Svetlana Gribanova
MA (Sociology), Doctoral Student (Economics),
Turiba University
38K2-153B Anninmuizas Blvd., Riga, LV-1067, Latvia
Svetlana.gribanova.p@gmail.com
ORCID ID: https://orcid.org/0000-0001-5257-7221

Anna Abeltina
D.Sc. (Economics), Associate Professor,
Turiba University
52/54-66 Lacplesa Str., Riga, LV-1011, Latvia
anna.abeltina@gmail.com
ORCID ID: https://orcid.org/0000-0002-8606-523X

Motivation of IT students in contemporary Latvia

Abstract. This article is devoted to an underdeveloped yet relevant topic regarding motivation of IT professionals in Latvia. An online survey that covered 361 respondents was conducted in Latvian universities. The goal of the research is to find out whether young Latvian IT professionals are oriented towards financial stimuli and guarantees (the vital needs) or non-monetary motivators (the need for self-actualisation and professional growth). The research also offers a classification of different types of young Latvian IT professionals and elaborates some recommendations on their motivation. The respondents were divided into 5 groups based on their professional values: «flexible», «future professionals», «money oriented», «not decided yet» and «idealists». The authors give a detailed description of each group and provide recommendations regarding motivation of the professionals of each profile. The study may be of interest to HR managers in terms of their responsibilities related to attracting, motivating and developing young Latvian IT professionals. The recommendations are very specific and based on representative data, so they can be applied to HR practice.
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Грібанова С.
магістр соціології, докторант, Університет Туріба, Рига, Латвія
Абелтіна А.
доктор економічних наук, доцент, Університет Туріба, Рига, Латвия
Мотивація IT-студентів у Латвії
Анотація. Статтю присвячено актуальній темі мотивації молодого покоління IT-фахівців у Латвії. У ході дослідження в латвійських вишах було проведено опитування 361 респондента, мета якого полягала в тому, щоб з'ясувати, чи орієнтовані молоді латвійські IT-фахівці на життєві потреби, включаючи фінансові стимули й гарантії, чи на потребу в самореалізації та професійному зростанні, що можна віднести до немонетарної мотивації. За професійними цінностями автори дослідження розподілили респондентів на п'ять груп: «індивіди, що проявляють гнучкість», «майбутні професіонали», «індивіди, орієнтовані на гроші», «ті, хто не визначився» та «ідеалісти». У статті дано докладний опис кожної із зазначених вище груп, а також наведено рекомендації, які стосуються мотивації фахівців кожного із профілів. Результати проведеного дослідження можуть бути корисними для HR-менеджерів, в обов'язки яких входить залучення, мотивація та розвиток молодих фахівців.
Ключові слова: мотивація; IT-фахівці; міленіали; покоління Y; Латвія.

Грибанова С.
магистр социологии, докторант, Университет Туриба, Рига, Латвия
Абелтина А.
доктор экономических наук, доцент, Университет Туриба, Рига, Латвия
Мотивация IT-студентов в Латвии
Аннотация. Статья посвящена актуальной теме мотивации молодого поколения IT-специалистов в Латвии. В ходе исследования в латвийских вузах был проведен опрос 361 респондента, цель которого заключалась в том, чтобы выяснить, ориентированы молодые латвийские IT-специалисты в большей степени на жизненные потребности, включая финансовые стимулы и гарантии, либо на потребность в самореализации и профессиональном росте, что можно отнести к немонетарной мотивации. Взяв за основу профессиональные ценности, авторы исследования разделили респондентов на пять групп: «индивиды, проявляющие гибкость», «будущие профессионалы», «денежноориентированные индивиды», «неопределившиеся» и «идеалисты». В статье дано подробное описание каждой из указанных выше групп, а также приведены рекомендации, касающиеся мотивации специалистов каждого из указанных профилей. Данное исследование может стать полезным для HR-менеджеров, в обязанности которых входит привлечение, мотивация и развитие молодых специалистов.
Ключевые слова: мотивация; IT-специалисты; миллениалы; поколение Y; Латвия.

1. Introduction

The focus of this paper is motivation of young IT professionals in Latvia. The authors deal with three dimensions: age (young generation), sphere (IT) and location (Latvia). Each component is well studied, but the combination of these three layers has yet to be investigated.

