of a maximum of 5 survey points**

- Adaptability and flexibility: 4.75 **out of a maximum of 5 survey points**

- Organisational and planning skills: 4.75 **out of a maximum of 5 survey points**

- Motivation and personal commitment: 4.75 **out of a maximum of 5 survey points**

- Engagement: 4.75 **out of a maximum of 5 survey points**

- Ethical behaviour: 4.75 **out of a maximum of 5 survey points**

- Problem solving and decision making: 4.50 **out of a maximum of 5 survey points**

- Teamwork: 4.50 **out of a maximum of 5 survey points**

- Flexibility and openness to change: 4.50 **out of a maximum of 5 survey points**

- Respect and consideration for others: 4.50 **out of a maximum of 5 survey points**

- Self-reflection: 4.50 **out of a maximum of 5 survey points**

- Customer orientation: 4.50 **out of a maximum of 5 survey points**

- Positive attitude: 4.25 **out of a maximum of 5 survey points**

- Stress resistance: 4.25 **out of a maximum of 5 survey points**

- Professional knowledge and skills: 3.75 **out of a maximum of 5 survey points**

- Proactivity: 3.75 **out of a maximum of 5 survey points**

LARGE ENTERPRISES (250+)

- Respect and consideration for others: 4.67 **out of a maximum of 5 survey points**

- Communication skills: 4.56 **out of a maximum of 5 survey points**

- Motivation and personal commitment: 4.56 **out of a maximum of 5 survey points**

- Ethics and Integrity: 4.56 **out of a maximum of 5 survey points**

- Self-reflection: 4.56 **out of a maximum of 5 survey points**

- Ethical behaviour: 4.44 **out of a maximum of 5 survey points**

- Positive attitude: 4.33 **out of a maximum of 5 survey points**

- Problem solving and decision making: 4.22 **out of a maximum of 5 survey points**

- Adaptability and flexibility: 4.22 **out of a maximum of 5 survey points**

- Teamwork: 4.22 **out of a maximum of 5 survey points**

- Responsibility: 4.22 **out of a maximum of 5 survey points**

- Flexibility and openness to change: 4.22 **out of a maximum of 5 survey points**

- Proactivity: 4.00 **out of a maximum of 5 survey points**

- Engagement: 4.00 **out of a maximum of 5 survey points**

- Stress resistance: 4.00 **out of a maximum of 5 survey points**

- Organisational and planning skills: 3.89 **out of a maximum of 5 survey points**

- Customer orientation: 3.67 **out of a maximum of 5 survey points**

- Professional knowledge and skills: 3.22 **out of a maximum of 5 survey points**

DIFFERENCES IN RATINGS BY SIZE OF BUSINESS

1. Organizational and planning skills:

- Microenterprises: 3.88 **out of a maximum of 5 survey points**

- Small businesses: 3.43 **out of a maximum of 5 survey points**

- Medium-sized enterprises: 4.75 **out of a maximum of 5 survey points**

- Large enterprises: 3.89 **out of a maximum of 5 survey points**

Medium-sized enterprises consider the organizational and planning skills of young candidates to be much more important than small enterprises. Medium-sized companies often have a more complex structure and more processes that require good organizational skills. Young candidates need to be able to plan effectively to manage their tasks in an environment where multiple projects need to be coordinated. Conversely, small businesses can be more flexible and less structured, reducing the need for these skills.

2. Ethics and integrity:

- Microenterprises: 4.76 **out of a maximum of 5 survey points**

- Small businesses: 4.29 **out of a maximum of 5 survey points**

- Medium-sized enterprises: 5.00 **out of a maximum of 5 survey points**

- Large enterprises: 4.56 **out of a maximum of 5 survey points**

Medium-sized enterprises place more emphasis on the ethics and integrity of young candidates than small enterprises. Larger and medium-sized firms may have more formalised processes that require compliance with ethical rules and a high level of integrity, as larger firms are often under greater scrutiny (e.g. by regulators or the public). Smaller businesses may operate on less formal relationships and personal trust, where these aspects are not as strictly monitored.

3. Proactivity:

- Microenterprises: 3.76 **out of a maximum of 5 survey points**

- Small businesses: 3.29 **out of a maximum of 5 survey points**

- Medium-sized enterprises: 3.75 **out of a maximum of 5 survey points**

- Large enterprises: 4.00 **out of a maximum of 5 survey points**

Large businesses see proactivity as more important than small businesses. In large organizations, young candidates often have to show initiative and proactively seek solutions to problems, as the structure is more hierarchical, and it is not possible to wait for direct instructions.

In small companies, direct management is more common, and tasks are given more specifically, which may reduce the need to be proactive.

4. Professional knowledge and skills:

- Microenterprises: 3.65 **out of a maximum of 5 survey points**
- Small businesses: 3.14 **out of a maximum of 5 survey points**
- Medium-sized enterprises: 3.75 **out of a maximum of 5 survey points**
- Large enterprises: 3.22 **out of a maximum of 5 survey points**

Medium-sized enterprises consider the professional skills of young applicants to be more important than small enterprises. Medium-sized companies often need specialists and expect young candidates to bring a certain level of technical skills to quickly join processes. Small businesses may have broader and less specialized roles where there is more emphasis on flexibility and a willingness to learn rather than specific expertise.

5. Self-reflection:

- Microenterprises: 4.65 **out of a maximum of 5 survey points**
- Small businesses: 4.14 **out of a maximum of 5 survey points**
- Medium-sized enterprises: 4.50 **out of a maximum of 5 survey points**
- Large enterprises: 4.56 **out of a maximum of 5 survey points**

Micro-enterprises consider the self-reflection of young candidates more important than small enterprises. In micro-businesses there is often a smaller team and a higher level of responsibility on the individual, which means that young candidates need to be able to critically evaluate their own performance and actively improve. In small firms, there may be less room for formal self- reflection and more focused leadership from the owner or manager.

6. Sorted by size of difference:

- Organisational and planning skills (difference 1.32)
- Ethics and Integrity (difference 0.71)
- Proactivity (difference 0.71)
- Professional knowledge and skills (difference 0.61)
- Self-reflection (difference 0.51)

This output shows that different sizes of firms place different emphasis on the different competencies of young candidates, with medium and large firms having specific expectations

regarding organization, ethics and proactivity. In contrast, small and micro enterprises value flexibility and individual approachmore

FREE ANSWERS

1. Expectations from young employees

- **Willingness to learn** this is undoubtedly a key requirement that companies cite. Companies expect young employees to actively seek out learning opportunities, not only in technical skills but also in soft skills (e.g. communication, teamwork).

- **Accountability**: companies demand that young employees show autonomy and are able to take responsibility for their tasks. This characteristic is oftenassociated with the fact that young people should show a proactive attitude.

- **Flexibility**: this includes a willingness to adapt to changing working conditions, learn new technologies and be open to new ways of working, such as teleworking.

- **Loyalty**: although loyalty is often perceived as a deficiency among young employees, companies consider it important. References to loyalty reflect firms' concerns that young employees often move between firms.

2. Repeated mistakes in interviews

- **High salary demands** companies often report that young people have unreasonable financial demands that are not commensurate with their experience or skills. This can put employers off at the outset.

- **Lack of humility**: many companies criticise young candidates for their lack of humility. This aspect is closely linked to overconfidence, which can have a negative impact, especially when accompanied by a lack of skills or experience.

- **Misrepresentation of experience**: this error suggests that some young people misrepresent or exaggerate their work experience, which can signal unreliability to employers.

- **Poor preparation for the interview**: the answers show that young candidatesare often not sufficiently prepared for questions that relate to a specific company or role. Ignorance of the company or lack of preparation can be a significant negative.

3. Training of young employees

- **Technical training and skills**: some companies report that young employees receive training in specific skills and processes that are key to the company, suchas working with information systems or technology.

- **Soft skills**: companies often train young people in areas such as teamwork, communication and time management. This suggests that many young people enter companies without sufficiently developed soft skills.
- **Lack of training**: several companies mention that they do not provide training.

This may be due to financial reasons or because of the expectation that young employees will bring these skills from previous jobs or training.

4. Summary and further development:

- **Personalised training programmes**: companies could draw from these findings the need for personalised training that focuses on key areas such as adaptability or interview humility.
- **Raising awareness among young people**: Based on criticism of salary requirements
and lack of humility, workshops or seminars could be organized to address the realities of the labor market.
- **Promoting soft skills**: educational institutions can improve their approach by offering more programmes that develop soft skills such as teamwork, communication and time management.

YES/NO ANSWERS

1. **Do you provide feedback to young employees?** Yes: 32 No: 5

2. **Is there a teleworking option in your company?** Yes: 17 No: 20

3. Do you think remote working for young employees is effective? Yes: 7 No: 30

4. **Do young employees condition the possibility of teleworking on the interview?**

   yes: 18 no:19

2. Poland

AVERAGE OF ANSWERED VALUES

- **Ethics and Integrity**: 4.60 out of a maximum of 5

Adherence to ethical standards, honesty, reliability and responsibility in all work activities.)

- **Motivation and personal commitment**: 4.50 out of a maximum of 5

(Personal willingness and motivation to achieve high results, commitment and a proactive approach to work.)

- **Responsibility**: 4.40 out of a maximum of 5

(Acceptance of responsibility for one's actions, work results, and performance of assigned tasks.)

- **Respect and consideration for others**: 4.40 out of a maximum of 5

(Showing respect for colleagues, superiors and subordinates, valuing diversityand interdisciplinary collaboration.)

- **Communication skills**: 4.37 out of a maximum of 5

(Ability to communicate effectively, express oneself clearly, listen activelyand cooperate with others.)

- **Problem solving and decision making**: 4.27 out of a maximum of 5

(Ability to analyze situations, identify problems, propose solutions and makedecisions.)

- **Ethical behaviour**: 4.23 maximum values 5 maximum values 5

- **Adaptability and flexibility**: 4.20 out of a maximum of 5

(Ability to adapt quickly to changes and new situations, responding flexibly tounexpected circumstances.)

- **Teamwork**: 4.17 out of a maximum of 5

(Ability to work effectively as part of a team, contributing to the achievement ofcommon goals and supporting other team members.)

- **Engagement**: 4.17 out of a maximum of 5

(Strong commitment and loyalty to the organization, its values and goals, activeinvolvement in work activities.)

- **Self-reflection**: 4.13 out of a maximum of 5

(Ability to critically evaluate one's own performance, accept feedback, and bewilling to learn and improve.)

- **Flexibility and openness to change**: 4.10 out of a maximum of 5

(Willingness and ability to adapt to new conditions, technologies or procedures.)

- **Positive attitude**: 4.03 out of a maximum of 5

(Maintaining a positive and optimistic attitude to work even when difficultiesarise or obstacles.)

- **Professional knowledge and skills**: 4.03 maximum values 5

(The specific professional knowledge and technical skills required to perform aparticular job.)

Stress resistance: 4.03 out of a maximum of 5

(Ability to handle stressful situations with calmness and efficiency, maintainingemotional stability.)

- **Organisational and planning skills**: 3.93 out of a maximum of 5

(Ability to effectively plan and organize work, manage time and resources toachieve goals.)

