

**BRATISLAVA INTERNATIONAL SCHOOL OF
LIBERAL ARTS**

NEW PERCEPTION OF HUMAN RESOURCES

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NEW PERCEPTION OF HUMAN RESOURCES

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PROCLAMATION OF ORIGINALITY

I hereby declare that I am the sole author of this bachelor thesis, none of its parts have previously been published, in part or in whole, and that where I have consulted the published work of others, it is always clearly attributed.

Bratislava, April 30, 2015

Katarína Polievka

Signature:

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ABSTRAKT

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Cieľom tejto bakalárskej práce je predstavenie a vzájomné prepojenie konceptov vývoja personálneho manažmentu vzhľadom na implementáciu internetu do jeho procesov a príchodu novej generácie ľudí do pracovného prostredia.

Prvá kapitola bakalárskej práce má za úlohu charakterizovať koncept personálneho manažmentu a vlastností internetu. Charakterizovaním generácii bakalárska práca poskytuje možnosť ďalšej analýzy vplyvu internetu na zmeny v ľudskom správaní a ich zohľadňovania v oblasti personálneho manažmentu.

Druhá kapitola skúma vývoj personálneho manažmentu v dobe informačných technológií a vplyv internetu na tento vývoj. Popisuje vlastnosti generácie Y ako produktu éry informačných technológií a zmeny, ktoré priniesol ich príchod do pracovného prostredia.

Na základe rozhovorov s personálnymi manažérmi sa bakalárska práca v empirickej časti zameriava na praktické skúsenosti opýtaných manažérov s využívaním internetu na pracovisku, ich vnímania generácie Y a jej správania sa v zamestnaní. Empirická časť ponúka reálny pohľad na fungovanie oblasti personálneho manažmentu a ľudských zdrojov vzhľadom na technologické zmeny, ktoré v tejto oblasti prebehli.

Bakalárska práca popisuje fungovanie tradičného personálneho manažmentu a prebiehajúcu transformáciu v tejto oblasti vzhľadom na vplyv technológií a internetu. Jej cieľom je prepojenie atribútov personálneho manažmentu, vplyvu internetu na túto oblasť a jej premenou po príchode členov generácie Y do pracovných procesov a pracovného prostredia.

ABSTRACT

Title: New Perception of Human Resources

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The purpose of this bachelor thesis is to introduce and interconnect development in the field of human resources (HR) with the impact of the Internet and the occurrence of a new generation of people in the workplace.

The first chapter of the thesis focuses on introducing and clarifying the concepts of human resources and the Internet. It provides characteristics of the generational cohorts that allow for a further analysis of the Internet's influence on the behavior and behavior-related changes human resources management currently deals with.

In the second chapter, the thesis characterizes the transformation within the field of human resources in the era of information technologies and explores the role the Internet has played in this change. The Millennial Generation, as the product of the Internet-based society dependent on the daily use of the Internet, is being investigated and conceptualized. Furthermore, the thesis examines the change in the workplace brought about by the Millennials and the modification of human resources to this challenge.

The third chapter, an empirical part of the bachelor thesis, tries to provide a practical view of the human resources function considering the changes that human resources have recently experienced. Based on the interviews with human resources

professionals, the third chapter carries out a narrative of their real experiences concerning the use of the Internet in the workplace, their perception of Generation Y, and its behavior in the workplace.

This thesis compares changes in human resources management under the influence of the Internet, introduces transformation of human resources into e-human resources and describes the current function of human resources with the presence of the Millennials on the scene. It aims to interconnect the aspects of human resources management, the impacts of the Internet and the appearance of the Millennials in the human resources processes and the organization environment.

PREFACE

This thesis' goal is to clarify the impact of the Internet on the field of human resources management. The Internet is also characterized as a defining event of the generational cohort of the Millennials. Members of this generation also have the influence over human resources processes, partially as job candidates coming to recruiting processes already impacted by the presence of the Internet, but also as a new type of workforce present at the workplace. The thesis wishes to examine the interconnection occurring between the emergence of the Internet and the changes in behavior and habits of the Millennials. Consequently, the Internet's presence has become in most cases a necessary element in the job's performance. However, the Millennials, who are being referred to as the most technologically skillful generation, consider the Internet also a part of their social lives, not just a necessity for carrying out their job-related responsibilities. Human resources management therefore possesses a new function of implementing the newcomers and their habits for the organization's success.

I, myself being one of the Millennials, perceive the difference between our generational cohort and members of the preceding generations. The most apparent change seems to be the perception of the use of technology and the Internet. Since the use of the Internet is nowadays considered a certainty, I was interested to find out how the different perceptions of its use are managed in the workplace between the more and less technologically savvy employees. As I wish to continue my master studies in the sphere of human resources and its management, I decided to look at the influence over this field more closely.

The interviews with human resources professionals provided me with a chance to see the real impact of the Internet on this area, starting with the hiring processes, digitalization of the administrative work and even the job performance by different generations of people in the workplace. I feel happy to conclude that writing this thesis has enriched me with the ability to understand the Internet's functionality, its concrete impacts in the processes of human resources management together with learning more about the generation I am a part of.

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INTRODUCTION

The present state of human resources management (HRM) is the result of technological progress. The world is currently in an age of ever-present changes and developments. The first significant impact on the processes of human resources, which has also marked the beginning of a digital era, was the arrival of the Internet and its ultimate implementation into daily life of common users. The Internet has gradually obtained the status of being a necessity and currently acquires an increasing influence over different aspects of human life. This thesis examines the function of human resources (HR), its interconnectedness with the Internet and the occurrence of a new generation of people directly influenced by its use and investigates impacts of these aspects in the field of human resources management.

The field of human resources has evidently been under the Internet's influence in a number of human resources processes. Job advertising has gone online, the duration of hiring processes' has been considerably cut, wireless connections have made working from almost anywhere in the world possible, and the existence of social media networks has introduced new and more ambitious ways of getting things done. The common use of the Internet has started a technologically friendly era in human history where people face changes they would never experience without its existence. Some changes are perceived positively, while others are less positive, but they are surely inevitable in this world that is defined by ever-present technological developments.

As the Internet became more commonly used, people started realizing its potential. They easily became accustomed to the advantages offered by the Internet in order to make their lives easier. Children nowadays seem to have an inborn ability to use the Internet. The existence of the Internet has affected a whole new generation of people called Generation Y. For members of Generation Y, also called the Millennials, the Internet has become indispensable in their lives. They have grown up with daily use of the Internet, and their behaviors and perceptions have been impacted in all types of ways ever since.

This thesis seeks to provide answers to questions about the Internet's impacts in the area of human resources management since introduction of the first e-HR processes.

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Also, it seeks to clarify the relationship between a new generation, the Millennials, and human resources management, and define their mutual interconnectedness. The thesis examines the characteristics of the Millennials and captures their specific behavior in the workplace based on practical experience as addressed by human resources managers.

1 AREAS OF INTEREST AND ITS RELATED CONCEPTS

Human resources management nowadays is very different from what it used to be several years ago. The arrival of the Internet has had a significant impact not only in the area of social, but also work-related life. Use of the Internet is responsible for a significant change in people's lives, which still lasts and might even deepen in the future.

The Internet has impacted numerous aspects of human life including relationships, habits and interests as well as people's attitudes and their behavior in general. The product of the Internet-related changes was a creation of the new generational cohort affected by the presence of the Internet in lives of its members, the Millennials. This thesis focuses on the examination of the changes that human resources management has experienced since the Internet has become of ordinary use. This thesis aims to analyze how members of Generation Y, dependent on the use of the Internet, have impacted the area of human resources management and what their contribution in the workplace has been.

The first chapter introduces and clarifies the concepts this bachelor thesis works with. The thesis aims to define human resources management before the arrival of the Internet and describe the features of the Internet as well as to provide the characteristics of generational cohorts including the Millennials and the generations of people preceding them.

1.1 Development, Functions and Roles of Human Resources

Human resources management carries out an irreplaceable responsibility for a company's successful performance on the market with employees being a primary source of this success. Human resources managers are therefore liable for "attracting the best talents from the job market, retaining them with attractive compensation packages or developing them in talent development programs" (Creative HRM). The responsibilities of human resources management were not always this way. Human resources management has gone through a long and gradual process of development. The first notable change appeared with the development of large factories. Before the

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emergence of large factories, human resources management functioned only as “evidence of all employees and issues related to them” (Creative HRM). With a growing need for quick and cheap production, human resources management’s function became enhanced. Such production also required a large amount of quick, cheap, but capable workers.

Employers within a short period of time realized that employees’ satisfaction affects their productivity and overall performance. Human resources management therefore possessed a new function of keeping employees’ satisfaction high through various voluntary programs.

Introduction of the personnel management in the 20th century was another step forward in bringing human resources management closer to their current state. The department was supposed to help employees solve the work-related issues, and “was responsible for the new law requirements and the implementation of different social and work place safety programs” in order to raise employees’ productivity (Creative HRM).

At this time, a new method of communication between an employer and its employees had occurred. The employees were capable of causing change through trade unions. It was the trade unions that “introduced many improvements at no significant costs for the employer” (Creative HRM). Even though the impact of trade unions is still present in organizations, it is not of such influence as it used to be in past times of human resources’ development.

At this point, the first issues of the personnel department occurred with employees’ realization of their growing opportunities. Loyalty for an employer became less important than satisfying working conditions. The importance of the personnel department increased in finding answers to the present issue. A new human resources department started examining behavior of the employees and based on those findings provided the organization with a strategic solution to the problem. The findings proved that the cause of the employees’ turnover could be found in the loss of employees’ commitment to the organization. Therefore, the need to reshape human resources policies emerged, in order for commitment and motivation of employees to grow again.