The data of the Latvian State Employment Agency shows that there is a high and growing demand for IT professionals, which could be satisfied by a younger generation (Starineca & Voronchuk, 2015). Youngsters are much more familiar with technologies than the previous generations (Desai & Lele, 2017), so the interest among the IT management to this generation is growing fast.

As the topic of job motivation of young Latvian IT professionals has not been widely researched in Latvia, the current study is aimed at this target group and offers some ideas on how to interact with this particular group of people to get them motivated and stay at their companies long-term.

2. The ICT sector in Latvia in the context of the EU

In 2018, Latvia's rank by the Digital Economy and Society Index (DESI) is 19th among other European countries (Digital Economy and Society Index, 2018). There are five components

of this index. Latvia shows the best results by digital public services (9th place among the EU member-states), the worst - by human capital and integration of digital technology (23rd place). By now, only 57% of the employed and 33% of unemployed people have basic digital skills. The number of science, technology, engineering and mathematics (STEM) graduates has decreased over time: from 14.1 per 1,000 in 2013 to 12.7 in 2016.

The number of employed specialists in the ICT sector increased by 69% in 2016 in comparison with 2005 (Dutta, Lanvin, Wunsch-Vincent, 2017), but the level of employment and training of ICT Specialists is comparatively low in Latvia (Table 1). The dynamics of many indicators is positive, yet this is not enough for Latvia to be competitive at the EU market.

ICT specialists' salaries increase every year (Table 2), however the effectiveness of investments in employees is not high: by the ratio of the average personnel costs for the ICT sector, if compared with the non-financial business economy, Latvia has one of the lowest ranks.

Due to the fact that the ICT sector is one of the fastest developing and most perspective, the competitiveness in this field is very important for a European country. Latvia shows positive dynamics by many indicators, yet these efforts are not enough to compete within the EU market. A smart investment in human capital may become a growing point for the ICT sector in Latvia, which is why we study values, expectations and motivation factors regarding young IT specialists to make Latvian companies more attractive.

3. Theoretical framework and Methodology

Motivation of the young generation

There are a lot of different concepts and classifications that suggest approaches to the division of modern population by generations. Students born between 1983 and 2000 were chosen as the subjects of the current research.

Some authors define them as a generation called Millennials or Generation Y (Howe & Strauss, 2000), while other researchers divide them into two generations known as Millennials or Generation Y and Generation Z. Seemiler and Grace relate current students to Generation Z. According to their research, this generation consists of people born between 1995 and 2010 (Seemiler & Grace, 2016). From the focus of informational and communicational technologies, the main classifying criterion is the interaction of people with new technologies and the Internet. Since all people born after 1983 socialise in the era of rapid technological development, the authors do not see any reasons to divide them into subgroups. Therefore, in the current research all people born between 1983 and 2000 are addressed as one generation called Millennials. Some researchers (Seemiler & Grace, 2016) believe that Millennials prioritize non-material factors over financial stimulus, while other researchers (Twenge & Kasser, 2013) argue that Millennials are more materialistically oriented.

Motivation of young IT professionals

Due to the growing importance of the IT industry in modern economy, there are many researches that study various sides of IT personnel management, including the reasons of employee turnover, specifics of the IT industry, employee behaviour and methods of achieving best results (Sukriket 2014). Along with employee turnover, employee satisfaction can show how effective the motivation system is. The research dedicated to the study of IT employee satisfaction has demonstrated that, along with salary and guarantees, training and recognition play an important role (Sharma et al., 2017).

Some researchers believe that IT professionals (young and senior) value non-material motivators more than material motivators. Some authors highlight professional autonomy as an ability to control the design and timing of their work (Pare & Tremblay, 2007). Others point out information sharing and recognition (Pare & Tremblay, 2007); interesting work, independence and need for self-actualisation. At the same time, there are researchers that argue that fair reward is one of the key factors of high motivation and low turnover (Colquitt et al., 2001; Kerman & Hanges, 2002).

Motivation of young Latvian generations

Despite the fact that the importance of financial motivators is still high in transitional economies, the general pattern still shows movement towards self-expression values. The majority of younger people have not faced dramatic changes and significant lack of material resources during their childhood, so they feel safer in the current environment and are not afraid of changes which might happen. Therefore, they are looking in the future from a different angle, and they are not afraid to move to another company, to change their place of work or residence in order to make their dream come true or to gain better perspectives.