- **Proactivity**: 3.90 maximum values 5

    (Ability and willingness to act in advance, anticipate needs or problems and respond to them.)
    - **Customer orientation:** 3.87 out of a maximum of 5
    (Focusing on customer needs and satisfaction, providing a high level of service and support)

Table 2
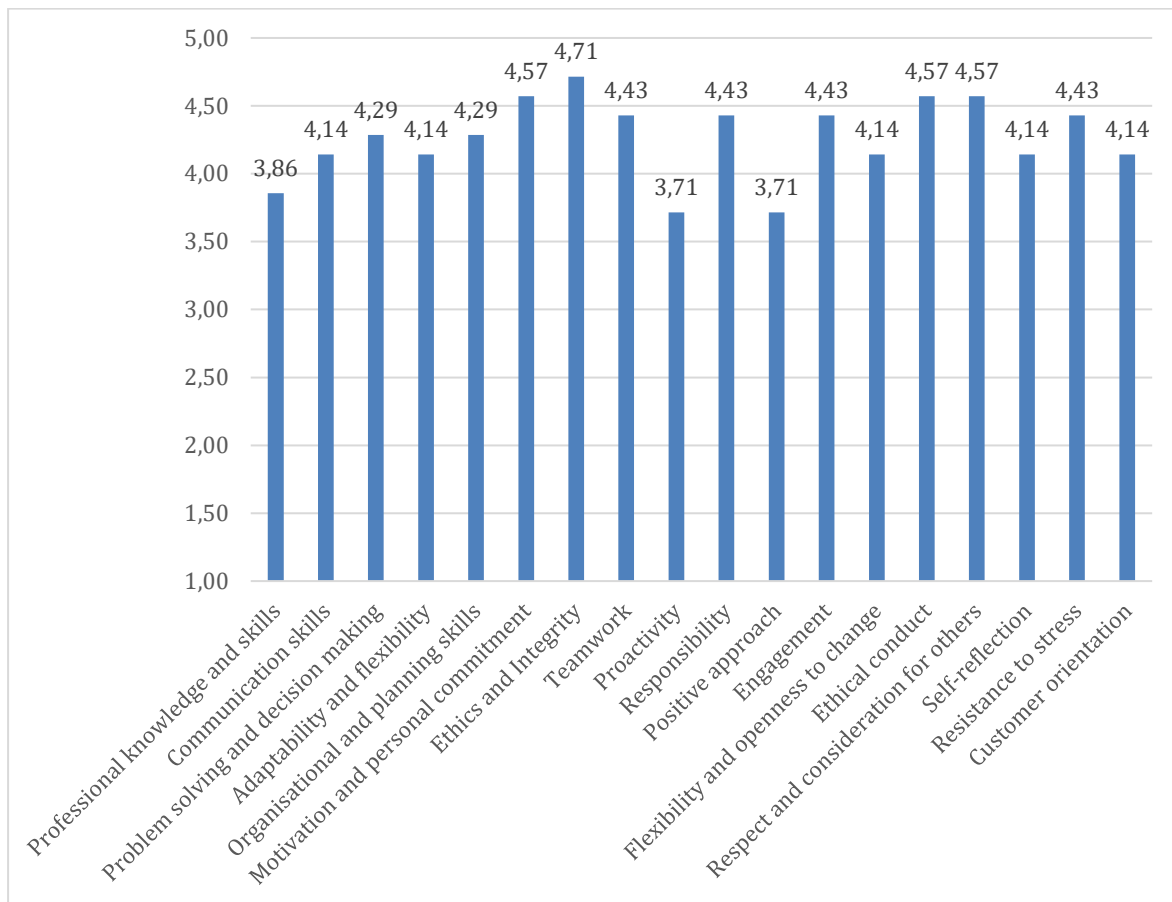
MICROENTERPRISES (0-9)

- Ethics and Integrity: 4.71 out of a maximum of 5

- Ethical behaviour: 4.57 out of a maximum of 5

- Responsibility: 4.43 out of a maximum of 5

- Teamwork: 4.43 out of a maximum of 5

- Stress resistance: 4.43 out of a maximum of 5

- Engagement: 4.43 out of a maximum of 5

53

- Organisational and planning skills: 4.29 out of a maximum of 5

- Problem solving and decision making: 4.29 of the maximum value

- Self-reflection: 4.14 out of a maximum of 5

- Adaptability: 4.14 out of a maximum of 5

- Customer orientation: 4.14 out of a maximum of 5

- Communication skills: 4.14 out of a maximum of 5

- Flexibility and adaptability: 4.14 out of a maximum of 5

- Professional knowledge and skills: 3.86 out of a maximum of 5

- Positive attitude: 3.71 out of a maximum of 5

- Proactivity: 3.71 out of a maximum of 5

- Respect and consideration for others: 3.57 out of a maximum of 5

- Motivation and personal commitment: 3.57 out of a maximum of 5

SMALL ENTERPRISES (10-49)

- Teamwork: 5.00 out of a maximum of 5

- Responsibility: 4.86 out of a maximum of 5

- Ethics and Integrity: 4.86 out of a maximum of 5

- Engagement: 4.71 out of a maximum of 5

- Communication skills: 4.71 out of a maximum of 5

- Positive attitude: 4.71 out of a maximum of 5

- Respect and consideration for others: 4.71 out of a maximum of 5

- Self-reflection: 4.71 out of a maximum of 5

- Flexibility and openness to change: 4.71 out of a maximum of 5

- Proactivity: 4.71 out of a maximum of 5

- Organisational and planning skills: 4.57 out of a maximum of 5

- Adaptability: 4.57 out of a maximum of 5

- Problem solving and decision making: 4.57 out of a maximum of 5

- Ethical behaviour: 4.43 out of a maximum of 5

- Stress resistance: 4.43 out of a maximum of 5

- Professional knowledge and skills: 4.43 out of a maximum of 5

- Motivation and personal commitment: 4.43 out of a maximum of 5

- Customer orientation: 4.29 out of a maximum of 5

MEDIUM-SIZED ENTERPRISES (50-249)

- Ethics and Integrity: 5.00 out of a maximum of 5

- Ethical behaviour: 4.80 out of a maximum of 5

- Respect and consideration for others: 4.80 out of a maximum of 5

- Motivation and personal commitment: 4.60 out of a maximum of 5

- Responsibility: 4.60 out of a maximum of 5

- Engagement: 4.40 out of a maximum of 5

- Professional knowledge and skills: 4.40 out of a maximum of 5

- Problem solving and decision making: 4.20 out of a maximum of 5

- Self-reflection: 4.20 out of a maximum of 5

- Proactivity: 4.00 out of a maximum of 5

- Stress resistance: 4.00 out of a maximum of 5

- Customer orientation: 4.00 out of a maximum of 5

- Adaptability and flexibility: 4.00 out of a maximum of 5

- Communication skills: 4.20 out of a maximum of 5

- Positive attitude: 4.20 out of a maximum of 5

- Flexibility and openness to change: 3.80 out of a maximum of 5

- Teamwork: 3.80 out of a maximum of 5

- Organisational and planning skills: 3.40 out of a maximum of 5

LARGE ENTERPRISES (250+)

- Motivation and personal commitment: 4.45 out of a maximum of 5

- Communication skills: 4.36 out of a maximum of 5

- Ethics and Integrity: 4.18 out of a maximum of 5

- Problem solving and decision making: 4.09 out of a maximum of 5

- Adaptability and flexibility: 4.09 out of a maximum of 5

- Responsibility: 4.00 out of a maximum of 5

- Respect and consideration for others: 3.91 out of a maximum of 5

- Flexibility and openness to change: 3.82 out of a maximum of 5

- Professional knowledge and skills: 3.73 of the maximum value

- Positive attitude: 3.73 out of a maximum of 5

- Self-reflection: 3.73 out of a maximum of 5

- Ethical behaviour: 3.64 out of a maximum of 5

- Teamwork: 3.64 out of a maximum of 5

- Stress resistance: 3.55 out of a maximum of 5

- Engagement: 3.55 out of a maximum of 5

- Organisational and planning skills: 3.55 out of a maximum of 5

- Proactivity: 3.45 out of a maximum of 5

- Customer orientation: 3.36 out of a maximum of 5

DIFFERENCES IN RATINGS BY SIZE OF BUSINESS:

1. Organizational and planning skills:

- Microenterprises (0-9): 3.57 out of a maximum of 5

- Small businesses (10-49): 4.57 out of a maximum of 5

- Medium-sized enterprises (50-249): 3.40 out of a maximum of 5

- Large enterprises (249+): 3.55 out of a maximum of 5

Small businesses consider organizational and planning skills to be much more important than medium-sized businesses. In small firms, young candidates are often responsible for planning tasks properly in order to manage their job responsibilities effectively. Medium-sized businesses, on the other hand, may have more structured processes that limit the need for individual planning.

2. Ethics and integrity:

- Microenterprises (0-9): 4.71 out of a maximum of 5

- Small businesses (10-49): 4.86 out of a maximum of 5

- Medium-sized enterprises (50-249): 5.00 out of a maximum of 5

- Large enterprises (249+): 4.18 out of a maximum of 5

- Difference between medium and large enterprises: 0.82 out of a maximum of 5

Medium-sized companies place more emphasis on the ethics and integrity of young candidates than large companies. Medium-sized firms are likely to place more emphasis on formal ethical rules and compliance, whereas large firms may rely on internal processes and structures to ensure that employees act ethically.

3. Proactivity:

- Microenterprises (0-9): 3.71 out of a maximum of 5

- Small businesses (10-49): 4.29 out of a maximum of 5
- Medium-sized enterprises (50-249): 4.00 out of a maximum of 5
- Large enterprises (249+): 3.45 of the maximum value

Small businesses value the proactive approach of young candidates more than large enterprises. In small companies, there may be fewer hierarchical structures, which means that young workers need to be able to react quickly and anticipate needs. In large firms, workers may be more reliant on predetermined tasks and processes, which can reduce the emphasis on proactivity.

4. Communication skills:

- Microenterprises (0-9): 4.14 out of a maximum of 5
- Small businesses (10-49): 4.71 out of a maximum of 5
- Medium-sized enterprises (50-249): 4.00 out of a maximum of 5
- Large enterprises (249+): 4.36 out of a maximum of 5

Small businesses place more emphasis on the communication skills of young candidates than medium-sized companies. In small companies, employees are often in close contact with all team members, which requires effective communication. Medium-sized businesses may have more formal and structured communication, which reduces the need for this competency.

5. Professional knowledge and skills:

- Microenterprises (0-9): 3.86 out of a maximum of 5
- Small businesses (10-49): 4.43 out of a maximum of 5
- Medium-sized enterprises (50-249): 4.00 out of a maximum of 5
- Large enterprises (249+): 3.50 out of a maximum of 5

Small businesses place more emphasis on expertise and skills than large firms. In small firms, roles are often more cross-functional and therefore young candidates need to have sufficient expertise to handle multiple tasks. Conversely, in large firms, roles may be more specialized, reducing the need for broad expertise.

