



FORMS OF EMPLOYMENT FROM THE PERSPECTIVE OF DEMOGRAPHIC COHORTS

DOI: 10.33141/po.2022.03.04

Organization Review, No. 3(986), 2022, pp. 32-40

www.przegladorganizacji.pl

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Introduction

When managing human resources it is important to take into account the diversity of employees, which may refer to differences resulting from cultural affiliation, gender, and age. It is believed that age has become one of the main variables in the study of work-related motivations and behaviors (Kooij et al., 2011). One approach in research that takes into account the employees' age variable is to adopt a cohort perspective (Foster, 2013), which distinguishes groups of employees termed as demographic cohorts. Nowadays, several generational groups of employees meet in the workplace, and therefore, there is a need and at the same time a challenge for employers to manage generational diversity (Culpin et al., 2015; Holian, 2015). This is because each group manifests typical work attitudes, values, and motivation (Smola, Sutton, 2002). Both theoretical and empirical studies indicate that among other factors, generation (age cohort) has a strong effect on employees' perceived well-being (Smaliukiene, Bekesiene, 2020).

The aim of the research was to determine the proportion of particular forms of employment and their voluntary choice in relation to four demographic cohorts and to identify the perception of forms of employment in the context of the interests of employees and employers. The paper presents the results of the research conducted on a representative sample of 1,000 professionally active Poles. The survey was conducted using the CAWI technique in late 2019 and early 2020.

The first part of the paper is devoted to the theoretical framework of the problem, which allowed us to model the discussed categories. The empirical part presents the research methodology, research hypotheses, and characterises the research sample. The analysis of descriptive statistics and verification of hypotheses allowed us to achieve the adopted research aim. The final section provides a discussion and key findings from the research.

Literature background

In the contemporary labour market, there are representatives of different generations, also referred to as demographic cohorts. Demographic cohorts are primarily understood as groups of people of similar age. However,

the generational affiliation is not only related to dates of birth but is also the result of the historical and social experiences of particular generational groups (Egri, Ralston, 2004). According to Smola and Sutton (2002), the social context in which a demographic cohort develops influences their values and beliefs about work ethics or goals and aspirations for their working life. Furthermore, factors such as globalisation and rapid technological advances influence the changing expectations of successive generations of workers. Therefore, experiencing common events, phenomena, and social trends by a given generation leads to perceiving the world in a similar way (Gibson et al., 2009). It can be presumed that each generational group has specific needs, values, and attitudes that apply to their private lives and working lives (Dries et al., 2008; Lyons, Kuron, 2014). The changes taking place in the characteristics and conditions of work and the fact that each generation was introduced to work at different time points suggest that there are differences in values and ways of acting in the workplace between representatives of different generations. For example, empirical research on careers from a generational perspective (Dries et al., 2008; Chudzikowski, 2012; Lyons et al., 2012) indicates that successive generations are less likely to follow a linear career path associated with a single organisation and exhibit increased occupational and organisational mobility. The analysis of intergenerational changes in career models demonstrates increased occupational and organisational mobility with successive generations (Lyons et al., 2012).

Nowadays, there are four generations of employees among professionally active people: baby boomers, generation X, generation Y, and generation Z. The presence of four different generations of employees in the workplace is one of the current challenges of human resource management (Culpin et al., 2015; Holian, 2015; Singh, 2014; Guerin-Marion et al., 2018). Ensuring appropriate conditions for cooperation between representatives of different generations and taking into account their needs is an important prerequisite for the success of human resources management in contemporary organisations.

Forms of employment are not a clearly defined category. For the purposes of taxonomy, it is important to adopt objective criteria for dividing forms of employment

into standard and non-standard ones. The criterion of the type of contract/agreement concluded with the employee seems reasonable. If it is an employment contract based on labour law regulations, concluded directly with the worker, the form is considered standard. Non-standard forms include self-employment, contracts based on civil law such as contract of mandate or contract for specific work (used in some countries), agency employment, agency, and outsourced workers, and unregistered employment (Leighton et al., 2007; Cappelli, Keller, 2013). The type of non-standard form of employment is important. It is believed that, to a relatively greatest extent, workers' interests can be satisfied through self-employment, which provides the opportunity to work independently, develop entrepreneurship, high earnings, and job satisfaction (Piwowski-Sulej, Bąk-Grabowska, 2021; Farné, Vergara, 2015).