According to Gonthier's research, intolerance to income differences and therefore attention to the size of the salary are higher in the countries where inequality in income is rising rather than in the countries where it is falling or stabilising (Gonthier, 2017). As Latvia has been facing a growth in income inequality since 1987, we can assume that monetary motivators are important for Latvian citizens. The findings of the research conducted by Baltina & Senfelde showed that the younger generation values a good salary slightly more than other factors: «a good salary (97%), job stability (95%) and the opportunity to combine work with family life (92%)» (Baltina & Senfelde, 2016).

The findings of the PWC report (Millenials at work, 2011) underline the importance of combining work and personal life for youngsters. Inglehart & Welzel believe that the shift from survival to self-expression values is intrinsic to young generations of all developed countries (Inglehart & Welzel, 2005).

Combining the knowledge concerning the motivation of the younger generation (Millennials), young IT professionals and Latvian youth, it can be assumed that the motivation of young Latvian IT professionals will be a mixture of vital needs (monetary stimuli and guarantees), self-actualisation and self-development.

Hypothesis

Based on the studies cited above, we propose some hypotheses to test the motivation of young IT professionals in Latvia:

1. Young generation of IT professionals will have a contradiction in motivation, both material (high salary) and non-material (need of financial stability, professional and career growth).
2. Despite the similarity of general values, it is expected that there will still be a difference in the expectations and motivations of the respondents. We assume that, depending on life situations and personal value orientations, the respondents will be divided into several clusters, where every cluster will need its own special approach in building the motivation system.
3. The respondents will differ by the level of their ambitions, willingness for comfort and self-actualisation. The authors assume that older respondents, who already have family with children, will be more focused on wealth and material

Tab. 1: **Indicators of employment and training of ICT specialists**

Indicators	Latvia				EU28, 2017	Latvia's rank, 2017
	2014	2015	2016	2017		
Enterprises employing ICT specialists (SMEs (10-249 persons employed)), %	0.194186	0.172925	0.160242	0.121347	0.177739	26
Enterprises employing ICT specialists (large enterprises), %	-	0.335105	0.354643	0.721698	0.746542	23
Enterprises reporting hard-to-fill vacancies for ICT specialists (all enterprises), % of enterprises which recruited/tried to recruit ICT specialists	-	0.182443	0.241827	0.50398	0.475466	17
Enterprises providing training to develop/upgrade their personnel's ICT skills (all enterprises), %	0.02	0.022	0.022	0.095798	0.214274	26

Source: European Commission (2018)

Tab. 2: **Average monthly wages and salaries by activity type (in Euros), Total, Net**

Activity	2013	2014	2015	2016	2017
(J) Information and communication	838	893	969	1,005	1,080
(59) Motion picture, video and television programme production, sound recording and music publishing activities	526	545	564	585	656
(60) Programming and broadcasting activities	787	877	879	916	954
(61) Telecommunications	929	967	1,013	997	1,079
(62) Computer programming, consultancy and related activities	944	996	1,069	1,145	1,246
(63) Information service activities	737	847	940	914	962
(M) Professional, scientific and technical activities	660	700	737	742	817

Source: Central Statistical Bureau of Latvia (2018)

guarantees, while the younger ones will have more idealistic views and will not be sure what exactly they want from work - high salary, prestige or self-actualisation.

Data

For this study, we used an online survey for questioning students who study IT at higher education institutions of Latvia. The survey was held in March-April 2017. The authors used two online survey panels, which reward panellists for completing surveys online: www.aptaujucentrs.lv (an online survey panel in Latvia) and www.platnijopros.ru (an online survey panel for Russian-speaking citizens of several countries, including Latvia).

The questionnaire programming in Russian and Latvian was done using professional Sawtooth Software in order to use all the quality control tools (e.g. checking the average time spent in the survey, identifying straight-liners and using quality control questions) and benefit on attractive and interactive design of the survey (e.g. pop-up questions, sliders, etc.). Professional translation services were used for the Latvian version of the questionnaire.

