TO STAY OR TO GO?
A GENERATION PERSPECTIVE
CZECH AF

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HR EXPERT SERVICES DEPARTMENT

1. Field research, surveys, analysis

2. Command and control support (management of all levels)

3. HR development concepts

4. Education (seminars, workshops)

5. Psychosocial support, crisis intervention
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

WANT TO CONTINUE SERVING IN THE AF: 69%
THINKING ABOUT QUITTING: 22%
DECIDED TO QUIT: 9%

WANT TO SERVE IN PRESENT LOCATION: 48%
WANT TO SERVE ELSEWHERE: 52%
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

- GENERATION X: 66%
- GENERATION Y: 72%

WANT TO SERVE ELSEWHERE

- GENERATION X: 54%
- GENERATION Y: 43%
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
- 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

<table>
<thead>
<tr>
<th>Category</th>
<th>Generation X</th>
<th>Generation Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interesting Work</td>
<td>58%</td>
<td>47%</td>
</tr>
<tr>
<td>Useful Work</td>
<td>55%</td>
<td>55%</td>
</tr>
<tr>
<td>Order and Discipline</td>
<td>74%</td>
<td>73%</td>
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<tr>
<td>Good Salary</td>
<td>89%</td>
<td>90%</td>
</tr>
<tr>
<td>Defense of the Country</td>
<td>73%</td>
<td>73%</td>
</tr>
<tr>
<td>Childhood Dream</td>
<td>76%</td>
<td>62%</td>
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<tr>
<td>Military Technology</td>
<td>89%</td>
<td>78%</td>
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<tr>
<td>Mission</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>Career</td>
<td>68%</td>
<td>68%</td>
</tr>
<tr>
<td>Friendship and Team</td>
<td>79%</td>
<td>68%</td>
</tr>
</tbody>
</table>

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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.
• 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)
CONCLUSIONS

- 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
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?