Another important issue is whether non-standard forms are voluntary from the perspective of employees. The co-existence of non-standard forms of employment with involuntary non-standard employment is considered unfavourable for workers and most often associated with poor working conditions (Green, Livanos, 2017).

Poor working conditions are referred to explicitly in relation to precarious forms of employment. The term 'precarious employment' started to be discussed as closely linked to the increase in non-standard forms of employment. Precarious employment is often applied to jobs that are casual, contract, labour-hire, or not full time: it implies disadvantage (Richardson et al., 2012). Many workers prefer long-term and secure, rather than short-term and risky, contractual arrangements (Zaleska, Menezes, 2007). Analysts were concerned that workers were increasingly exposed to the insecurity of employment and denied many of the benefits that came with standard employment, such as paid leave, unemployment insurance, health benefits, and training (Benach et al., 2002). However, if a narrower understanding of non-standard forms of employment is adopted, then, on the one hand, not every precarious employment must be non-standard and, on the other hand, not every form of non-standard employment must be precarious. Working on a full-time contract and in the traditional system of working time organization may have some of the characteristics of precarious employment, such as very low salaries. On the other hand, working in specific non-standard forms, e.g. self-employment, may be associated with high labour standards, high income, and meeting workers' expectations (Piwowski-Sulej, Bąk-Grabowska, 2021). The indicated distinction is important for a clearer presentation of concepts and research results linking the age category with non-standard forms of employment.

The results of research conducted in Poland so far show that young people work more often in non-standard forms of employment. The age factor coexists with the stage of entry into the workforce and short work experience (Każmierczyk et al., 2018). However, the stage of starting a career is not always absolutely linked to young age. Research in Canada showed that newly arriving immigrants

were more likely than Canadians to work in non-standard forms of employment and that their chances of standard employment increased as their stay was longer (Lamb, 2021). Another factor is the type of job (skilled or unskilled jobs). Young people most often work in precarious forms of employment in unskilled jobs (Vacchiano et al., 2018). Also involuntary non-standard employment (INE) comprised a much larger share of total employment for young people than in aggregate: in Spain over half of young people in employment were in INE, with Portugal and Poland displaying the next largest shares with INE accounting for two-fifths of total employment for young people (Green, Livanos, 2017). Young workers are also a group more likely to be employed under precarious non-standard conditions (Bradley, van Hoof, 2005).

The importance of non-standard forms of employment for the younger generation should be linked to the national context. For example, in the Ukrainian labour market, which is characterized by numerous manifestations of social injustice, forms of non-standard employment are presented primarily in the context of legal security. Offering such forms of employment to young people may contribute to their tendency to emigrate. The level of propensity to migrate among the Ukrainian youth is very high (6.8 on a scale from 0 to 10, where 10 means that everyone wants to leave the region) (Novikova et al., 2019), but this problem occurs not only in Ukraine. Furthermore, a study conducted in Slovakia showed that non-standard forms of employment are more popular and accepted by the representatives of generation Z, followed by the representatives of generations Y and X. The authors explained these results by greater openness of generation Z to novelty and growing up in the digital world (Gódány, Melinda Székely, 2021). The perspective of stability and job security seems to be important here. Research in Finland has shown that careers across all cohorts in Finland are stable (Riekhoff et al., 2021). Involuntary non-standard employment and perceived benefits of non-standard forms of employment for young people are indicated as particularly important. The point is that these forms should have the function of activating young people in the labour market. It is believed that „in any economy, labour force participation by individuals in younger cohorts is a sign of relative health because the accumulated experience of individuals within these age cohorts can be of use (to both individuals and the economy at large) for longer periods of time” (Wang et al., 2016, p. 25).

Another group identified as being more likely to work in precarious forms of employment are older people (D'Amours, 2009; Green, Livanos, 2017). Furthermore, the increase in the non-standard forms of employment, combined with an increase in the number of unemployed, more discontinuous employment trajectories, and a growing low-wage sector, is thought to result in lower pension benefits and greater social inequality and poverty risk among older adults (Buchholz et al., 2013; Tophoven, Tisch, 2016). Research in Germany found that working in non-standard forms of employment contributed to lower pension benefits for German baby boomers (Tophoven, Tisch, 2016). However, also in this age group, it would



be desirable for non-standard forms of employment to fulfil the function of professional activation and be perceived favourably by older people. It is indicated that baby boomers are very important in the labour market because of the size of this group and their demographic position. Baby boomers will retire within the next two decades. Subsequent cohorts are noticeably smaller. Therefore, the declining workforce will have to pay for the statutory pensions of more and more old-age pensioners. Increasing old-age dependency ratios can be observed in almost all European countries and many developed countries in the world (Tophoven, Tisch, 2016; United Nations, 2015).

