

Motivation of Generation Y Members working in their Parents' Businesses*

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Abstract

This article looks at the working expectations and motivations of Generation Y members working in their parents' businesses. The goal of this article is to identify how the working expectations and motivations of Generation Y members working in their parents' businesses differ from the working expectations and motivations of Generation Y overall. Qualitative research design and in-depth unstructured interviews with 31 respondents were used to obtain the opinions of Generation Y members working in their parents' businesses. Three main dimensions of working motivation were surveyed: the reasons for entering a family business, what work in a family business means, and general motivation to work. The principal findings of the article are the importance of work-life balance, flexibility, the opportunity for career development and the drive to continue one's family tradition for Generation Y members working in their parents' businesses. A sample of respondents added that they expect to be more involved in the operation of the family business in the future. A sample of our respondents also expected to be more involved in the operation of the family business in the future.

Keywords: Family Business, Motivation, Generation Y, Succession, Family Firms

JEL Code: L26

1. Introduction

Family businesses are important players in the local economy. In the Czech Republic, there has been a restoration of the family enterprise tradition following the collapse of the totalitarian regime, which did not allow free enterprise; therefore, this topic has not been a subject of academic research. At the current time, however, the issue of family enterprises in the Czech Republic is gaining greater attention. According to Machek (2017b), this is a young, but popular and fast-developing discipline within management. A no-less-topical issue today is Generation Y's motivation to work.

The term "generation" emanated from sociological studies (Mannheim 1952), and it basically represents groups of individuals who were born during a particular birth period. Such social groups share common world views, historical milestones, and social and political events that mark this time (Pereira 2016).

* Received: 30.04.18, accepted: 31.05.19, 2 revisions.

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Individuals born between 1980 and 1995 are termed Generation Y (McCrindle 2014; Cagin 2012; Strauss/Howe 1991). The term is used to describe people who are currently completing their university studies or who have been economically active for a relatively short period. Statistically, they represent 21 % of Czech Republic citizens (CZSO 2016). According to Stojanová et al. (2015), the definition of who makes up Generation Y varies a bit. The Aite Group (2009) defines the term as anyone born between 1979 and 1990. Another method uses overlapping 20-year periods, such as Baby Boomers (1945–1965), Gen X (1961–1981) and Gen Y (1979–1999). This definition, used by Javelin (2011), puts Gen Y consumers between ages 19 and 40. The current proportion of Gen Y workers in organizations is characterized by Howe and Strauss (2010) as follows: 10 % veterans, 44 % Baby Boomers, 34 % Generation X and 12 % Generation Y. Pereira (2016) suggests that Generation Y constitutes one of the largest group of employees in today's workforce (Crumpacker 2007; Srinivasan 2012), so it is not surprising to see researchers study the impact of generational characteristics of Generation Y's work values on a range of human resources management issues (Benson/Brown 2011; Cagin 2012; Jorgensen 2003; Roberts/Manolis 2000; Yu and Miller 2005).

Historical events mean that they have a different perspective on the world compared to previous generations. Given this, one can expect that their approach to family enterprise will demonstrate certain specific features as compared to previous generations. Members of Generation Y are entering the labour market, and thus some of these individuals are also joining family businesses. This paper looks at those whose parents run a business, and thus those who may become their potential successors. The objective of the paper is to ascertain whether the work expectations of Generation Y members whose parents run businesses differ from the motivation results for Generation Y as a whole. Thus, the article should give readers further information on the motivation and preferences of young people entering companies owned by their family.

The problem of succession in family businesses in Central and Eastern Europe is interesting because it is a quite new and topical theme. Thirty years after the Velvet Revolution, the first generation of family business founders are passing their functions in companies along to the younger generation. Companies are facing a new situation and must react to the different opinions and leadership styles of successors. The article is structured in the following way: in the first section, a literature review presents the principal attributes of motivation to work and preferences for Generation Y. The method of acquiring data is then explained. Subsequently, findings arising from the qualitative research are examined in the context of the issue. Finally, the paper provides a summary and conclusion.