The survey invitation was sent to 3,546 panellists (members of both online panels), who mentioned that they are students in their profile. The opening rate was 37.9%. Out of 1,347 panellists who clicked on the survey, 402 identified themselves as IT students. After filtering by using quality control methods, 361 valid responses were analysed. Based on the information received from the website of the Ministry of Education of Latvia (Statistika par augstāko izglītību, [s.a.]), four main higher education institutions which prepare IT specialists with both higher professional qualification and academic degree were identified. They are the University of Latvia (programs: «Programming and computer network administration», «Computer sciences»), Transport and Telecommunication Institute (programs: «Electronics», «Telecommunication and computer networks», «Computer sciences», «Information systems management»), Riga Technical University (programs: «Computer systems», «Information technologies», «Automatics and computing», «Electronics», «Electronic and mobile networks», «Telecommunication») and the Latvian University of Agriculture (programs: «Programming», «Computer management and computer sciences», «Information technologies»).

4. Results

Cluster profiles

From the list of questions concerning professional values, we used only the ones with the greatest range of values. The authors used the K-means classification method in order to define clusters based on the work value questions, as this demonstrated more varied and interesting results (Table 3). The respondents were distributed within the clusters rather evenly: in the 14-28% range in each one.

Let us describe each cluster.

Cluster 1: ***«Flexible»*** individuals are more among the 25 year-olds, the second year students of the University of Agriculture of Latvia (LLU) wherein only one parent has a higher education degree. Freedom, self-development and mobility are important for this group, but at the same time they are ready to be flexible for the demands of employers, conditional upon a good salary.

Cluster 2: ***«Future professionals»*** are mostly among the first year male students studying at the University of Latvia (LU); they already work and are either in an unregistered partnership or divorced. In most cases, their parents were born in Latvia and do not have a higher education degree. «Future professionals» want to develop in IT-sphere. It is more important for them to gain experience and develop professionally than to get money fast in a job not connected with their specialisation. They cannot be called «altruists», as after gaining the needed experience, they expect a high salary.

Cluster 3: ***«Money oriented»*** individuals are mostly aged 23-24 and those who are older than 26, agreeable among senior students (5th-6th year of study), TSI students, who do not work, rent a flat, are married, have at least one child, were born outside the EU and have only one parent born in Latvia. This group has a very strong monetary motivation. They are ready to make any concessions for the sake of a good salary and getting a job.

Tab. 3: **Cluster analysis based on the work value questions**

Questions	The mean values for each cluster				
	1	2	3	4	5
Is it important for you to have a job, which corresponds with your education?	2	1	1	3	2
Would you agree to do physical/manual job for a high salary?	1	2	1	1	2
Are you ready to work on a temporary contract in the beginning of your career?	2	2	1	1	2
Are you ready to have a temporary contract with the opportunity of remote work?	2	1	2	2	2
What if your salary was cut by 10%, but you got an opportunity to work remotely – would you accept this offer?	3	3	2	3	3
The importance of a guaranteed job.	0	1	0	1	1
Freedom in defining your life is more important than material wealth.	4	6	8	5	2
Would you accept a lower-paid job if it gave you an opportunity to improve your professional qualifications?	5	3	8	7	2
What a company needs to do in order to attract young IT professionals? Offer an opportunity for remote work from any location.	0	0	0	1	1
What a company needs to do in order to attract young IT professionals? Offer an opportunity to improve your professional qualifications.	1	1	0	1	1
Number of respondents, persons	**82**	**68**	**52**	**57**	**102**
Number of respondents, %	**23**	**19**	**14**	**16**	**28**

Source: Compiled by the authors

Cluster 4: ***«Not decided yet»*** includes mostly females aged 21-22 years in their fourth year of study at Riga Technical University (RTU) or at any other institution not mentioned in the survey; they do not work, live with parents or in their own flats; both parents were not born in Latvia but both have a higher education degree. This group has material motivation and a need for a guaranteed job. As much as possible, they would like to have the opportunity to develop professionally and to have mobility, however they have not decided yet which is more important when choosing between freedom and money.

Cluster 5: ***«Idealists»*** mostly consist of young respondents who are in their third year of living in a dormitory, are single and were born in the EU (both in Latvia and other countries). For this group, freedom, self-development and mobility are more important than money, but in a given situation, they are ready to lower their career expectations. For example, they are ready to sacrifice freedom in favour of a higher salary; they want a guaranteed job.