A study conducted by J. Poor et al. (2017) taking into account the age criterion in the perception of non-standard forms of employment showed that age does not determine attitudes towards these forms. This study tentatively hypothesized that older people perceive non-standard forms of employment negatively, as equivalent to involuntary and as a temporary solution. However, the perception of older respondents was found to be ambiguous. While they did indeed associate non-standard forms of employment with temporariness, they did not assess these forms distinctly negatively. The attitude towards most of the statements among the respondents surveyed was independent of age. Across all age groups, a concern was revealed that engaging in non-standard forms of employment could make the transition to standard employment more difficult. At the same time, perceptions of non-standard forms of employment have been shown to depend on the national context (Poor et al., 2017).

The analysis of the literature suggests that generational affiliation may be relevant to many aspects of work. With respect to forms of employment, previous research has shown that young people and older adults are most likely to work in non-standard forms. It is indicated that young people are more likely to work in precarious and involuntary forms. However, findings of research on age-specific perceptions of employment forms are inconclusive. In addition, the importance of the national perspective is indicated, which justifies conducting nationally representative research. With the growing importance of the postulates of sustainable human resource management, it is worth expanding the area of the analysis to include the perception of satisfying the interests of employees

and employers within the framework of standard and non-standard forms of employment.

Research method

The paper presents the results of quantitative research conducted using the CAWI technique in late 2019 and early 2020. The survey involved 1,000 professionally active Poles. The sample size was calculated using the following parameters: population of 15,828,000, fraction size 0.1, confidence level 0.95. The study employed stratified random sampling, where the randomization was based on a proportional sampling scheme (see Table 1). A conversion factor developed based on LFS (Labour Force Survey) data was used. The adopted methodology including the design of the research sample made it possible to conduct representative research with respect to the age and sex of working Poles.

Four age ranges were adopted in the analysis of the research results, reflecting the demographic cohorts (see Table 1) present in the labour market. Demographic cohorts are a simplified theoretical construct as a proxy for generational research referred to as a cohort perspective (Foster, 2013). Belonging to a particular generation cohort is primarily associated with a specific age range (date of birth). It was assumed in the study that baby boomers were those born between 1946 and 1964, generation X were those born between 1965 and 1979, generation Y were those born between 1980 and 1994, and generation Z were those born in 1995 and later (Berkup, 2014).

The following research hypotheses were verified in the study:

H1: Working in standard or non-standard forms of employment depends on age

H2: Working on a definite or indefinite period of time depends on age

H3: Type of non-standard form of employment depends on age

H4: Experience in working in different forms of employment depends on age

H5: Possibility of choosing the form of employment depends on age

H6: Assessment of the extent to which employee interests are met by standard forms of employment depends on age

Table 1. Distribution of the sample

Age range	Men	Women	Total
	n	n	n
(1) 18–24 years	68	58	126
(2) 25–39 years	204	176	380
(3) 40–54 years	174	154	328
(4) 55–64 years	113	33	166
	559	441	1000

Source: own elaboration based on Labour Force Survey

H7: Assessment of the extent to which employee interests are met by non-standard forms of employment depends on age

H8: Assessment of the extent to which employer interests are met by standard forms of employment depends on age

H9: Assessment of the extent to which employer interests are met by non-standard forms of employment depends on age

Descriptive statistics methods and statistical tests have been used in the analysis of the results. The chi-squared test has been used due to the type of variables (ordinal and nominal). For hypothesis testing, a two-sided asymptotic significance level has been set at $p < 0.05$. Spearman's correlation coefficient has been calculated to check the correlation between variables. The calculations have been performed using the PQ Stat 18.4 software. The data obtained for the analysis has been based on the declaration of respondents in relation to the questions asked.

Research results

The results of the survey indicate that 80.9% ($n = 809$) of the respondents take employment in standard forms, while the remaining 19.1% ($n = 191$) are employed in non-standard forms. In the age groups surveyed, the highest percentage of people working in standard forms is found in the age group (25–39 years), whereas the highest percentage of people working in non-standard forms is found in the youngest group (18–24 years, 37.3%) and the oldest group (26.5%) (see Figure 1).

