

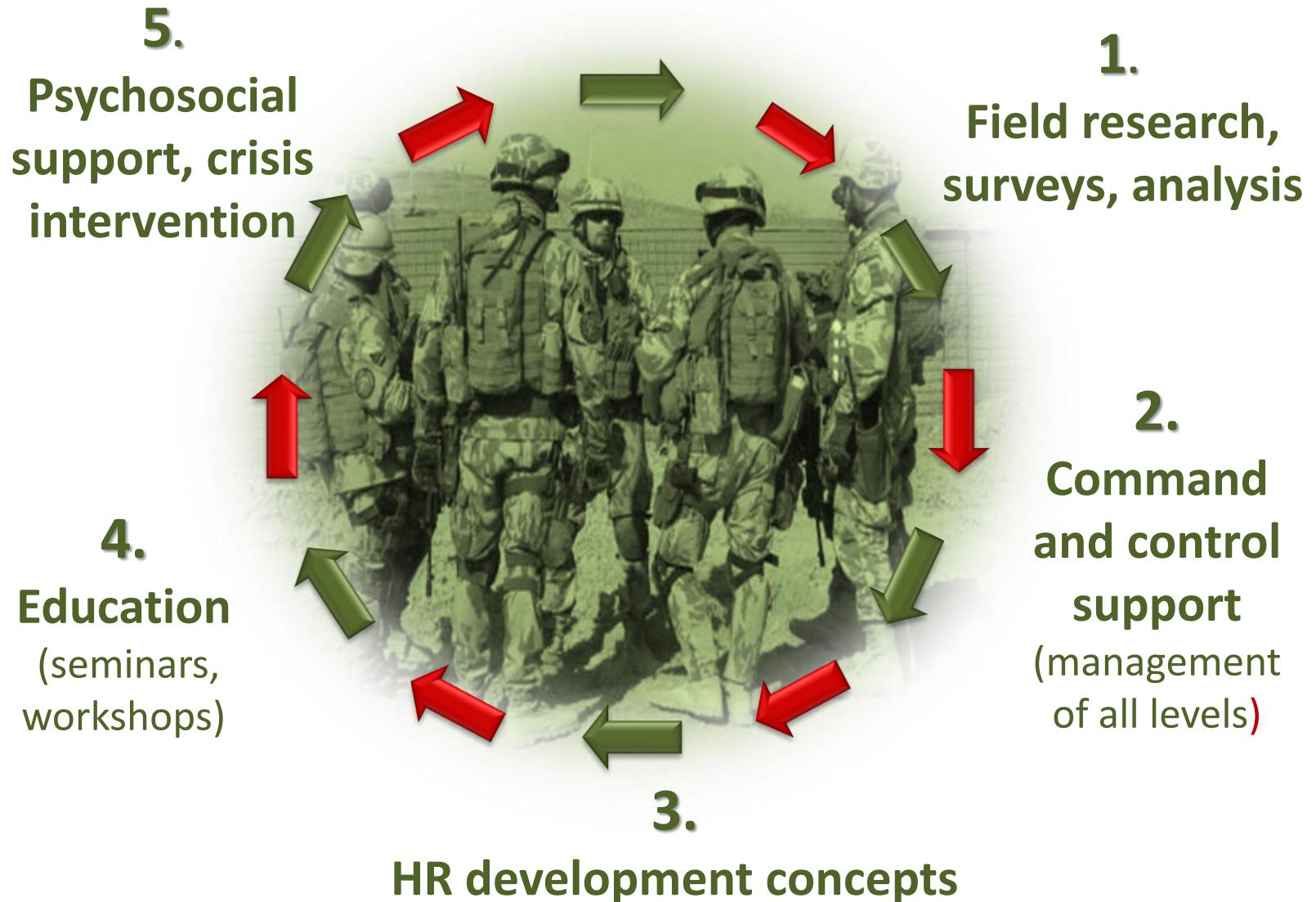
A close-up photograph of a soldier in military gear, including a helmet and a jacket with a Czech flag patch on the sleeve. The image is overlaid with a semi-transparent red filter. The text is centered and reads:

TO STAY OR TO GO? A GENERATION PERSPECTIVE CZECH AF

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RESEARCH DESIGN

BACKGROUND

- **Main goal of the project:**
to analyze the reasons for quitting the AF with emphasis on the 4th Quick Reaction Brigade