The importance of different work aspects

To estimate the importance of different work aspects, we used a block of questions beginning with the following: «There are several aspects which people consider important in their jobs. Please look at this list and mark which of these aspects are important for you personally in your job». The list included 11 options, and each respondent was to evaluate every one either with «0» (if the aspect was considered to be important) or with «1» (if it was viewed as important). Table 4 represents all the answers, from the most important to the least important.

The respondents are very close to each other in their answers, which is a direct consequence of belonging to one generation and sharing a life stage. They are starting their transition to adult life, obtaining a new profession and gaining work experience. Ranking the important job aspects demonstrates that it is essential for all the respondents to fulfil basic survival needs, which is reflected in the importance of having a good salary.

It is significant for the respondents to satisfy their basic needs. This is reflected in the importance of having a job with a good salary and guarantees. It is also important for them to realise their creative potential and have an opportunity for professional growth. While respondents are ready to sacrifice vacation days and are ready to work in stressful conditions, they want to have a flexible working schedule. Minor differences between clusters become visible only in the middle of the list. There is no specific tendency towards comfort or achievement for cluster representatives. Only the «not decided yet» group put basic opportunities a bit higher than the creative ones and «flexible» individuals are more focused on the aspects connected with professional realisation.

Correlation of various work aspects

To study the links between the significance of every work aspect, we used correlation analysis. The results of bivariate correlation analysis for each cluster are represented in Tables 5-9. Only significant factors are left in the tables below. We highlighted all the values which were higher than 0.250 and were significant. Bold font was used to show the highest value of a correlation coefficient in each table.

Table 5 demonstrates correlation between the pairs of different working aspects' importance for the «flexible» cluster. The correlations do not exceed 0.4 which means that we do not have strong correlations. The strongest correlation is between the achievement and having not too tense work (0.337). The main «centre of attraction» for the «flexible» cluster is an aspect such as achievement: those who have chosen achievement as an important (or unimportant) work aspect also mentioned requirements for the level of work tension, as well as the opportunity to have an interesting job and to show initiative.

The correlations in Table 6 (for ***«future professionals»***) are also not very strong. The strongest one with the mean of 0.5 is a positive relationship between the significance of having long vacation and not tense work. Upon closer examination, «future professionals» appear to be very hard in terms of motivation, as they are mostly ambivalent to their preferences: they need an interesting job which requires maximum output, tension and realisation of their creative abilities, but they are not interested in prestige, too much responsibility and a flexible schedule.

Table 7 represents correlations for the ***«money oriented»*** cluster. The highest coefficient is 0.532 - the correlation between

Tab. 4: **The importance rating for every cluster**

Importance rating	Clusters based on professional values, %				
	Flexible	**Future professionals**	**Money oriented**	**Not decided yet**	**Idealists**
1	salary	salary	salary	salary	salary
2	interest	interest	interest achievements	interest	interest
3	achievements	achievements		guarantees	achievements
4	comfortable schedule	guarantees	comfortable schedule	comfortable schedule	comfortable schedule
5	abilities	comfortable schedule	guarantees	achievements	guarantees
6	guarantees	abilities	respect	respect	abilities
7	vacation	respect	vacation	abilities	initiative
8	initiative	vacation	abilities	initiative	respect
9	respect	initiative	initiative	vacation	vacation
10	not tense work	not tense work	responsibility	not tense work	not tense work
11	responsibility	responsibility	not tense work	responsibility	responsibility

Source: Compiled by the authors

Tab. 5: **Cluster 1 («flexible»): correlation of the importance of various work aspects**

What is important in work	What is important in work							
	Not tense work	Guarantees	Comfortable schedule	Initiative	Achievement	Responsibility	Interest	Abilities
Not tense work	1	-.120	.141	-.208	**-.337****	-.033	-.054	.015
Guarantees	-.120	1	-.004	.004	.110	.269*	.062	-.022
Comfortable schedule	.141	-.004	1	.139	.066	.101	.115	.239*
Initiative	-.208	.004	.139	1	.278*	.180	.195	-.033
Achievement	**-.337****	.110	.066	.278*	1	.197	.259*	.021
Responsibility	-.033	.269*	.101	.180	.197	1	.150	.009
Interest	-.054	.062	.115	.195	.259*	.150	1	.126
Abilities	.015	-.022	.239*	-.033	.021	.009	.126	1

Note: * is significance at the 0.05 level (2-tailed), ** is significance at the 0.01 level (2-tailed).