Experience in working in standard forms of employment has been found in approximately one in nine people, while experience in working in non-standard forms has been reported by approximately one in three people. The smallest percentage of people without experience in the form of standard employment is in the age groups of 25–29 years (7.6%) and 40–54 years (7.6%), while the largest – in the group of 18–24 years (24.6%). The analysis of the experience in working in non-standard forms of employment has revealed that the highest percentage of such people is found in the groups of 25–39 years (34.5%) and 18–24 years (34.1%).

The analysis of the employment in standard forms ($n = 809$) has revealed that apart from the youngest group, employment based on a contract for an indefinite period is the most frequent. In the youngest age group (18–24), approximately every second person (48.1%) was employed for a definite period of time (see Table 2). The highest percentage of people with employment for an indefinite period of time has been found for the 40–54 age group (85.0%).

In the case of employment in non-standard forms ($n = 191$), $n = 188$ has been used for the analysis of the type of employment form, with the remaining three responses ($n = 3$) omitted due to size. In the analysed sample ($n = 188$), civil law contracts, self-employment, unregistered employment, and agency work have been the most frequent. Employment based on civil law contracts has been the most frequently indicated form of employment

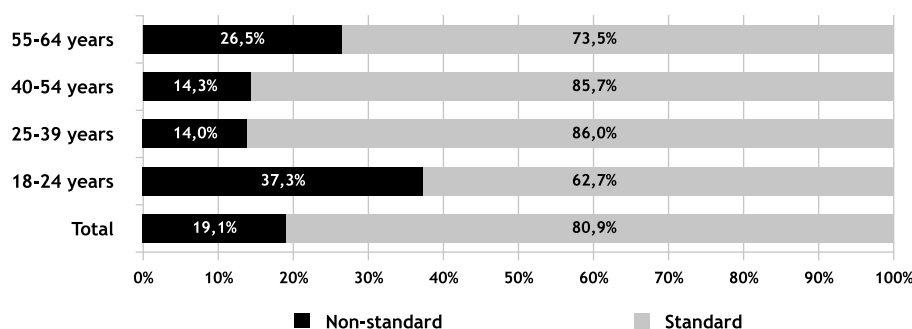


Figure 1. Employment in standard and non-standard forms by age
Source: own elaboration

Table 2. Types of standard and non-standard forms of employment by generational groups: frequencies and percentage of responses

	18-24 years		25-39 years		40-54 years		55-64 years		Total	
	n	%	n	%	n	%	n	%	n	%
Contract for an indefinite period of time	38	48.1	248	75.8	239	85.0	94	77.0	619	76.5
Contract for a definite period of time	41	51.9	79	24.2	42	15.0	28	23.0	190	23.5
Civil law contract	31	68.9	32	60.4	20	42.6	27	62.8	110	58.5
Self-employment	3	6.7	8	15.1	19	40.4	12	27.9	42	22.3
Agency work	1	2.2	4	7.5	1	2.1	0	0.0	6	3.2
Unregistered employment	10	22.2	9	17.0	7	14.9	4	9.3	30	16.0

Source: own elaboration



in each age group, with the highest percentage of this form reported in the 18–24 age group (58.5%) and the lowest – in the 40–54 age group (42.6%). The highest percentage of self-employed has been found for the age group of 40–54 years and has accounted for two-fifths of all people taking up employment in this form. The largest number of people using employment agencies belonged to the second group in terms of age (25–39 years). The highest percentage of unregistered employment has been found in the youngest age group (22.2%), with representatives of this group constituting a third of all people working in this type of employment (see Table 2).

The examination of the differences between the age groups and the relationships between the variables studied has been performed by verifying the hypotheses.

H1: Working in standard or non-standard forms of employment depends on age

H1a: The younger the respondents, the more often they work in non-standard forms

H1: hypothesis has been tested using the chi-squared test. The chi-squared statistic is $\chi^2(3) = 44.27$, $p < 0.01$, indicating that working in standard or non-standard forms depends on age. As can be seen from the distribution of responses in Table 2, however, no clear trend can be identified between age and the likelihood of working in non-standard or standard forms.

