
Self-assessment and Preferred Characteristics of the Superior

Submitted 15/08/20, 1st revision 25/09/20, 2nd revision 20/10/20, accepted 10/11/20

Łukasz Kuźmiński¹, Michał Nadolny², Henryk Wojtaszek³

Abstract:

Purpose: This study aims to achieve objectives concerning the identification of preferred, characteristics of the superior, identification of the most important, from the point of view of educated contenders to the labour market, determinant of taking up a job and assessment of interdependence of the above characteristics and preferences.

Approach/Methodology/Design: The model of exploratory factor analysis (EFA), often used in social research, is the method to achieve research objectives. The method allows to detect hidden relationships, and relations between subsets of observable variables. Its main effect is the reduction of redundant variables, i.e., those that describe the whole phenomenon to a small extent. Linear combinations of observable variables form the so-called factors. In this study it was assumed that the factors are independent, so EFA orthogonal rotation varimax with Kaiser criterion was used.

Findings: The employee's commitment is also stimulated by the charisma and consistency of the superior. Although modesty and forbearance are important from the point of view of the respondents, they are actually a destimulant (negative features of the superior) negatively influencing the involvement of the future employee.

Practical Implications: We can point out the importance of paying attention to two key characteristics, such as involvement and satisfaction. It is important to carry out the research with particular attention paid to the characteristics of engagement and satisfaction. These characteristics can be further specified in order to obtain more accurate results.

Originality/Value: So far, in the literature, discussing the technological evolution in the recording industry, we have focused on either block chain technology or intelligent contracts. In this paper we combine these two elements, which definitely complement each other. Further research efforts are needed to examine in more detail the feasibility and relevance of our recommendations.

Keywords: Self-assessment, supervisor, characteristics of the supervisor, higher education.

JEL classification: F6, K2, O3.

Paper Type: Research study.

¹Wroclaw University of Economics, Department of Process Management, Management Department, ORCID ID: 0000-0001-8784-8896, e-mail: lukasz.kuzminski@ue.wroc.pl;

²Same as in 1, ORCID ID: 00000000-0001-7870-7485, e-mail: michal.nadolny@ue.wroc.pl;

³Corresponding author, War Studies University, Management Institute, Management and Command Department, ORCID ID 0000-0002-3082-1219, e-mail: h.wojtaszek@akademia.mil.pl;

1. Introduction

In recent years, the youngest of the generations known as Z has been present on the labour market, and its representatives were born after 1994. The times when they had to grow up made them feel at ease with the goods of new technologies. As a result, they formulate claims against employers for a change in their approach to their employment conditions. The acquaintance with the requirements, aspirations and approach of the Z generation to the work they do may contribute to taking action aimed at changes in the construction of a model of involvement in fulfilling professional duties (Zhou *et al.*, 2007). In the first part of the article - theoretical, the interpretation of the term "generation" and the characteristics of the youngest generation defined as Z. The second part of this paper is a presentation of the results of the survey. Its aim was to obtain information on the expectations of representatives of the Z generation towards professional work and employers (Ren *et al.*, 2011).

Generation Z is the youngest group of employees born after 1994, which already enters the labour market. It is characteristic for them that they grew up in the years of the IT boom, which definitely contributed to the fact that they are well versed in technological novelties. They see the real reality through the prism of the online world. The susceptibility of young people to Internet addiction is not without influence on their expectations related to professional work. It is worth emphasizing that the young society does not feel afraid to present its high expectations towards the employer, therefore it is important for young people to know what is important for this generation and what it results from. This should have a positive impact on the results of their work and the way the whole company functions. Employers employing representatives of generation Z should get acquainted with their expectations concerning professional life and prepare themselves for various challenges posed by the most demanding employees (Connor *et al.*, 2008; Eng and Olha, 2014; Lisowska, 2015; Shaw and Fairhurst, 2008; P. Srivastava *et al.*, 2010).

Among the characteristics of young people entering the labour market there are such features as attitude to constant challenges at work, which will be appropriately rewarded, willingness to earn less in case of forbearance by the superior, the possibility to develop and acquire knowledge and to appreciate commitment and work results becomes important. The evidence of decisions is important, not just the execution of mindless orders. Those entering the labour market are ready to change their job if it does not suit them. The need for the employer to ensure freedom of action. Respect becomes important, but there will be no respect for those who do not. These workers are ready to make changes to work until they find the right job.