Source: Compiled by the authors

achievement and interesting job. Both these aspects take the second position for the respondents, which demonstrates that people belonging to this cluster are not just looking for higher salaries, but also for a job which provides opportunities for professional growth.

Correlations for the ***«not decided yet»*** cluster are not very strong as well (Table 8). The highest value is 0.408, and it belongs to a connection between achievement and interest. Generally, this cluster has the same «centre of attraction» as the «flexible» one, which is achievement. This cluster shows very disturbing results. On the one hand, they want to develop professionally and have interesting tasks, on the other hand, they want a good salary and - on top of that - a flexible schedule without stress and with guarantees.

The strongest correlation between the importance of different working aspects for ***«idealists»*** (Table 9) belongs to a comfortable schedule and vacation (0.375). Other values are lower. «Idealists» have not formed the idea of how they want to work and develop professionally yet. Their settings are sometimes mutually exclusive: they do not want responsibility and initiative at work, but they want to develop professionally and realise their abilities. At the same time, they are ready to be motivated materially and work more intensively, showing initiative (which was not exposed in other clusters).

5. Discussion and Conclusions

To test our hypotheses about the motivation of young IT professionals in Latvia, we conducted several types of analyses: clusterisation, cross tabulation and correlation analysis. The cluster analysis divided the respondents into five groups based on their professional values.

«Flexible» individuals are ready to keep their conditions, yet they want to develop; they are ready for self-actualisation and want to do interesting work. They can be motivated both in material and in non-material ways by providing them with opportunities for professional development, giving interesting tasks that require responsibility and initiative for the future by broadening their zone of responsibility and teaching them how to handle such tasks.

It is hard to motivate ***«future professionals»***, as they are mostly ambivalent in their preferences: they need interesting work, which requires maximum output, tension and realisation of creative abilities. However, they are not interested

Tab. 6: **Cluster 2 («future professionals»): correlation of the importance of various work aspects**

What is important in work	What is important in work									
	Not tense work	Guarantees	Respect	Comfortable schedule	Initiative	Vacation	Achievement	Responsibility	Interest	Abilities
Not tense work	1	-.129	.106	.126	-.033	**.505****	.027	-.121	.073	.267*
Guarantees	-.129	1	.201	.239*	.067	.201	.052	.346**	-.039	.084
Respect	.106	.201	1	.139	.172	.098	.352**	.344**	.288*	.040
Comfortable schedule	.126	.239*	.139	1	.126	.201	-.077	-.025	.014	.293*
Initiative	-.033	.067	.172	.126	1	-.094	.227	.311**	.261*	-.052
Vacation	**.505****	.201	.098	.201	-.094	1	.030	-.074	.016	.101
Achievement	.027	.052	.352**	-.077	.227	.030	1	.241*	.347**	-.040
Responsibility	-.121	.346**	.344**	-.025	.311**	-.074	.241*	1	.054	.027
Interest	.073	-.039	.288*	.014	.261*	.016	.347**	.054	1	-.206
Abilities	.267*	.084	.040	.293*	-.052	.101	-.040	.027	-.206	1

Note: * is significance at the 0.05 level (2-tailed), ** is significance at the 0.01 level (2-tailed).

Source: Compiled by the authors

Tab. 7: **Cluster 3 («money oriented»): correlation of the importance of various working aspects**

What is important in work	What is important in work						
	Not tense work	Comfortable schedule	Initiative	Vacation	Achievement	Interest	Abilities
Not tense work	1	.274*	-.114	.180	-.228	-.120	-.028
Comfortable schedule	.274*	1	-.026	.342*	.067	-.018	.178
Initiative	-.114	-.026	1	.246	.241	.333*	.157
Vacation	.180	.342*	.246	1	.082	-.009	.126
Achievement	-.228	.067	.241	.082	1	**.532****	.263
Interest	-.120	-.018	.333*	-.009	**.532****	1	.353*
Abilities	-.028	.178	.157	.126	.263	.353*	1

Note: * is significance at the 0.05 level (2-tailed), ** is significance at the 0.01 level (2-tailed).