SORTED BY SIZE OF DIFFERENCE

- Organisational and planning skills (difference 1.17)
- Professional knowledge and skills (difference 0.93)
- Ethics and honesty (difference 0.82)

- Proactivity (difference 0.84)

- Communication skills (difference 0.71)

This output shows that different sizes of enterprises place different emphasis on different competences of young applicants, with small enterprises valuing organizational skills, communication skills and professional knowledge more than large enterprises. In contrast, medium-sized enterprises place more emphasis on ethics and honesty.

FREE ANSWERS:
1. Expectations of young applicants:
- **Commitment and willingness to work** companies often mention that young candidates should be actively involved in their work and interested in their tasks. Engagement is not only in the work itself, but also in the willingness to develop and improve one's skills.

- **Responsibility: the** ability to take responsibility for tasks assigned is expected and reliability in carrying them out. Companies emphasize independence andproblem-solving skills.

- **Willingness to learn** young candidates should be prepared for continuouslearning

and adaptation to new working methods or technologies. Flexibility is a keycharacteristic, especially in rapidly changing work environments.

2. The most common interview mistakes:
- **Lack of preparation:** companies often report that candidates are not sufficientlyinformed about the company or the job, which can cause lack of interest or poor motivation.

- **Lack of concrete examples:** candidates sometimes fail to give examples practical examples to confirm their skills or previous experience.

- **Overconfidence**: overconfidence without sufficient evidence of practical results can be perceived negatively. Companies value a more realistic view of their own capabilities.

- **Focus on financial conditions:** candidates place a strong emphasis on salary conditions rather than interest in the job itself or the contribution to the company.

3. Training of young employees:
- **Technical and professional skills:** companies often provide training focused on specific technical knowledge and skills needed for the position, such as new technologies or professional certifications.

- **Soft skills development:** common areas of training include communication, teamwork, conflict resolution and team leadership.
- **Customised training:** some companies mention that they tailor training to the specific requirements of the position, combining technical aspects with personal skills development.

YES/NO ANSWERS

1. **Do you provide feedback to young employees?** Yes: 27 No: 3

2. **Is there a teleworking option in your company? Yes: 17 No: 13**

3. **Do you think remote working for young employees is effective? Yes: 7 No: 23**

4. **Do young employees condition the possibility of teleworking on the interview? Yes:18 No: 12**

3. Czech Republic
AVERAGE OF ANSWERED VALUES
- **Ethical behaviour: 4.70** out of a maximum of 5

Adherence to ethical standards and principles at work, honesty and transparency inall dealings.

- **Ethics and Integrity: 4.67** out of a maximum of 5

Adherence to ethical standards, honesty, reliability and responsibility in all workactivities.

- **Respect and consideration for others: 4.59** out of a maximum of 5

Showing respect and deference to colleagues, superiors and subordinates.

- **Responsibility: 4.56** out of a maximum of 5

- **Teamwork: 4.48** out of a maximum of 5

Ability to work effectively in a team, contribute to common goals and support otherteam members.

Accepting responsibility for one's actions, the outcome of work and the performanceof assigned tasks.

- **Self-reflection: 4.44** out of a maximum of 5

Ability to critically evaluate own performance, accept feedback and be willing tolearn and improve.

- **Communication skills: 4.41** out of a maximum of 5

Ability to communicate effectively, express oneself clearly and understandably,listen actively and collaborate with others.

- **Positive attitude: 4.22** out of a maximum of 5

Maintaining a positive and optimistic attitude towards work and work situations,even in the face of difficulties or obstacles.

- **Motivation and personal commitment: 4.19** out of a maximum of 5

Intrinsic motivation to achieve high performance, commitment and a proactiveapproach to work.

- **Engagement: 4.15** out of a maximum of 5

Strong commitment and loyalty to the organization, its values and goals, activeinvolvement in work activities.

- **Customer orientation: 4.07** out of a maximum of 5

Focus on customer needs and satisfaction, providing a high level of serviceand support.

- **Adaptability and flexibility: 4.04** out of a maximum of 5

Ability to adapt quickly to change and new situations, responding flexibly to unexpected circumstances.

- **Problem solving and decision making: 4.00** out of a maximum of 5

Ability to analyze situations, identify problems, propose solutions and makedecisions.

- **Stress resistance: 3.89** out of a maximum of 5

Ability to handle stressful situations calmly and efficiently, maintaining emotionalstability.

- **Flexibility and openness to change: 3.81** out of a maximum of 5

- **Professional knowledge and skills: 3.74** out of a maximum of 5

The specific professional knowledge and technical skills required to perform aparticular job.
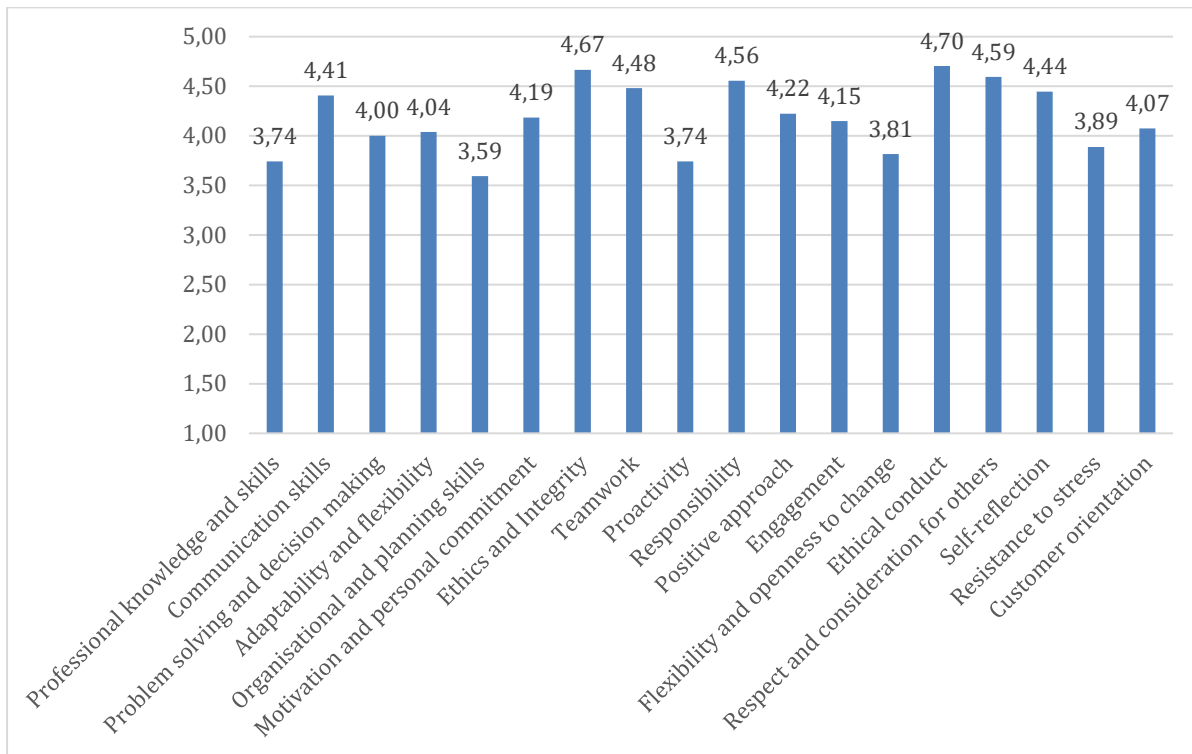
- **Proactivity: 3.74** out of a maximum of 5

Ability and willingness to act in advance and anticipate needs or issues that becomeurgent

Willingness and ability to adapt to new conditions, technologies or procedures.

- **Organisational and planning skills: 3.59** out of a maximum of 5

Ability to effectively plan and organize work, manage time and resources to achievegoals.

MICROENTERPRISES (0-9)

- Ethical behaviour: 4.67 out of a maximum of 5

- Ethics and Integrity: 4.44 out of a maximum of 5

- Responsibility: 4.44 out of a maximum of 5

- Communication skills: 4.44 out of a maximum of 5

- Respect and consideration for others: 4.56 out of a maximum of 5

- Self-reflection: 4.22 out of a maximum of 5

- Teamwork: 4.22 of the maximum value

- Motivation and personal commitment: 4.11 out of a maximum of 5

- Customer orientation: 4.11 out of a maximum of 5

- Adaptability and flexibility: 4.13 out of a maximum of 5

- Positive attitude: 4.00 out of a maximum of 5

- Engagement: 4.00 out of a maximum of 5

- Flexibility and openness to change: 3.89 out of a maximum of 5

- Problem solving and decision making: 3.78 out of a maximum of 5

- Stress resistance: 3.78 out of a maximum of 5

- Professional knowledge and skills: 3.78 out of a maximum of 5

- Organisational and planning skills: 3.67 out of a maximum of 5

- Proactivity: 3.56 out of a maximum of 5

SMALL ENTERPRISES (10-49)

- Adaptability and flexibility: 4.80 out of a maximum of 5

- Ethical behaviour: 4.80 out of a maximum of 5

- Ethics and Integrity: 4.70 out of a maximum of 5

- Respect and consideration for others: 4.60 out of a maximum of 5

- Teamwork: 4.60 out of a maximum of 5

- Self-reflection: 4.50 out of a maximum of 5

- Motivation and personal commitment: 4.40 out of a maximum of 5

- Responsibility: 4.30 out of a maximum of 5

- Positive attitude: 4.20 out of a maximum of 5

- Engagement: 4.20 out of a maximum of 5

- Communication skills: 4.20 out of a maximum of 5

- Problem solving and decision making: 4.10 out of a maximum of 5

- Customer orientation: 4.00 out of a maximum of 5

- Flexibility and openness to change: 3.80 out of a maximum of 5

- Stress resistance: 3.70 out of a maximum of 5

- Professional knowledge and skills: 3.60 of the maximum value

- Proactivity: 3.50 out of a maximum of 5

- Organisational and planning skills: 3.40 out of a maximum of 5

MEDIUM-SIZED ENTERPRISES (50-249)

- Ethics and Integrity: 5.00 out of a maximum of 5

- Responsibility: 5.00 out of a maximum of 5

- Engagement: 4.75 out of a maximum of 5

- Ethical behaviour: 4.75 out of a maximum of 5

- Teamwork: 4.75 out of a maximum of 5

- Respect and consideration for others: 4.75 out of a maximum of 5

- Self-reflection: 4.50 out of a maximum of 5

- Customer orientation: 4.50 out of a maximum of 5

- Communication skills: 4.50 out of a maximum of 5

- Positive attitude: 4.25 out of a maximum of 5

- Stress resistance: 4.25 out of a maximum of 5

- Adaptability and flexibility: 4.00 out of a maximum of 5

- Organisational and planning skills: 4.00 out of a maximum of 5

- Motivation and personal commitment: 4.00 out of a maximum of 5

- Problem solving and decision making: 4.00 out of a maximum of 5

- Flexibility and openness to change: 4.00 out of a maximum of 5

- Professional knowledge and skills: 4.00 out of a maximum of 5

LARGE ENTERPRISES (250+)

- Responsibility: 5.00 out of a maximum of 5

- Communication skills: 4.75 out of a maximum of 5

- Ethics and Integrity: 4.75 out of a maximum of 5

- Self-reflection: 4.75 out of a maximum of 5

- Positive attitude: 4.75 out of a maximum of 5

- Adaptability and flexibility: 4.50 out of a maximum of 5

- Teamwork: 4.50 out of a maximum of 5

- Proactivity: 4.50 out of a maximum of 5

- Respect and consideration for others: 4.50 out of a maximum of 5

- Ethical behaviour: 4.50 out of a maximum of 5

- Stress resistance: 4.25 out of a maximum of 5

- Problem solving and decision making: 4.25 out of a maximum of 5

- Motivation and personal commitment: 4.00 out of a maximum of 5

- Engagement: 3.75 out of a maximum of 5

- Customer orientation: 3.75 out of a maximum of 5

- Professional knowledge and skills: 3.75 out of a maximum of 5

- Flexibility and openness to change: 3.50 out of a maximum of 5

- Organisational and planning skills: 3.50 out of a maximum of 5

DIFFERENCES IN RATINGS BY SIZE OF BUSINESS

1. Engagement:

- Microenterprises (0-9): 4.00 out of a maximum of 5

- Small businesses (10-49): 4.20 out of a maximum of 5

- Medium-sized enterprises (50-249): 4.75 out of a maximum of 5

- Large enterprises (250+): 3.75 out of a maximum of 5

Medium-sized firms expect higher engagement than large firms, where there may be more room for specific roles that do not require such a high level of personal commitment.