METHODOLOGY

- Combination of QUALITATIVE and QUANTITATIVE approach
- **Technique:** expert interviews + questionnaire
- **Target group:** army personnel
- **Representative** for the 4th brigade as the focus, indicative for the rest of the army

SAMPLE SIZE: 4th Brigade 432, other army units 400, size corresponds to units size

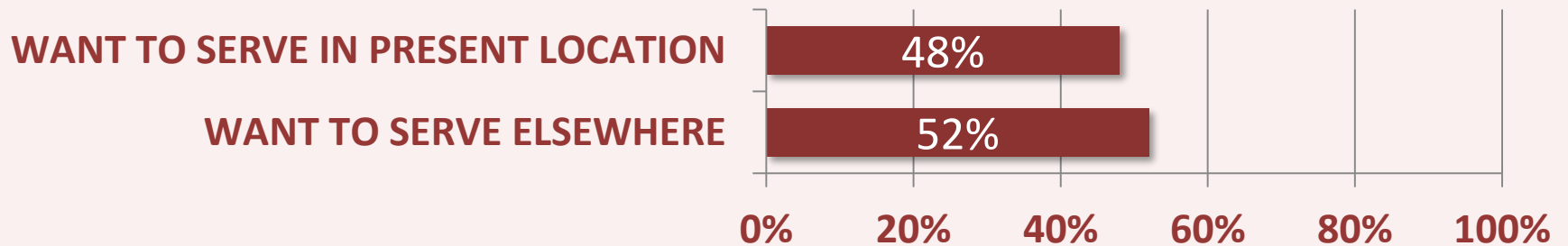
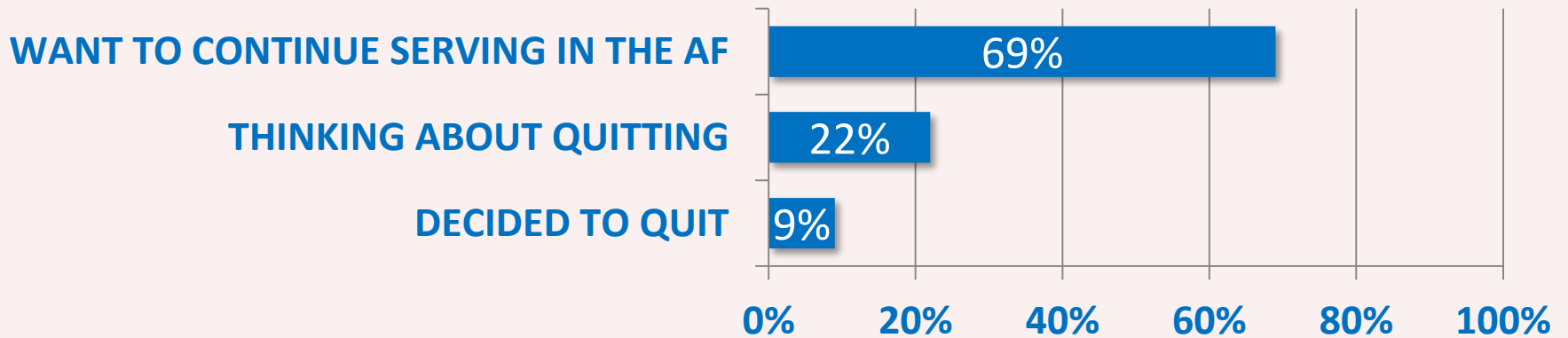
DATA COLLECTION: June – September 2017

4TH QUICK REACTION BRIGADE

BASIC INFORMATION

- Presentation focused just on results of 4th QR Brigade
- „ To go where others won´t“
- Brigade consists of 4 battalions and HQ
- Type of battalions: airborne, light motorised, 2 mechanised
- Localised in western part of the Czech Republic, often small towns
- Recruitment source mainly eastern part
- Reorganised and relocated in 2003. Fast staff exchange in last 3 years
- Part of NATO Very High Readiness Joint Task Force and NATO Response Force