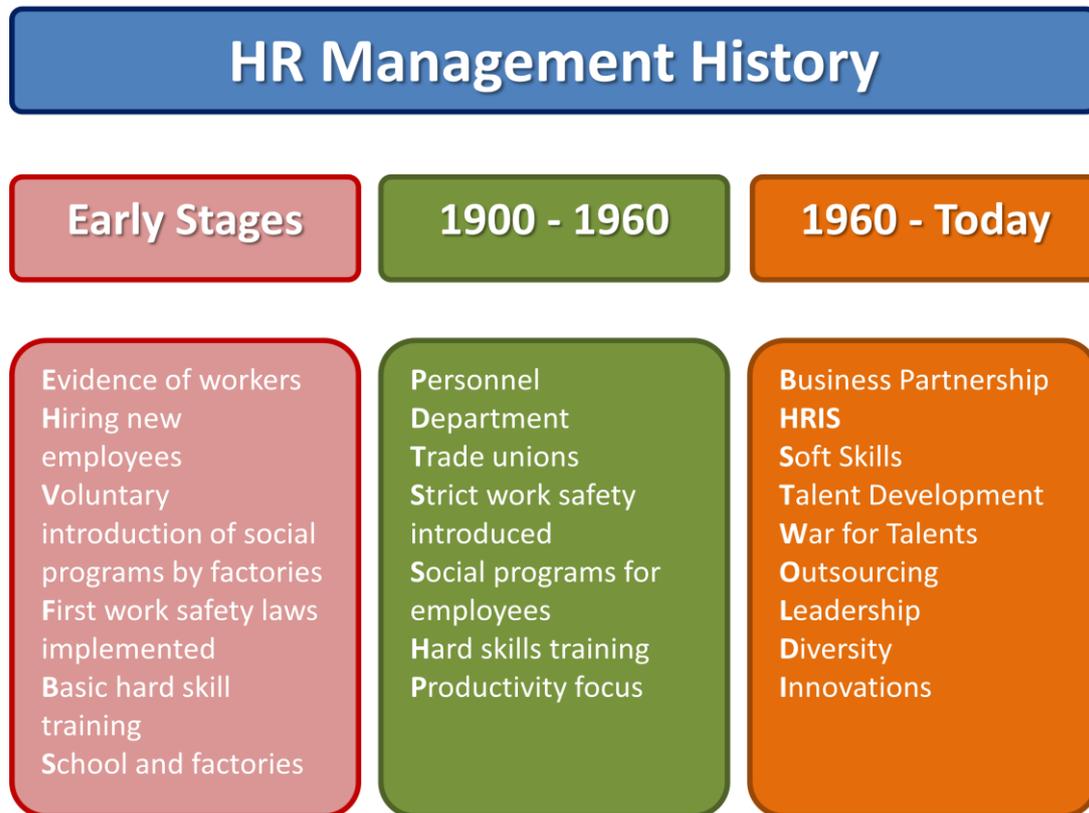


Figure 1. History of Human Resources Management

Reference: *Brief History of Human Resources and HR Management*. Retrieved February 6, 2015, from Creative HRM: <http://www.creativehrm.com>

HR revolution came about with the shift to the services economy, where the offered quality became of significant importance. Human resources were supposed to ensure the workforce was able to carry out its functions successfully even in conditions of a global environment. In order to define current human resources management, it is important to characterize the basic unit essential to its successful performance. Employees form a priority source of the effective functioning and prosperity of every company. The validity of such a statement, however, depends mostly on employees' mobility and conditions that the company provides for them. Nevertheless, any organization is able to operate successfully under the condition that it is able "to accumulate, interconnect and use its material resources (such as machines, equipment, and energy), financial resources, information resources and human resources"

(Koubek, 1997, p.11).

“Personnel management and the field of human resources are most often defined as activities whose attention is focused on employees of the company (e.g. human resources of the company) which together with other functional areas of management are involved in the achievement of a synergic effect – accomplishment of the goals of employees and of the organization as a whole” (Kachaňáková, Nachtmannová, & Joniaková, 2011, p.12). Maximization of the goals of employees and of organization is one of the most important objectives in human resources management (HRM). HRM represents “a strategic logical approach of managing the personnel who individually, but also collectively, participate in the achievement of an effective accomplishment of organization’s goals” (Koubek, 1997, p.11). Employees are also motivated to achieve their personal goals that could add to successful performance of their company and its competitive advantage over other companies.

Human resources managers must therefore carry out a various number of activities. They should cover roles from being “a strategist, mentor, talent scout, builder, facilitator, coordinator to a champion of change” in order to be successful in the achievement of an organization’s goals (Holbeche, 2009, p.85).

After this introduction of the goals of human resources management, its functions will be presented and described in a logical flow. Strategic personal management covers “integration of directing the personnel with a relation to the strategic needs of the organization by means of activities of strategic personal management such as philosophy, politics, and programs of personal management of the company” (Kachaňáková, Nachtmannová, & Joniaková, 2011, p.15). In short, human resources managers find the right employees who must be able to convert business needs into the organizational performance.

Another function of personnel management is personnel planning which ensures that human resources activities are in accordance with fulfillment of the company’s goals. Personnel planning also pays attention to the eventual integration of these goals within human resources management.

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Human resources managers' responsibility is also to make an analysis of the job market by a systematic accumulation and evaluation of information about jobs' contents and conditions for their performance. They are "responsible for the analysis of work places, personnel planning, employees' evaluation, employees' awarding and for carrying out their education and training" (Koubek, 1997, p.28).

Personnel managers are also responsible for the employees' recruitment and selection, the processes which have been strongly influenced by the arrival of the Internet. Human resources management is responsible for addressing an adequate number of job candidates, initiating their interest in the offered job position and getting to know individual qualities of each and every candidate. Those tasks have been made considerably easier under the Internet's efficiency.

In addition, human resources management is responsible for employees' allocation as the department is in charge of accepting new employees and supervising their adaptation in a new workplace. It is also liable for employees' potential carrier advancements, redeployments, pension leaves and terminations of employment together with the related administrative work. Furthermore, human resources department takes care of employees' education and their personal growth which involves assurance of their "continual education in relation to the strategic needs of the company in order to encourage their more effective performance and prosperity based on their natural capabilities" (Kachaňáková, Nachtmannová, & Joniaková, 2011, p.15).

The global environment is a defining element in today's performance of human resources. Even though human resources processes are being performed in different countries, their outcomes should have similar results. Human resources have become global, the affect that the emergence of the Internet together with growing globalization has produced.

Under conditions of the growth of globalization, human resources and its possibilities are beginning to be borderless. The Internet, digital technologies and smart devices are of great contribution to connecting employees from different places all around the world. HR processes are being moved into an online sphere, which would probably never take place without the possibilities of connection offered by the Internet.

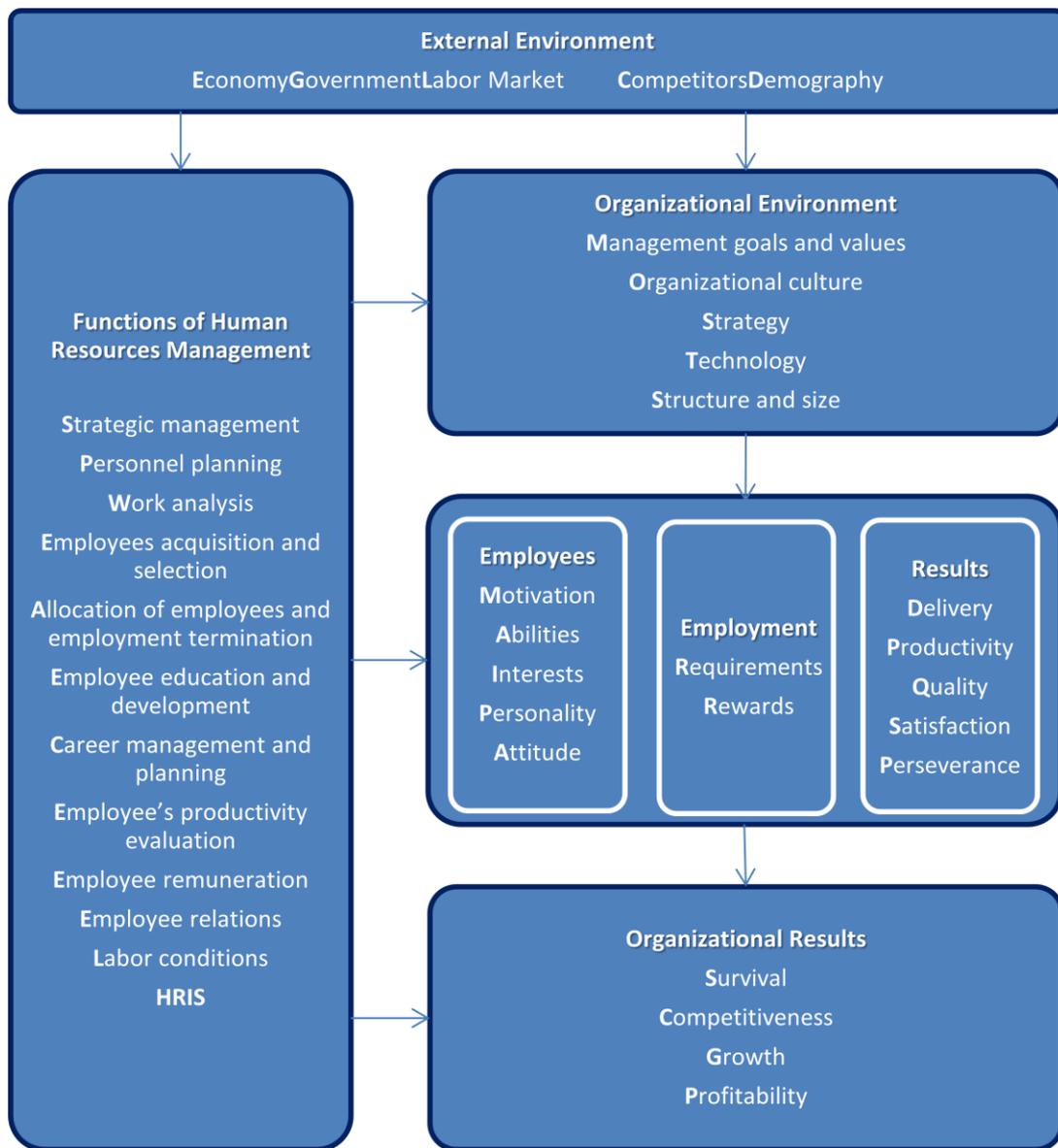


Figure 2. Model of Human Resources Management System

Reference: Kachaňáková, A., Nachtmannová, O., & Joniaková, Z. (2011). *Personnel Management [Personálny manažment]*.p.17.

1.2 The Internet as the World of Never-Ending Opportunities

The aim of the theoretical part of this bachelor thesis is to define the development of human resources management and the performance and changes that have taken place in the field with the impact of the Internet. The Internet's beginnings reach back to the 1960s and are a product of the industrial age. The urbanization and creation of big cities brought a need to change the exerted modes of communication such as talking

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to one another on wired phones or writing letters with a pen and paper. The history of the Internet dates back to April of 1969 when the Arpanet had emerged as the first concept of the ability to exchange data in this manner. The exchange took place with the help of protocols which allowed computers connected to the Internet to communicate with one another (Ryan, 2010, p.31).

Another significant step forward in the Internet's history was the emergence of email in 1972, which was followed by the creation of the World Wide Web eighteen years later. In the 1980s, a significant innovation of the World Wide Web followed when a new piece of software, Enriquer, came into being. Enriquer was designed to focus on the relationships between people on the Web (Ryan, 2010, p.105). In 1993, the web browser christened Mosaic, which allowed for better browsing of the World Wide Web, was introduced. However, even though Mosaic promoted the idea of a better-arranged search in a still growing cloud of information; Google was the one to become the real guide of the Internet.