2. Literature review

In Central and Eastern Europe, especially in the countries of the former Eastern Bloc (Poland, Czech Republic, Slovakia, Hungary, Romania, etc.), family business is still an emerging topic (Machek/Hnilica 2015). In this geographical area, this theme has been reflected by numerous authors in the last five years (Alpeza et al. 2018; Cieřlik/Van Stel 2017; Dana/Ramadani 2015; Letonja et al. 2016; Letonja/Duh 2015; Tobak et al. 2018; Vadjal/Ljubotina 2015). The main reason is the transition from centrally planned to market economies, which took place in 1989. The reality of family businesses in the Czech Republic resembles the situation in other non-socialist countries around the world (Machek 2017 a; Petrů/Havlíček 2017). There are also some actual studies about the situation of family businesses in the Czech Republic (Koráb et al. 2008; Odehnalová/Olěvičová 2009; Kubiček/Machek 2018; Machek 2018 a; Machek 2018 b).

Generation Y is characterised by certain specific features. According to Pereira (2016), we can find some consensus regarding the characteristics of Generation Y work values. These common work values are career development opportunities, greater transparency, instant gratification, retention and expectations at work (Cogin 2012; Eisner 2005; Glass 2007; Gursoy et al. 2008; Lancaster/Stillman 2002; Shaw/Fairhurst 2008; Thompson/Gregory 2012). Compared to previous generations, they are characterised by a high level of individualism, openness, a willingness to experiment and being passionate about something (Twenge/Campbell 2012). They are said to be the most technically knowledgeable, with the best access to education, and more individualistic than previous generations (Eisner 2005). This is a result of continuous contact with the latest technologies, of which the most significant is undoubtedly the Internet. Efforts to achieve their goals lead members of this generation to seek out meaningful work in a team with similar objectives. This generation differs in its approach to money, which it does not consider the most important criterion in choosing a career. In deciding on a career, they place great stress on the nature of the work, along with the opportunity to work while also enjoying life to the full and contributing to shaping a satisfied human society (Allen 2004). Apart from stress, there is another factor that influences participation in the family business: being a family member. We can expect family members to make positive and negative contributions to a company's business operations (advantages and disadvantages of family businesses, inheritance processes, flexible working hours, cultural and national uniqueness); however, the number of the owner's family members who work at his/her company is not treated as an important trigger for certain events – especially in terms of unclear hierarchy, which might lead to poorer business results and performances (Laspita et al. 2012; Mihic et al. 2011; Murphy/Lambrechts 2015). A further factor influencing participation in the family business is the gender of relatives who are participating there (Karimi et al. 2014; Schröder 2011; Tsai et al. 2016). Based on a study by Ziemański (2018) about

the entrepreneurial intentions of Polish Generation Y respondents, for respondents in this group without family business experience, women's assessments were equal to those made by men, while for men and women who have had such experience, there was a significant difference. These findings are also confirmed by other studies about the entrepreneurial experience of students (Bonesco et al. 2018; Fatoki 2014; Rautamäki et al. 2016; Vadrnjak/Lubotina 2016). A final factor concerns siblings as partners in entrepreneurship. We expect that trust among sibling entrepreneurial teams would be lower than among spousal teams, leading to lower growth for firms run by siblings as opposed to firms run by spouses, because siblings are less likely to cohabit than spouses (Bird/Zellweger 2018).

Apart from these above-mentioned factors, there are also other models. The motivation for corporate venturing is influenced by the ownership development dimension, family development dimension and business development dimension, with an emphasis on the evolution of the roles and norms of family members over time and a prediction of that motivation for venturing (Minola et al. 2016). Zellweger (2011) mentions other factors that influence the career choice intentions of Generation Y members: (1) The greater the perceived general internal locus of control of students with family business backgrounds, the more likely their career choice intentions will be transitive, (2) The greater the perceived domain-specific entrepreneurial self-efficacy of students with family business backgrounds, the more likely their career choice intentions will be transitive, (3) The more pronounced the independence motive of students with family business backgrounds, the more likely their career choice intentions will be transitive, and (4) The more pronounced the innovation motive of students with family business backgrounds, the more likely their career choice intentions will be transitive (Zellweger 2011).