H2: Working on a definite or indefinite period of time depends on age

H2a: The younger the respondents, the more often they are employed on a definite period of time

Hypothesis *H2* regarding the frequency of working on a definite or indefinite period of time has been confirmed. The chi-squared statistic is $\chi^2(3) = 46.99$, $p < 0.01$, indicating that working on a definite or indefinite period of time depends on age. As can be seen from the distribution of responses in Table 2, for respondents aged 18–54 years (included in the first three age groups), the younger the respondent, the more often they work on a definite period of time. Among the oldest respondents, the percentage of those working on a definite period of time was almost the same as in the 25–39 group and amounts to almost 25%. The directional hypothesis *H2a* has been verified using the Jonckheere-Terpstra trend test ($L = 99685.5$, $Z = 4.59$, one-sided $p < 0.01$, two-sided $p\text{-value} < 0.01$). The one-sided value of $p < 0.01$ is lower than the preset significance level of $\alpha = 0.05$, which supports a real trend indicating that the frequency of working on a definite period of time increases with age.

H3: Type of non-standard form of employment depends on age

H3a: The younger the respondents, the more often they work under civil law contracts

H3b: The younger the respondents, the more often they work as self-employed

H3c: The younger the respondents, the more often they work under tripartite contracts (agency work)

H3d: The younger the respondents, the more often they work in unregistered employment

The tests conducted to verify hypothesis *H3* have indicated that self-employment depends on age ($\chi^2(3) = 17.60$, $p < 0.01$), while the relationship is opposite to the expected one (the younger the respondents, the less frequently they work as self-employed). Furthermore, the following do not depend on age: working under tripartite contracts ($\chi^2(3) = 4.98$, $p = 0.17$), working under civil law contracts ($\chi^2(3) = 7.33$, $p = 0.06$) and working in unregistered employment ($\chi^2(3) = 2.82$, $p = 0.42$). Detailed frequency distribution of employment in non-standard forms has been presented in Table 2.

H4: Experience in working in different forms of employment depends on age

H4a: The older the respondents are, the more forms of employment they are experienced in

The relationship indicated in hypothesis *H4* between experience in working in different forms of employment and age has been confirmed ($p < 0.05$). This relationship calculated by Spearman's correlation coefficient is negative and very weak ($r_s = -0.08$, $p < 0.05$) but statistically significant. The negative value of r_s indicates that for the directional hypothesis *H4a*, an increase in the independent variable is followed by a decrease in the dependent variable, which means that as age increases, the number of forms of employment in which respondents have working experience decreases.

H5: Possibility of choosing the form of employment depends on age

H5a: The older the respondents, the more influence they have on the choice of the form of employment

Hypothesis *H5* regarding the relationship between the choice of the form of employment and age has been confirmed ($p < 0.05$). The value of the chi-squared test was $\chi^2(3) = 13.17$, $p < 0.01$. The relationship exists in the first three age groups and is opposite to the expected one the voluntariness of the choice of employment form decreases with age (see Table 3).

Table 3. Voluntary choice of the form of employment by age group: frequency and percentage of responses

	18-24 years		25-39 years		40-54 years		55-64 years		Total	
	n	%	n	%	n	%	n	%	n	%
Possibility to choose the forms of employment	103	81.7	273	71.8	220	67.1	130	78.3	726	72.6
No possibility to choose the forms of employment	23	18.3	107	28.2	108	32.9	36	21.7	274	27.4

Source: own elaboration

H6: Assessment of the extent to which employee interests are met by standard forms of employment depends on age

H6a: The older the respondents are, the more often they declare that standard forms enable them to meet their employee interests

The relationship indicated in hypothesis *H6* between the degree of meeting employee interests in standard forms of employment and age has not been confirmed ($p > 0.05$). Spearman's correlation coefficient ($r_s = 6.3952E-3$, two-sided p -value = 0.84, one-sided p -value = 0.42) has been calculated to examine the relationship.

H7: Assessment of the extent to which employee interests are met by non-standard forms of employment depends on age

H7a: The younger the respondents are, the more often they declare that non-standard forms enable them to meet their employee interests

The relationship indicated in hypothesis *H7* between the degree of meeting employee interests in non-standard forms of employment and age has been confirmed ($p < 0.05$). This relationship calculated by Spearman's correlation coefficient is negative ($r_s = -0.08$, $p < 0.05$), and its strength is negligible (according to Guilford classification). The obtained r_s value indicates that the younger the respondents are, the more they are convinced that non-standard forms of employment allow them to meet employee interests. Hypothesis *H6a* is true ($p < 0.05$).