The first home-based internet connections started to occur in the early 1990s (Hanson, 2007, p.3). However, the real use of the Internet came to light later with the introduction of Web 2.0 which was much more user-friendly and which removed the limitations and improved on the functionality of its forerunner Web 1.0. Web 2.0 created a more interactive form of the Internet, which allowed people to react to other users of the Internet online (Ryan, 2010, p.137). The users immediately started creating their own Internet worlds which provided the Internet with "a new plasticity of information" (Ryan, 2010, p.137). Information and content on the Internet have become "plastic and mutable, open-ended and infinitely adaptable by users" (Ryan, 2010, p.139). The emergence of Web 2.0 has allowed Internet users to be active and participatory online, has given them the possibility to comment, and provided them with the opportunity to share their personal views and opinions. With the advent of Web 2.0 the Web turned into content ranging from text to video. The Internet users now could not only browse websites, but also read their content, and play games or share videos online.

This shift in the Internet's functionality was considered the beginning of peer-reviewing and knowledge sharing. The beginnings of social networking are linked to

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Andrew Weinreich's first social network, sixdegrees.com, which was introduced in 1997. The operating of this website was quite simple and was based only on the network of email addresses. The "real" social networking came much later due to the technological progress and development of inexpensive digital cameras and faster internet connections (Ryan, 2010, p.149). In 2004, a big change happened in people's ability to connect and socialize through social media due to the introduction of Facebook by Mark Zuckerberg. Its huge advantage was its user-friendliness and the fact that Facebook has made things simple and understandable even to less skilled users. Facebook and the emergence of social media networks in general have significantly impacted people's communication by allowing them to exchange face-to-face conversations for writing messages, or even making phone calls via social media.

The creation and introduction of the Internet and making it affordable for ordinary users brought about what was unthinkable only a few years before. The ability of people to communicate and share and work with each other without regard to the geographical location or distance between them has now become a reality. The attractiveness of the Internet lies in its accessibility, affordability, and the belief that it makes life easier. The reasons for its popularity are simple. The Internet allows its users to do things comfortably, and opens up a world of information, knowledge and possibilities, all accessible anywhere where there is the Internet connection available. Even though the ability to talk on wired phones or write letters was present even before the Internet's time, the Internet provides people much faster ways of doing so. Constant access to mails and text messages has become irreplaceably important.

The Internet is also a fast, efficient, cheap and easily accessible tool to access needed information. Its servers store an unbelievable amount of content, which keeps growing and changing continuously and which is available in just a few clicks of the computer mouse or a few taps on the screen of a smart device. The Internet knows no borders of time and space. "Information, duties, working tasks, social activities, cultural events, and love affairs are moving into the Internet world" (Gyárfáš, p.1). By providing such a great mobility, it makes the world smaller and accessible from anywhere. Communication is moving to a virtual reality where social relationships are being built and where "illusion of permanent being with friends occurs" (Gyárfáš, p.7). The

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necessity of being physically present is being replaced by the need of the Internet's availability.

The Internet opens up possibilities that could never have existed without its presence. It provides an option of bigger productivity in our lives. It is a source of information, knowledge, news, and facts on any subject of any interest, and all of this at the speed of a click opening the Internet world. The success of the Internet was only increased when "small, portable, fast, increasingly accessible, and relatively affordable portable devices became of common use" (Hanson, 2007, p.14).

The Internet is being perceived as a medium of the future. It is believed to make life easier; on the other hand, the constant connection might conversely result in an unwanted consequence of a more stressed life. The emergence of portable computers, smart phones and wireless Internet access allow for working anywhere. Users are given "a greater mobility and are allowed to work, socialize, and interact with others anyplace" (Hanson, 2007, p.2). At the same time, people gradually rely more on the ability to be connected anytime and anywhere.

The ability to connect to the Internet is now an expectation. This can and does lead to the belief that one can and ought to be available to work or socialize practically anytime. The Internet and all of the new technological advances that have come with it, as stated above, have influenced how people interact and created changes in social behavior. Even though the technology creates conditions for being connected, paradoxically, it also often leads to a feeling of alienation and loneliness. Face-to-face conversations are often being replaced by usage of short and factual messages together with a virtual reality behind the computer screen being preferred over real life. These issues seem to be the cause of many technology-related anxieties.

In addition, by changing the ways in which people interact, socialize and are connected, the impact of technology has generated "new levels of control over our lives" (Hanson, 2007, p.ix). Technologies promise to make human life easier, but controversially, people seem to be much more stressed by the ever-present ability of being connected, even though they are not always willing to admit the fact. The Internet and technologies have influenced people's thinking and the change it has brought is especially apparent within multigenerational groups of people.

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Generational cohorts are defined by social conditions which are also created by the use of technology. How technology is perceived depends mostly on a person's ability to use it. The oldest generation, called Veterans, is not very comfortable using the new technologies. The generation of Baby Boomers is doing a little better in this sphere, and while the members of Generation X perceive technology as necessary, the Millennials with an inborn ability to use it in particular seem to enjoy it most. They have no fear of "approaching problems with an attitude of trying different things and a belief in trial and error" (Hanson, 2007, p.122). The impact of technology is apparent in their faster and more fragmented thinking which also necessarily adds to the speed at which they seem to live their lives.

The ways in which we socialize, work or spend spare time change with the increasing impact of technology. Technology impacts human lives in ways that are not even immediately realized. "We can't see the immediate effects of any technological innovation for a while, but eventually we do gain perspective on the changes that have affected us" (Hanson, 2007, p.5). Technology has changed the human perception especially in the sphere of communication. Communication has noticeably sped up; conversations are becoming more fragmented just as emails and chats are. "Technology structures our thought, but at the unconscious level" (Hanson, 2007, p.5). The change is visible, but still perceived as natural according to circumstances.

The need to respond and adapt quickly is one of the obvious impact of ever-present technology. Even though there is certain liberation present in getting things done, technology interrupts other areas of life. Answering the call or responding to an email during a personal conversation becomes so necessary that other areas of life are eclipsed. The benefits of doing things faster and more efficiently are obvious, but "we might not easily realize that our need to feel a part of a community, socially or professionally, is satisfied more by face-to-face communication rather than by sitting alone at a computer, no matter where we are. Furthermore, the time and space manipulations lead us to think in different ways about what might have formerly been clear delineations between private and public behavior" (Hanson, 2007, p.12).

Concerning the field of human resources, the Internet allows for the ability to look for a job literally anywhere. A job candidate is able to find a job offer online and contact

the employer in any country or part of the world. The Internet allows for more attractive offers of jobs and the quick exchange of information between a job candidate and a potential employer.

“LinkedIn is a fantastic example of a niche social network that was designed and grown to help business professionals organize and display their resumes online. At the end of 2009, this network had more than 50 million users on the site, which at first site might look little when compared to gigantic Facebook, but it’s worth remembering that LinkedIn is a niche network” (Anand, 2011, p.16). LinkedIn has become a very important social media site which allows human resources managers to advertise jobs, communicate job descriptions, and attract job candidates online all in one location. At the same time, LinkedIn allows for expert-group participation in order to discuss and comment on various professionally-oriented topics. “Groups also help incubate ideas and stimulate communication among peers” (Anand, 2011, p.16).

The potential of the Internet is still growing for business purposes. In the work-related sphere, the Internet sets up the possibilities of connection and engagement in work-related tasks, associates people of similar interests online and provides them with the ability to discuss issues and topics with no need of physical presence in a room with each other. It provides the ability to participate in specialized groups that offer openness and an option to be joined by anyone, the ability to work collectively as well as individually and share knowledge and the ability to be globally accessed (Gyárfaš, p.5). The possibilities of the Internet seem to be unlimited. Its impacts in interconnecting and combining the area of social and work life however need to be managed so that the ever-present connection does not absorb mankind.

1.3 Characteristics of Generational Cohorts

To grasp the idea of bringing the members of the Generation Y into a workplace and of using their valuable skills effectively, the character of generational cohorts present in workplace nowadays should be introduced. There are four generational cohorts currently present in the workplace.

The oldest generational group, the group of Veterans or Traditionalists, who were born between 1922 and 1943, is deeply linked to the historical events of World War

II. and the Great Depression (Zemke, Raines, & Filipczak, 2000, p.3). Those were the major events affecting their lives and connected work attitudes. Members of the oldest generational cohort are willing to work hard, which might be linked to their military experience from the war years, together with their “discipline, conformity and respect for authority” (Zemke, Raines, & Filipczak, 2000, p.18). Those workers have been willing to stay with one company for their entire work lives. Their preferred style of communication is a face-to-face communication which might be related to only a little technical experience. However, the Veterans’ experience makes them great mentors for following generations.

Baby Boomers are the generation of people who were born between 1946 and 1964 and who are currently about the age to retire. Their lives have been mostly shaped by events of the Vietnam War. Similarly to Veterans, Baby Boomers also have good working habits and are very result-oriented. They are believed to be the first generation of workalcoholics to arise. Rather understandably, they have high expectations not only of themselves, but of their colleagues as well. Members of this generational cohort also differ in the preferred mode of communication among their members. Baby Boomers in particular “prefer face-to-face meetings and discussions with their colleagues rather than writing email to them” (Scheid, 2010). They are also willing to make a call in case the situation seems too urgent to wait for a face-to-face communication. However, the clash between the preferred modes of communication is apparent among members of different generational cohorts.

Members of Generation X were born between 1965 and 1970s. They currently “hold the leader positions and equal work with self-fulfillment” (Zemke, Raines, & Filipczak, 2000, p.111). This generation of people was marked by the events such as the collapse of the Soviet Union and the fall of the Berlin Wall. Members of Generation X, the Xers, are already under the direct impact of technology progress. On the other hand, the use of technology is not as natural to them as it is to the Millennials. The Xers first had to learn to use it.

Members of this generational cohort are defined as multi-task oriented and consider working in teams as advantageous. The Xers are used to more efficient modes of communication than their precedents, concerning mainly their ability to use

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technology; therefore they consider an email communication to be the most suitable to fulfilling their needs. Similar to the Millennials, the Xers also want to have a clear balance between their work and personal life (Hobart, n.d.).

The Millennials are born between the late 1970s and the late 1990s. At the moment, they are becoming the newest component of the multigenerational workplace. The defining event of their generation is the introduction of ever-present Internet and their inborn ability to use technology. They are defined as very educated, social and have high expectations of themselves. In jobs, they expect the opportunity of development and open possibilities. Their work should be challenging, non-repetitive and it should provide them with the opportunity to assume leadership roles in important projects.

In several ways, the Millennials are quite similar to the Xers. Their preferred way of communication is through text messages and emails which they favor far more than answering phone calls. They consider messages and emails quicker and more effective. Technology has created “certain cognitive changes in the ways they receive and process information” equal to computer’s “parallel processing” which gives them the ability to “handle diverse information at the same time” (Zemke, Raines, & Filipczak, 2000, p.112). At the same time, writing messages allows them to multitask since “parallel processing seems to be very suitable for their concentration” (Throckmorton, n.d.). They prefer asking questions of the more experienced colleagues rather than finding out on their own because it saves them their valuable time (Hobart, n.d.).The help of the Xers is more than welcome here.