A typical characteristic of the generation is concentration on several matters at once. This characteristic has several benefits, such as the ability to work on different tasks at one time. On the other hand, Lewis (2003) states that they often use technology at their workplace not just for fulfilling their job duties, but also for personal matters (such as watching videos, sending messages and reading discussion forums).

Generation Y is often perceived as one of the first globally interconnected generations (Zemke et al. 2000). Morrison et al. (2006) demonstrated Y's expectation for less bureaucracy in the workplace. In light of this, it is often investigated globally without taking individual nationalities into account. Due to this fact, an investigation was made of the Czech environment (Šilerová/Flodrová 2011), which did not demonstrate significant differences in the motivation to work as compared to the results of global research papers. Differences can be seen in cultural matters and the order of priorities, and these are not investigated within this study. Generation Y seek out job positions in which they can grow and de-

velop their careers, and with a much greater stress on flexibility and personal development than previous generations. They also want to climb the career ladder more quickly if the opportunity is presented. If not, members of this generation set up their own businesses (Sheahan 2005, Twenge 2010). Research by consultancies has focused on defining the motivation to work and preferences in choosing a career for Generation Y. Their topicality and extent make them usable for the purposes of this research.

Generation Y's characteristics are influenced by the factors and criteria that its members use in deciding upon a future career. Their propensity for individualism explains to a certain extent the importance of a balance between their work and personal lives, something they describe as key. Other important criteria in choosing a career are flexibility, the opportunity for personal growth and career development, the meaningfulness of the work, and financial reward (Deloitte 2017; Harvard Business Review 2016; Universum Global 2014; PWC 2016; Manpower 2016).

A balance between work and private life, or a work-life balance, is one of the most important criteria according to which Generation Y decide to accept a job offer. The generation even prioritises leisure time, family and building one's own career over financial rewards. Up to 34 % of those questioned in a global survey of 16,000 respondents said that a management role was not attractive to them because they worried the job would take up too many hours of the day, leaving them with insufficient time for non-work activities (Universum 2014).

Flexibility is another motivating factor. Similarly to the previously discussed work-life balance, this stems from individualism and openness (Twenge/Campbell 2012). Flexibility is reflected in adapting employment to lifestyle. It is typified by flexible working hours, the option to freely choose working conditions, and the related option of working from home (Deloitte 2017). Generation Y members want to create their own individual environment and timetable for their work such that it suits their lifestyle (Kubátová 2014).

Being passionate leads to a willingness to learn new things for one's own personal growth, and this is another typical stimulating property of the examined generation. Education contributes to personal development, leading to an evaluation of oneself, and subsequently to achievement of one's own objectives. This is supported by the individualism already mentioned. This links in with another motivating factor – career development. Generation Y enters the labour market with the expectation of climbing the career ladder quickly, and in general they are not willing to remain in the same job position for a long time (Universum 2014). As for previous generations, financial reward is another key motivator. Although surveys suggest this is not the main factor, remuneration remains important (Manpower 2016). Research by Zellweger, Sieger and Halter (2011) provides comprehensive information on the motivation of Generation Y toward

family business. They studied more than five thousand students with family business backgrounds from eight different countries. They analysed how the locus of control, self-efficacy and individual motives are related to declarations about career choices. Their main finding is that, surprisingly, an internal locus of control is positively related to the subjects declaring they will seek employment rather than become a successor in a family company or start their own companies (Ließ/Zehrer, 2018; Michael-Tsabari et al. 2014; Mussolino/Calabrò 2014; Pittino et al. 2018; Smith 2014).

3. Data and methods

Surveys from the literature review were undertaken amongst Generation Y members, regardless of their preferences in terms of company ownership. Due to the differences between family and non-family businesses, the following research questions arose:

- Q1: What motivates Generation Y members to work in their parents' businesses?*
- Q2: Do these reasons differ from the results of an investigation of the entire generation?*

Selected statistical databases focus on Generation Y and the factors that influence their choice of career. However, there is no division between the companies that Generation Y members choose in terms of their form of ownership. The lack of a wider statistical database led to the creation of a qualitative paper whose empirical section is formed based on in-depth unstructured interviews with 31 representatives of Generation Y. Inquiries that are deeply rooted in qualitative methods have been called for in family business research (Astrachan 2003; Zahra/Sharma 2004). The design of this research was deliberately set to allow participants to reflect, and select content relevant to themselves and their experiences. Qualitative analysis typically involves both inductive and deductive reasoning, given that researchers generate findings through close examination of data and consider multiple theoretical explanations in search of “the most plausible explanation” (Roulston 2010) for phenomena that occur in the data.

