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**РАЗНООБРАЗИЕТО НА ЛИЧНОСТНИТЕ ЦЕННОСТИ НА ПОКОЛЕНИЯТА,
ВЪЗДЕЙСТВИЕ ВЪРХУ ПРОФЕСИОНАЛНИТЕ ХАРАКТЕРИСТИКИ**

**THE DIVERSITY OF PERSONAL VALUES OF GENERATIONS, THE IMPACT ON
PROFESSIONAL CHARACTERISTICS**

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Abstract: The workplace in Albania, every day is undergoing radical changes. Behavior orientation of different age groups in the workplace is one of the challenges of management. The positioning of organizations in the future requires a new approach of life and relationships in the organization. The article addresses the diversity and conflict of personal values between generations and the perspective of professional characteristics. The article highlights the new trends in the workplace and supports the idea of cultivating a new generation, as a potential leader of new models of organization.

Key words: Personal values, professional characteristics, trends in the workplace

Entry

"The work world is changing rapidly." Although it may seem trite, this expression has probably never been more true than it is nowadays. Not only management practices and forms of organization have changed the last 20 years of transition, but employees as work force have reflected different expectations when it comes to determine the individual values, relationships and professional characteristics of the organization.

In the multitude of changes, the work environment has changed dramatically compared to the past. The issues that career employees are confronted in the beginning and in continuity include: 1) the dissatisfaction and disappointment from the "reality" of the organization, 2) the natural pressure that exists between older and youth workers, 3) the conflict of personal values and professional characteristics, 4) the implied contract that exists between the individual and the organization, and its consequences.

Current research confirms that these issues will continue to be problematic for organizations. The purpose of this paper is

to examine changes in Albanian society and their potential impact on individuals born and raised in different economic, political and social periods. The paper answers the following questions.

Is there any diversity in the personal values of employees in Albania?

What is the impact of personal values in professional characteristics?

Why the relationship, which take place between the employee and the job characteristics, is different for different age-groups?

The issues of subgroups cooperation, the approach of personal values and professional characteristics in business organizations is directly and indirectly connected to many specific factors related with business development in Albania. The factors responsible for the discrepancy are:

- The social identity of different generations.
- The specific developments of Albanian society.
- Ease adaption to changes.

"Experiences have shown that in periods of rapid social and economic development,

in periods of historical changes, the relations among generations experience important changes. Interaction between the acceleration of history and ability to shape the world are creating an unprecedented dynamic of uncontrolled change. Consequently developments of relationship between generations in the business world are partly unpredictable. ¹*Buchowicz, B* (1990).

In the workplace, subcultures of generation are created by members, histories and values of whom are differentiated, and this inevitably will affect their professional characteristics. According to ²*Rosabeth Moss Kanter*, "..... attributes and demographic values create and influence the behavior in every organization, so if we want to influence professional behavior we should address toward personal values". The employees of an organization exhibit conscious or unconscious, similar or different behavior depending on their social identities, so:

- The values according the subgroup that they represent;
- The values of regional culture.

So, each generation owns specific values of the group (the value of stereotypes) that they represent and the values of region where they lives and works. They accept and use symbols, behavior, different rituals. They protect and represent the interests and professional characteristics that depend on these values.

The differences of values between generations.

From global perspective, the issues of differences among generations are present in all countries, in private or public enterprises, but in former communist countries (including Albania) these differences are more profound and more specific. Born and raised in different times, in incomparable political and economic systems, certainly the representatives of

each generation in Albania possess different perceptions and behavior and very often lead to conflicts in the workplace. One of the problems which businesses are facing nowadays in Albania is the diversity of generations (among group ages) in the workplace, and the problems of changing the perceptions and mentalities between them. The question that the psychologists, sociologists and business leaders raise together is how to achieve a suitable combination of personal values between generations in order to increase the satisfaction in the organization. This will serve the development of new professional features, the adaptation of new technology and the balance of personal and professional life.

Different studies classify the generations into three groups, called the subcultures of generations. ³*Rosabeth Moss Kanter*, argue. "The classification of the generations is subjective not scientific, but related to specific space of time. This subjectivity is not a real problem, because the changes in the years did not affect the description of model generation". The individuals that belong to different generations have features that change to a large extent from the political, economic and social climate, in their youth.