2. Adaptability and flexibility:

- Microenterprises (0-9): 4.13 out of a maximum of 5
- Small businesses (10-49): 4.80 out of a maximum of 5
- Medium-sized enterprises (50-249): 4.00 out of a maximum of 5
- Large enterprises (250+): 4.50 out of a maximum of 5

Small businesses place more emphasis on adaptability and flexibility than medium-sizedfirms, which may be due to the need to adapt quickly in a smaller environment.

3. Motivation and personal commitment:

- Microenterprises (0-9): 4.11 out of a maximum of 5
- Small businesses (10-49): 4.40 out of a maximum of 5
- Medium-sized enterprises (50-249): 4.00 out of a maximum of 5
- Large enterprises (250+): 4.75 out of a maximum of 5

Large companies value more motivation and personal commitment, which may be related to the need for young workers to adapt to the specific working conditions and structured processes of large companies.

4. Customer orientation:

- Microenterprises (0-9): 4.11 out of a maximum of 5
- Small businesses (10-49): 4.00 out of a maximum of 5
- Medium-sized enterprises (50-249): 4.50 out of a maximum of 5
- Large enterprises (250+): 3.75 of the maximum value

Medium-sized enterprises value customer orientation more than large enterprises, which may bedue to the more direct contact with customers in medium-sized firms.

5. Responsibility:

- Microenterprises (0-9): 4.44 out of a maximum of 5
- Small businesses (10-49): 4.30 out of a maximum of 5
- Medium-sized enterprises (50-249): 5.00 out of a maximum of 5

- Large enterprises (250+): 5.00 out of a maximum of 5

    Medium-sized companies place more emphasis on accountability than small companies,probably due to the higher level of autonomy and responsibility in medium-sized organizations.

SORTED BY SIZE OF DIFFERENCE
- Engagement (difference 1.00)
- Adaptability and flexibility (difference 0.80)
- Motivation and personal commitment (difference 0.75)
- Customer orientation (difference 0.75)
- Responsibility (difference 0.70)

    This output shows that large companies value proactivity, adaptability and motivation more than smaller companies, while medium-sized companies focus more on commitment and responsibility.

FREE ANSWERS
1. Expectations of young jobseekers:

- **Commitment and responsibility:** these are the qualities most often mentioned as essential requirements. Companies are looking for young candidates who are willing to take responsibility for their tasks and who can work with a high level of commitment.
- **Willingness to learn** companies often stress the need for continuous learning and development. Young people should be prepared to learn new things andadapt to new working methods and technologies.
- **Flexibility and adaptability: the** ability to react quickly to change and adapt to different work situations is crucial, especially in dynamic industries.
- **Work ethic and loyalty:** Several companies report that they value loyal employees who want to be with a company for the long term and actively participate in its growth.
- The most common interview mistakes:

- **Lack of concrete examples:** many candidates fail to provide concrete examples from practice to support their claims of skills or experience.

- **Unpreparedness for the interview:** companies often mention a lack of knowledge about the company or the position for which the candidate is applying, indicating low interest and motivation.

- **Overconfidence:** overconfidence without sufficient arguments or results can be negative, especially if it is not backed up by practical experience.

- **Focus on financial terms:** some candidates place too much emphasis on salary and benefits issues, rather than on the job itself and the contribution to the company.

2. Training of young employees:

- **Technical and vocational training:** most companies provide training focused on the specific expertise and technical skills needed to do the job. This includes training on new technologies, programming or professional certifications.

- **Soft skills:** companies often mention training on communication, teamwork, conflict resolution and team leadership.

- **Customised training:** some companies report that they tailor training to the needs of the specific position, which includes both technical aspects and personal skills development.

YES/NO ANSWERS

1. **Do you provide feedback to young employees?** Yes: 24 No: 3

2. **Is there a teleworking option in your company?** Yes: 18 No: 9

3. **Do you think remote working for young employees is effective?** Yes: 12 No: 15

4. **Do young employees condition the possibility of teleworking on the interview?** Yes: 13 No 1

Annex 3 -Transcript of interviews

Interviews from Slovakia
Office supplies company

We are a company that ranks among the prominent Slovak companies that sell office supplies, cleaning and hygiene products, promotional items, and complete equipment for educational institutions. We have approximately 120 employees and ten retail stores in Slovakia. Our team is unified, and employee turnover is low.

How do you assess the communication skills of young people within a communication level? Do you require higher communication skills for higher positions, and do they need to express themselves clearly and understandably? Give us an example of how young people in higher positions differ from others.

Young people have good communication skills, and they can express themselves clearly. A higher position requires a higher level of communication, which they manage well. Young people who have worked in financial administration are communicative and have a high level of collaboration.

Your questionnaire stated that young people struggle to analyze and identify problems at work. Why do you think this is the case?
Yes. As I mentioned, some young people cannot sufficiently analyze and identify problems. They need experience and practice. After adapting to the work environment, they can solve any problem.

How do you evaluate the ability of young people to adapt quickly? What factors, in your opinion, most influence whether young people want to adapt to changes and new situations?
If young people are eager to learn, they can adapt quickly. The main factor is that young people must want to learn!

How do you assess young people advancing in their careers? What factors motivate young people to achieve higher performance and take a proactive approach to work?
They want to move ahead and progress. Motivation is undoubtedly money and gaining experience and knowledge.

In the questionnaire, you mentioned that it's impossible to determine honesty and reliability in work activities; when can this be identified? Do you notice differences in work situations between employees based on their financial status, and how does this manifest?
Predicting an employee's reliability and responsibility during hiring is almost impossible, but time will tell. They appear fine during the interview, but later, they are different. It depends on

their family and how much they need money. Women with money don't try as hard because they don't need it.

How do you assess the relationships between young people and older colleagues in the work environment? What do you think causes self-centeredness in some young people?
When a young person joins, older colleagues sometimes degrade them. This is probably because they fear losing their jobs and being replaced by someone younger. Young people are selfish, which is caused by upbringing because some are raised to believe they can do everything and get everything quickly.

Do you notice that young people in the workplace experience melancholy days or fall into depression? Do some have an optimistic outlook on work? Why is that?
Young people tend to fall into depression and have melancholy days. Of course, there are exceptions where employees are also optimistic, which is certainly caused by their balanced personalities and family background.

Are young people engaged and loyal in work activities? Have you noticed that they expect a better job offer and are less committed to their current jobs?
Young people are not committed or loyal. Yes, they expect and believe that a better offer will always come.

Do young people have trouble adapting to new technologies?
Young people have no trouble adapting to new technologies and procedures. They are open and active. We have good experiences; young people are technically skilled and quickly advance in the latest IT technologies.

From your experience, are young people self-critical, and do they have sufficient self-reflection?
Young people are not self-critical; they don't like hearing the truth. They are oversensitive, and few want to hear negative feedback. They are egotistical, have strong personalities, and lack self-reflection.

Have you encountered applicants who didn't learn basic information about your company before the interview?
From recent experiences, we've had interviews with four people. Three of them knew, and one knew nothing.

Do applicants sometimes have unrealistic salary expectations?
Most of them have had business experience, so they know how to ask for a salary, and their demands are not excessive.

Do applicants talk too much about what they expect and not what the company wants?
We didn't experience this because we asked this question during the interview.

Do you notice during interviews that applicants lack self-reflection and have overly high self-confidence?

Yes, young people have pretty high self-confidence and little self-reflection.

Cleanin services company

Our company is focused on providing complex cleaning services for organizations and households at a professional level, from the simplest services to a global cleaning service solution according to clients' needs. Our company has about 100 employees, and there is frequent turnover of employees.

What experience does your company have communicating with young people in the work environment? Why do you think young people often give up work when required to meet specific requirements?

Communication with young people is difficult. They are impulsive, give up immediately, and don't want to do anything when demanded. When something is expected of them, they give up and prefer to leave immediately.

Can young people analyze situations and identify problems? Why do you think young people cannot often analyze situations and make decisions?

Not all young people know how to analyze situations and especially do not know how to accept decisions. I know from experience that young people want to do their work and have peace of mind; they cannot yet analyze and make their own decisions.

Why do you think that young people are mentally unstable these days? In your opinion, what is the reason that young people cannot adapt at work and are not flexible?

Young people do not know how to adapt, and in today's fast-paced world, they are pretty mentally unstable. According to my experience, young people live with their parents for a long time and do not know how to adapt to unexpected circumstances. They rely on someone to do it for them, and they are not flexible at all.

How do you perceive the approach of young people who expect commitment from the company but are unwilling to contribute more than necessary? Why do you think that young people expect high financial motivation even though they have no experience in this work?

Young people expect the company to be committed to them, but they are not and will only do what is necessary. Young people imagine that they will be well-paid, and their motivation is money, even though they have never done such a job and do not know if they can do it.

Do you think that young people need supervision to complete their work correctly? How could you help young people be more responsible and efficient without supervision?

They will do the work when they have self-control, but they must be supervised. Rules and a working system must be added so they know precisely what to do. If they do it, they will be paid. If they do something extra or faster, they will also be rewarded.

How do you perceive young people? Are they team players? Is there a comparison of salaries between younger and older employees in your company?

Um, this doesn't ring a bell to young people. I often encounter young people comparing their salaries with each other, especially with older employees. There is some envy. Why do they have more?

What benefits do you see in young employees when you give them space to relax? Do you think their work performance will improve if you also enable face-to-face personal communication?

Our company tries to give them space to relax. We also have a gazebo where they have one hour for lunch. Indeed, if they can discuss their problems face to face, they will be relieved. They know that they have the support of the company's management, and their work performance will improve.