Source: Compiled by the authors

Tab. 8: **Cluster 4 («not decided yet»): correlation of the importance of various work aspects**

What is important in work	What is important in work									
	Salary	Not tense work	Guarantees	Respect	Comfortable schedule	Initiative	Vacation	Achievement	Responsibility	Interest
Salary	1	-.093	.067	.163	.060	-.241	.140	.052	.083	.369**
Not tense work	-.093	1	-.221	.100	.050	-.014	.195	-.332*	-.056	-.252
Guarantees	.067	-.221	1	.302*	-.208	-.127	-.182	.154	-.102	.183
Respect	.163	.100	.302*	1	-.192	.200	.192	.209	.118	.179
Comfortable schedule	.060	.050	-.208	-.192	1	-.172	.309*	-.028	-.085	.161
Initiative	-.241	-.014	-.127	.200	-.172	1	.021	.307*	.151	-.121
Vacation	.140	.195	-.182	.192	.309*	.021	1	.028	-.016	.019
Achievement	.052	-.332*	.154	.209	-.028	.307*	.028	1	.131	**.408****
Responsibility	.083	-.056	-.102	.118	-.085	.151	-.016	.131	1	.224
Interest	.369**	-.252	.183	.179	.161	-.121	.019	**.408****	.224	1

Note: * is significance at the 0.05 level (2-tailed), ** is significance at the 0.01 level (2-tailed).

Source: Compiled by the authors

Tab. 9: **Cluster 5 («idealists»): correlation of the importance of various work aspects**

What is important in work	What is important in work										
	Salary	Not tense work	Guarantees	Respect	Comfortable schedule	Initiative	Vacation	Achievement	Responsibility	Interest	Abilities
Salary	1	-.245*	.237*	.118	-.146	-.232*	.118	.071	.094	.059	.101
Not tense work	-.245*	1	-.135	-.059	.304**	-.203*	.100	-.343**	-.196*	-.096	.092
Guarantees	.237*	-.135	1	.044	-.157	.022	.135	.070	.187	.038	.179
Respect	.118	-.059	.044	1	.138	.126	.071	.080	.201*	-.075	.000
Comfortable schedule	-.146	.304**	-.157	.138	1	-.079	.375**	-.161	-.207*	.050	.103
Initiative	-.232*	-.203*	.022	.126	-.079	1	-.191	.280**	.324**	.194	.079
Vacation	.118	.100	.135	.071	.375**	-.191	1	-.159	-.153	-.011	-.135
Achievement	.071	-.343**	.070	.080	-.161	.280**	-.159	1	.109	.235*	.000
Responsibility	.094	-.196*	.187	.201*	-.207*	.324**	-.153	.109	1	-.171	.257**
Interest	.059	-.096	.038	-.075	.050	.194	-.011	.235*	-.171	1	.028
Abilities	.101	.092	.179	0.000	.103	.079	-.135	.000	.257**	.028	1

Note: * is significance at the 0.05 level (2-tailed), ** is significance at the 0.01 level (2-tailed).

Source: Compiled by the authors

in prestige, too much responsibility and flexible schedules. Being free from ambitions of gaining prestige or high managerial positions, they can focus on such tasks as process optimisation, creating new concepts or products.

The ***«money oriented»*** cluster showed itself as a cluster of rationally thinking people who not only appreciate comfort but are also ready to work hard and want to have opportunities for professional growth. The deeper analysis has demonstrated that besides material motivation, having flexible schedules and comfort can be good motivators.

The ***«not decided yet»*** cluster shows very disturbing results. On the one hand, those who belong to it want to develop professionally and have interesting tasks. On the other hand, they want a good salary and a flexible schedule without stress and with guarantees. Taking into consideration that these respondents are just students and many of them do not have any work experience and cannot already be considered as professionals, it would be reasonable to refuse employing such individuals until they move to another cluster. After the analysis, the cluster name can be changed to «highly demanding».

«Idealists» are predominantly first year students who have not yet formed an idea of how they want to work and develop professionally. Their preferences are sometimes mutually exclusive: they do not want responsibility and initiative work, but they want to develop professionally and realize their abilities. At the same time, they are ready to be motivated materially and work more intensively, showing initiative (which is not evident in other clusters). However, they will readily respond to material stimulation, which can be the first step in their professional development, while the employer can build up the employee how he or she wants, developing the skills and knowledge he or she needs.

The presented clusters may help HR specialists to recognise different types of workers and be able to motivate them more effectively.

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