

Theoretical and practical research on social and labor relations regulation based on the theory of generations

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Abstract— Genesis analysis and the theory of generations determining two main stages of development – basic and practical - formation are highlighted. Within the frames of the base stage (from 1999 to 2000) the authors introduce individuals differentiation into groups criteria and determine a typological base for each group characteristics. The further development of the theory of generations is determined to be connected with active involvement of the determined groups in solving practical issues. The cross-cutting issues of the theory of generations are explained. The pool of practical issues using the generation groups for solving them is entered. Practical issues based on the theory of generations analysis lead to the conclusion that those which have cause and effect relationships between belonging to a group and a response signal to management influence dominate. The relationships check is completed by the personnel differentiation based on generation groups. So, a new research hypothesis on reaction of personnel to management influence applied in mixed (based on generations) teams is suggested. The check of hypothesis allows differentiating and determining the power of response to personnel management measures applied to the employees of different generation groups.

Keywords — *the theory of generations, employees typology, differentiation criteria, management solutions*

I. INTRODUCTION

The variety of behavioral patterns, typological features of individuals leads to different ways, means and management practices of influence and stimulation for result-oriented ways of activity. For a long period of time justification of the employees typology theoretical concepts is being actively collected (for example, Hippocrates [19], C. G. Yung [18], H. J. Eysenck [1], E.Kretschmer [9], R. Blak, J. Mouton [23], W. Marston [27], V.R. Vesnin [3], A.J. Kibanov [7], J.G. Odegov [11]), during the proofs and confirmations on the empirical base are being presented. The information of the individual differences and the reasons for their formation allows creating and testing new means of an influence on a person and ways of stimulation for the desired patterns of labor behavior. The information is

collected through the development and testing from different scientific areas – psychology, sociology, labor economics, personnel management, and general management. Interdisciplinary interaction provides the depth of knowledge enabled by focusing on it and breadth of practical applications.

The interest in typologies is due to the need for structuring the diversity of behavioral patterns and systematization of influence approaches. Differentiation of the available variety allows getting detailed evaluations, characteristics and reasons for different empiric groups. The knowledge of differences may be used to support the dedicated activities of stimulation, regulation and management. In fact, differentiation is a way of grouping and distinguishing some stable typological features of a subset in order to study them in details. This technique is often used in economic and sociologic research. The criteria of differentiation are the age and gender characteristics, skills and experience differences, main personal qualities affecting behavior, dominant motives, etc. The used criteria may be a single component and multicomponent, containing a large list of private grounds. An example of a multicomponent basis of differentiation is a modern trend in theory and practice of interdisciplinary knowledge – the theory of generations (W.Strauss, N. Howe, 1991 [32]). Grouping is carried out by a year of birth of individuals, typological characteristics inherent in each generation, formed under the influence of significant events in the development of a society.

The features of each generation group specify the differences in ways of influence on representatives of a group, their stimulation and management.

The awareness of typological characteristics and significant differences of the groups from each other is valuable information for management techniques of different professional areas. Therefore, a modern research actively searches the means of influence employees/customers of different generation groups. So, since the theory of generations appeared (W.Strauss, N. Howe, 1991

[32]), research is being carried out and managing practices for different business problems are being searched. The interest has especially risen within the last decade: the number of researches has increased, and the pool of practice issues has broadened. Therefore, the genesis analysis and the theory of generations formation have become actual in general as well as its practical application areas. Obtaining information on stages of development and reasons for the change of focus allows proving the following:

- the intensity of scientific and practical interest in the development of the theory of generations and its practical application is being traced;
- the interdisciplinary nature of the theory of generations application to solve some practical issues is highlighted [35].

Awareness of this information allows localizing in the scientific and practical area a new research problem setting to check the power of management tools on the employees of different generation groups working in the same team.

II. THE STAGES OF THE THEORY OF GENERATIONS DEVELOPMENT AND USING THE RESULTS IN PRACTICAL RESEARCHES

The base stage: origin and formation. The theory of generations development analysis reveals existence of two stages. The formation and flourishing of the first (or base) stage took place in the early 90-s of the 20-th century abroad and a decade later in Russia. During this period researches justify the generation group gradation, identify typological and distinctive features inherent to individuals of each group, crystallize the names of the groups and estimate the influence of key factors of society development to replace the generation groups. Thus, the works of the founders of the theory of generations – W. Strauss and N. Howe [32, 33] present the dominant traits of generation groups depending on the year of birth of individuals and significant events in the society, happened during their (the individuals) “flourishing”, becoming and formation. Later, in-depth interviews on differences assessment in the typology of individuals depending on their ethnicity are carried out (G. Bekker, 2003 [2]). Russian researchers (J. Levada, 2005 [10], V.V. Semenova, 2009 [15], E. Shamis, 2017 [17]) test a concept and evaluate the influence of significant events in the history of our country development on the dominant values, needs of the generations and forms of their expression during socialization and professional realization. Thus, during the base stage the following takes place:

- basic postulates of the theory of generations presentation and evidence to the scientific community;
- research of evidence collecting and testing on different samples are held;
- generation groups distribution depending on the year of birth and significant factors of society development during the career of generation representatives is formed;
- base/ typological features inherent in representatives of each generation group are identified and proved.