These interviews were undertaken during the first half of 2017 at neutral public venues so that respondents were not subject to any pressure from their surroundings and could express themselves in full. An open protocol that invited the interviewees to recount their attitudes toward succession in the family business was used to elicit a narrative of entrepreneurship as a way of life. The interviewees' willingness and interest in taking part in this participative research process was crucial for arranging the interview setting, where reflection, rather than mere information, was the explicit goal. This approach works on the assumption

that language is creative in giving form to reality, and on the reflexive assumption that narratives are co-created within narrative discourse with others (Cunliffe 2002).

The data collection technique employed semi-structured one-to-one interviews with an open-ended format. Beginning with general questions about the situation in their family's business, the respondents were then confronted with more specific questions about their attitudes toward succession issues. All interviews were conducted in a personal way (face to face), and a pleasant and quiet environment was provided to create a relaxed setting that would facilitate attainment of the participants' opinions about the subject. This also helped to keep respondents' emotions in check during the interview.

A major concern in ethics research is that respondents might answer in a more socially desirable way. This phenomenon is called social desirability bias and was taken into account in this study. Firstly, we structured the interview by starting with more generic questions and then moved to more specific questions to assure confidentiality. Secondly, we sought to provide participants with a pleasant, personal atmosphere that would not make them feel exposed. We aimed to collect participants' honest opinions and ensure open communication, with no right or wrong answers. This served as a starting point for further discussion.

With the permission of participants, all interviews were audio recorded and each interview lasted roughly three hours. The point of data saturation depended on the gathered information and was reached at a stage when no new insights were gained with further interviews (Willig 2001). The data, containing categories, concepts of different mindsets and similarities were then transcribed verbatim for a subsequent in-depth analysis. Respondents were selected based on several criteria. They had to be members of Generation Y, i.e. people born between 1980 and 1995. Their parents had to own a family business and have been active in it in statutory and executive roles for at least 5 years. The family business must have a turnover of over 400,000 EUR and employ between 12 and 250 employees. Ownership should be purely in family hands, or at least within the wider family. A no-less-important condition was that the person questioned had to be actively working within the family company. The respondents worked in the businesses in various positions. Some worked in management roles and others as specialists, although nobody had any unique formal decision-making power. Such power yet remained with their parents.

Thirteen women and eighteen men were interviewed. The family businesses investigated operated in the food industry (11), mechanical engineering (7), agriculture (3), the textile industry (2) and construction (2). The businesses were owned either by one of the parents, or by the parents and someone else in the family (most commonly the founders). This fact was subsequently verified using the publicly accessible database of legal entities on the website justice.cz.

Interviews took place based on a prepared procedure. To test the reliability of answers, questions on each topic were posed several times, but always at a different time and with different words used. The objective was to answer the questions posed above. The interviews therefore examined the following topics:

- reason for joining the family business
- length of time working within the family business
- what work in the family business entails
- the respondent's overall motivation to work