Are young people actively involved in work activities in your company? Can you see the difference between young people who have yet to work versus those who have worked in a corporate company?

A young person will do nothing more than what they have to. You can see the difference between young people who have worked for a corporate company and those who have yet to work. The difference is that young people from the corporate sector are more engaged and actively involved in work activities.

Young people are okay with new technologies, how is it in your company?

Young people have no problem with technology. They are all active and have an overview of what is happening on social networks.

Do young people have self-confidence? Do they respect and honor their senior colleagues?

Young people have high self-confidence, listen to many motivational podcasts, and often think they know everything. They may play smart, but it is about direction and guidance; older people have experience and can teach them new things.

How are young people doing with self-reflection? Do they know how to evaluate their skills and receive feedback?

Um, young people lack this, but not all of them! It often happens to me that they have high self-confidence and high demands, and after a few months, they find out that they can't handle it and leave. They don't like feedback, and they don't like to hear anything negative about themselves.

Does it happen to you that the applicant doesn´t know basic information about your company?

Yes, we have experience in which they know almost nothing about our company and only praise us for what a beautiful company it is.

Does it happen to you during interviews that the applicant has unrealistic salary expectations?

Most young people have high expectations of a high salary. They can't even calculate the company's costs but want to be paid as much as possible.

Does it happen to you that the applicant talks too much about what they expect rather than what the company wants?

They often tell us immediately their salary expectation and that they have to leave earlier, one day a week, because their son has a club.

Do applicants lack self-reflection and have too much self-confidence during interviews?

This is true. They have high self-confidence and no self-reflection. They are also heavily influenced by their incomplete family and the household in which they live such a free life, as the parents are always at work and the children at the computer.

Automotive company

We are a company that produces components for the electrotechnical and automotive industries. As a complete solutions provider, we offer various services - research, technical and conceptual support, development, design, and production from a single source. Our product portfolio includes standard products and tailor-made solutions. The number of employees is approximately 2,400.

What are the communication skills of young people in your company? Can they communicate effectively and express themselves clearly?

Young people know how to communicate. It depends on their strong personality, whether they are introverts. Also, how they are guided in the school process and whether they can express their opinions. It also depends on whether they were coached and mentored. If so, they know how to ask questions in an interview and how to express themselves. When members of the Slovak Debating Association, they have experience and know how to express themselves beautifully, listen, and cooperate. Some go the assertive way. A group of young people who are pretty extroverted know how to sell their knowledge.

Do young people have analytical thinking? You listed up to 5 points in the questionnaire. Can young people identify the problem?

Young people have analytical thinking and know how to identify a problem. But we also have introverted people who work behind the scenes and do their own thing. As a salesman, he must speak well, have analytical thinking skills, and identify problems.

Are they able to quickly adapt to new situations and be flexible? What experience do you have in the company?

Young people can adapt to new situations and are flexible. From my experience, it depends significantly on the school and the opportunities it has given them. Did the school provide them with the space to express their opinion, and did the school listen to it?

How do you perceive the importance of motivation and personal engagement among young people? Do they have these values from the family?

For young people, if they have foundations in the family, it's a plus. They know how to get involved and have a drive. However, the school can also contribute to the development of motivation if the student is actively engaged and feels the need.

How do you perceive the importance of motivation and personal engagement among young people? Do they have a strong personal drive to be proactive?

Motivation is crucial for young people, especially in financial ways. What is important is which team he gets into, which will help him grow. If a young person is with a leader who does not find a young person's potential, he is in the wrong comfort zone and does not try.

Do young people have team skills? Can they work effectively and thus contribute to common goals?

Young people want to do their work and have peace of mind, they like their comfort. However, it depends on his family environment because the family can provide strong foundations.

How do you perceive the positive attitude of young people? Do they know how to deal with obstacles?

Young people are optimistic and aware of their importance. Almost like they are the center of the universe. Both young and middle-aged people are melancholic.

Are young people flexible and able to adapt to new technologies?

Yes, young people are flexible and adapt very quickly to new technologies. Nowadays, technology and social networks are natural for them now, and they can adapt immediately.

How do you evaluate the ethical behavior of young people in your company?

I rate it fine; they know what they have to follow in the company, and they follow it. Both women and men work for us and have no problem with each other. There is mutual respect.

Do young people have respect for colleagues, superiors, and subordinates?

Yes, young people have respect. They always have a leader above them, so he knows his superior is always right.

Do young people have self-reflection? Do they know how to evaluate their performance and accept feedback?

Young people have no self-reflection. They cannot accept feedback. They take it as a lesson and immediately feel wronged. However, that depends on the individual because stronger personalities can accept it and learn from their mistakes.

Does it happen in your company that the applicant needs help finding basic information about the company?
They come unprepared sometimes and do not know what we do for a business.
Does it happen that young people applying for a job have unrealistic wage expectations?
It happens that they ask for a high salary, even though they do not know how they will manage the work.

Does it happen that the applicant talks too much about what he expects rather than what the company wants?
No, it doesn't happen; it's a production plant, so they know what awaits them.

Do the applicants have a lack of self-reflection and too high self-confidence?
Yes, overall, young people have high self-esteem and little self-reflection.

Engineering company
Our company helps build technologies for the world's most modern plants. We supply top equipment, components, services, and software to make work easier. We believe that machines and technologies are much more than a means to more efficient and faster production. First of all, they lead to the growth of human potential.
Thanks to automation and robotization, everyone can devote energy to creating a more beautiful world. We believe the company's growth is only possible if all its people grow. They move to things they enjoy, which are not routine. This applies even in the strictest and most rational branches of industry.
LOVE IS THE VALUE THAT LEADS THE COMPANY.
It hides the willingness to respect, understand, and listen to colleagues, customers, and partners. It also believes that no matter how pragmatic and cynical the industry's standard approach is, it is possible to shift it. The company has approximately 600 employees. This year, there was a more significant turnover of programmers.

What communication skills do young people have compared to older people? What is their communication level?
Communication skills differ between the young and the elderly. The young are weak in communication; they communicate only through social networks. I can say that the communication level of young people is terrible. They don't know how to express themselves orally, not even in email communication. They often use abbreviations and don't even pick up the phone when they agree to call.

In your completed questionnaire, you stated that you identify that it is a problem for young people to make decisions and solve problems; why? How did covid affect it?
Young people affected by COVID-19 created home offices, stopped socializing, and preferred to be at home. The labor market has shifted, especially programming jobs with entirely different salary requirements. I know what I know, and I want to get paid!

Young people have trouble accepting decisions, don't know how to solve problems, and don't make up their minds. "I don't know where I want to be; I don't know what I want to do."

Can young people adapt? Can they adjust to new changes and circumstances?
Young people adapt more slowly. I don't know what I want; we'll see what happens! They are indecisive, want unrealistic things, and just want to survive.

Are young people motivated to work? Do you have benefits in your company that would encourage people to take a proactive approach to work?
A young student who worked part-time here in the summer wants to work and is motivated because he knows he will earn money. I'll try, I'll see. However, we currently have 20 dualist students, and only a maximum of 8 students can stay here to work. In the company, we have benefits, such as a weekend for the family in the Tatras or Vyhnia once a year, we have dance balls, Saint Nicholas for children, health benefits, a third pension pillar, and others, but even that is not enough as a motivating benefit.

Are young people reliable and responsible for work? Can they work effectively in a team?
Reliability and responsibility do not apply to young people. It takes even half a year for dualists to provide a written excuse; they don't know the feeling of responsibility. Only certain young people know how to work in a team; it depends on the job position and the circle of people.

Do young people have a positive attitude and view of work? How do you feel when they have to overcome an obstacle? Do they know how to cope?
It depends on their position and what they like to do. Not all of them are positive; rather young people are often afraid and anxious. They do not know how to overcome obstacles, prefer to give up immediately, and do not look for solutions.

Can young people be committed and loyal to the company? Do they think about the company or rather about themselves?
Young people are not very engaged. They know that they will not be around for 40 years. They don't take it as they want to harm the company, but it is their free decision; they can always leave if they want to. They are selfish and think of themselves.

Do young people need help adapting to new technological changes?
They are very adaptable to new technologies, even if some standard things, such as the fact that a resume can be written on the Internet, some still need to learn. They don't know how to use the Internet for everything, so, for example, they are not influenced by conspiracy theories.

Do young people have respect for others? **What causes young people to behave like this?**
I don't know if they know the word; I don't think so. They don't have experience; they still live with their parents but want to benefit from the company and earn super money. A younger person asks for a higher salary than an experienced person with 20 years of experience. They simply lack respect for older, more professional people. I think it is caused by upbringing and

the environment in which they grow up. Parents work long hours or travel for work, and they live trapped only in social networks; the children miss their childhood!

Do young people have self-reflection? Do they have the ability to evaluate their performance? Can they accept feedback?

They have no self-reflection at all. They come without experience and want to earn good money right away despite this. They do not like to receive instruction or a negative evaluation; they are selfish.

Does it happen to you during interviews that the applicant does not know basic information about the company?

Yes, it often happens to us that they don't know anything about the company. They just come to try the interview.

Does it happen to you that the applicant has unrealistic salary expectations?

Yes, especially young people after high school have unrealistic salary expectations. They can't distinguish between a gross and a net salary, don't know what a payslip looks like, and lack financial literacy.

Does it happen to you that the applicant talks too much about what they expect and not what the company wants?

Many expect a home office; even dualists want holiday vouchers and buy a car from the company when they start work.

Do you think that applicants lack self-reflection and have too much self-confidence?

Yes, most of the applicants lack self-reflection and have high self-confidence.

Gastronomy company
The company has 20 employees in the gastronomy field. We interviewed the head of operations about employing young people.

Question: You marked three points out of five for professional knowledge. Why is professional knowledge not very important to you from young applicants?

Answer: Professional knowledge can be learned by working in gastronomy. After just a few days, you can judge whether the applicant is suitable for the job or not. We can teach a person even without an education in gastronomy or study a person according to their own needs and functioning. Professional knowledge is not that important before the work. What is essential for us is that the young person enjoys and wants to work.

Question: You have extensive experience in employing young employees. What characteristics do you notice when hiring a young person?

Answer: It must be like everyone else. I want to see interest and desire from young employees, that they are internally motivated and therefore want to learn the job. You only teach them if they want to, and we don't push them.

Question: You marked four out of five points in the questionnaire for communication skills. How do you go about checking the communication skills of young applicants? What details do you care about?

Answer: Since I have been in gastronomy my whole life, sometimes just looking at a new person is enough for me, and I can guess whether he will communicate well. An important thing I pay attention to is the applicant's communication with other colleagues. I observe how well a young colleague can jump on the communication style and whether it works from the point of view of work chemistry. I'm not trying to ask tricky or difficult questions. I like to have a relaxed conversation during interviews. As for customer communication, we can teach a person how to communicate externally. We appreciate it when we communicate with customers on an equal footing. That means neither haughtily nor submissively. We also show our customers that our waiters are also humans and deserve respect.

Question: You have three out of five points in the questionnaire for solving problems. Why did you give just three points and not more or less?