FUTURE PLANS



DESCRIPTION OF THE GENERATIONS

GENERATION X

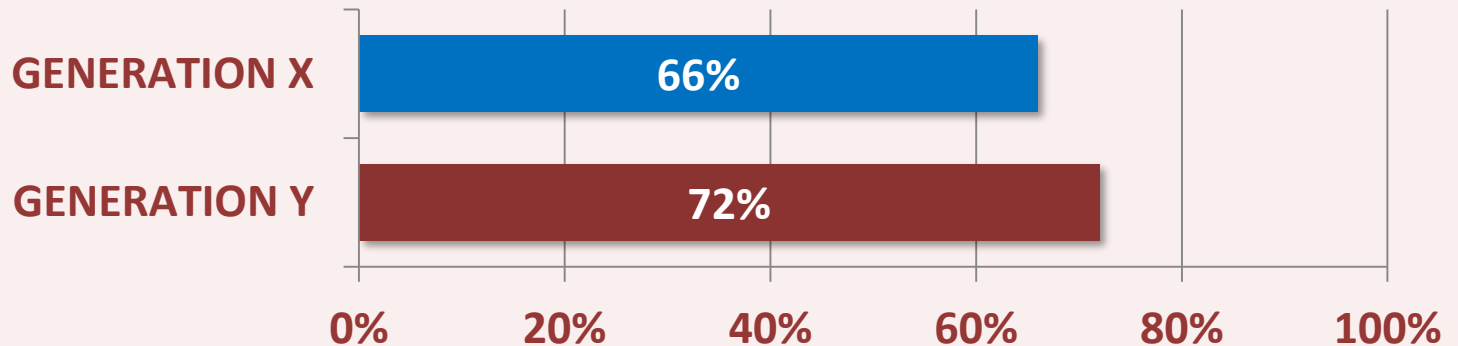
- Those who played in the playground
- Currently at age 30–50
- Sample share 52 %
- born in 1965-1980 (+5 in CZ) children of Boomers
- family friendly policy – 2. population wave

GENERATION Y

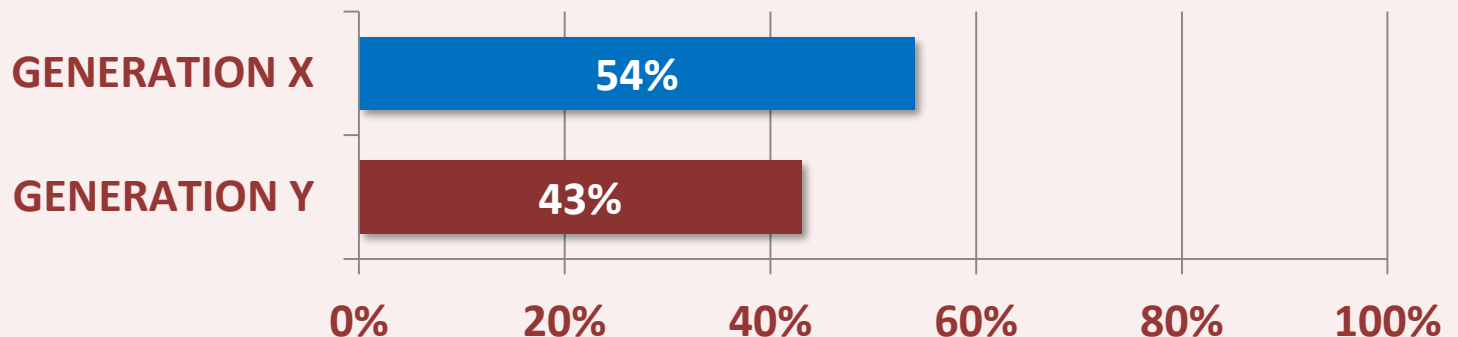
- Those who played with computers
- Currently at age 20–29
- Sample share 48 %
- Globalised generation + 1. generation for which a freedom is natural
= synergic effect of differences

WANT TO CONTINUE SERVING IN THE AF WANT TO SERVE ELSEWHERE

■ WANT TO CONTINUE SERVING IN THE AF



■ WANT TO SERVE ELSEWHERE



REASONS TO QUIT DECLARED BY SOLDIERS

GENERATION Y MORE OFTEN CHOSE

- the overall situation at the unit
- impossibility to go to a foreign operation
- disappointment from the military life
- bad relationships with superiors