Name	Gender	Age	Sibling	Education	City of origin	Length of first interview (hours)	Length of second interview (hours)
Jiří	Male	26	none	Master degree	Praha	3:15	2:10
Karel	Male	22	sister brother	Bachelor degree	Úvaly u Prahy	3:55	3:11
Petra	Female	26	sister	Master degree	Mikulov	3:22	3:05
Tomáš	Male	25	none	Master degree	Olomouc	4:02	3:20
Pavla	Female	27	two brothers	Master degree	Český Krumlov	3:22	3:10
Michal	Male	25	none	Secondary school	Strakonice	3:21	2:43
Milan	Male	28	sister brother	Master degree	Prachatice	3:09	2:45
Adam	Male	25	brother	Master degree	Turnov	2:58	2:35
Jan	Male	28	brother	Bachelor degree	České Budějovice	3:07	3:10
Lucie	Female	26	sister brother	Secondary school	Trutnov	3:31	3:05
Tereza	Female	26	two sisters	Secondary school	Praha	2:50	1:50
Eva	Female	26	two brothers	Bachelor degree	Praha	3:56	3:22
Pavla	Female	24	none	Secondary school	Zlín	3:13	3:00
Michaela	Female	26	none	Bachelor degree	České Budějovice	3:11	2:50
Petr	Male	23	sister	Bachelor degree	Karlovy Vary	3:11	2:43
Hana	Female	25	sister	Master degree	Praha	3:20	2:41
Marek	Male	25	sister brother	Secondary school	Strakonice	2:39	2:15
David	Male	24	sister	Bachelor degree	Příbram	3:00	3:16

Name	Gender	Age	Sibling	Education	City of origin	Length of first interview (hours)	Length of second interview (hours)
Zuzana	Female	26	sister	Master degree	Ostrava	3:28	3:45
Kamila	Female	23	none	Bachelor degree	Brno	5:15	3:50
Simon	Male	23	none	Secondary school	Písek	3:24	2:41
Tomáš	Male	22	two sis- ters	Bachelor degree	Brno	4:01	3:30
Jan	Male	26	three brothers	Master degree	Tábor	3:56	2:50
Jan	Male	25	none	Secondary school	Volary	2:41	2:23
Ondřej	Male	25	sister	Bachelor degree	České Budějovice	3:00	2:45
Marie	Female	22	sister brother	Secondary school	Stachy	3:08	3:25
Jana	Female	27	brother, two sis- ters	Bachelor degree	Sedlčany	3:40	3:10
Alžběta	Female	27	none	Master degree	Praha	3:32	3:18
Eva	Female	23	sister brother	Secondary school	Strakonice	1:58	1:16
Eliška	Female	24	two brothers	Secondary school	České Budějovice	3:00	2:23

Table 1: Demographic characteristics of respondents

The raw data taken from the conducted interviews were analysed following the principles of grounded theory, keeping in mind the aims of this study (Glaser/ Strauss 1967). Grounded theorizing is a methodological approach that allows for an iterative, inductive and interactional process of data collection, concurrent analysis and enriching interpretation (Goulding 2005).

This process was performed with the help of NVivo, a qualitative analysis software, which facilitated a continuous interplay between data collection and analysis of the data. NVivo was used to systematically read, interpret and categorize the content of the interviews, and simplified the coding throughout the process. Trustworthiness was supported by triangulation of sources (Patton 1990), as we conducted each interview two times (a follow-up interview) on different days and compared how the respondents' answers differed.

As recommended by Glaser and Strauss (1967) and Corbin and Strauss (2008), the analysis began by constantly comparing the data and coding it simultaneously, all done at a micro level. Accordingly, the interview transcripts were analysed word-by-word and sentence-by- sentence, similar meanings were linked togeth-

er, and themes were generated and subsequently compared with one another. This initial open coding allowed for identification of first-order concepts. The next stage involved the establishment of higher levels of generalization, meaning that higher-order theoretical concepts were identified (Spiggle 1994). Therefore, relationships and linkages between the identified first-order concepts were determined and then grouped using a paradigm model into main second-order themes. This step is also known as axial coding (Strauss/Corbin 1990) and enables development of a template of emerging factors.

As proposed by Glaser and Strauss (1967), the final stage of grounded theory development implies the creation of a core category. This is done with theoretical coding, linking all categories and sub-categories to a core. The core category provides a theory to explain the phenomena. However, for this study, the final stage was not considered, as otherwise the identified concepts would get too abstract. Within the open and axial coding process, the data were analysed based on their content only, disregarding the frameworks provided by the literature.

4. Results

4.1. Reasons for joining the family enterprise

The first section of the interview was designed to ascertain the real reason for joining the family enterprise. The nature of the defined objective makes it clear that these answers will differ from the answers of people who do not have the option of joining their parents' family enterprise. However, in this case it gives us a better understanding of the possible differences of Generation Y representatives in family businesses compared to others.