It usually takes longer for the Millennials to find a job than members of other generations. They look for a job they find attractive and progressive, but when they find one, members of this cohort become a very beneficial component of the workplace. One of the reasons for this is that growing up with the Internet, they know no barriers of time and space. They always look for “new, better and faster ways of doing things” which is an obvious effect of life with ever-present possibilities of the Internet search” (Hobart, n.d.).

2 INTERCONNECTION BETWEEN THE INTERNET, HUMAN RESOURCES MANAGEMENT, AND THE MILLENNIALS

This bachelor thesis in its second chapter focuses on the Internet's irreplaceability in today's society and on the inevitability of its use in nearly all aspects of human life including work life. Human resources management seems hugely influenced by the arrival of the Internet and have gone through a serious remake of how it functions under its impact. This chapter introduces the change to processes of human resources management creating the conditions for a successful performance of e-human resources.

The arrival of the Internet has had an evident effect on shaping today's society, bringing about a new generation of people living and acting as an obvious product of the era of information technology, which has a unique position in their lives. Generation Y and its characteristics concerning the use of the Internet and the change brought by them into the field of human resources and the workplace are going to be examined more closely in this chapter. The thesis offers an extraordinary look at the interconnectedness of the generation of people born into a digital era and the changing face of human resources under the impact of the Internet as well as under the workforce of the Millennials currently coming into its processes.

The future of human resources management could be defined by a growing technology impact and the change within the workforce under a globalization process. Currently, human resources are entering a new, post-industrial era which changes exerted the methods and processes of personnel management. In order to be effective in managing the workforce, human resources management must inevitably adapt to the new trends. Digital technologies largely influence carrying out employees' work which in the future might lead to the creation of a new human resources department, Information Technology Human Resources, to manage the change. Also, human resources are also under the direct impact of globalization, which requires accommodating the processes used by human resources professionals when looking for new talents. Human resources in the age of information technology and increasing globalization use new talent sourcing strategies for attracting and employing a

workforce from foreign countries. A global network of workers would not be possible without the contribution of the Internet and related creation of the world with no borders.

The future human resources professionals will also have to incorporate democratization of work related to the use of social media. Social media definitely affects how employees carry out their work and allows them to find solutions to their problems on their own without the need to talk to top management of the organization. Such development certainly “impacts an organizational structure of the company as well as hierarchical ties between particular positions in the company” (Good, Farley, Tambe, & Cantrell, 2015). Future development will lead to “the scientific research of human behavior and neuroscience and the responsibility of HR professionals will be to adapt those findings into work life of their employees” (Coombes, 2014).

2.1 The Process of Change and Transformation

Almost every aspect of human life has been touched by the presence of the Internet in daily life, although the style of communication seems to be its most significantly affected part. In recent years, the Internet has become an irreplaceable tool with a unique position in the area of human resources management. The main advantages of the use of the Internet in human resources management are reduced costs and time invested in the recruitment process, the possibility to catch attention of literally anyone present on the Internet which is a huge advantage to the recruiters and which makes the Internet the tool of limitless human resources functions possible. Also, the addressing of a job offer has changed; with help of the Internet a job offer can hit anyone, even “people who are not currently looking for a new job, which in the end might bring better candidates to the company” (Baloh&Trkman, 2013, p.498).

The move from traditional HR to e-HR is also the transition of much of its administrative related activities to employees themselves, e.g. administration of benefits, personnel records and development plans by employees themselves. The increase “in information readily available to employees” is another huge advantage of transformation to the technology based human resources management (Ensher, Nielson, & Grant-Vallone, 2002, p.238).

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Human resources transformation that has taken and still continues to take place in the area of human resources is heavily influenced by the arrival of the Internet. Digital technologies are currently a very influential factor not only in the area of human resources, but also in the way that companies use them for the communication with company's clients and vendors. Digital technologies have had a significant impact in addressing and working with the company's employees and talents in recent years. The digital age has brought a new way of sharing information which has notably impacted the way that human resources are being covered by human resources management in companies, to be precise, in the process of addressing the company's job offers to possible candidates and their eventual selection.

The Internet allows for a quick reach of a big number of possible candidates by posting a job offer online and receiving resumes via email with no noticeable impact on the quality of candidates. The Internet allows for reaching the candidates with no border limits and provides human resources professionals with an ability to access talents globally. To compare the traditional methods of recruiting process, which included "activities from identification of hiring needs, submission of job requisition and its approval, job posting, submission of job application, screening of resumes and applications, interviewing, pre-employment screening to an actual employment contract, all carried out in hard copies," the Internet has made the whole process less lengthy and much more efficient (Torres-Coronas & Arias-Oliva, 2005, p.88).

E-recruiting contains the following processes: identification of hiring needs, submission of job requisition, approval of the job requisition via a job database and ends by posting a job offer on the Internet. Posting the job offer might be followed by an active online search of the job seekers by human resources managers. The process then continues in "online pre-screening and online self-assessment of job candidates, submission of applications by applicants directly into an applicant database and an online evaluation of resumes and applications by responsible human resources professionals" (Ensher, Nielson, & Grant-Vallone, 2002, p.229). The recruitment process further includes carrying out interviewing by hiring managers and online pre-employment screening, which if successful, ends up in a contract for a new employee. The online recruitment gives recruiters a possibility to "resume scanning applications, on-line testing and assessment tools and initial interviewing," even via the Internet

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based telecommunicating software Skype instead of face-to-face interview (Ensher, Nielson, & Grant-Vallone, 2002, p.229).

The digital age also allows for a number of other technology-related processes in the world of human resources. Nowadays, technology users daily produce a huge number of data on the basis of their use of the Internet and browsing preferences, whose results might eventually be employed not only for the business purposes, but also implemented in the long-life cycle of the employee (Berecká, 2014, p.20).

Technology has recently stepped into every aspect of human life and tries to interconnect those various aspects. Technology in the area of human resources has impacted sharing of knowledge between colleagues and the storing of such knowledge digitally. The use of technology and the emergence of social networking in the work area enable to collect employees' opinions and create online expert communities (Noe, Hollenbeck, Gerhart, & Wright, 2013, p.49). Social networking gives the employees the chance to discuss the issues that occur in the workplace and provide peer advice when possible. The emergence of professional social networking sites also allows for job advertising on social sites where the ability to reach a large number of candidates is possible.

The success of any company depends to a high degree on the potential of its workforce. Human resources managers' responsibility is employing such employees who have the ability to contribute to the company's success and fulfillment of its interests and goals. For these reasons, employing efficient employees is a responsibility, but also a challenge for every human resources manager. The human resources department must make sure to have a satisfactory number of suitable job candidates for an offered position and make the costs related to the selection process as low as possible. The Internet use allows managers to deal "with less paper, ease of archiving and storing resumes in databases, greater ease of sharing information with others involved in the hiring process" (Ensher, Nielson,& Grant-Vallone, 2002, p.228).

The job offer is always a two-way communication between an HR manager and a job-seeker. Candidates need accurate information about the job availability and the organization as a whole. On the other hand, recruiters need prompt information about

job candidates they find a potential for in the organization. The manager must make sure that job candidates are “well-informed about the job contents during the recruitment process, are aware of the classification of a job and specific requests of an employee, are informed about the work organization and the place where the job is going to be performed as well as about the work conditions” (Kachaňáková, Nachtmannová, & Joniaková, 2011, p.69). The job candidates, on the other hand, are interested in and the key influential factors to him such as “success of the company and its future perspective, reputation of the company, the quality of care for employees, the possibility of personal growth in the company and carrier improvement, and work-related conditions (meaning physical and social factors) as well as the place where the work will be performed” (Kachaňáková, Nachtmannová, & Joniaková, 2011, p.69).

The process of staffing, as one of the key processes of effective development of the personnel of the company, should not take place passively. There are several different existing methods in which to choose the best possible candidate from other job candidates interested in the offer. The first method of successful recruitment is by the way of selection between the company intern employees by means of redeployment or an employee’s promotion. However, the preference of the type of selection process depends on the size of the company as well as on the current situation of the labor market.

Another method of hiring employees is through the selection process of external candidates which might be carried out in different ways. The first recruiting method is through a job advertisement, which is currently being used most often, or through the means of hang-up signs and brochures. Other possible methods are being performed by cooperation with educational institutions and personal agencies, or based on recommendations of a current company’s employees, friends, and family members.

Job advertising might be carried out in different ways, for example in periodicals, on television, but most effectively on the Internet as the Internet has become used daily use for the majority of the population (Kachaňáková, Nachtmannová, & Joniaková, 2011, p.74). The Internet is a much quicker tool for the recruiters than traditional ways of the recruiting process. “The Internet also makes all the offers available

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practically to anyone, from offers of the positions of top managers to manually orientated positions” (Baloh&Trkman, 2013, p.498).

To sum up these methods in short, the advantage of hang-up signs and brochures is a relatively minimal cost, but their accessibility to a bigger target audience is very limited. Cooperation with educational institutions might be of an advantage since companies are able via promoting the workshops and presentations to students to increase their interest to work for the company. Cooperation with schools and educational institutions is pursued by companies as a long-term investment. Such cooperation might help to “acquire talented, perspective, shapeable and ambitious candidates which are yet praxis uncorrupted” (Hroník, 1999, p.123). Also, the companies might offer the students to work for them for a component part of their praxis or to assist them with writing their theses. Candidates want to work for employers who share their values and who are interested in investing in them to help them reach their goals (Holbeche, 2009, p.174).

Personal agencies in particular use mostly two methods, executive search through which they contact different job candidates appealing for a particular job with an offer to work for their client; or through head hunting which sometimes equals to the effort to get an expert to leave his job and work for the particular client of the agency (Koubek, 1997, p.111).

Currently, the identification of new talents also takes place on the Internet by means of gathering data from blogs, social media, LinkedIn, GPS coordinates, and tweets which provide employers and HR professionals with the information about job candidates’ and employers’ abilities and needs. Digital age has definitely brought a significant change in a job content of human resources, moving the burden of administrative paper work away from HR managers to employees themselves. The Internet has created the possibility to work from home and the ability to access company servers from any place using one’s own device, but has also helped to set up employees’ web-communities on the company intranets (Berecká, 2014, p.24).

Information technology and most importantly the availability of the Internet allows human resources managers to set up special programs for groups of different interests, to manage efficiency of the employees, and supervise the adaptation of new

employees into the company. Also, they allow human resources experts to focus on a company culture from the employee's point of view by means of filling out satisfactory surveys online, and help them build a successful branding of the company. The Internet provides help for the company's employees online at any time, and makes e-learning possible together with developing know-how within the company. The Internet "makes web-seminars possible and provides the ability to establish discussion forums and work meetings online" (Berecká, 2014, pp.23-24). However, the opportunities that the Internet offers are still expanding and its potential seems to be unlimited.