GENERATION X MORE OFTEN CHOSE

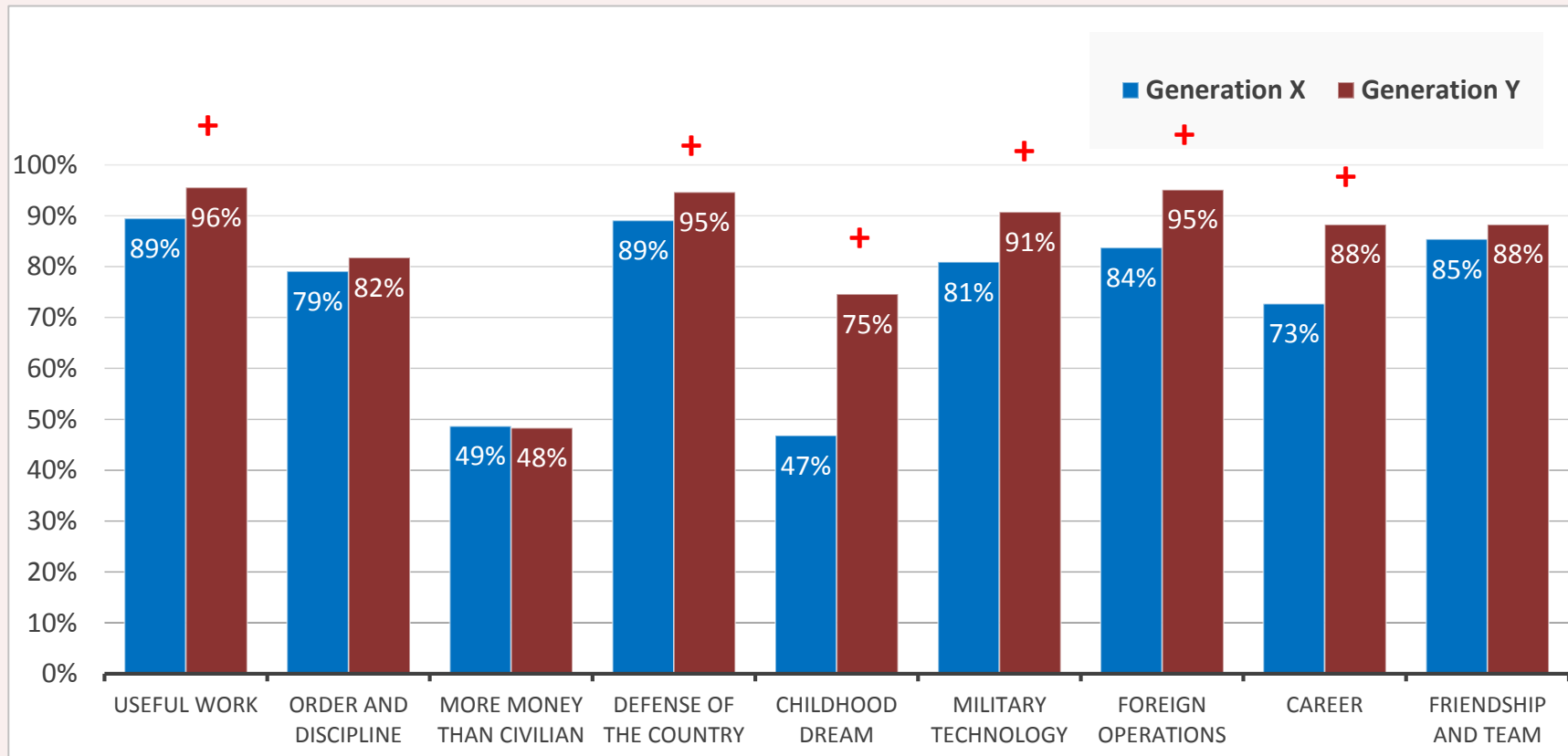
- trying to leave until I have a chance in the labor market

MOTIVATION TO JOIN THE AF x REALITY

- **THE MOST FREQUENT MOTIVE TO JOIN**
 - **interesting**, useful profession
 - defense of the country, foreign operations
 - friendship and team, military equipment
- **MOST FREQUENTLY FOUND IN THE AF**
 - **interesting job**, decent salary
 - work with military equipment
 - **friendship and team**
 - defense of the country, order and discipline
- **THE BIGGEST DISAPPOINTMENT**
 - **useful profession, chance for deployment**