Young people entering want to earn well and this is the most important thing for them, everything else is in the background (Gallivan, 2001; Pallavi Srivastava and Bhatnagar, 2010).

At the end of the twentieth century, a new generation appears, called the Z-generation, as the successor to the Ys. It is assumed that the Z generation are people born after 1994, i.e. in years marked by rapid technological progress. In relation to this young generation, such terms as: generation M (*Multitasking*), generation C (*Connected Generation*), net generation (*constantly connected*) have been used. People belonging to this generation are more at risk of becoming addicted to online social networking than their predecessors. The world without the Internet is abstract for them. For the Zets, cyberspace finds a reference to real space, which makes them feel no hesitation to introduce information about themselves to the Internet. They see the possibility of making friends, which often could not be transferred to the real world. The representatives of generation Z experience difficulties in functioning outside the Internet, which manifests itself in the loss of contact with people around them and the lack of ability to focus attention and neglect everything outside the Internet.

When there is a need to involve them in tasks that do not require them to follow what is happening on Facebook, discussion forums or portals, the Zets have difficulties in performing their duties. So they have no problem accessing their data. Due to the fact that Zets were brought up in the digital world, which is characterized by transparency, they are able to obtain information on the Internet about the competition and the company's environment for the company where they found employment opportunities. It is noteworthy that in the case of the young generation the time of intensive economic, economic and social transformations was not without influence on the formation of a mature individual. The young had an opportunity to observe their parents' struggle with unemployment, experience the crisis in the course of their professional career, and whether they are able to meet the repayment of credit obligations. All this made these types of subjects unfamiliar to them.

2. Analysis and Testing Methodology

This publication has three main objectives:

- to indicate the preferred, from the point of view of the person entering the labour market, characteristics of the superior;
- identification of the most important, from the point of view of educated labour market contenders, determinant of taking up employment;
- assessment of interdependence of the above features and preferences.

The material obtained from the surveys on the group of respondents was analysed. They were students, aspiring to a quick entry into the labour market, or present to some extent on it. The questionnaire covered a number of issues related to two spheres: evaluation of the most important features of the future superior and a group of statements describing personal expectations of the respondent towards the future work of the superior. A group of 400 students were asked questions intentionally in

a way that allowed to assume that they constituted certain separate concepts. The respondents attributed certain statements to the Likert scale values. The questionnaire included a number of issues related to motivation to work. A group of 400 students were asked questions that concern one basic sphere the motivation of a young person to work (Wojtaszek and Miciuła, 2019; Wojtaszek, 2017). The questions in the questionnaire were intentionally asked in a way that makes it possible to assume that they constitute certain separable concepts, defining the general concept of motivation to work, of people with higher education. The respondents assessed the importance of certain statements (Table 1) on the Likert scale, giving values from 1- minor to 5- very important.

Table 1. *Features and preferences of the respondent in the survey sheet*

Preferred features of the superior	Self-assessment of the assessor
<ul style="list-style-type: none"> - inspiring - requiring - modest - objective - calm - impulsive, impulsive - expert in his field - orderly - thrilling - consistent - charismatic - targeting - firm - Raw - Fair - Permissive - caring - creative - respecting others - rivalry-focused - cheerful - Forgiving - sincere - Contained - Relaxed - honest - extraordinary - strategically thoughtful open to new ideas 	<ul style="list-style-type: none"> - I am geared towards continuous challenges at work, which will be rewarded accordingly - I can make less money if I have a forgiving superior - The most important thing for me at work is the opportunity to develop and acquire knowledge - The most important thing for me at work is for someone to appreciate my commitment and results - I want to be free and able to make decisions at work and not just do what I'm told. - If I don't enjoy my work, I'll change it - My employer must give me freedom of action - Respect is very important to me at work, I will not work for someone who does not respect me - I'm gonna keep changing jobs until I find one I'm happy with - I want to make good money and that's the most important thing for me, everything else is in the background

Source: Own study.