2.2 Social Media: Is It a Threat?

Social media allows people to carry out operations that have also been present before, but in an easily accessible online version. It is a combination of strategy and technology, which need to cooperate both ways if social media is to seek a favorable outcome. It opens the possibility to find friends online, replaces face-to-face communication with exchanging messages, and allows sharing pictures, videos, or articles. It groups people of similar interests and helps them to share their observations. This is exactly the human resources' interest, skilled and engaged employees who could add to a company's philosophy. Thus the idea to use social media's ability to connect for recruiting purposes has appeared.

Social media sites currently are of essential importance to human resources management. Evidently, social media sites are helpful in the area of recruiting with a clear advantage of decreasing spending on job advertising. The Internet that is able to interconnect the global economy has provided the recruiters with a chance to attract personnel abroad. In order "to maximize the use of social networking, it is vital for recruiters to approach an online community with the right demographic" (Anand, 2011, p.21). As social media is in a process of its growing feasibility, Anand reasons that their transition "requires recruiters to keep a tab on emerging social media sites" to profitably maintain the recruiting ability they offer" (Anand, 2011, p.21).

They allow for a connection anywhere and anytime and make online help via crowdsourcing possible as well. Employees feel more connected and the workplace becomes less hierarchical, more open and friendly and social media helps to share

content, improve brand awareness and even increase traffic at the company websites. “Via social media, companies are able to engage with their customers and employees, and build the needed marketing contacts while decreasing marketing expenses and improving their companies’ reputations” (Wright, 2013, p.47). Additionally, the new era of the use of information technology and especially of the Internet allows for an effective communication and possible later cooperation between people from similar areas of interest through social media networks. Of course, the Internet might also have its disadvantages such as a higher fluctuation level, loss of loyalty of the company’s employees or even risk of loss of confidential information (Baloh&Trkman, 2013, p.500). However, the advantages of its use surely outweigh its cons.

2.3 Newcomers to the Workplace: Who Are the Millennials?

Not only processes such as job offering, job interviewing or building the brand of the company have been touched by the creation of the Web, but people’s use of the Internet in general has become inevitable in their daily lives.

The Internet has created a whole new era in human history. It has brought into existence a totally different generation of people whose life is associated with the use of the Internet as early as they can remember. Since the generation of those newcomers, who are being referred to as the Millennials and are currently in the age of becoming a productive workforce, the Millennials’ nature and especially their recruiting are a challenge for the human resources professionals. “Leadership will have less room for error, as Generation Y has more freedom and job options than any other group in history” (Wright, 2013, p.10).

To begin with, the characteristics of the new generation must be understood in order to shed light upon the influence the Millennials have on human resources. Tapscott in an interview for the book *A Necessary Evil* argues that the Generation Y is the “new culture of the work” (Wright, 2013, p.150). The Millennials consider the Internet the defining event of their generation. The Millennials’ attitudes towards music, pop culture as well as towards liberalism and toleration are also characteristic of their era. In comparison, the Boomers consider their work ethic to be the best defining element

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of their generation. Older generations point to historical events such as World War II. to be of significance in shaping their generation.(Taylor & Keeter, 2010, p.14).

	Work Ethic/Values	Work is...	Interactive Style	Communications	Feedback and Rewards	Messages that Motivate	Work and Family Life
Veterans	Hard Work Respect authority Sacrifice Duty before fun Adhere to rules	An obligation	Individual	Formal Written	No news is good Satisfaction in a job well done	Your experience is respected	Work
Baby Boomers	Workaholics Work ethics Crusading causes Personal fulfillment Question authority	An exciting adventure	Team player Loves meetings	In person	Don't appreciate it Money Title recognition	You are valued You are needed	No balance Work to live

Figure 3. Short Definition of the Generational Cohorts of Veterans and Baby Boomers

Reference: *Four Generations: Can't we all get along?* Retrieved March 11, 2015, from Arthur Maxwell: People, Teams, Organizations: <http://www.arthur-maxwell.com>

The work ethic of the Millennials is different. “More than three fourths of the Millennials from Central Europe seek manager positions” (Horáková & Adamcová, 2014). Such attitudes might bring them into conflict with the competing generation of the Xers who often claim that the Millennials are “lazy, spoiled and irresponsible” (Horáková & Adamcová, 2014). “The Millennials will soon maintain important leader and manager positions” in the world and therefore it is very important for members of other generations to understand them, be helpful to them and prepare them for their new role in work life (Horáková & Adamcová, 2014).

However, are the Millennials really lazy, spoiled and irresponsible? They are clear about their argument that “they want to spend time in work they perceive as meaningful” (Horáková & Adamcová, 2014). They seek to have enough time for themselves and their families doing whatever they find useful and fulfilling. They believe their work and personal life should be interconnected and most importantly, balanced. “If they find their job unsatisfying, they would rather leave it than waste their time doing things they do not like” (Horáková & Adamcová, 2014). They have a problem with working shifts and are not too happy about working overtime. If companies have specific processes set and these make the job’s performance monotonous, the creative Millennials do not stay long. Under such circumstances, “the turnover of young employees is very high, close to 70% of the total turnover” (Jurina, 2014).

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However, as each generation evolves, the Millennials' generation also becomes prejudiced. Importantly to mention, "when choosing a job, the Millennials prefer to look for flexible working hours or even the ability to work from home" (Folentová, 2014). However, it does not seem to compromise their work ethic, as believed by the members of other generations, but quite the opposite. Rather, in practical terms, they take advantage that technology offers to them by "moving the work to workers instead of moving the workers to work" (Nilles, 1998).

The Millennials being perceived as lazy is one of the biggest myths associated with this generation. The Millennials want to work hard if the work is meaningful to them because they want to be successful and grow. They have the ability to make things easier for them which in the eyes of their colleagues from different generational cohorts might make them appear lazy.

Generation Y's driving force is to see the particular contribution of their work. On the other hand, they also want to know that they are doing it right. They need feedback as often as possible from their leaders in order to feel motivated. "The feedback is also linked to a financial reward, but only if they feel they deserve it" (Hobart, n.d.). They need to know and understand what the outcome of their work is for their organization since seeing their own contribution works as a great personal motivation to them.

They are also prejudiced by their need to be promoted as fast as possible. This is the reason why members of other generations look at them critically. The most important aspect to realize when looking at the Millennials is that they are fast and they do things quickly. They grew up "in a world where doing things fast is not only a virtue, but also a way of life" (Hobart, n.d.). They are not afraid of making mistakes because they know that the solution to anything is available right at their fingertips.

The Millennials are not scared to leave a job they do not enjoy and do not feel is meaningful for their future career. This unfortunately gives them the label of being disloyal employees. Since they have grown up in the age of a necessity of having a college degree and of delayed parenthood, they want to try different jobs, but only in case they do not feel fulfilled in their current job. If they feel satisfied, have feedback from the leaders of their organization and feel enriched by the experience they

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experience doing the job, they become loyal workers with almost the same attitudes that their grandparents had.

Many claim the Millennials are selfish and spoiled. The truth is they do not necessarily mean to be. They are a social generation and care about relationships with their colleagues. They are willing to share their experience and be helpful in teaching their older colleagues to use today's technology effectively. Also, the Millennials are as result-oriented as the Xers are, but they are definitely willing to share their findings to reach a common goal with their colleagues. "As a team, you have to compromise, which I am not always a fan on, but you also build off one another's ideas. Generally you come up with something better together than either one of you would have come up with separately" (Hobart, n.d.).

Generation Y is "about to replace retiring Baby Boomers and companies need to realize that the Millennials are the workforce of our future" (Adamcová, 2014). Leaders need to be aware of their potential and need to know the special needs they have and try to find solutions to best equip them.

It is the first time in history that the new workers bring skills they need for a job with them and there is no need to train them for a position. At the same time, Generation Y might be very helpful training their older colleagues for technology-related tasks they need for effective job-functioning. They in fact might be much more technology savvy than their bosses which human resources management must take into account and use to their advantage.

	Work Ethic/Values	Work is...	Interactive Style	Communications	Feedback and Rewards	Messages that Motivate	Work and Family Life
Generation X	Eliminate the task Self-reliance Want structure and direction Skeptical	A difficult challenge A contract	Entrepreneur	Direct Immediate	Sorry to interrupt, but how am I doing? Freedom = best reward	Do it your way Forget the rules	Balance
Millennials	Goal oriented What's next Multitasking Tenacity Entrepreneurial Tolerant	A means to an end Fulfillment	Participative	Email Voice mail	Whenever I want it, at the push of a button Meaningful work	Working with other bright, creative people	Balance

Figure 4. Short Definition of the Generational Cohorts of Xers and Millennials

Reference: *Four Generations: Can't we all get along?* Retrieved March 11, 2015, from Arthur Maxwell: People, Teams, Organizations: <http://www.arthur-maxwell.com>

However, members of other generations need not be jealous of the Millennials. Even though they are very technologically skilled, the years of experience of older coworkers cannot be replaced so easily. Ideally, the Xers and older generations might be great mentors to Generation Y, and the Millennials might provide them with technology support in times of need. In general, the Millennials' ability to understand technology and use it wisely should be used as a resource (Hobart, n.d.). "Generation Y surely offers help to their older colleagues, but this help cannot be dismissed or taken for granted" (Hobart, n.d.).

2.4 The Need for Social Media Policies

The main reason why this generation seems to be doing things differently is that it did grow up differently from other generations. It is the first generation considered "always-connected," growing up with the use of technology and social media. The Millennials do not like wasting their time, but on the other hand, often delay things that should be of immediate attention. However, the ways the Millennials work "turns out to be the key indicators of high – performing organizations in the 21st century" (Wright, 2013, p.150). Members of this generation are used to spending their time on the Internet and especially to browse social media sites anytime they like. There is no point in trying to forbid them such activities; to them it is like taking a virtual coffee break.

Technological progress is present almost everywhere and the Millennials are products of this progress. Social media is considered a mere necessity for almost every member of the new generation. The use of technology is unavoidable and the risks of its use are relatively outweighed. Employees from before the advent of this era of technology also used to daydream about their lives or take breaks to talk to colleagues, but now, breaks are performed by socializing on social networks.

Usage of social media has the possibility "to enhance business strategy and provide analytics to foster corporate growth and development as well as help employees find solutions and come up with innovative ideas" (Wright, 2013, p.5). Social media is not only a source of communication; it might also become a very effective tool of cooperation within the company and be a source of knowledge for the employees. It

also allows the company “to enhance its brand, communicate the corporate culture and branding, making the company transparent and accessible” (Anand, 2011, p.109).

Wright defines social media as “any website or mobile application that allows people to connect and engage others in a direct dialogue – without editorial filters” (Wright, 2013, p.8). Such communication threatens many employers. In short, “social media allows their employees to express their opinion freely as a part of their protected speech” (Wright, 2013, p.9). For this reason, employers fear that the employees could possibly harm the good name of the company. On the other hand, employers need to realize that employees might also become “eager and proactive brand ambassadors willing to share ownership of their company’s reputation” and therefore should not deprive employees of this opportunity (Wright, 2013, p.9).

