"Intergenerational management in the group of people subjected to job reintegration as a form of maintaining social security potential in Poland"

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BUSINESS PERSPECTIVES

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INTERGENERATIONAL MANAGEMENT IN THE GROUP OF PEOPLE SUBJECTED TO JOB REINTEGRATION AS A FORM OF MAINTAINING SOCIAL SECURITY POTENTIAL IN POLAND

Abstract

The aim of this paper is to present a theoretical reflection and results of a pilot study research on intergenerational management in the group of participants of Centrum Integracji Społecznej (later called: Social Integration Centre) in Jeleśnia who underwent job reintegration and can socially improve the social potential of internal security. The concept of national identity and intergenerational awareness in terms of ensuring the social security potential of the country depends in reintegration groups on the broadly understood level of diversity of the team. An important feature of intergenerational management in socially reintegrated groups is situational awareness, mutual respect and a sense of group unity with the leader and vice versa. The mere fact that intergenerational management in relation to security management, the essence of which is to ensure social security potential, is becoming an indispensable issue from a practical point of view (Cf. Ponomarenko & Khudolei, & Prokopenko, & Klisinski, 2018). On the other hand, however, research in the area of management, which is also in the humanities area (Kostera, 2005, 2015), makes it possible to discover new methods and opportunities for the development of social security potential through intergenerational cooperation based on the methods of social education philosophy The article therefore has a quasi-empirical and interdisciplinary nature, as it uses terminology, concepts and thematic scope from the fields of management, security, and elements of upbringing studies.

Keywords   intergenerational, management, reintegration, social, security

JEL Classification   I28, J62, M55

INTRODUCTION

In an ageing society, especially in Western Europe, intergenerationality is becoming an increasingly crucial and even strategic issue from the point of view of public management. However, the situation of mutual understanding between people of different generations is often illusory. This happens mainly for reasons related to the hedonistic and consumer-oriented civilization of youth and egoism that prevails in civilizationally developed countries and that are oriented towards the increase of profit (Kucharczyk, 2015). From the point of view of management science, intergenerationalism is an interesting factor supporting both the knowledge-based organization and the one developing through the use of diversity management tools. One of the biggest challenges faced by a knowledge-based organization with age-differentiated staff as its core is the challenge of mental difference. This is due to a different envi-

ronment of growing up, education, upbringing and civilizational culture in which a given generation developed (Kucharczyk & Pawlak, 2017). For human resources management, as well as for the wider perspective of public management, the communication key between employees of different generations will be important (Prokopenko & Omelyanenko, 2018). The situation of people of different generations becomes even more complicated by various life problems, which often hinder the proper development of their social potential.

1. LITERATURE REVIEW

In the contemporary world, we face more and more new global trends, which, thanks to the impact of modern technologies, influence almost every person on Earth. As described by Kucharczyk and Łajca: "Unfortunately, job organization does not always respect the dignity of a person, it does not always remember the destiny of Earth's resources" (Kucharczyk & Łajca, 2017). Contemporary people are often helpless against the threats that await them and clumsy with the chances that find them in life. There are many determinants that make up this situation, and each situation must be considered individually, as every person is a being of indisputable dignity, character and value that shapes their nature (Kucharczyk & Pawlak, 2017). The current status of society in Poland and in the European Union greatly varies in terms of age, gender, education, social background, and civil status. However, it is impossible to present a thorough study describing the situation and including reliable data on all of the above-mentioned factors. This paper will focus on the generational theme in organizations, and on the influence of intergenerational management on socially excluded people cared for by Social Integration Centre in Jeleśnia and subjected to the processes of social and job reintegration. The concept of social and job reintegration is a human resources management project of sorts, carried out in the scale of local community. According to the Polish Law on Social Employment, it is assumed that Social Integration Centres fulfil their mission by GOFIN (n.d.) a citation from the law:

1) developing skills allowing for performing social roles and achieving social positions available to people not subjected to social exclusion;

2) acquiring job skills and apprenticeships, retraining or improving job qualifications;

3) learning to manage life and needs through own efforts, especially through the possibility to obtain own income through employment or own economic activities;

4) obtaining the ability to wisely manage owned financial resources.