The operational aim of the analysis is to select from a set of 39 variables certain spheres, which describe reliably and independently certain spheres, hereinafter referred to as factors. It is also assumed that the selected factors describe a certain

amount of general variability, contained in the whole sheet. The method to achieve the research objectives is often used in social research - exploratory factor analysis (EFA) (Harman, 1976). The method allows to detect hidden relationships, relations and relations between subsets of observable variables. Its main effect is the reduction of redundant variables, i.e. those that describe the whole phenomenon to a small extent. Linear combinations of observable variables create so-called factors. In this study it was assumed that the factors are independent, so in EFA orthogonal rotation varimax with Kaiser criterion was used. In the process of variables selection the reliability of measurement in the model was evaluated. The alpha-Cronbach's alpha parameter was used (Cronbach *et al.*, 2004). It verifies, in great simplification, whether the variables for factor evaluation are reliably chosen. This method determines the internal consistency of the model for each latent variable. The study assumes that values of no less than 0.6 of the indicator prove the reliability of the measurement. In case of lack of reliability, the correlation of variables was evaluated by adjusting the number of variables in the model.

3. Results

The subject of the analysis allowed to identify a wide range of knowledge about two spheres: the characteristics of a good superior and the expectations of the future employee. However, not all the features turn out to describe the phenomenon in a significant way. As a result of the analysis of 29 characteristics describing a superior, only 11 characteristics describe almost 70% of the variability of the phenomenon. This means that the remaining ones should be considered as assessed at random, without a clear preference among the respondents. These eleven variables form five unrelated factors (Table 2 and Table 3). Factor analysis allowed here to reduce the number of variables and clearly improve the model.

Table 2. Results of factorial analysis (factor analysis) for "The good manager's trait"

Zero variant: all variables in the model			
		quantitative assessment	interpretation
The Kaiser-Mayer-Olkin measure	K-M-O	0,83	Values above 0,7 indicate that it is advisable to carry out the analysis. In this case the KMO value indicates the existence of certain groups of correlated variables
Bartlett test	sphericity	p<0.05	Barlett's test after he claims that the variables form certain correlated structures
Number of factors, eigenvalue>1		7	On the basis of eigenvalues greater than one, there are 7 orthogonal (independent) factors for the initial set of variables
Total variance		58%	The seven factors identified describe about 58% of the variability of the whole phenomenon.
Final option: after elimination of non-correlating and recharging variables			
K-M-O Mayer-Olkin	Kaiser-	0,68	The value of the CMO indicates that further elimination of variables within the procedure is not

measure		indicated.
Bartlet sphericity test	p<0,05	The identified factors create correlated structures of observable variables.
number of factors, eigenvalue >1	5	Reduced number of factors. The study also included a study of the reliability of the factors. All 5 variable systems are reliable in the sense of α -Cronbach parameter (minimum value of 0.6 was assumed).
Total variance	69,5%	The reduction of dimensions allowed to improve the quality of the model, as it describes much greater variability of observations. The estimated arrangement of factors can be considered optimal.

Source: *Own study.*

The important observable variables can be divided into three separate spheres describing some readable features of the future superior. Future employees with higher education value above all the creativity of their superior (Table 3). This concept also includes the ability to think strategically and open to new ideas. In addition, a manager is expected to have good work organisation and respect for others, as well as modesty and forbearance. So we have a kind of sage who can listen to new ideas. If we briefly characterise the generation currently entering the labour market, we can say that they prefer managers for whom interpersonal relationships are important and who listen carefully to them through frequent communication (Omilion-Hodges *et al.*, 2019). They are also superiors who can be trusted, acting as a kind guide, rather than a captain (Faller *et al.*, 2019). This picture is complemented by features in the common sense of reasoning that are somewhat in opposition: this wise man is supposed to be a fugitive, impulsive or impulsive person, competitive, consistent and charismatic. The generation under analysis is oriented towards competition, rivalry and evaluation, and at the same time has a sense of self-esteem (Kuźmiński *et al.*, 2020a; Kuźmiński *et al.*, 2020b; Maslow, 1943; Putriastuti *et al.*, 2019). It is therefore possible that they would like to see the same qualities in their future superiors (if they are to be their advisor and partner).

Table 3. *Matrix of rotational components for "Good Superintendent Feature".*

	The component				
	Creativity	style of work	familiarity	charisma	higher
Open to new ideas	0,815				
Strategically thinking	0,785				
Creative	0,720				
Respecting others		0,848			
Well organized		0,765			
Modest			0,843		

Forgiving			0,767		
Consistent				0,857	
Charismatic				0,755	
Impulsive, impulsive					0,839
Focused on competition					0,749

Source: Own study.