- First-generation, individuals born between years (1948 - 1964)
- Second-generation, individuals born between years (1965 - 1980)
- Third-generation, individuals born between years (1981 - 1999)

The generation of years (1948-1964)

They are born after the Second World War, along with many memorial events (political, economic, social). This generation in Albania experienced a difficult economic life, far from the standards of other countries. The totally dictatorial system of that period continues to influence till now their values, attitudes, behaviors, practices, and the extent of role conflict in their workplace. Nowadays, they have to

¹ "Cultural transition and attitude change" *Journale of General Management* (1990): 45 - 46

² "Men and women of the Corporation" 1993. New York p. 51-52

³ "Men and women of the Corporation" 1993. New York p. 51-52

struggle more in order to follow the changes. The personal values that they represent are defined by the fact that Albanian society before 1990 was a collectivist masculine society with low and uncertain deviation. The values of dependency, solidarity, harmony, responsibility, support, continue to be the part of the value system of this generation. These values affect directly the general characteristics that appeared to have this age group in the workplace.

- Tend to be process-oriented;
- Often appear not optimistic;
- They have oriented job ethic
- Have a specific approach (hate/accept)

for the authority;

- They evaluate relationships, loyalty and they have a team orientation;
- They respect organizational hierarchy;
- They evaluate more the stability than the turnover in the workplace.

Second generation, the generation of years (1965-1980)

In the case of Albanian society, this generation became initiator of system destruction and expulsion from coexistence between generations. This generation is more comfort with changes, rather than the past generation. During the teenage years they experienced two different economic and social systems. They lived the transition period, lack of faith, experienced the destruction of values of system and continue to integrate the efforts towards a new and unknown world. This generation for the first time brought in Albanian the new cultural and individualistic values and set into question some of the existing values. For this reason, they always look for emotional and financial security. At the work place their values, beliefs and professional characteristics appear not clean. There is a combination in different measures that vary depending on the situation. The employees of the second generation:

- Are oriented by the results and hold a skeptical view on the organization's policies and programs;
- They tend to have a balanced work ethic;

- They are relatively influenced by the authority;

- They have different levels of commitment in relationships.

- They are individualistic in their orientation and tend to be independent;

- They want to have a quick feedback and keep things under control.

- They emphasis on stability rather than movement

Individuals that represent the third generation (1981-1999).

Argumentet by Ines A. Murzaku, Z. Dervishi¹ they are fewer in number. They are different than individuals that belong in two first groups. This group is characterized by teens in the period of transition and new economic and political developments. Being in front of globalization and integration need they are the only ones that possess or seek to possess a different system of values. The need to be contemporary put them in front of new challenges. In the terms of successive changes in cultural dimensions, this group owns low uncertain deviation, and high individualistic orientation.

Rebecca Hunter reveals that: "in developed countries, they are more educated, independent, living on rent and are more single than married. They had a planned childhood and are grown in smaller families. This mode of life has made them feel special and desired"

The economic and political changes in Albania were associated with changes in social and professional interests. These interests became more private than social. This is the generation for which is shown more special care (in terms of their childhood). Their teen age was relatively good. The most important change with impact in this generation was that economic. The increase of inflation and the decrease of their level of income was associated with employment problems, marriage, and commodity of life. They are optimistic in terms of life insecurity and

¹ Ines A. Murzaku, Zyhdi Dervishi Albanians' First Post-Communist Decade. Values in Transition: Traditional or Liberal? East European Quarterly, Vol. 37, (2003)

labor market, because they have more trust and ambition.

Low uncertainty avoidance has become their life's philosophy, because they seek independence at work, in finance, in life and in relationships. They have positive attitudes toward physical and professional movement. Seeking the best of themselves they risk for studies or a better life. The youth generation have high turnover in terms of career, training and retraining. The relationship between technology and third generation is high. The use of computer, CD, cable TV and other electronic devices made possible for this generation to gain a new way to evaluate time and space. They want things to happen quickly. Everything is focused on the moment, on speed connection but not to its quality. The use of technology is too important for this generation as it serves their social life and their relations with others. They have a different perception of space, thinking them not far from globalization.

The personal and cultural values that they hold and enrich are similar to those of peers in the world. They share a global culture, music, fashion, festivals and movies. They exceed national policy issues and support international policies related to the community. The distance between the issues and countries, between national and international, personal and global, is being reduced. The typical problems today for this age group are conflicts with parents, problems in friendships and relationships, drug abuse, alcohol and lack of school interest.

Their general characteristics appear as follows:

- They are more optimistic and tolerant;
- Are oriented toward achievement and success;
- Aim to be open-minded and integrated;
- Not always trust authority;
- Have faith in individual work are challenging and risk takers;
- Aim to gain education abroad at high levels;
- Opt physically and mentally towards globalization.