Answer: I need to learn how to react to exceptional situations or problems I cannot prepare for. That's why we have a more accessible process for recruiting new employees on this topic. We want them to wait for a solution for everything immediately. Instead, we try to guide them to be receptive when discovering new problems. When it comes to issues, there is never only one side at fault. If a problem arises, for example, a customer is unpleasant or raises his voice, I look for causes on both sides. He could be having a bad day or not getting the service he paid for. For this reason, we ensure that new young employees can learn from problems. They will be able to profit from their experience for other new issues.

Question: Adaptability and flexibility have five points out of five for you. Why is this skill meaningful to you?

Answer: It is essential for us that a young new employee can adapt to all new situations. We want to see that he can adapt to pressure, stressful situations, or even quiet moments. He knows what to do when there is a rush of customers or even when there are few customers and he is in danger of getting bored. We emphasize flexibility. We have employees trained in such a way that they keep customers who are in the company even after closing time. On the contrary, they will wait until the customers leave, as they bring revenue to the company.

Q: Teamwork is another area where you scored five out of five. How can you tell if someone fits the bill and will be a team player? Have you come up with some way to guess a person correctly?

Answer: We address the issue of team cooperation for a new young employee during training days. In the first days at work, a new employee learns from colleagues and observes company processes. The first days reveal whether a young applicant knows how to work well in the future. This period mainly confirms the young applicants' potential through access and

communication. If a new employee asks and gets advice on how to work, he has a better chance of success. The second important point in teamwork is communication. I observe how the new employee communicates with colleagues in formal or informal conversations. If I see the new applicant cannot communicate with team members, I see no reason for a new job applicant to continue working with us.

Question: Regarding the "self-reflection of young people" part, we have uniform employer evaluations. What experience do you have with young people in this field?

Answer: Young people lose a lot with their self-reflection. Regarding the mistakes and problems I discussed a while ago, I mentioned that there are always two sides to issues. This is also the case with young people nowadays. I observe that their self-reflection is at a low level. Based on my experience, many young people cannot admit their mistakes. Naturally, I expect every person to take responsibility for making a mistake and do their best not to repeat it. I don't see it as often in young people as I would like. Few will admit an error if it happened on their side.

Question: What is your experience with young people who have higher self-reflection?

Answer: It confirms that self-reflective young people are responsible, and we can rely on them. I attribute this to higher emotional maturity or even upbringing. No one wants to feel humiliated when they make a mistake. On the other hand, young people who are willing to face their mistakes are often the best employees. They can get over an unpleasant situation faster and even come out stronger.

Question: You marked the ethical behavior of young applicants with three points out of three. Why didn't you add more points to this topic?

Answer: We believe that anyone can learn ethical behavior. Of course, we can successfully guide not all but most young people. From a learning perspective, ethical behavior or skills are similar to knowledge skills. If a young person is willing to learn, he needs to be more malleable in meeting our moral standards. This results in a better customer experience with our employees.

Question: You added three points out of five for customer orientation. What did you base your points on for this area?

Answer: We have several loyal customers who sometimes treat our staff more than I would like. To protect our employees, we guide them to be more assertive with such customers. On the one hand, we do not want our employees to be pushy or submissive, but neither are they rude. We would like a middle ground from them so they don't mess with them.
Thanks for the interview.

Printing company
THE COMPANY PROVIDES PRINTING SERVICES WITH 35 EMPLOYEES (SK)

Question: What mistakes do young people make when applying for a job in your company? What "gets you off your chair"?

Answer: What bothers me the most during interviews is when a young person's first question is about the salary. After that, the young applicant wonders what the job is about.

Q: Is there anything you see as an expression young people should avoid when applying for a job?

Answer: When a young person comes for an interview, I should not feel that he lacks the courage to speak; he does not trust himself; when answering questions, he is afraid to answer so as not to make a mistake. This is more common among young people from the countryside than with people from the city.

Question: What helps you in choosing a young person for the company?

Answer: Before making a decision, I try to get, if possible, some references from trusted persons, or I am looking at recommendations from the school or company where he has worked so far. But even excellent preferences are not a hundred percent assurance. I can get great recommendations, but the young person still does not deliver results. Another common experience is that when a candidate becomes excellent and responsible, he soon leaves for another place to develop in areas other than our offer.

Q: What do you emphasize in communication skills?

Answer: It is essential for us that he can express his opinion in front of the team and front of the boss. I appreciate the polite expression of a different point of view than the management keeps because that can support the company. Good communication is essential. Furthermore, he must be able to defend his decisions so that he knows how to listen actively and when solving problem situations. Most importantly, he is not hasty; he thinks first and carefully and then reacts.

Question: What do you expect when he adapts to the collective, and what kind of relationship do you prefer about the leadership?

Answer: When a young person joins our company, the management and the work team expect that he can adapt to the established rules. We do not try to be directive management. We always look for a way to get along well with the employees. If an employee has a different opinion than management, I expect him to be able to defend it. A different perspective is an advantage for everyone's quality work. For us, the result is important. It is vital to get the job done well and flawlessly. The way to its exit can be different. We emphasize that.

Question: How is it with the workers' relationship with the company?

Answer: Corporate identity should work. Employees should be aware of where they work, the company's values and principles, and what brand they represent.

Question: What "turns you on" about the attitude of the workers?

Answer: When a worker doesn't finish the job. Sometimes, I need to meet the company's deadlines and quality standards. And sometimes it requires longer working hours. It turns me

on if the young person knows about it, and despite that, he does not finish the work and leaves with the message, "My shift is over today." After that, there is a work in progress left.

Question: How will you behave then?
Answer: An interview with him will come, and a reduced paycheck. The employment relationship can be terminated if this situation repeats two more times.

Question: What is your attitude towards solving problem situations when working with people?
Answer: If there is a problem, we solve it immediately. If the problem is not resolved, the tension in the team can increase, and the employees' satisfaction will decrease. It is crucial for us that the employees are satisfied at work because then it can be seen in the results of their work. Every problem is a challenge for us to solve.

Question: What supports the adaptation and satisfaction of young employees, apart from solving the problems that have arisen?
Answer: Shared positive experiences. We do team buildings and trips. We remember employees' holidays and other personal experiences (name days, birthdays, weddings, etc.).

Q: How would you describe the ideal young employee?
Answer:
He should go along with the work he is going to do.
He should enjoy the work he does.
The work he does should bring him joy.
He should work so that it is clear to him and others that he wants to, not that he must.
He must understand his work.
He was punctual and had a responsible attitude toward the result of his work.
He had a positive attitude towards the company where he works.
It was clear to him that the name of the company and its results also depend on his work and attitudes towards it.
Thanks for the interview.

Allmotors company
I interviewed the owner, who has five employees.

What communication skills should young employees who are applying for a job know?
Hmm. Young employees should be able to communicate clearly and understandably so that we can understand each other. To understand what the given customer needs and propose solutions. I entrust my employees with customer contact when I am not there. They are doing very well.

What is your opinion on the adaptability and flexibility of young job seekers?

The ability to adapt to changes and new situations is not a requirement. However, knowing how to respond flexibly to unexpected circumstances to have one's cake and eat it too is necessary at work and for oneself.

Should young job seekers get involved personally? What could be the motivation?
Certainly yes. It is always better when they finish the work than to rush them to work. In our company, I motivate them in terms of time and money. For example, you can leave early or run errands if you have done your work. There is also a financial reward if you do your work well and ahead of time.

Should young applicants follow a code of ethics?
First and foremost, every employee should be responsible, reliable, and honest in all work activities. Mutual respect and consideration for yourself and your customers come second. Third, everyone should contribute to achieving common goals.

How should young applicants approach work?
They should have a positive attitude to work. In case of problems, they should know they can rely on the company. They should be loyal to the company and, vice versa, the company to the employees.

Should young participants be able to accept self-reflection?
It is essential to evaluate your performance and accept feedback self-critically. To want to learn and improve, use new technologies or procedures.
Also, we shouldn´t forget about team building, training, and events, where we can get to know each other and gain new knowledge and experience.

What are the most common mistakes applicants make during interviews?
Younger people, meaning applicants who have graduated from school, have exaggerated salary expectations and too high self-confidence. My answer is: "Okay." You will produce and make money if you show you know what you are doing. No problem :)"

What would you say to young people who are applying for a job?
"Don't be afraid; come with a smile, be humble, and show what you can do."

Interviews from Poland

Allmotors company
Interview conducted with the owner of a company that deals with vehicle repairs. In addition, the owner of the company is a long-time educator and trainer of practical vocational training, who educates and prepares for practical exams. The company employs 6 people. It has been operating on the market continuously for over 50 years.

Question: You marked only 3 points for communication skills in the survey questionnaire, so aren't these skills an important element of team building and effective work?

Answer: Communication skills are important, but above all in this profession, concentration and careful listening to what more experienced team members pay attention to. Teamwork, active listening to team members due to the specificity of the work are important, because they primarily determine the safety of the team (especially when we are working with tools and specialized machines).

Question: You have been training and educating employees for over 50 years, what traits are important to you in young employees?

Answer: Analytical thinking when we are analyzing damaged components is very important, as well as teamwork to find the right solution that will save time, avoid errors in diagnosis, which also translate into the company's financial result. In addition, flexible response to unexpected circumstances is important to me. These skills translate into the practical aspect of using knowledge. Unfortunately, we are increasingly noticing a lack of skillful use of theoretical knowledge in practice.

Question: Do you think that young employees are ambitious and motivated to work and improve their skills?

Answer: Young employees are interested in gaining and deepening their knowledge, especially in the area of new technologies and the use of modern technologies - machines and devices, which relieve them at work - especially in a profession that is difficult and hard. The motivator that influences their commitment is primarily the financial result, which will also help them become independent in the future - start their own company.

Question: Honesty and ethics is another area in which you marked "5" points - are these principles observed by employees in your company?

Answer: Honesty towards the employer and the team is a very important feature - but increasingly rare - especially among very young employees who are just entering the job market. Responsibility in professions which one has contact with operating machinery in or with heavy work that may affect the safety of other team members is a key element in work. Unfortunately, young employees increasingly often find it difficult to concentrate, and they also perform work on the basis of repetitive activities without additional reflection on them.

Question: How do you assess teamwork skills and does it affect the atmosphere in the company?

Answer: Effective teamwork helps to achieve success, solve the problem faster - in the case of our company it allows for repairs to be carried out in a shorter time. However, mutual respect and kind words are very important, they affect the atmosphere, which directly translates into the quality and efficiency of work in the company.

Question: Do you think that young people become attached to a company and are loyal to it?

Answer: Work commitment has so far been a very important and significant aspect, but in the face of changes in the labor market - the market has become an employee's market - more and more often employees - and especially the younger generation do not become attached to a company; they make decisions very quickly to leave work and move to another company.

Question: Do you implement new technologies in your company? Do young employees move efficiently in this area?
Answer: We try to implement new technologies whenever possible and improve the vehicle repair process. The younger generation of employees is very keen to use new technology and is not afraid of changes in this area.