In the analysis of the characteristics of the labour market contender itself, from the point of view of its self-assessment, two main features can be distinguished from among its 10 key properties: involvement and satisfaction Table 5. The zero factor analysis option allowed only 55% of the variability of the phenomenon. However, some corrections (also in terms of reliability of the model) allowed to distinguish a model with higher data representation, describing 64.5% of the variance (Table 4).

Table 4. Factor analysis results for "Employee self-assessment"

Zero variant: all variables in the model		
	quantitative assessment	interpretation
The K-M-O Kaiser-Mayer-Olkin measure	0,78	The value of the KMO allows to conclude that the factor analysis for the whole system of variables is indicated.
Bartlet sphericity test	p<0,05	There are some correlated groups of observable variables
Number of factors, eigenvalue>1	2	In the zero variant (without removing variables) there are only two independent groups (factors/factors) of observable variables in the orthogonal factor system
Total variance	54,9%	The identified system of two factors will describe about 55% of the variability of the phenomenon.
Final option: after elimination of non-correlating and recharging variables		
K-M-O Kaiser-Mayer-Olkin measure	0,71	A value close to the limit has been reached. Further analysis of the variables did not result in a significant change in the KMO parameter.
Bartlet sphericity test	p<0,05	There are groups of correlated variables.
number of factors, eigenvalue >1	2	The number of factors remains unchanged, but the system presented here is characterized by an appropriate level of reliability in the sense of the α -Cronbach parameter (the minimum value of 0.6 is assumed) and clearly improves the key model statistics.
Total variance	64,5%	The presented system of factors describes significantly higher variability of the phenomenon than the zero variant.

Source: Own study.

Note that employees evaluate essentially similar areas that their supervisor requires: they value their supervisor's respect for others while at the same time wanting to be respected at work, and they expect a manager who is open to new ideas while at the same time expecting to have freedom of action and decision making at work. However, factor analysis allows to identify very interesting behaviours and preferences of respondents. First of all, the need to experience respect is very strong, i.e. the lack of respect determines the willingness to change work. Not without experiencing respect, it creates the same "satisfaction" factor together with a declaration that work will change until it reaches satisfaction. What is even more surprising is that this experience of respect is on a par with financial gratification: "if he earns well, nothing else will count. This shows, in a way, the inconsistency of attitudes signalled in the research: the people surveyed (at least in Poland) are rather unruly and impatient, have problems with concentration, make superficial analysis and evaluation of the situation. This may cause their sense of internal pride to be "bribed" with financial gratification. Moreover, it is also likely that the qualities of the superior are also lost if the level of remuneration is satisfactory. This hypothesis will be addressed a little further.

Table 5. Rotary component matrix for "Employee self-assessment"

	The component	
	Commitment	Satisfaction
I want to be free and able to make decisions at work and not just do what I'm told.	0,800	
The most important thing for me at work is the opportunity to develop and acquire knowledge	0,777	
The most important thing for me at work is for someone to appreciate my commitment and results	0,767	
My employer must give me freedom of action	0,738	
Respect is very important to me at work, I will not work for someone who does not respect me		0,866
I'm gonna keep changing jobs until I find one I'm happy with		0,792
I want to make good money and that's the most important thing for me, everything else is in the background		0,756

Source: Own study.

There is also a clear lack of convergence between the need for involvement in the decision-making process and the charisma and impulsivity of the superior. One may even be tempted to state that the declaration of commitment, efficiency or decisiveness may be contrary to the forbearance or modesty of the future superior. This may result from quite a typical lack of experience and professional familiarity of the surveyed group of respondents.

The above observations can also be verified by statistical measurement. Table 6 presents correlation coefficients between factors in both assessed spheres. The satisfaction of the future employee, as it turns out, does not significantly depend on the characteristics of an "ideal" supervisor. The future employee will rather change job or demand satisfactory earnings than look for a superior according to some idealised model of such person. The correlation also shows a statistically significant but not very high discrepancy between the commitment of the future employee and the familiarity (modesty and forbearance) of the superior. Apparently, these qualities are a distillate of commitment. On the other hand, the employee's commitment and creativity (openness, strategic thinking, creativity) of the superior go hand in hand. This confirms that under certain boundary conditions a common direction of work is created, based on dialogue and mutual readiness for freedom, involvement and creativity of both sides of the relationship. The employee's commitment is also stimulated by the charisma and consistency of the superior.