The use of social media in the workplace must be in agreement with social media policies to prevent possible damage to the company from employees. Nevertheless, employees should not be forbidden to use technology in the workplace. Jessica Zee in her interview for Human Resources Management Organization claimed that the ban on the use of social media would not solve the problem of employees’ productivity, “people were going to use their phones or find other ways to be unproductive – people were going to be unproductive with or without social media” (Wright, 2013, p.41).

Social media related policies should inform employees about the appropriate use of the Internet at work, taking into account the advantage the Internet offers in the sphere of cooperation and socialization among colleagues. “The Internet has the possibility to increase the productivity of employees, but if used inappropriately, might harm the image of the business overall or break the protection of the computer network” (Anthony, n.d.).

The policies should define whether the personal use of company computers is allowed in the workplace and should set up approximate time allotted to be spent on the Internet, with trust shown toward the employees. The policies also need to address the use of corporate email used by employees and remind them that the email belongs to the employer. Regarding the use of corporate email, social media policy should define the information that must not be sent using such email. The policy should also warn employees about the potential risk of infecting the entire network of their company’s

computers. The policies should also state the sites forbidden to employee access, which usually include pornography or gambling sites. It informs the employees about the consequences emerging in case the rules are not followed. “Warn the employees and remind them that nothing they delete from a social networking site ever really disappears, it lives on the site’s servers” is Wright’s advice towards the formulation of social media policies (Wright, 2013, p.23). Employees should be reminded as well that personal use of the computer at work must first and foremost cover business use of the computer (Anthony, n.d.). The policies, though, do not necessarily need to be too over-reaching.

2.5 How the Millennials Should Be Treated in the Workplace

The number one priority for the Millennials is getting experience, especially as fast as they can. This could again be linked to their use of the Internet allowing them to find the information they need in a few seconds. They are willing to work under stress, but the job must be fulfilling and interesting to them. They also desire to be promoted in their work and the ability of doing so is one of their top priorities when considering accepting a job offer. This means the Millennials are willing to work hard, but are independent and are able to find solutions on their own, often with the help of the Internet as they are used to. They want to have impact in on their company, but at the same time have time for yourself and family.

Work-life balance is the most important criteria for more than 73% of the Millennials participating in the survey Universum (Adamcová, 2014). The Millennials prefer working in the time that best fits their lifestyle, so a flexible working time and a balance between work and personal life is of great importance to them. An option to be able to work from home is considered a family-friendly benefit.

The question remains how to deal with newcomers in the work area. The Millennials changed important criteria for accepting a job offer compared to the members of other generations. The Millennials do not consider money to be the most important aspect when looking for a job. On the other hand, they look more for the ability to grow, learn and eventually become appreciated within attractive business conditions.

Much depends on the openness of the company. Horáková claims that the firms with a conservative background usually perceive the Millennials more negatively. However,

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many companies more wisely “appreciate the members of Generation Y as an unquestionable fact and adapt to their needs” (Horáková& Adamcová, 2014). As Horáková claims, “the fight with world progress cannot be won” and no company and its human resources management will change that fact.

Since many members of this generation are still to come into the workforce, companies need to decide how to approach the Millennials. Companies should adjust to their needs and try to fulfill them so that the Millennials have conditions created for the contribution of their uniqueness and exceptionality in their work. Most importantly, companies must not forget about the Millennials’ need for evaluation of their comprehension and for getting an objective and concrete feedback on their work.

3 PERCEPTION OF PRAXIS

The aim of the third chapter is to describe the functioning of human resources management in praxis based on interviews taken with human resources professionals. The interview questions discussed perception of the Internet's contribution, the changes it has brought in performance of respective personnel departments of addressed experts, and their experience with the Millennials concerning exceptionality of this generational cohort. The goal of carrying out the interviews was to affirm, reject or clarify the findings presented in the bachelor thesis empirically.

To begin with, I would like to shortly introduce the experts interviewed for the purpose of this bachelor thesis. Katarína Vydrová holds her master's degree in Social and Work Psychology and currently works as Human Resources Generalist at one of the largest private health companies in Slovakia. The second interviewee Tomáš Furda has completed his degree in Human Resources Management at Comenius University in Slovakia. Since his university studies, Tomáš has worked for a multinational computer technology company as a Recruitment Representative and Recruitment Consultant from which he was promoted to a senior position. The third interviewee, Dagmar Polievková, is a human resources professional with more than twenty years of experience. She works for the same company as Tomáš currently in the position of Human Resources Senior Consultant and Charity Site Leader. At the moment she also specializes in employees' coaching.

3.1 The Internet's Influence on Human Resources Management

The Internet has influenced the perception of human resources. It is currently much easier to contact the company a person is interested in working for, to find the needed information about the company's history and even about its future prospects.

The costs of recruiting have been markedly lowered by moving bureaucracy work linked to the process to an online sphere. The Internet's presence in the field of human resources has also allowed for a quicker process of recruitment from the point of need for a new employee until he or she actually becomes a part of the company. At the same time, "more candidates are being attracted by the advertisement even from the passive candidates who are not currently interested in looking for a job" (Baloh

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&Trkman, 2013). On the contrary, active seekers of employment are usually considered more desperate. “They do not consult long-term suitability for the offered position too closely and are more interested in their short-term goals” (Winter, 2014, p.50). In general, more than half of the reactions on job offers worldwide are from unsuitable candidates for the given position (Winter, 2014, p.50).

For the reasons stated above, the experts answered the question about the transformation that has taken place in the field of human resources since the Internet has become of common use concerning their real experience of its use in the workplace. They were also asked which feature of the Internet they perceive most contributory. Katarína Vydrová is aware of the fact that “the Internet and the gradual digitalization essentially change the behavior of customers, which usually leads to more pressure put on the companies to adapt to changes in a simple, quick and easily available way” (K. Vydrová, personal communication, March 20, 2015). In her opinion, even though technology makes fulfilling tasks easier, “pressure on the employees is bigger since they now have to carry out several functions simultaneously” (K. Vydrová, personal communication, March 20, 2015). Therefore the presence of a human resources department is inevitable in dealing with the changes and making employees to understand it as contributory and motivational. Vydrová believes that it has also “created a bigger demand in technology-related positions, which, however, might be only a current trend” (K. Vydrová, personal communication, March 20, 2015).

On the other hand, Furda argues that human resources management does not change under the impact of the Internet. “It is people who change and it is human resources’ responsibility to adapt to this change” (T. Furda, personal communication, March 20, 2015). However, he sees the contribution of the Internet in making administrative work especially easier and in making employees more independent from the personnel department in respective human resources’ functions.

Polievková also believes it is the human resources department that must keep up with the modern world. “Business evolves too quickly and human resources management, if it seeks to be successful, must be able to keep up with the business’ progress” (D. Polievková, personal communication, March 16, 2015). The Internet allows for new

possibilities. It introduces new forms of communication as well as getting and giving information. “I consider technologies, with no controversy, to be beneficial. The computer literacy is presently an inevitable skill and the ability to learn quickly belongs to the basic predispositions for successful performance” (D. Polievková, personal communication, March 16, 2015).

The influence of the Internet in the area of human resources is apparent in the processes of recruiting - job advertising, providing information about a job offer, but also in offering “to store employees’ data concerning personal information online” (Noe, Hollenbeck, Gerhart, & Wright, 2013, p.50).

With the assistance of social media used for recruitment purposes, the process of recruiting becomes considerably shorter as the organization has the ability “to clearly state their requirements and start interaction before candidates step into the office” (Anand, 2011, p.19).

Katarína Vydrová states that the decision about the most effective recruiting method to use depends on the particular position being hired. “The more specific the position is, the more we use social media” (K. Vydrová, personal communication, March 20, 2015). However, it is clear that job advertising was almost entirely moved to an online sphere. Dagmar Polievková says the job advertisements used by the company she works for include mostly social media advertising, advertising on job portals, or on portals of personnel agencies. Again, “the method used depends on the particularity of the position,” Polievková affirms (D. Polievková, personal communication, March 16, 2015). However, in order to inform about the company, “the human resources managers visit and cooperate with high schools and colleges, mentor, coach, and attend different promo events,” she added (D. Polievková, personal communication, March 16, 2015).

3.2 Diversity in the Workplace

Vydrová says her personal opinion is that diversity in work or personal life brings a great advantage. “I do not really experience a problem of the coexistence of different generational cohorts in a work community. I experience more the conflict between junior and senior employees” (K. Vydrová, personal communication, March

20, 2015). Polievková also perceives multigenerational workplace positively. She works for an international business company which values diversity and makes up a multicultural environment. “It is based on diversity and sharing the experience much like in a family, where members build each other on the basis of their experience and happily coexist within different generational cohorts” (Polievková, 2015). However, the fact that the Millennials are used to doing things differently remains. They are used to getting the information they need right here and now. They enjoy being challenged and have no problem with changes since they can adapt quickly. Their fast thinking and quick learning, especially with what interests them, is characteristic of the age they have grown up in. “They want the opportunity to grow, which if they are not offered, do not expect them remain too loyal” (Holbeche, 2009, p.180).

3.3 The Reality of the Millennials

The Millennials have a different experience with technology than the preceding generations. Tapscott mentions the eight norms that define the Millennials according to their experience with technology. These are as follows: freedom, customization, scrutiny, integrity, collaboration, entertainment, speed, and innovation. He further continues that “they have grown up being the actors, initiators, creators, players, and collaborators.” Those aspects made them who they are and made them different from their parents or grandparents. “The Internet has been good for this generation. And I believe that even the skeptics will see that these *Grown Up Digital* kids will be good for us” (Tapscott, 2009).

In order to see the general perception of the Millennials by the interviewees, they were asked to shortly define their opinion of this generational cohort. Human Resources Generalist Katarína Vydrová would define the Millennials as “quick, dynamic, and impatient” (K. Vydrová, personal communication, March 20, 2015). The Millennials are known for their ability to do things quickly and with the help of technology in the simplest matter. Vydrová says regards the Millennials as “flexible and adaptable,” which is to their advantage in comparison to colleagues from different generational cohorts (K.Vydrová, personal communication, March 20, 2015). Adaptability to technology and changing conditions in the workplace seem nowadays almost necessary for a successful job’s performance.

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Tomáš Furdat adds to that “the easiest way to define members of Generation Y is the Generation whY” (T. Furda, personal communication, March 20, 2015). He then continues that they have no problem ask questions and seek help from older colleagues who might be good mentors to them. However, Furda perceives “their cooperation as a little problematic sometimes,” but believes that “the Xers probably had the same starting point with Baby Boomers just like the Millennials currently have with the Xers” (T. Furda, personal communication, March 20, 2015). To compare, Dagmar Polievková perceives their “older colleagues from Generation X are more persistent with a bigger sense of responsibility, who are at the same time less flexible and more careful” (Polievková, 2015). The Xers are more experienced in the sphere of communication and negotiating skills and the Millennials can learn from them. On the other hand, the Millennials are much more technologically savvy which might be their contribution in a multigenerational workplace.