A typical characteristic of a continuing family business is tradition. Some of those questioned gave continuing the family tradition as a reason for joining the family business. Another section admitted they had no option other than joining the family business after completing their education.

"My parents had prepared me for joining the company since I was small; I don't know what else I could have done." (Jiří, 26)

"I can't imagine working anywhere else. It'd probably kill my parents." (Karel, 22)

One can infer from these types of response that the parents in these cases put a certain pressure on the children, who were not given their own choice. A third type of response involved those questioned being given the option to decide freely for themselves. They joined the family enterprise based on their own deliberation.

"I worked in a large foreign company after school. I had had a good start in my career, but it didn't fulfil me. Thus, I decided to be done with it all and return home to our company." (Petra, 26)

"It was my decision to study a completely different field than that in which we do business. I thought I could be as successful as my parents, but in a different field. They even supported me, and I spent a long time abroad. It was there I realised I was deluding myself. I kept thinking about our company. After my return, I was pleased to get involved." (Tomáš, 25 years old)

"When I saw how much my parents earn, I wanted to work for them." (Pavla, 27)

Most of those questioned were in this third category of response. They had made their own decision based on experience or deliberation. They also gave different responses in terms of the length of time working in the family business. For the first two types of response, those questioned got involved in the family enterprise either during their education or immediately after they finished it. The field in which those questioned studied was also a clue as to whether they were prepared for work in the family business or not. No respondents who joined the family enterprise because of tradition or obligation were educated in a different field.

Longer periods of time working within a company lead to the expression of so-called operating blindness. Operating blindness, or stagnation, is a state in which a worker active in doing a working task does not perceive negative, hidden behaviours and inappropriate processes (Armstrong 2016). Those who immediately began working in the family business and were taught by their parents admit that they make similar errors and deal with similar problems to their parents. In contrast, those who have some work experience in other companies state that they can see things that need to be changed, although it may be difficult to do so.

"Whenever I see the accountant drawing tables on paper and redoing it in pencil, I have to laugh. But dad won't budge; he doesn't know you could do it faster and better on a computer." (Michal, 25)

"In corporations, people are used to innovations. Not here. It's hard for anything to change here; usually only when it has to happen." (Milan, 28)

"Changes should be adopted quicker than they have been. I'm working on it. It's probably the hardest thing I have to overcome." (Adam, 25)

Those questioned admit to coming up against resistance from their parents and the workers, who resist change to well-established processes. They perceive this as a frustrating factor, but also on the other hand as a challenge that forces them to work more and try harder. They then have greater appreciation for the results their actions achieve.

4.2. What work in the family business entails

The third area the interviews looked at was designed to ascertain what working in the family company entails. Focus was put on responses different to those amongst Generation Y members who do not work in family businesses. Relations with parents were mentioned in different forms. Some praised the fact relations with parents had improved since joining the family business. Communica-

tion had improved, and the relationship and functioning of the company hierarchy were made clearer.

"When I was working elsewhere, my parents weren't particularly interested in my successes. Now, when they see what I am doing, they can better assess the situation and appreciate my efforts more. And the fact we deal with problems together has made us stronger." (Petra, 26)

"I've got a great boss. We understand each other brilliantly. We often don't have to finish a sentence before the other realises what we want to say. This is great in negotiations and crises. We can hold each other up. My dad's my boss." (Jan, 28)

On the other hand, involvement of an offspring can lead to a deterioration in relations within the family. For example, three of those questioned said they often think their parents would prefer someone else in their positions.

"It's good in some respects. But it's also bad in a lot of ways. I know when my mum's lying, for example. And when she's lying to me, that really bothers me. That goes to my emotions, and I don't know how to fight that." (Jan, 22)

According to those interviewed, it is also more difficult to differentiate working time from leisure time. Most said that they often think about their work at weekends and do not really know when they are working and when they are not. They also admit to trying not to think about work matters when relaxing, but it is not easy to do so.