Table 6. Pearson correlation coefficients for superior and self-assessment factors of the respondent

characteristics of employee	Desirable features of a superior				
	Creativity	style work	of familiarity	charisma	fighter
Satisfaction	0,00	-0,05	0,06	-0,07	-0,04
Commitment	0,23*	0,07	-0,10*	0,10*	0,06

Note: *) statistically significant values at 0,05

Source: Own study.

4. Conclusion

Two selected areas were indicated, relating to the characteristics of a good superior and the expectations of the future employee. However, not all the characteristics turn out to describe the phenomenon in a significant way. As a result of the analysis of 29 characteristics describing a superior, only 11 characteristics describe almost 70% of the variability of the phenomenon. This means that the remaining ones should be considered as assessed at random, without a clear preference among the respondents. This notion also includes the ability to think strategically and openness to new ideas. This is accompanied by the expectation of a manager to have good organization of work and respect for others, as well as modesty and forbearance. So we have a kind of sage who can listen to new ideas.

If we briefly characterise the generation currently entering the labour market, we can say that they prefer managers for whom interpersonal relationships are important and who listen carefully to them through frequent communication (Omilion-Hodges *et al.*, 2019). They are also superiors who can be trusted, acting as a kind guide, rather than a captain (Faller *et al.*, 2019). This picture is complemented by features in the common sense of reasoning that are somewhat in opposition: this wise man is supposed to be a fugitive, impulsive or impulsive person, competitive, consistent

and charismatic. The generation under analysis is oriented towards competition, rivalry and evaluation, and at the same time has a sense of self-esteem (Putriastuti *et al.*, 2019). It is therefore possible that they would like to see the same qualities in their future superiors (if they are to be their advisor and partner) (Atwater and Yammarinol, 1993; Harman, 1976; Hater *et al.*, 1988; Tjosvold, 1983).

In the analysis of the traits of the labour market contender himself, from the point of view of his self-esteem, out of the 10 key attributes of his properties, two basic features can be distinguished: involvement and satisfaction.

The satisfaction of the future employee, as it turns out, does not significantly depend on the characteristics of the "ideal" superior. The future employee will rather change job or demand satisfactory earnings than seek a superior according to some idealised model of such a person. The correlation also shows a statistically significant but not very high discrepancy between the commitment of the future employee and the familiarity (modesty and forbearance) of the superior. Apparently, these qualities are a distillate of commitment. On the other hand, the employee's commitment and creativity (openness, strategic thinking, creativity) of the superior go hand in hand. This confirms that under certain boundary conditions a common direction of work is created, based on dialogue and mutual readiness for freedom, involvement and creativity of both sides of the relationship. The employee's commitment is also stimulated by the charisma and consistency of the superior.

Although modesty and forbearance are important from the point of view of the respondents, they are in fact a de-stimulant (negative features of the superior) negatively influencing the involvement of the future employee.

References:

- Atwater, L.E., Yammarinol, F.J. 1993. Personal Attributes as Predictors of Superiors' and Subordinates' Perceptions of Military Academy Leadership. *Human Relations*, 46(5), 645-668. <https://doi.org/10.1177/001872679304600504>.
- Butler Jr, J.K., Cantrell, R.C. 1984. A behavioral decision theory approach to modeling dyadic trust in superiors and subordinates. *Psychological Reports*, SAGE Journals. <https://doi/abs/10.2466/pr0.1984.55.1.19>.
- Connor, H., Shaw, S. 2008. Engaging a new generation of graduates. Emerald.Com. Retrieved from: <https://www.emerald.com/insight/content/doi/10.1108/00400910810889057/full/html?fullSc=1&mbSc=1>.
- Cronbach, L.J., Assistance, E., Shavelson, R.J. 2004. My Current Thoughts on Coefficient Alpha and Successor Procedures CSE Report 643. In [journals.sagepub.com](https://journals.sagepub.com/doi/abs/10.1177/0013164404266386). <https://journals.sagepub.com/doi/abs/10.1177/0013164404266386>.
- Faller, M., Leader, J.G.N. 2019. Break from the past: survey suggests modern leadership styles needed for millennial nurses. Elsevier. Retrieved from: <https://www.sciencedirect.com/science/article/pii/S1541461218303707>.
- Gallivan, M.J. 2001. Organizational Adoption and Assimilation of Complex Technological