Through the content analysis of the Law on Social Employment, we can conclude that it lays the ground for developing a practical model of managing human resources within a local community through cooperation between public institutions, NGOs, entrepreneurs, and people in need of reintegration. The issue of age and social job experience is in this alignment particularly important, as in the current social situation old patterns of the dominance of seniors over youth in work and life scenarios are no longer applicable (Potoczek, 2018). It is also in line with the concept of new educational order which, as Szołtysek (2013) writes, alignes with extreme individualism, which assumes no respect for prohibitions, orders, traditions, customs and hierarchy (Szołtysek, 2013). Of course, such position is completely understandable, but not always proper. Therefore, a question arises of whether representatives of new generations (Millenials) who achieved professional success and notice social problems around them should ignore them? The situation of people threatened with social exclusion and poverty, according to the Central Statistical Office in Poland and Eurostat data, shows that about 21% of inhabitants of households can or already are affected by this issue in one way or another (Bieńkunska, 2017). From the economic perspective, and wishing to maintain social security potential, which was described by the Office of the Council for National Security in Poland as "the potential conditioned on national identity and cultural heritage, which is a derivative of social security, demographic potential, and intellectual, scientific and technological potential, its growth is influenced by education, schooling and scholarly

research and developmental works in the fields of security, health care and media" (BBN, n.d.). Such understanding of the social security potential in relation to above-mentioned discussions leads to a conclusion that intergenerational management is a part of the wider context of managing human resources in local communities.

2. RESULTS

The study on the discussed topic was conducted and prepared by the author in the Social Integration Centre in Jeleśnia (Poland). Described Social Integration Centre in Jeleśnia is an entity acting under the powers of state law and functioning as an NGO of the respective status. The Centre operates mainly in the municipality of Jeleśnia and neighboring municipalities of the Żywiecki district. Many of the people were aided by the Centre while recovering from alcoholism, dealing with job loss, or wanting to change their life, etc. 70 people took part in the study (making 70 a 100% in this study). The description of the research group is presented in Table 1.

Table 1. Description of the research group

Source: Own materials based on own research.

Gender		Women, %	Men, %
		57	47
Education	Basic	80	72
	Occupational	18	28
	Higher	2	0
Age (in years)	20-30	24	8
	30-50	50	80
	50+	26	12
Qualified as socially excluded		100	100

The question "Does it bother you that your supervisor will be much younger than you?" was mostly answered: "I don't care", "I know my job", "I'm old enough to know how to do things", "What do kids today know about work?" In some cases, the answers were offensive, which the author believes to have been caused by frustration. Participants of the study, especially ones from the generation X which in theory is interested in changes and innovations, in reality (Jamka, 2011) asked questions regarding qualifications of younger supervisors (e.g. education), civil status, family situation (do they have wife/husband, kids?) and if they would

work directly with them? (will they watch over me all the time judging my work?) The question regarding education may seem valid, as higher qualifications improved the authority of young superiors among older employees from social and job reintegration program. Issues regarding family and personal life may be caused by perception of a young person who is at a managing position as a person satisfied both in job and in life, as it was common in earlier times (Kucharczyk & Matejek, 2017). Such remarks also show a fairly simple idea of social justice and security. As claimed by Szwed (2016): "social security can be analyzed through a certain personal culture perspective of a person, their moral values and position within family, work, school or local community (Szwed, 2016). This way people can comprehend their rights to freedom and civil liberties. The problems with acceptance that some older employees have, especially in early stages of the job and social reintegration process, can be perceived as a problem of employing "at will" (Griffin, 2018), only in this situation it is the employee who decides about ending job relation and changing employer. This may be caused by poorly developed politics of intergenerational management, which according to research, can have a deep mental background both with employees and managers and employers. The study, as well as literature review, also allows for conclusions that intergenerational management may be a form of ensuring security of social potential, as:

1) thoughtful and clear procedures weaken the sense of social injustice among people from different generations;

2) accepting others and well-wishing based on innovative coaching solutions introduces mutual sense of understanding and appreciating value of oneself and other employees;

3) using the complexity of the interactions in the flow of knowledge (Tidd & Bessant, 2013) between employees from various generations to grade level of innovation and quickly adjust to organization and its requirements;

4) improved variety of the team, its experiences, and the ability of staff to adjust to various challenges related to the market, its custom and culture of the place, etc.;

5) increased openness to novelties, which supports rational and logical conclusion drawing process, and which improves the ability to clearly recognize the situation for the needs of development of local social security;

6) mutual observation of the co-workers can awaken older generation to compete and make the younger generation more attentive due to errors committed by older colleagues.

Cooperation in planning intergenerational activities engaging workers from social and job reintegration programs in the management studies is clearly based on (Szołtysek, 2013):

1. *Shaping ethical norms and values* – in case of intergenerational management for the needs of maintaining social security potential, it will be tied to an early stage of social reintegration of the participants of the Social Integration Centre. This is a step at which they learn planning and organizing private life and career, develop prosocial competencies, which allow them to again interact with other people, especially from younger generations.

2. *The educated mimicking the features of the educator* – in case of intergenerational manage-ment for the needs of maintaining social se-curity potential, it will be tied to social reinte-gration and an early stage of job reintegration, where a new employee begins to copy and mimic the behavior of co-workers to adjust themselves to the changes in the organization. When it comes to intergenerational manage-ment, it may be related to having reintegrated person learn professional idiolect or shortcuts used by younger generations to better com-municate with them.

3. *Disciplining evaluating and grading thinking according to the sociocultural pattern* – it will be related to the self-discipline of both reinte-grated person and younger generations. It can also take place between people from the same generation when one of the co-workers has started to identify with the culture and style of the younger generation.

4. *Shaping criterion allowing for recognizing ethical good in the context of ethical evil* – it is based on a clear definition of goals to be achieved and methods to be used in order to meet said goals. In case of intergenerational management, it will be important to train re-integrated people in order to visualize allowed and forbidden practices.

CONCLUSION AND RECOMMENDATIONS

To sum up, intergenerational management can be considered one of the forms that shape the social po-tential of security. It happens so because the intergenerational nature of human resources management in the scale of local community is a novelty of sort, and it is not strictly tied to traditionally understood human resources management in an organization, especially in case of dealing with the staff com-posed of people undergoing social and job reintegration. In such a case, intergenerational management becomes an interdisciplinary tool, as showed earlier by the author of the article, and in its centre is a person with all their dignity. The social potential of security, which uses intergenerational management, makes a model of interactions that is composed of: human and non-human factors, which are interwo-ven and create new innovative methods that can be used for the intergenerational needs. An especially important element of using intergenerational management for the needs of social potential of security is continuous process of making reintegrated people aware of the nature of cooperation and being open to others and new at each of the stages of their social and job reintegration. It can be recommended that in the diverse generational groups that are reintegrated into the labor market and society, it is possible to proceed on the basis of:

1) compilation of traditions and experiences of reintegrated workers and their mentors;
2) development of a training programme that will "shape the mind" of reintegrated workers' openness to what is new and unknown;

3) promoting the building of social bonds between families or co-workers;
4) raising awareness of the importance of working at "grassroots level" for the benefit of society and the country;
5) training socially responsive attitudes as providing security for themselves and their families.

Following the abovementioned 5 steps may lead to the success of the individual, whose success will be the return to the labor market and recovery from social pathologies. However, it is worth emphasizing that the success of the individual will also be the success of the whole community (Januszkiewicz, 2010). From the perspective of ensuring social security potential, a fully reintegrated person can contribute to cooperation within an NGO, cooperate with public organizations (including security services) to increase the level of internal, but also external security(Prokopenko & Omelyanenko, 2018) by exchanging information on the basis of its knowledge on the basis of life and professional experience.

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