Those questioned also felt their work colleagues behave differently towards them. That had advantages and disadvantages, as one respondent stated:

"When I go to Production, everyone's working, nobody's really talking, and production is going at a good pace. On the other hand, I don't know how to motivate the workers. Nobody says anything in front of me, and I don't know what they like or enjoy. And I don't really know why they always go quiet. Are they afraid of me because they want to leave, or they're doing something wrong? Or am I doing something wrong?" (Lucie, 26)

"It's strange, and sometimes hard, to tell people who have worked in the company for longer than I have what to do. But then it's our company and when they do something wrong I've got to say something." (Michal, 25)

We cannot determine whether there are more advantages or disadvantages. On the other hand, we can say that according to the statements of those interviewed, the behaviour of their colleagues is important to them, in order to feel happy and satisfied at work.

There were interesting findings in the responses relating to working with modern technologies. The respondents mostly spoke about technology as something entirely normal for them, but not so normal for others.

"We had a meeting yesterday. We were looking at important areas, including how to send photos using your mobile. And how to do double-sided printing on the new printer. And our equipment is ancient in computing terms." (Milan, 28)

"Basically, I am the biggest IT specialist in the company. I thought I didn't understand IT much, but when I came here (to the company) I realised I know a lot more than my older colleagues." (Tereza, 26)

There was absolute agreement amongst respondents regarding the use of modern technologies. They described themselves as advanced users, and perhaps the most active on the Internet within the entire company.

4.3. Overall motivation to work

The largest section of the interviews was undertaken to ascertain the factors that led those questioned to join and continue working in their parents' family business. As the course of the interviews demonstrated, those interviewed are gradually getting more involved in the workings of the company and expect to become their parents' successors. From the responses of those interviewed, one can state that a fundamental factor in their decision to continue in their work is their need to find a fulfilling balance between their working and private lives.

"The best thing about working at home is that I finish when I need to and start when I need to. I don't have to sit around in an office just because I have to, but rather because I want to." (Michal, 25)

"I go for a run in the morning, I go for lunch with friends, to the cinema in the evening. I'll sometimes check my emails, deal with anything that needs to be dealt with, and I'm satisfied. That wouldn't be tolerated anywhere else." (Eva, 26)

"I organise my working day as I see fit. Naturally, there are things that need to be finished, but it doesn't restrict me in my private life in any way." (Jan, 22)

The above-selected comments reflect a need to balance leisure time and work. Those interviewed said that working in their family business allows them to organise their time as they wish. According to most respondents, this was one of the key factors that motivated them to join the family business. This also relates to another frequently mentioned advantage – flexibility. Organising their work as they see fit, but also the option of transferring to another position, and the opportunity to try everything out. According to those questioned, this can be done more easily without bureaucratic obstacles and internal regulations.

"Nobody pays me for my business trips, but on the other hand I can change my office in accordance with where they need me the most. That's really nice." (Tomáš, 25)

"One of our employees got sick, and I took his place immediately. There's something different every day. I'm flexible, I really thrive on it." (Michal, 25)

Another motivation was the opportunity for personal development. The respondents realise that they are learning their fields. In their words, they have access to a smaller amount of information, and thus they seek out information more actively. It is easier for their parents to allow them to learn more than would be the case in a non-family business.

"My parents don't mind when I know more than they do. They don't see me as a threat. They know we are the company's future. You don't make cuts there." (Michaela, 26)

"I like going to exhibitions and trade fairs. We usually link it with a trip and the whole family goes together. It's a kind of work and leisure trip, but I get a good feeling that I've found out something new." (Pavla, 24)

As in the previous incentives, the opportunity for career development was mentioned. Responses in this area depended on the job position in which the people questioned found themselves upon joining the company and their current situation. Everyone who registered a certain progress in their career mentioned this fact as important in remaining in the family business.

"I like how I'm growing here. First, I worked with bricklayers, then installers, and so on. Now I'm in charge of the whole construction site. I've got to know everything possible and that means I can manage loads of things. In my previous job, there were specialists for everything and you couldn't really progress." (Milan, 28)

Another of the most frequently mentioned reasons for joining the family company was an effort to preserve the family tradition. All the respondents agreed that they had a great attachment to the company and wanted to stay there, at least for their parents. They claimed that tradition does not tie them down in organising their working affairs, but rather is a motivating factor for them to stay in the business.