Such different generations add to a different outcome for each organization. Every generation is unique in its way and has something valuable to offer to members of other generations. However, the members of a particular generation tend to believe that only their way is the correct one and only they are capable of its performance. Talent wars between different generational cohorts are also pretty common. The key thing is to make the generations understand each other and be able to communicate their demands. Simply said, to make them work together. An unfortunate outcome of intergenerational conflict lies in “differences of values and views, ways of working, talking, and thinking that set people in opposition to one another, and challenge organizational best interests” (Zemke, Raines, & Filipczak, 2000, p.13).

Senior Human Resources Consultant Dagmar Polievková perceives “the speed of the Millennials, their fearlessness and curiosity as the defining features of this generation” (Polievková, 2015). “What I personally admire is their extraordinary persistence to learn from their own mistakes,” Polievková says. They seem to be programmed in order to achieve better results, and in fact are expected to be of contribution to their workplace. In her words, “higher demands are posed before members of this cohort”. The Millennials seem to be able to handle those demands. However, “they expect feedback on how successfully they carry out their responsibilities and if they do, also a related pay assessment” (Polievková, 2015).

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This thesis presents the argument that the Millennials are not as committed to their employers as the members of preceding generations seem to be. Members of Generation Y are characterized for adding to an overall turnover of a company because “as soon as the Millennials feel unsatisfied with their job performance, they leave the current employer rather than stay in the unsatisfying job” (Adamcová, 2014). The interviewee Vydrová proves Adamcová’s argument by admitting that “some Millennials seem to be inconsistent and place too high of an expectation on their employers,” but she suggests no generalization of them (K. Vydrová, personal communication, March 20, 2015). In addition to Vydrová’s argument, Tomáš Furda in the interview claims that when the Millennials “perceive their work as meaningful and contributory” to the organization, “they in fact dedicate themselves to a job and give it their entire energy and heart” (T. Furda, personal communication, March 20, 2015). According to Polievková, the level of brain drain among the Millennials is related to their unwillingness to waste time in a job they do not enjoy. However, “I confirm that the Millennials are willing to keep looking for a job until most of their expectations are fulfilled,” which could be linked to their confidence and stubbornness and the need to carry out a meaningful work (Polievková, 2015).

Imrich Sloboda in the interview for SME Daily argues that the Millennials as the upcoming workforce is impatient and wants to make money very quickly, and in case they have experience from working abroad, they expect unreal salaries regardless of the financial possibilities of the firm they seek to work for (Folentová, 2014). Related to changing opportunities in the lives of the Millennials, their preferences as a matter of fact also change. Members of this generation regard the ability to work from home as beneficial for different reasons, but mainly for cutting the costs off from traveling to and from work. They seek a work-life balance, which eventually gives them more flexibility and freedom and provides them with, for instance, a greater chance of traveling. As the technological progress has impacted the Millennials most, “they also expect benefits in the form of a company phone, personal computer or even a car,” Polievková states (Polievková, 2015).

3.4 The Use of the Internet and Social Media in the Workplace

The presence of the Internet impacts the way work is carried out in the workplace. Understandably, especially members of Generation Y are used to using the Internet at any time including, of course, time spent at work. Using the Internet for personal purposes goes hand in hand with some waste of working time.

Managers therefore need to set up employee's goals objectively and control the results their employees are able to fulfill. It is impossible to deprive them of the ability to use the Internet for non-related work purposes, but at the same time the organization needs to make sure that their performance is not going to be affected (Baloh & Trkman, 2013). The use of the Internet at work needs to be in accordance with the company's goals and objectives. Successful companies though "trust their employees to manage their time and to get their work done" (Wright, 2013, p.30).

It is a fact that social media has become a common part of our private and also working lives. In the words of Katarína Vydrová, there are companies that block social media sites. "I do not consider social media a priori bad" (K. Vydrová, personal communication, March 20, 2015). Its possible misuse depends on the character of the particular employee and Vydrová argues that "if an employee wants to screw around, he or she will find the way always" (K. Vydrová, personal communication, March 20, 2015). Using the Internet in the workplace, however, must have some rules that need to be followed by the company's employees. The rules need to be communicated to the employees in a way of norms or a codex. "Senior managers should communicate demands to members of their teams so that the norms are clear and understandable to everyone. The Internet should not be addressed as a necessary evil, if used properly as a source of knowledge, inspirations or guidance" (Polievková, 2015).

However, objective goals of the organization should always be met. Using the Internet in the workplace cannot be an obstacle in achieving the organization's success. It is the task of managers to manage members of their teams effectively and obtain profitable results. "The position of human resources management in this case should be advisory to the senior manager who notices a significant abuse of social media for personal use and is able to prove such behavior," Dagmar Polievková additionally mentions (Polievková, 2015).

First of all, the growing importance of technology should add to making life less difficult and more enjoyable. However, the product of unceasing development sometimes seems to have a contradictory outcome. Technology blurs lines between a private and work life, and removes borders between them. Having such a strong impact in all areas of human life, the consequence of technological evolution removes “the original boundaries between work, home and play, and increases stress in balancing these multiple roles” (Ensher, Nielson, & Grant-Vallone, 2002, p.238).

3.5 Are the Older Disadvantaged?

Furthermore, the technology skills differ. The Millennials’ attitude towards technology and their ability to use it is different from Baby Boomers’ approach. Job candidates coming to a hiring process therefore differ in qualification. Older job candidates usually are not as technologically skilled as their young counterparts, which then might affect the chance of a successful outcome for them. It should be of consideration that they might eventually become left out of the ability to participate in work life seeing that the use of technology becomes almost inevitable for job performance. Vydrová refuses this view of average older generations. She claims that current trends of population such as decrease in birth rate or increase of a higher average age “makes it very likely that the number of older employees will increase and that they need to be adapted to the required conditions” (K. Vydrová, personal communication, March 20, 2015). They have a number of possibilities to deepen their technology knowledge and age actively, which they should take advantage of. In comparison to Vydrová’s observation, Furda admits that the members of older generational cohorts might become disadvantaged in getting a job they want. However, Furda looks at the positive edge of aging and believes that people should educate themselves throughout their whole lives. “We currently see many examples of active aging and it is good because in order to be successful people need to be able to carry out the expectations of a globalizing era,” he declares (T. Furda, personal communication, March 20, 2015). Polievková also rejects the idea that the older generations would be unprofitable to organizations. Even though the Millennials are more technologically savvy, they need to learn from members of older generations to solve things complex and learn from their negotiation skills. The Millennials in particular are now only in the phase to get the experience their older colleagues

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already have. Nonetheless, “I believe learning is a life-long process” (Polievková, 2015). However, there should be no differences between treating older and younger job candidates or employees. “Even in a recruiting process, certain parameters and expectations, which the right candidate must fulfill and be capable of, are set. Only candidates who fulfill those expectations and who have similar skills-experience-know-how are moved to the second round. We hence decide upon what makes the candidate unique for the job position as well as how he or she fits the team he or she would become a part of,” Polievková further clarifies (Polievková, 2015).

This is historically the first time companies’ workforce is so diverse. The reason for growing diversity seems to be a direct impact of the transformation from industrial to information age, the impacts of globalization and the Internet removing genuine borders and bringing new possibilities. Adaptations to changes in global organizations need to “include responses from changing demographics and values of the workforce, its increased professional specialization and better equipping to learn independently from formal learning programs to engagement of the workforce in developmental or long-term learning programs” (Kayes, 2002).

The main purpose of human resources management defined by Personnel Standards Lead Body is “to allow management for improvement of individual and collective contributions of employees to short as well as long-term success of the organization” (Armstrong, 1999, p.43). The questions of the interview were accordingly related to the current experience the human resources managers have. I sought to find what their opinion is on the impact of the Internet, the presence of different generations in the workplace, and their personal experience with the Millennials. The empirical findings seem to prove the theoretical aspects posed by this bachelor thesis. The Internet is of great influence, and brings new opportunities of doing things, but may also create inconsistency in technological skills of the employees. Human resources management shall focus on these differences more closely in the future and advance its functions to implementation of the uniqueness of every generational cohort together with moderation of the gap between its members.

4 CONCLUSION

The aim of this thesis was to prove the growing importance of the Internet in almost every area of human life. The Internet has opened up a world of numerous possibilities and removed borders of time and space. The Internet connection united the world and allowed people to socialize, and even work online. The change is also apparent in human resources management, which has recently gone through a serious remake of its function. The field of human resources management experienced a shift of its related paperwork to an online version and implemented the Internet into its recruitment processes. The rise in using technology is inevitable for the organization's successful performance as well as enabling the employees into a common use of the Internet.

The presence of the Internet has created an opportunity to look for job candidates online and even in the global job market at a relatively minimal cost. The main function of human resources management is to help achieve successful performance and prosperity of the organization that can be carried out only with the contribution of employees. Therefore, the responsibility of human resources management lies in employing the best possible candidates who can add to a company's philosophy and be contributory on a long term basis.

This thesis has highlighted the impact of the Internet on areas of human and work life, especially for Generation Y, whose defining element is an inborn activity to use the Internet. Members of this particular generational cohort in comparison to people from other generations, experience presence of technology and the Internet as early as they can remember, which has impacted them in several ways. The Millennials' thinking is much faster which could easily be related to the Internet's influence in their lives. They do not seem to pay too much attention to details because they are aware of the fact they can check for details online. Change in their behavior is very apparent, however, the Internet seems to keep them company always, and therefore it is perceived to be natural as a result of a technological development in the age in which the Millennials have lived.

The Internet has touched the Millennials in several ways and this, together with their ability to work with technology changed the way they work. Human resources

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management in this process is implementing this change into the workplace and making it advantageous for the organization's performance. The Internet is of irreplaceable importance to the Millennials in the workplace. They use it to solve any issue they have and learn how to do their work more easily, but equally efficiently. The difference in their behavior caused by a technological development together with their changing habits might put them in conflict with members of other generations. The Millennials are responsible for a change in the workplace and human resources management's answer should be adaptation to needs of this generation and change it has brought. Their behavior and habits are different, but they also differ in carrying out their responsibilities under the impact of the Internet. The role of human resources management should be a moderation of such differences in the workplace and making every generation's special abilities their prestige so that the organization's possibility for achievement grows.

The Internet's impact is significant and its use seems natural mostly to members of generations X and Y who have more experience with its use in their activities. They have learned to use the Internet to their advantage. However, it is perceivable that the opportunities the Internet offers will only deepen in future. The sphere of human resources is already changed by the presence of the Millennials who pose a new challenge to HR professionals who then need to find ways to attract the Millennials' attention. The Internet offers them a number of work possibilities, they have a chance to choose the company that will treat them well and make use of their contribution to the workplace.