MOTIVATION TO JOIN

- Generation Y significantly more relates to
 - „military reasons“
 - career



NOTE: „+“ statistically significant difference between the generations X and Y



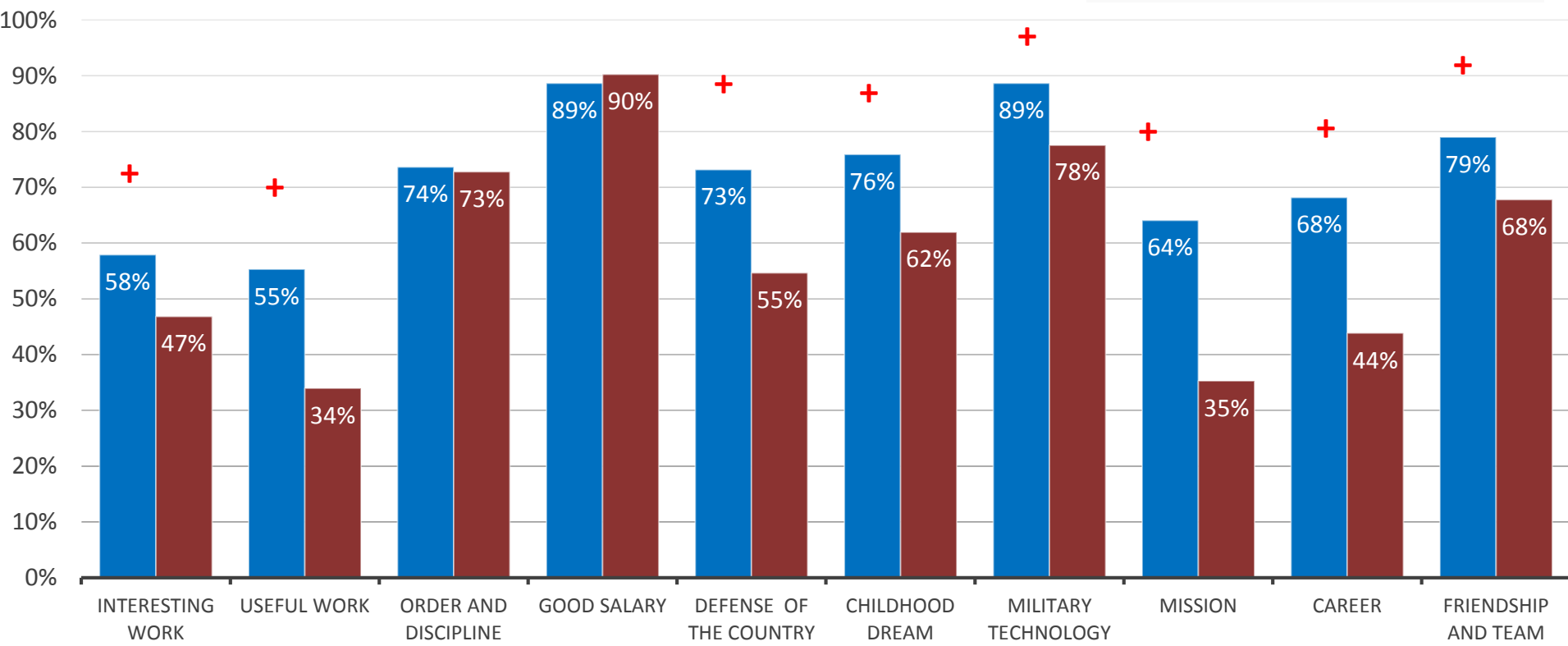
MEETING THE EXPECTATIONS

- **GENERALLY:** salary, friendship and work with military equipment
- **GENERATION Y** significantly less „SATISFIED“
- **THE HIGHEST DISAPPOINTMENT:**
 - low possibility to be deployed
 - useful work
 - career