H8: Assessment of the extent to which employer interests are met by standard forms of employment depends on age

The relationship indicated in hypothesis *H8* between the degree of meeting employer interests within standard forms of employment and age has not been confirmed ($p > 0.05$). Spearman's correlation coefficient value was negative $r_s = -9.7362E-3$, with two-sided p -value = 0.76, and one-sided p -value = 0.38.

H9: Assessment of the extent to which employer interests are met by non-standard forms of employment depends on age

The relationship indicated in hypothesis *H9* between the degree of meeting employer interests within non-standard forms of employment and age has not been confirmed ($p > 0.05$). Spearman's correlation coefficients were $r_s = -0.01$, with two-sided p -value = 0.67, and one-sided p -value = 0.33.

Discussion and conclusions

The results make it possible to indicate the characteristics and trends in the forms of employment for the distinguished cohorts. The study has shown that both current work and having experience working in standard or non-standard forms are related to age (Hypotheses 1 and 4). Employment under a contract for a definite or indefinite period of time is also related to belonging to individuals' cohorts (Hypothesis 2). The relationship of working in a particular non-standard form of employment with age remains ambiguous (Hypothesis 3).

The youngest employees (18–24 years) work in non-standard forms almost twice as often as the average in the population. Non-standard employment is dominated

by civil law contracts and unregistered employment. Both forms reach the highest proportion in this age group. Even if young people take up employment based on the contract concluded directly with an employer, it is relatively often a contract for a definite period of time (percentage of young employees working in this form is over two times higher than the average for the population studied). It has been statistically confirmed that the proportion of employment in precarious forms of employment depends on the age of employees. These results confirm previous findings showing a high proportion of employment in non-standard and precarious forms among young people (Każmierczyk et al., 2018; Vacchiano et al., 2018).

Surprising results have been, however, obtained from the research on the possibility of choosing the form of employment (Hypothesis 5). Young people most often indicated that they had this possibility. It has been statistically confirmed that the proportion of involuntary forms of employment increases with age. This coincides with the statistical confirmation of the observation that the younger the employees, the more often they declare that non-standard forms of employment ensure meeting their interests. These results contradict previous research findings indicating higher proportions of involuntary forms and precarious employment (associated with low labour standards) among young people (Green, Livanos, 2017; Bradley, van Hoof, 2005). The results obtained are in line with the characteristics of the young generation, emphasizing occupational mobility and the dominant acceptance of non-standard forms of employment in this group (Lyons et al., 2015; Gódány, Székely, 2021).

The characteristics of the next age group (25–39 years) are interesting. They work in non-standard forms almost twice as rarely as the representatives of the youngest generation, and over twice more often within contracts for a definite period of time. However, also in this group, the proportion of contracts for a definite period of time should be considered relatively high. The value of 24.2% is more than double the EU_27 average (10.7%) (Eurostat, 2020). In this cohort, it was most often declared that within the previous professional activity, respondents were experienced in non-standard forms of employment. However, currently, the employment contract for an indefinite period is the dominant form. Such results point to the direction of changes within career pathways.

In the third of the identified cohorts (40–54 years), the proportion of those working in non-standard forms is comparable to the previous group. Employment contracts are even more clearly dominated by contracts for an indefinite period of time (85%). The proportion of people who are self-employed is distinctive in this group. Within the framework of non-standard forms, self-employment constitutes more than 40%, which is more than six times more than among the representatives of the youngest generation. It has been statistically confirmed that the younger the workers, the less often they are self-employed. In this age group, voluntary choice of the form of employment is most often perceived. This result may be surprising, as the results indicated that this cohort is the most likely to



be characterized by the forms of employment that are considered to meet employees' expectations such as (1) indefinite employment contracts that provide stability, and (2) self-employment that enables relatively high earnings and job satisfaction (Piwowar-Sulej, Bąk-Grabowska 2021; Farné, Vergara, 2015).

The proportion of non-standard forms in the group of the oldest employees (55–64 years) is significantly higher than in the previous two cohorts. The non-standard forms are dominated by civil law contracts. Nearly 22% of the oldest workers declare they have no choice of employment form.