As stated by ¹Hunntler, R. (2006), the values and interests of each generation are differentiated not only from the fact that they represent values in the age group which includes, but because their values are influenced and defined by cultural values in the region where they live and work.

Referring to the changes of cultural dimensions and the new values we argument that the young generation is characterize as:

- Masculine's values are dominant (for women and for men).
- Are largely oriented towards individualism (are competitive, independent, optimistic, selfish).
- Have low uncertainty avoidance (risky, ambitious, innovative).
- Tend towards the elimination of barriers of authority, due to personal and professional growth.

We argument that the old generation tends to:

- Combine the masculine with feminist values.
- The collectivistic tendencies are dominant (proximity and social support, harmony, care, tolerance, respect);
- Have high uncertainty avoidance, make efforts to plan uncertainty and are planners rather than risk takers.
- Being not very flexible against changes they demand authority respect and power distance.

Diversity and specification of generational values in Albania, definitely put important issues and situations in the workplace. Some of them put individuals in conflict situations. The most conflict issues are related to work ethics, loyalty, management, political and issues of trust and understanding.

Values that differentiate less gender subcultures include "attitude towards technological advancement" and "inclination to change." The above mention values are not indications that conflict these groups, but two powerful indications that reach to an interesting conclusion.

¹"Generations, Social Change & Writing" p. 351- 360

First, they show the new values that dominate the new generation (the trend toward change and contemporary)

Secondly, a strong trend by age group of elders to earn masculine values, that can adapt change.

The differences are related to the degree of readiness, that individuals of each

generation master the new values. Young people show that they are prone to competition, oriented to achieve individual work.

The table below presents the full diversity of professional characteristics of generations in the workplace in Albania.

Tab. 1. The characteristics of generation in work place

Generations	(1948-1964)	(1965- 1980)	(1981-1999)
Work ethich. Values	Effective work Personal commitment Authoritarian	Eliminates duties. High confidence Structuring	High confidence Entrepreneur
The work is	An adventure	Challenge	A way to achieve goals
Lidership	Consensual Collegial	Authoritar	Democratic. Free initiative
The integration style.	Teamwork	Entrepreneur	Participant Free iniciative
Communication	Personal	Directly	E-mail. Telephon
Awards	Does not value money Recognition, title.	Freedom	The nature of work
Motivation	Assessment in group Moral evaluation	Independence The lack of rules	Creativity Responsibility
The work and family.	Work to live	Balance	Balance

Promotion of new generation as a potential leader

The Albania is the country with the youngest population in Europe. Its population is the ideal factor for economic development. There is a large number of young people who have studied at home and abroad or have worked with projects and organizations. However, the youth is slightly integrated into the management structure of organizations. The real stage of development of business requires new employment policies and workplace orientation. ¹Therefore the objective of human resource management requires to

involve this generation in public and private administration, and to mobilize potential youth as an opportunity to create support and strengthen new professional features.

On the other hand there is a large number of experienced professionals that participate less in business management issues. But actually in private businesses the potential and the experience of these people is underestimated because of the diversity of their personal values with those of the younger generation.

The Albanian economy needs people with potentials. All human resources must be mobilized. Therefore, each management

policy should aim to maximize utilization of human potential: (1) youth and (2) employees with professional experience in order to build an economically developed country. Coordination of potentials and professional characteristics of humans must take place.

In this new environment, the managers that will success will be the one that will help new employees, that will promote the initiative and will coordinate the talent of individuals with group projects. They will contribute in the success and happiness of future employees of their generation. The new organization is characterized from new type of managers. These managers move beyond the traditional type of working. They accomplish the general goals of organizations.

Conclusions

- The drastic changes in the Albanian society have affected the diversity of personal values among generations.

- Each generation possesses the specific value of the group (the value of the stereotype) and represents the values of region where they live and works. They recognize and use symbols, behavior, different rituals, protect and represent the interests and professional characteristics, depending on these values.

- The trends in the workplace generational support the idea of cultivating a new generation as a potential leader of new models of organization. Therefore, the objective of human resource management requires the involvement of this generation in public and private administration, and mobilizes youth potential as an opportunity to create support and strengthen new professional features. However, management policies should aim to maximize utilization of the potentials of young and experienced professional staff.

¹ Totozani, I "Authoritarianism" Journal "Shekulli"

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