The digital age we are part of significantly influences our behavior, thinking, ways of communication and our habits. These easily change under the impact of the Internet. Therefore, it would be enriching to examine more in depth an implication of the Internet in the work area, where the focus of an examination could be placed on using the Internet in order to maximize the organization's productivity and on employees' ability to adapt to a technological development, and affirm it for their own as well as their organization's best interests. New trends shaping human resources management will surely occur and therefore, further exploration could concern their concrete development.

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Since the Millennials will soon become an inseparable part of the workplace, this thesis prepares a background for a further analysis of the adaptability of Generation Y into the workplace and its mutual relationships with members of other generational cohorts, especially those coming after the Millennials. Also, it would be interesting to look at the interconnection of work and personal life more closely, and observe whether a full-time job as we currently know it will exist, or be entirely shifted to online job performance. Human resources management will definitely be defined by technological development and by a change present in the field in conditions of the world becoming ever-more globalized. The role of human resources will be to adapt to these developments and find ways to use them for their good.

RESUMÉ

Bakalárska práca poukazuje na rastúci vplyv internetu v rôznych oblastiach ľudského života, nevynímajúc oblasť pracovnú. Internet sa stáva nevyhnutnou súčasťou mnohých pracovných činností. Vplýva na spôsob komunikácie, ľudské správanie či zvyky, často bez toho, aby si jeho používatelia uvedomovali konkrétne zmeny. Prítomnosť internetu je viditeľná aj v oblasti personálneho manažmentu, ktorý ovplyvnil vo viacerých smeroch. Na túto oblasť sa sústreďuje aj bakalárska práca. Charakterizuje vývoj v oblasti personálneho manažmentu a ľudských zdrojov vzhľadom na implementovanie internetu do jeho procesov ako aj príchod novej generácie Y do pracovného prostredia.

V prvej kapitole bakalárska práca definovala koncept internetu, vývoj a funkcie personálneho manažmentu a generácie ľudí vplývajúcich na jeho fungovanie. Ľudské zdroje a ľudský kapitál sú považované za základ úspechu akejkoľvek spoločnosti. Úlohou personálneho manažmentu je preto zamestnanie tých najvhodnejších záujemcov uchádzajúcich sa o zamestnanie.

Dôležitosť personálnej práce rástla so vznikom veľkých tovární. Prvotná funkcia evidencie zamestnancov a riešenia ich prípadných problémov sa zväčšovala najmä pod vplyvom zabezpečovania rýchlej a lacnej výroby, s ktorou súvisela aj potreba zamestnať väčšie množstvo zamestnancov. Kompetencie personálneho oddelenia postupne obsahovali zavedenie právnych noriem, bezpečnostných programov a staranie sa o zamestnancov takým spôsobom, aby ich produktivita narastala. Aktuálne personálny manažment zastáva predovšetkým funkciu plánovania ľudských zdrojov na dosiahnutie cieľov spoločnosti, analýzy pracovných miest, výberu a hodnotenia zamestnancov a ich vzdelávania spolu so súvisiacou administratívnou prácou.

Internet sa objavil v šesťdesiatych rokoch minulého storočia, ale výraznejšie zasiahol do života spoločnosti až o takmer štyri desiatky rokov neskôr. Vďaka internetu sa stalo šírenie informácií oveľa jednoduchším. Internet odstránil hranice a svet sa jeho prostredníctvom vzájomne prepojil. Príchodom internetu Web 2.0 získali jeho používatelia možnosť zúčastňovať sa aktívne diania v internete.

Internet aktuálne ponúka neohraničené množstvo obsahu, ktorý sa neustále rastie a mení sa. Ponúka ľuďom mobilitu a umožňuje pracovať kdekoľvek, kde je možné pripojenie k sieti. V dobe bezdrôtového pripojenia si jeho možnosti nosíme všade so sebou. Z tohto dôvodu internet zvyšuje našu produktivitu, ale zároveň môže mať aj negatívny dopad vo forme väčšieho stresu a neustálej potreby byť dostupný. Internet síce do veľkej miery život uľahčuje, ale s jeho používaním súvisia aj rastúce nároky na jednotlivca

Druhá kapitola definovala vývoj personálneho manažmentu a jeho formovanie pod vplyvom internetu. Internet výrazne znížil náklady v oblasti získavania zamestnancov a umožnil jednoduché zdieľanie pracovnej ponuky, ktorá teraz môže zasiahnuť prakticky kohokoľvek, vrátane pasívnych kandidátov, ktorí aktuálne možnosť novej pracovnej ponuky nezvažovali. Jednoduchá, rýchla a nenákladná možnosť reagovať na pracovnú ponuku ale spôsobuje i menej vítaný efekt výrazného množstva reakcií od kandidátov nevhodných pre danú pozíciu.

Oblasť získavania informácií o pracovných ponukách, možnosť reagovať zaslaním životopisu zo strany uchádzača, rýchlosť personálnych pohovorov a uchovávanie ich výsledkov boli príchodom internetu výrazne zmenené. Uchádzači o prácu majú možnosť vyhľadať si pracovné ponuky na internete, reagovať na ne online ako aj získať informácie o konkrétnej firme, pre ktorú majú záujem pracovať. Posúdenie potreby zamestnať nového zamestnanca, zverejnenie inzerátu, posúdenie reakcií na danú pracovnú pozíciu, testovanie kandidátov, prípadne aj počiatočné kolá personálnych pohovorov postupne prechádzajú do online sveta a nahrádzajú tradičné metódy personálneho manažmentu. Internet a vznik sociálnych médií v prostredí rastúcej globalizácie umožňujú personálnym manažérom zamestnávať aj kandidátov zo zahraničia. Táto možnosť je pre oblasť zamestnávania obrovským prínosom a otvára možnosti pracovného trhu.

Bakalárska práca poukazuje na prítomnosť generácie Ypsilonov na pracovisku, na zmeny, ktoré priniesli na pracovisko a na ich vzťahy s členmi iných generačných skupín. Pre Ypsilonov je internet samozrejmosťou a jeho používanie vnímané ako prirodzené, v porovnaní s členmi starších generácií. Tí uprednostňujú reálny kontakt, čo môže súvisieť aj s ich menšou schopnosťou využívať technológie a internet, avšak

pre členov generácií X a Y je prirodzenejšie, jednoduchšie a najmä rýchlejšie komunikovať prostredníctvom emailových správ a sociálnych médií. Vplyv technológie a internetu je viditeľný i v oblasti myslenia ľudí. U Ypsilonov je do veľkej miery prítomné spoliehanie sa na internet, táto generácia ľudí vo všeobecnosti stráca dôvod memorovania, nakoľko jednoduchším sa pre nich stáva overenie informácie online.

Čo sa týka pracovnej oblasti, Ypsilononi sa chcú neustále rozvíjať, kariérne rásť a mať pocit, že ich práca má zmysel a je prínosom pre spoločnosť, v ktorej sú zamestnaní. Rovnako dôležitá je pre nich spätná väzba. Sú rýchli a nemajú strach z robenia chýb, keďže riešenie dokážu veľmi jednoducho vyhľadať na internete. Ypsilononi odmietajú strácať čas v práci, ktorá ich nenapĺňa a preto je fluktuácia u tejto generácie pomerne vysoká. Prostredníctvom internetu majú oveľa otvorenejšie možnosti zamestnať sa a preto je dôležité, aby ich spoločnosti dokázali osloviť a ponúknuť im také príležitosti, ktoré vyhovujú ich životnému štýlu. Avšak môžeme predpokladať, že diverzita na pracovisku bude v budúcnosti pravdepodobne ešte výraznejšia.

Tretia kapitola popisovala fungovanie personálneho manažmentu v praxi vzhľadom na implikáciu rozhovorov s odborníkmi z tejto oblasti. Za najväčší prínos internetu oslovení personálni manažéri považovali zníženie nákladov spojených s inzerovaním, urýchlenie náborových procesov, od identifikácie potreby zamestnať zamestnanca až po jeho reálne zamestnanie. Podľa názorov personálnych špecialistov participujúcich v interview pre túto bakalársku prácu, takmer celé inzerovanie pracovných ponúk bolo presunuté do online sféry, väčšinou prostredníctvom džobportálov a sociálnych sietí, avšak pri výbere vhodného spôsobu inzerovania konkrétnej pozície rozhoduje aj typ ponúkanej pozície.

Úlohou personálneho oddelenia je stotožniť zamestnancov s prichádzajúcimi zmenami tak, aby ich vnímali ako motivačné a prínosné. Technická gramotnosť sa stáva nevyhnutnou, podobne ako schopnosť rýchlo sa učiť a adaptovať sa na zmeny. Členov generácie Y definujú ako flexibilných, rýchlych, dynamických a netrepezlivých. Sú na nich kladené vysoké nároky, ktoré sa im darí plniť. Ypsilononi robia veci rýchlo a technika im pomáha ich prácu zjednodušovať.

Personálni manažéri vnímajú aj vyskytujúce sa nezhody medzi generáciami, nakoľko každá skupina má pocit, že práve ich spôsob je ten najlepší. Úlohou personálneho oddelenia by preto v tomto prípade malo byť využitie predností každej generácie. Pre efektívne fungovanie pracoviska a plnenie stanovených cieľov je dôležité, aby si generácie navzájom rozumeli, vedeli odkomunikovať svoje požiadavky, dokázali spolupracovať a nechali si poradiť, keďže navzájom pre seba môžu byť obrovským obohatením.

Budúcnosť personálneho manažmentu bude predovšetkým definovaná technologickým vývojom a diverzitou ľudského kapitálu v spoločnostiach pod vplyvom globalizácie. Personálny manažment sa nevyhnutne bude musieť prispôbiť týmto zmenám a na pracovisku využiť ich potenciál. Vplyv internetu neustále rastie a zahŕňa čoraz viac oblastí ľudského života. Nesporný je i jeho vplyv na oblasť personálneho manažmentu a ľudských zdrojov z hľadiska zmien prebiehajúcich v personálnych procesoch a príchodu generácie Y do pracovných prostredia. Generácia Y je považovaná za produkt informačných technológií, ktoré výrazne formujú jej správanie, spôsob komunikácie či zvyky, ktoré sa ich príchodom stávajú aj súčasťou pracovného prostredia. Z tohto dôvodu je zodpovednosťou personálnych manažérov ich implementovanie v prospech organizácie a jej úspešnosti. V rámci ďalšieho výskumu by bolo prínosom sledovať budúce trendy, ktoré internet prinesie v efektívite personálnych procesov. Rovnako by bolo vhodné sledovať neskoršiu interakciu medzi Ypsilonmi a generáciou X na pracovisku, prípadne sa zamerať na príchod novej generácie ľudí a sledovať jej interakciu s generáciou Y. Zachová si internet svoj status quo?

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