MEETING THE EXPECTATIONS

Definitely yes + rahter yes

■ GENERATION X ■ GENERATION Y

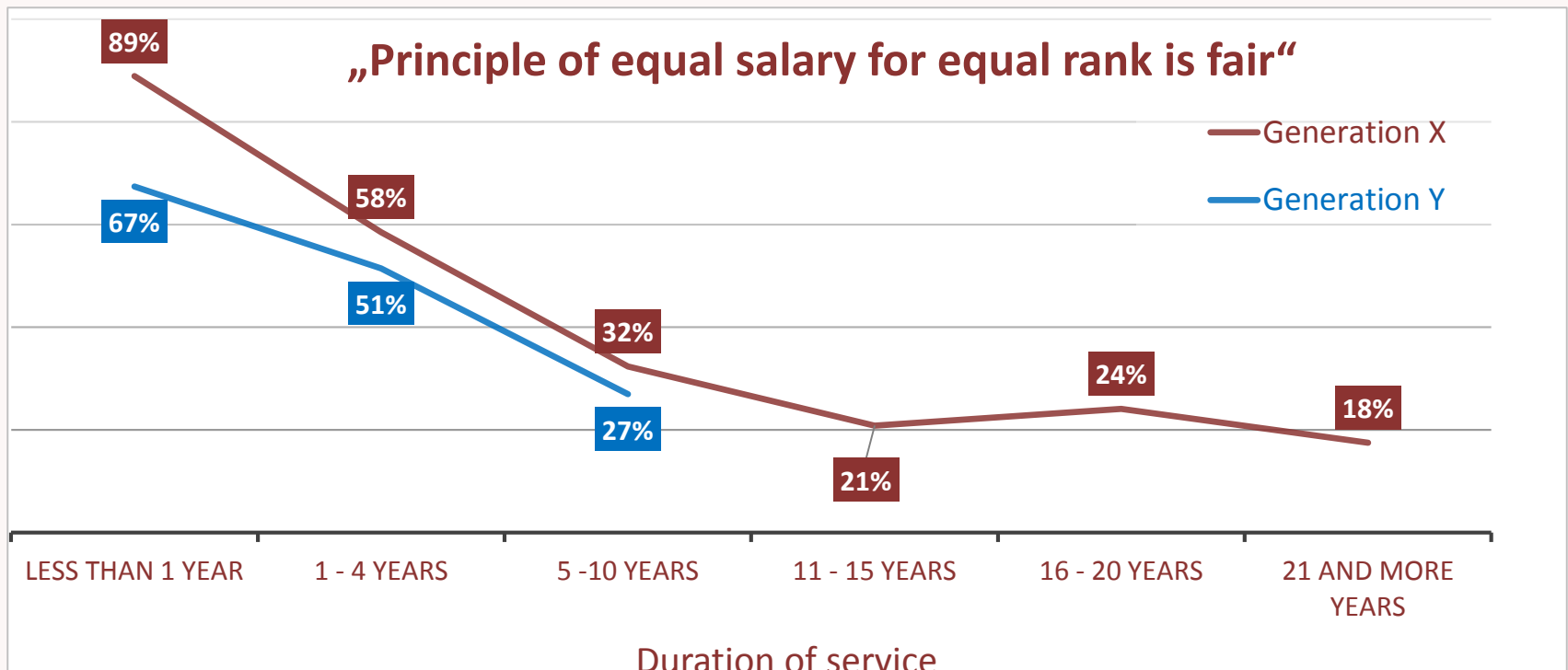


RECOGNITION, CAREER

- Military decoration is more important for generation **Y** than for generation **X**
- In contrast, finance is just as important to both generations
- Generation **Y** representatives have higher ambitions to command and also they become commanders in shorter service time
- Reasons for interest in commanding does not differ between generations

SALARY PRINCIPLES

- General salary level: satisfied
- Principle „equal salary for equal rank“: refused
 - more criticism – generation Y
 - criticism increases with the number of years served



NEWCOMERS AGAINST EXPERIENCED

- **New soldiers feel**
 - accepted by colleagues
 - readiness to help from experienced
- **Experienced soldiers think**
 - new soldiers avoid duties
 - see military in different way
- **Specific situation in airborne battalion**
 - new soldiers less accepted
 - experienced more satisfied (system of selection)



CONCLUSSIONS

- **LEAVING THE AF**
 - Personnel don't tend to leave the AF
 - Want to serve elsewhere
 - different unit
 - different place
 - „Salary communism“ doesn't work
- **4TH BRIGADE'S SPECIFIC**
 - Higher identification with professional values than in other army units
- **LOW IDENTIFICATION** with 4th Brigade and its symbols for both generations
 - airborne battalion loyal only to itself

GENERATION GAP?

- In the area of work satisfaction generation Y is less satisfied „only“ with the work environment at the unit and with housing in the location – with other areas of life at the unit is surprisingly as satisfied as generation X
- In terms of correlations there are not sig. differences between X and Y in some essential points–values, superiors
- Experienced soldiers strongly define themselves against new ones, but their feelings are not expressed (not perceived by new soldiers)



QUESTIONS TO ASK

- **Caused by age or by generation characteristics ?**
- **4th Brigade attracted „X“ individuals from „Y“ generation?**

ANSWERS?