An important problem is also the perception of the forms of employment in the context of meeting the interests of employees and employers. Summing up the percentages of replies of „Definitely yes” and „Rather yes” leads to the conclusion that the use of non-standard forms of employment enables to satisfy the employee interests in the opinion of only 31.4% of respondents and the employer interests in the opinion of 54%. The use of standard forms of employment helps meet the employee interest in the opinion of 58.4% of respondents, and employer interests in the opinion of 64% of them. A much greater difference, manifesting itself in lower meeting employee interests is observed in non-standard forms of employment. However, it should be noted that the hypothesis of a relationship of the assessment of the extent to which employees' interests are satisfied in the case of standard forms with age (Hypothesis 6) and the relationship of the assessment of the extent to which employers' interests are satisfied in the case of both standard (Hypothesis 8) and non-standard forms (Hypothesis 9) with age have not been confirmed.

In conclusion, it can be stated that young employees positively perceive both the possibility of choosing the form of employment and the possibility of meeting the employee interests within the framework of work in non-standard forms. In this age group, the use of non-standard forms is characterized by the highest acceptance. However, in the context of sustainable HRM, it is worth emphasizing that employers should apply these forms to young people responsibly. This is because young workers may not realize or significantly underestimate the possible negative consequences of working in non-standard forms, such as less investment by employers in their development or lower future pension benefits (Bernstrom et al., 2019; Hakansson, Isidorsson, 2016; Tophoven, Tisch, 2016).

The next two cohorts are in fact much more stable in their employment, or their representatives choose more attractive forms of non-standard employment, which should be considered a positive phenomenon. The proportion of people who feel free to choose the form of employment is decreasing in these groups. This paradox may be attempted to be explained by higher expectations of more experienced employees regarding the possibility of shaping jobs, including the choice of the form of employment. As previous research suggests, achieving employment stability in these groups increases the chances of workers having employer-financed development, which increases employability. Stable jobs can also create

more favourable conditions for building employees' competencies to function in the society where environmental and social issues are important. More attention should be paid to the interests of older people. Non-standard forms of employment should be used for older employees on a voluntary basis and without exposing them to the risk of a reduction in current income and future pension benefits.

These conclusions gain importance in the context of the overall high proportion of non-standard forms of employment in the Polish labour market. Responsible approaches to the use of non-standard forms of employment, taking into account the age-related needs of workers, are recommended for business practice. Furthermore, the need for further research aimed to define more precisely the principles of a balanced approach to shaping employment with the use of non-standard forms of employment is perceived.

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Formy zatrudnienia z perspektywy kohort demograficznych

Streszczenie

Na podstawie przeglądu literatury przedmiotu dostrzeżono potrzebę analizy stosowania form zatrudnienia w różnych kohortach demograficznych. Istotną okazała się kategoria dobrowolności wyboru form zatrudnienia przez pracobiorców i respektowanie ich interesów

w perspektywie długookresowej. Badania empiryczne przeprowadzono przy użyciu techniki CAWI na reprezentatywnej próbie 1000 pracujących Polaków. Wyniki badań wykazały zróżnicowanie w 4 badanych kohortach: 18–24, 25–39, 40–54, 55–64. W formach niestandardowych najczęściej pracują młodzi (niemal dwukrotnie częściej niż średnia w badanej populacji). W tej grupie wiekowej, w ramach zatrudnienia niestandardowego, dominują umowy prawa cywilnego i zatrudnienie nie-rejestrowane. W kolejnych dwóch grupach wiekowych znacząco rośnie udział stabilnych form zatrudnienia. Udział form niestandardowych wśród najstarszych jest wyraźnie wyższy niż w poprzednich dwóch kohortach. Statystycznie potwierdzono, że udział niedobrowolnych form zatrudnienia rośnie wraz z wiekiem. Współwystępuje to ze statystycznym potwierdzeniem prawidłowości, że im młodszy pracobiorca, tym częstsza deklaracja, że formy niestandardowe pozwalają na zaspokojenie ich interesów. Zdecydowanie większa dysproporcja, przejawiająca się w mniejszym zaspokajaniu interesów pracobiorców niż pracodawców, występuje przy niestandardowych formach zatrudnienia. Ustalenia te podkreślają znaczenie formy zatrudnienia dla zaspokajania interesów pracobiorców i zależność tych kategorii od kohorty.

Słowa kluczowe

niestandardowe formy zatrudnienia, kohorty demograficzne, niedobrowolne formy zatrudnienia, interesy pracowników