Question: You have been working with and training young employees for years – how do you assess the observance of rules, ethical values, or showing respect to co-workers and superiors by young employees?
Answer: Ethical values and norms are an important aspect, but they are of greater value to older employees and employers. Young employees today are people focused on their own well-being. Without mutual respect for the superior and other team members, there is no way to run a business and work – especially in a small form employing several people.

Question: We hear more and more often that young employees are self-confident and do not accept criticism directed at them?
Answer: Unfortunately, it is becoming increasingly difficult for young employees to accept any criticism or "advice from older colleagues".

Question: What mistakes do young candidates most often make during a job interview?
Answer: Candidates often do not have basic knowledge about the company and its business profile, and its connection with the education process - the company trains future mechanics while employing them, and employs people who have already graduated and acquired the right to practice the profession. As a result, during the job interview, 3 out of 5 cases - the future employee indicates that it was their parents who convinced them to choose practical training in this profession and convinced them to participate in the interview. In addition, candidates very often have excessive financial expectations in relation to the state of knowledge and practical skills.

Question: What else do young job candidates pay attention to?
Answer: Often during a job interview, a future employee – especially a young person – presents not only their financial expectations, but also the schedule and organization of work time, the number of days off and a possible work schedule during the holiday period are important aspects for them.

Question: Do you have any advice for people entering the job market? Answer: Yes, no one likes to be criticized, but sometimes it is worth taking advice from an older, more

experienced employer or employee and arguing during a job interview "that they can always find a job at a competitive company."

IT Company
The company operates in the IT industry and employs ten people. It operates in Bielsko-Biała and deals mainly with creating websites and promotional campaigns in social media. It employs people aged 23-35. Interview conducted with the co-owner of the company. We conducted a conversation about employing young people and the status of the modern labor market.

Question: Why is efficient communication important in your industry?
Answer: The IT industry is a specific area where the communication process is important not only from the point of view of customer relations, but above all, efficient transfer of knowledge and progress in project work - both in the case of work on a website and in the area of programming.

Question: What skills do you consider essential when working with young people?
Answer: The process of analyzing a situation, reacting quickly, and deciding to change an action occurs several times during project work. However, this skill does not work with young and less experienced employees.

Question: How do you assess the adaptability of young employees?
Answer: It is easy for young employees to adapt to changes, they are quite flexible - especially those with lower IT skills.

Question: The IT industry is constantly evolving, and you have a lot of experience in hiring new people. What is the biggest motivator for young people when choosing a job?
Answer: The biggest motivator for action is the financial result and the ratio of time to work.

Question: Are values such as "responsibility" or "honesty" important among young employees?
Answer: Responsibility is an aspect that young employees do not think about, they can fail to meet the deadline for completing a task/order. Moreover, they are not afraid of the consequences of such actions.

Question: Is teamwork important in your industry?
Answer: IT professionals find it very difficult to work in a team, they prefer to do their part of the project individually, then prefer to hand over their work to a leader.

Question: Does the atmosphere at work affect the quality of relationships among employees?

Answer: An important skill and desirable for maintaining a "healthy" relationship in the team. However, most IT specialists prefer silence and work in separate rooms or with headphones.

Question: Do young people identify with the identity and values of the company they work for?
Answer: Loyalty in this industry is strongly linked to financial results, IT specialists are sought-after employees on the labor market. Young employees, after acquiring the appropriate skills, quickly decide to become "freelancers" or look for a better-paid job.

Question: Do young employees follow ethical standards and principles in their work?
Answer: Compliance with ethical standards and principles in work, honesty helps build the employee's credibility and position in the company/team - however, among young employees it only comes with time.

Question: What makes it difficult for young employees to accept criticism? Answer: It is difficult to accept criticism, an order to do a task "from scratch"; as well as motivation to delve into the topic, analyze, suspect among other projects.

Question: A young person (job candidate) does not prepare for a job interview, i.e. does not have any basic information about the type and specifics of activities undertaken by the company. Is the situation the same in your company?
Answer: A very common phenomenon, candidates during interviews have basic knowledge about the company - i.e. the IT industry, often do not even try to hide the lack of basic knowledge in this area.

Question: Financial issues. What are the salaries like among young employees in your industry?
Answer: In 80% of candidates, their financial expectations are very high – around 6,000 net to start with.

Question: What are the most common expectations of young employees who apply for employment in your company/industry?

Answer: Expectations very often concern financial conditions and further raises in three months after the trial period and additional benefits/bonuses/flexible working hours.

Marketing company
The company is dealing with marketing campaigns and promotion operates in Bielsko-Biała, but also prepares campaigns and products for the Czech, Slovak and Scandinavian markets. It has been operating on the market for 15 years. It is a company that employs 6 employees, and more during trade fair seasons under contracts for services. Interview conducted with the owner of the company.

Question: In your industry, the communication process is an important skill - in the survey questionnaire you rated it at the highest level - how do you assess these skills among young employees?

Answer: Communication is an important aspect that proves useful when establishing relationships with customers and in the process of creating advertisements, marketing campaigns - young employees should be regularly trained in communication. Therefore, our company very often seeks training (financed from various EU funds) and tries to provide its employees with training in this area.

Question: How do you assess the analytical skills of young employees, identifying needs and solving problems?

Answer: Young employees rarely take the initiative, rather waiting for ready-made solutions. They are also quite flexible and open to changes, especially when they see financial benefits in it.

Question: Do you use any techniques to motivate employees to be more involved and proactive in their approach to work?

Answer: An effective motivator for achieving results and activity at work is a bonus system used during the implementation of specific activities.

Question: Ethics, honesty and responsibility are very important foundations of an organization/company. Do you notice such values in young employees?

Answer: We observe greater awareness of young people about ethical solutions, ecology and sustainable development. However, I have the feeling that this applies to larger companies. A relatively low percentage of young people bring up this argument during the recruitment interview. We also try to implement these values and transfer them to our work, marketing campaigns - convincing clients to them as well.

Question: Do these values influence a positive attitude to work and relationships in the team?

Answer: A positive attitude to the team and work is a key element in our company, which translates directly into our results - we work hard as a team to ensure that these relationships are correct.

Question: How do you assess commitment and loyalty to the organization, its values and goals?

Answer: More and more young people choose financial issues as a key factor when changing/leaving their current job and this factor influences loyalty to the company.

Question: In the survey questionnaire, you rated the ability to adapt to new conditions, technologies or procedures highly. Do young employees cope better in this area?

Answer: Yes, that's right, young employees cope much more easily with new technologies, and the company profile also indicates the need to use graphic programs and printing machines,

hence the relatively high involvement in implementing new technologies. Young employees also like to use artificial intelligence.

Question: Can young employees look at their work and the results achieved in a critical way?
Answer: Employees, especially young ones, do not accept criticism, and it is also difficult for them to admit a mistake. When accepting criticism from a superior, it often turns out to be ineffective, because young employees do not draw conclusions and repeat old mistakes.

Question: Let's move on to job interviews - what mistakes are most often made by young employees?
Very often, young employees have only basic knowledge about the company, and often apply for salaries of PLN 5-7 thousand. In addition to financial issues, candidates often ask about the scope of duties and work schedule – they are reluctant to work overtime or on weekends.

Interviews from the Czech Republic
Online marketing company
A company that deals with online marketing with a focus on eshops. It has approximately 10-15 employees.

How important is the ability of young people to communicate effectively, to express themselves clearly and understandably?

Answer: We only work with young employees who can communicate at a high level, we don't waste time with those who don't communicate. Ex: they send an email and wait a week for a reply and don't even think to urge the client.

Is it important for you that young employees are able to analyse situations, identify problems and propose solutions?

Answer: This is what we want young people to do, but they can't do it. The seniors in the company become mentors and have to teach the young employees to think and control independently. Young people are not proactive and do not make suggestions. They are inactive.

In the questionnaire survey you said that the ability to adapt to change and to react flexibly to unexpected circumstances is very important to you. Could you please elaborate a little on this.

Answer: We want it, but we don't have it. The young are very slow to adapt. Often they don't think, they do a task and wait for the next one. They don't see things in context.

Your company is by its nature focused on a high need for proactivity and motivation to achieve high performance. After all, you help companies increase their sales as well. You need that motivation in your employees as well.

Answer: Yes, in order for us to achieve this as a company, we need to have these employees as well. But young people are from a different universe, they don't know what proactivity is and how it works. In primary schools, they should focus on developing soft skills that are not taught in the curriculum.

How important is adherence to ethical standards, honesty, reliability and accountability in your company?

Answer: This is the normal standard we are used to from the past. Unfortunately, young people often don't have a regime and don't know what it is. They don't know the deadlines. They stick to the rule that tomorrow is also a day, today is not a working day.

I suppose it is important for you to work effectively in a team to achieve common results. What's your experience with that?

Answer: I am strongly considering creating an app for young employees to manage their work. You give them three tasks and they do the first one 20% of the time, the second one hardly at all and forget the third one. This app on their phone could remind them of that. I would find it more effective not to give young people a traditional work contract, but part-time job, to give them project contracts, not to check how long they do it, but what results they get.

You said in the questionnaire that a positive attitude is important to you. Can you be a little more specific about that?

Answer: A good atmosphere is the most important thing. Job seeker has to fit in with the team. The others will be happy to help him.

Furthermore, you wanted employees to be loyal to the organisation and its values, how is that currently the case for you?

Answer: We want it, but it's not. I guess that's a generational clash.

How important is respect and consideration for others to you?

Answer: We don't even deal with that, I look at it more so that the team is united.

In our questionnaire survey we found that young job seekers make the following mistakes most often during the interview process, how is this the case in your company?

<u>Mistakes made by young job seekers:</u>

Applicants fail to find out basic information about the company:
Answer: Often they don't find out. It may give plus points if they prepare, but at the very least it worsens the first impression and they have to make up for it with other things. In our company, they don't often address this because we are in Prague, where there is a glut of job opportunities.

The applicant has unrealistic salary expectations:
Answer: They get up in the morning and already want 2000 for getting up, when they get a smaller salary they only do what you tell them, they proactively work up to 80 000 CZK a month.

Applicants talk too much about what they expect from the company.
Answer: They have a quick question about what I will do and what I will get for it.

Job seekers have a lack of self-reflection and overly high self-esteem.
Answer: The self-reflection is not there.

What an ideal employee should look like
Answer: Have humility, willingness to change quickly, adapt, be able to ask questions about the job and take advice. Be able to self-study in the field to learn.

Law firm
Interview with a company that specializes in providing legal services in the Czech Republic and abroad. Number of employees and turnover: currently about 5-7 employees, about 1-2 employees leave per year, 1-2 employees are hired.

Is effective communication, clear and understandable expression, active listening and cooperation with others dependent on specific communication skills?

Answer: It is especially important for faster processes such as problem solving, building clientele, quality and good results, meeting goals, building relationships both among employees to support the work environment and with clients or government and authorities.

Is it important to have skills that allow you to adapt quickly to changes and new situations and to respond flexibly to unexpected circumstances?

Answer: Work efficiency is important. In the legal industry, everything is defined by strict deadlines, problems must be solved immediately, preferably in a broader team to find solutions faster.

What skills are needed to adapt quickly to changes and new situations and to respond flexibly to unexpected circumstances?