"Granddad worked hard his whole life so we could do well. They've expanded our company. I want to look after it just as well, and I want to continue in what we have." (Adam, 25) *"When I'm old, I want to be able to enjoy the feeling that I've left something behind. Something big that will support future generations and make a mark in the world."* (Tomáš, 25)

"Tradition is something that differentiates us from others. I'm glad that my grandparents re-established it." (Lucie, 26)

In general, it can be stated that one goes to work to gain an income, amongst other reasons. The same applies for the sample we looked at. It is interesting, however, that not one of those questioned mentioned remuneration as their main reason for joining the family business. They didn't volunteer any information about their finances independently. Any questions directed towards this topic were usually not elaborated upon. It cannot be stated with absolute certainty whether this can be included as a main motivating factor.

5. Discussion

One can come to many conclusions when comparing the results of research already undertaken and our own investigation. Studies have shown that a balance between work and private life, flexibility, opportunities for personal development and career growth, meaningfulness of work and financial reward are particularly important in the working life of Generation Y members. These factors have also been shown to be important within this investigation. Another key fac-

tor in joining or working in a family business is a desire to continue in the family tradition. Based on the research, the interest of females from Generation Y in participating in the family business in the Czech Republic is lower than males. And the experience of working in a family business has a different relationship to the probability of joining the family business for men and women; it is higher for men (Ziemański 2018). This corresponds with the rather masculine culture in the Czech Republic and the fact that the proportion of Czech female-led firms has been found to be only about 7 to 8 % of all Czech family firms (Machek 2017 a).

According to those investigated, a balance has been achieved between work and private life. Organising one's own working time leads to fulfilling needs such as work-life balance and flexibility. This is offered to the generation of potential successors to family businesses, along with opportunities for personal development. Generation Y members also prevent stressful situations. But stress caused by high levels of responsibility and flexible working hours is an integral and motivating part of business, rather than a reason to give up on starting a business (Mihic et al. 2015). Our participants also mentioned this.

Career growth is not planned in detail in the businesses we looked at, but we can see the gradual approaching of a target position for everyone. Generation Y sees the meaningfulness of work in the fact that their work is beneficial to those around them and the people their parents employ. All these factors are consistent with the results of surveys taken of the whole generation. Financial reward is an important aspect, but its importance has not been sufficiently verified. It cannot be stated, then, with absolute certainty whether this can be included as a principal motivating factor.

It should be added regarding the chosen sample of respondents that in future they anticipate that they will be more involved in the workings of the family business. This fact may lead to a change in expectations and work priorities. It is not a subject of this study to uncover the influence of the effects on the child from an early age, or the fact that they were essentially not given any opportunity to make their own decisions about their working life.

Further, in comparison with a study by Ziemański (2018), the entrepreneurial activity of Generation Y members is lower in the Czech Republic than in Poland. In the age group from 18 to 29, only 9.2 % of inhabitants were entrepreneurs, even though that number of entrepreneurs is above average in the Czech Republic compared to the average value for all EU countries (CZSO 2018).

6. Conclusion

In conclusion, it can be stated that Generation Y members join their parents' businesses based on the same criteria as for non-family businesses, but with the

extra motivation of carrying on a tradition. It has been shown that for Generation Y members, a balance between working and private life, flexibility, the opportunity for personal growth and career development, the meaningfulness of work, and continuing the family tradition are particularly important for their working life. This final motivating factor differentiates the people investigated from the rest of their peers. Thus, this should be considered in any further investigations of Generation Y within family businesses.

A limitation of this research is that it cannot be stated whether the current generation entering the labour market differ significantly from other generations. The results of this research can only be applied to a limited section of the population, and a comparison cannot be made with previous generations. In light of this, further research could concern other generations and their motivations.

Acknowledgements

This article has been produced with the support of the Influence of Distribution Path on Consumer Behaviour in Wine Market research project registered with the University of Economics, Prague's Internal Grant Agency under reference number F2/40/2019.

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