III. APPLIED STAGE: INTERDISCIPLINARY RESEARCH AND DISCUSSION

The first decade of the XXI century highlighted research interest vector change: search of practical application of formed awareness about the difference of individuals of different generations started. Since that time the second significant stage, so-called practical stage is supposed to be realized. The researches of the base of the theory of generations for solving practical issues in the scientific area – management, economics, personnel management, marketing, psychology, pedagogy¹ are especially intensively appearing.

In general, practical issues consider typological differences as given differences. As a rule, the aim is to identify the differences for the representatives of different generation groups in the resulting values of the researched characteristic parameter and then methods of regulation and influence are tested.

The key issues of the practical research on the base of differentiation by generation criteria (resulting values) are the following:

- identification of dominant motives for choosing a profession and significant value preferences for work, peculiarities of labor behaviour (B.V. Chernicov, 2014 [16], O. G. Kirillova, 2015 [8], I. A. Ivanova, 2016 [6] F. Trapero 2017 [34]);
- evaluation of teamwork and interaction during the formation of mixed and homogenous groups (J. Bejtkovsky, 2016 [21]), (O. G. Kirillova, 2015 [8]), (I. M. Gurova and S. S. Evdokimova, 2016 [4]);
- professional orientations detection and personal development ways creation (I.A. Ivanova, 2016 [6]), focusing on balance of time and effort to achieve professional and personal self-realization (E. Robak, 2017 [31]);
- measures of involvement into work activities of loyalty to managerial solutions and attachment to the organization (F. Trapero, 2017 [34], J. Bejtkovsky, 2016 [20]);
- evidence of importance to modernize the approaches to educational process and communication formats during the transfer of knowledge (A. V. Sapa [14], J.M. Pousson [29]);
- analysis of differences, peculiarities to perception of changes and innovations by individuals as well as ways to overcome barriers to their perception (K. Moorthy [28]; G. Bayramoglu [19]);
- detection of the motives for the decision to choose the object: purchase, (C.V. Priporas [30]); work (E. Robak [31]), options for self-realization, including professional ones (M. Cho [25]);

¹ Note that during this period, individual researchers continue to search for distinctive features of generations (dominated by research on generations entering the workforce (“Z”) (N.A. Zaytseva [22], B.V. Chernikov [16], C. Diaz- Sarmiento [23]), or leaving it (N.V. Samoukina [24], I.M. Gurova and S. Evdokimov [7], A.A. Rakhimov [25] G. Bayramoglu [26], F. Corbisiero [27])). This search helps to actualize the distinctive features of individuals and to reveal the differences between generation groups [36].

– evaluation of response to simulants for influence (C. V. Priporas [30]);

– evaluation of each generation contribution into country's labor potential formation (I.M. Gurova, S. S. Evdokimova [4], F. Corbisiero [24]).

The selected list (according to the available sources) of the resulting values, interesting for research may be not complete.

The information about the differences in the perception of objects, events; its subsequent processing and interpretation; response signals formation mechanism justification and analysis (for example, choice, decision etc.) by individuals of different generation groups – all the above mentioned specify the growth of the practical researches in different scientific areas.

The awareness of cause-and-effect relationship between the means of influence and response reactions of acting subjects may be the key to justification of targeted and effective managerial tools of labor regulation. It may be supposed there are differences in response reactions of the different generation group representatives to the same set of measures of influence. Thus, the further research may generate a key hypothesis of these differences availability and problems of identifying their (differences') range. Solving these issues is actual theoretically and practically as it will allow the following:

– raise a question about differences in organization of labor activities for the employees of different generation groups and necessity in a regular change of tested before tools of organization, coordination, control, motivation and stimulation;

– justify the necessity of differentiation of influence measures on subjects of labor at stimulation to the desired models of labor behavior;

– justify the choice of targeted, i.e. having more response measures of influence and, therefore deliberately spend resources of an organization.

Validating the hypothesis in real conditions of operation in economic entities presumes introduction of restrictions on the one hand and formulation of a new research question on the other hand. The fact is that it is difficult to find labor collectives or organizations belonging to same generation group, representatives of which do not interact with the representatives of other generation groups during labor activity. Intergenerational interaction will make it possible to evaluate the scope of differences in response reactions on influence tools. Thus, selecting the empiric object for observation and research must set the following criteria:

– staffing should include representatives of different generation groups;

– the organization tests new tools of influence and management on employees regularly;

– there are accumulated databases on staffing, tools of influence and their resourcing, digital information of the results of the work of an employee under the influence of a particular tool (used as the assessment of a response reaction).

The selection criteria are significant and therefore the organization that may become an empiric object must meet all of the indicated criteria [37, 38].

IV. CONCLUSION

Thus, the analysis of genesis and development of the theory of generations and its practical application allows concluding the following:

Firstly, there are two stages: base (1991-2000) and practical (since 2000 till nowadays). Within the frames of the base stage the backgrounds of the theory of generations rising in the scientific community are actively discussed. The basis of employees' differentiation is postulated, significant factors of each generation group influencing the formation of base/distinguishing characteristics are identified;

Secondly, the development and acceptance of the theory of generation is a trigger for practical research in different scientific areas: management, marketing, labor economics, personnel management etc. The problems are to identify the strength of response to management influence by individuals of different generation groups. The interest of researchers remains stable for a long period of time and is based on the evidence of the degree of differences between different individuals' responses while solving different issues;

Thirdly, the direction and strength of the response of individuals belonging to different generation groups and working in mixed teams remain unexplored. This problem is actual for management systems as the awareness of the differences will justify the influence tools differentiation.

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