Answer: In the legal industry, there are frequent and in many cases extreme changes in statutes, laws, or regulations. It is important to respond to changes immediately, as procedural errors can occur by omission.

Is personal drive, motivation to achieve high performance, commitment and a proactive approach to work important to you?

Answer: Yes, in our company employee motivation is important for good workplace relations and autonomy.

Is upholding ethical standards, honesty, reliability and accountability in all work activities important to your company?

Answer: This is a given, the company runs on deadlines. It is imperative to employ responsible people who have a sense of order.

Is teamwork important for effective achievement of common goals and mutual support among team members?

Answer: Here "two heads are better than one" applies. The goal is clear for the law firm or the attorneys; the experience and knowledge of the team can contribute to a faster and more successful outcome.

Is maintaining a positive and upbeat attitude towards work and work situations important, even when difficulties or obstacles arise?

Answer: A negative outlook severely degrades motivation. A positive mood/attitude contributes to healthy team functioning.

Is a strong commitment and loyalty to the organisation, its values and goals key to active engagement in work activities?

Answer: Commitment is important to the success of the company. Without engaged people who are not actively involved, it is impossible to create quality services.

Is flexibility and openness to change fundamental to the willingness and ability to adapt to new conditions, technologies or practices?

Answer: As I mentioned above, law is a rapidly changing environment and lawyers are learning every day. There is always something new to learn and it is a very diverse environment. Every case is different, even though they may have a common core.

Is adherence to ethical standards and principles, honesty and transparency in all business dealings necessary for ethical conduct?

Answer: Without ethical standards, it is impossible to build a good team and a healthy collegial environment.

Showing respect and consideration for colleagues, supervisors and subordinates, including valuing diversity and inclusion, is important to building positive working relationships.

Answer: Respect and consideration for others is important in all situations, not just in work relationships.

Is the ability to critically evaluate one's own performance, accept feedback and the willingness to learn and improve key to self-reflection?

Answer: It depends on motivation. However, especially for young ambitious employees, this is very important for further professional development.

What do you think the ideal employee should look like.
Answer: Someone who shows a combination of skills such as expertise and skills with motivation to improve them, reliability and responsibility, self-initiative to seek improvements or solutions. He or she should also have a positive attitude and not be afraid to talk, ask, or solve problems.

The survey also revealed that young job seekers most often make the following mistakes in interviews. Can you confirm that this is also the case in your company or refute it and give us an example.

Mistakes:
The applicant does not find out basic information about the company.

Answer. For an administrative position, he doesn't need to know much about the company. If we are talking about articled law clerk (I assume we are talking about young people) who wants to practice a particular branch of law that the attorneys in the firm do not practice, at most there will be a mutual rejection. I don't even consider it a mistake because they can give each other new ideas or projects to work on.

The applicant has unrealistic salary expectations.

Answer: Unrealistic salary expectations is a doubtful concept. It is good if people know how to price themselves and know the value of their work. Not everyone should be measured by the same yardstick based on position. Often companies offer very low, dare I say ridiculous, pay rates to young people, which they justify on the basis of lack of experience.

The candidate talks too much about what he expects not what the company wants from him.

Answer: It is not a mistake. Just as the company has its ideas about the ideal employee for the position being filled, the applicant has his or her ideas about the ideal job. Employers should listen to both applicants and employees about their expectations. One cannot unilaterally expect one's effectiveness in all of the above points unless as a company one contributes to meeting the needs/ideas of the employee.

Applicants have a lack of self-reflection and overconfidence.
Answer: I do not know what is meant by high self-esteem. I have never personally encountered it. I like ambitious people who know what they are going for and try to do something about it. Failure to do so will only teach them a lesson. I see a lack of self-reflection as a big flaw because people who are not willing to admit their mistakes, talk about them and learn are not suitable applicants for any company or public sector.

Virtual assistance of the e-shop
The company is engaged in virtual assistant services and running a health food store. It has up to five employees.

How important is the ability of young people to communicate effectively, to express themselves clearly and understandably?
Answer: Effective communication is important to us. Young people need to be able to express themselves clearly and understandably. Be able to express their thoughts and opinions clearly to facilitate collaboration.

Is it important to you that young employees are able to analyse situations, identify problems and propose solutions?
Answer: Yes. The ability to think analytically is essential. Quickly identifying problems and then proposing effective solutions is important for the effective functioning of the whole team.

In the questionnaire survey, you indicated that the ability to adapt to change and respond flexibly to unexpected circumstances is very important to you. Could you please explain this a little more.

Answer: Employees should be open to change and able to respond quickly to new challenges, which contributes to the overall adaptability of the company.

At its core, your company is focused on a high need for proactivity and motivation to achieve high performance. After all, you help companies increase their sales as well. You need that motivation in your employees as well.
Answer: Yes. It's important to us that each team member not only understands the importance of their own performance, but is also a driving force for improvement and innovation within our company. Without a work team that shares this motivation and desire to achieve high goals, we would not be able to effectively support our clients.

How important is upholding ethical standards, honesty, reliability and accountability in your firm?
Answer: These values are fundamental to us. Honesty, reliability and responsibility form the basis of our relationships with customers and employees. We expect every team member to actively commit to these standards.

I assume it is important for you to work effectively as a team to achieve shared results. What experience do you have with this?
Answer: Effective communication is the basis for successful teamwork. We make sure that every team member has the space to share their ideas and comments. As part of teamwork, we note that support among colleagues contributes to personal and professional growth. We learn from each other, share best practices and help each other overcome challenges. Based on these experiences, we see that strong teamwork not only increases the efficiency and quality of our work, but also creates a healthy company culture.

In the questionnaire you said that a positive attitude is important to you. Can you be a little more specific?
Answer: A positive attitude is fundamental to maintaining motivation, both at the individual and team level. The work environment can sometimes bring stressful situations, and it is a positive attitude that helps us stay calm and focused in these moments. We believe that a positive attitude drives productivity, innovation and well-being in the workplace.

Furthermore, you wanted employees to be loyal to the organisation and its values, how is this currently the case for you?
Answer: We can say that in our organization we actively try to foster loyalty by creating an environment where employees feel connected to our mission and values. We foster loyalty through open communication and trust between management and employees.

How important is respect and consideration for other people to you?

Answer: Yes. We believe that respect for individuals, their opinions and their work not only supports a good work environment, but also leads to better collaboration, increased productivity and employee and client happiness.

In our questionnaire survey we found that young job seekers make the following mistakes most often during the interview process, how is this the case in your company?

Mistakes of young job seekers:

Applicants fail to find out basic information about the company.
Answer: It happens that candidates come to the interview without basic information about our organization, its mission, values or the products/services we offer. This is unprofessional and gives the impression that they are not truly interested in the position.

Applicants have unrealistic salary expectations:
Answer: Sometimes we meet applicants who have unrealistic salary expectations: often based on misinformation from the environment and lack of experience in the job market.

The job seeker talks too much about what he expects from the company.
Answer: We try to guide applicants back to showing us how they can contribute to the success of our team, rather than just communicating their own requirements.

Job seekers have a lack of self-reflection and overconfidence.
Answer: We perceive that some young candidates come in with too much self-confidence without enough self-reflection. They may be unable to realistically assess their weaknesses or appear overconfident in areas where they lack experience.

What an ideal employee should look like
Answer: The ideal employee should have a pro-active attitude, work well with other team members, have the ability to accept feedback and be open to further development, be accountable and loyal to our goals and values.

Electrical company
A medium-sized enterprise engaged in the repair and maintenance of consumer electronics, electrical equipment and industrial design.The number of employees is 50, with a turnover rate of 4-5 departures and hires per year.

A questionnaire survey of companies in the Czech Republic, Poland and Slovakia revealed that the most important competencies for young people include the following:

Is effective communication, clear and understandable expression, active listening and cooperation with others dependent on specific communication skills?

Answer: At our company, the communication skills are at a mid-level, as long as the employee is able to get along with co-workers.

What skills are necessary to analyze situations, identify problems, propose solutions and make decisions?

Answer: Problem solving is the basis of electro and our work.

Is it important to have skills that allow you to adapt quickly to changes and new situations and to respond flexibly to unexpected circumstances?

Answer: Such situations only occur in troubleshooting and this is handled by the more experienced employees in the company.

Is personal drive, motivation to achieve high performance, engagement and a proactive approach to work important to you?

This is definitely important, because as a result, those who are more skilled can achieve higher salaries.

Is it important for your company to maintain ethical standards, honesty, reliability and responsibility in all work activities?

Answer: Employees are expected to do this, but in practice this is not always the case. We had an incident where an employee was on call with a company vehicle on a weekend and it was discovered that he was a taxi driver and earning money that way. However, this was not a young employee, just a new hire.

Is teamwork important for effective achievement of common goals and mutual support among team members?

Answer: Our employees work in groups of at least two employees, it is always about the mood of the person, no matter if they are young or old.

Is maintaining a positive and optimistic attitude towards work and work situations important, even when difficulties or obstacles arise?

Answer: It is true that the older ones have more insight and find solutions faster than a young person who feels helpless in such situations.

Is a strong commitment and loyalty to the organization, its values and goals key to active involvement in work activities?

Answer: If they are interested in the work and it is in their nature, youth engagement is good. On the other hand, older ones fall into a stereotype.

Is flexibility and openness to change key to the willingness and ability to adapt to new conditions, technologies or practices?

Answer: Young people have no problem with this at all.

Is upholding ethical standards and principles, honesty and transparency in all work dealings necessary for ethical conduct?
Answer. reference to point 5

Is showing respect and consideration for colleagues, supervisors and subordinates, including valuing diversity and inclusion, important for building positive working relationships?
Answer: This can be a problem with young people; healthy self-esteem is fine, but respect and deference for supervisors and colleagues is lacking. A younger supervisor is more collegial and that makes it better for the young employees, whereas an older supervisor shows the superiority more strongly and young people have a problem with that and sometimes react provocatively.

Is the ability to critically evaluate one's own performance, accept feedback and the willingness to learn and improve key to self-reflection?
Answer: It depends on the type of person, there are young people who accept criticism without a problem and let themselves learn, but there are most who have a problem with self-reflection.

What do you think an ideal employee should look like.
Answer: Manually skilled, responsible, willing to learn new things, self-reflection an advantage. Experience is not a requirement, will learn anything as long as willing to learn new things.

For each competency, can you please give us an example of why specifically it is important in your company.
The survey also revealed that young job seekers most often make the following mistakes in interviews. Can you confirm that this is also the case in your company or refute it and give us an example.

Mistakes:
Applicants fail to find out basic information about the company.
Answer: 20% fail to find out this information, the other 80% come prepared.

The applicant has unrealistic expectations of pay.
Answer: Yes, it's 50/50, they usually overestimate.

The applicant talks too much about what he expects not what the company wants from him.
Answer: For us, the employer conducts the interview and the job seeker responds, they have no space to talk about themselves outside of the information we ask for.

Applicants have a lack of self-reflection and overly high self-esteem.

Answer: Yes, unfortunately this happens with young people or even with pre-retirees who "know everything".