- Innovations: Development and Application of a New Framework. *Data Base for Advances in Information Systems*, 32(3), 51-85.
<https://doi.org/10.1145/506724.506729>.
- Harman, H. 1976. *Modern factor analysis*. [https://books.google.com/books?hl=pl&lr=&id=e-vMN68C3M4C&oi=fnd&pg=PR11&dq=Harry+H.+Harman,+Modern+Factor+Analysis.+3rd+Edition,+The+University+of+Chicago+Press,+Chicago+1976.+oraz+Bartholomew,+D.J.%3B+Steele,+F.%3B+Galbraith,+J.%3B+Moustaki,+I.+\(2008\).+Analysis+of+Multivariate+Social+Science+Data.+Statistics+in+the+Social+and+Behavior&ots=t5QmJpiVYH&sig=wEbOsFrIHyBOnLDfLEQjEkbNjnA](https://books.google.com/books?hl=pl&lr=&id=e-vMN68C3M4C&oi=fnd&pg=PR11&dq=Harry+H.+Harman,+Modern+Factor+Analysis.+3rd+Edition,+The+University+of+Chicago+Press,+Chicago+1976.+oraz+Bartholomew,+D.J.%3B+Steele,+F.%3B+Galbraith,+J.%3B+Moustaki,+I.+(2008).+Analysis+of+Multivariate+Social+Science+Data.+Statistics+in+the+Social+and+Behavior&ots=t5QmJpiVYH&sig=wEbOsFrIHyBOnLDfLEQjEkbNjnA).
- Hater, J.J, Bass, B.M. 1988. Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73, 695-702. <http://dx.doi.org/10.1037/0021-9010.73.4.695>
- Katarzyna Eng, Z., Olha, P. 2014. Economic Processes Management. *International Scientific E-Journal the Importance of Employee Creativity in the Development of their Attitudes Pro-Innovation*. In [irbis-nbuv.gov.ua](http://www.irbis-nbuv.gov.ua). http://www.irbis-nbuv.gov.ua/cgi-bin/irbis_nbuv/cgiirbis_64.exe?C21COM=2&I21DBN=UJRN&P21DBN=UJRN&IMAGE_FILE_DOWNLOAD=1&Image_file_name=PDF/EPM_2014_3_4.pdf
- Kuźmiński, Ł., Jałowiec, T., Maśloch, P., Wojtaszek, H., Miciuła, I. 2020a. Implementation of the Competitiveness Model in Terms of Cooperation with Suppliers. *European Research Studies Journal*, 23(2). <https://sjp.pwn.pl>
- Kuźmiński, Ł., Maśloch, P., Bazan, M., Janiczek, T., Halawa, K., Wojtaszek, H., Miciuła, I., Chajduga, T., Kaweckı, A., Czwartosz, R., Stawik, J. 2020b. Management of Delay Optimization at Intersections. *Energies*, 13(12), 3087.
<https://doi.org/10.3390/en13123087>.
- Lisowska, R. 2015. External Determinants of the Development of Small and Medium-Sized Enterprises-Empirical Analysis. In [ceeol.com](http://www.ceeol.com). Retrieved from:
<https://www.ceeol.com/search/article-detail?id=309090>.
- Maslow, A.H. 1943. A theory of human motivation. *Psychological Review*, 50(4), 370-396.
<https://doi.org/10.1037/h0054346>.
- Omilion-Hodges, L.M, Sugg, E.C. 2019. Millennials' views and expectations regarding the communicative and relational behaviors of leaders: Exploring young adults' talk about work. *Journals.Sagepub.Com*. Retrieved from:
<https://journals.sagepub.com/doi/abs/10.1177/2329490618808043>.
- Putriastuti Bernadeta, C.K., Stasi, A. 2019. How To Lead The Millennials: A Review of 5 Major Leadership Theory Groups. *Journal of Leadership in Organizations*, 1(2).
<https://doi.org/10.22146/jlo.46562>.
- Ren, S., Zhu, Y., Warner, M. 2011. Human resources, higher education reform and employment opportunities for university graduates in the People's Republic of China. *International Journal of Human Resource Management*, 22(16), 3429-3446.
<https://doi.org/10.1080/09585192.2011.586871>.
- Shaw, S., Fairhurst, D. 2008. Engaging a new generation of graduates. *Education and Training*, 50(5), 366-378. <https://doi.org/10.1108/00400910810889057>.
- Srivastava, P, Vision, J.B. 2010. Employer brand for talent acquisition: an exploration towards its measurement. *Sage Journals.Sagepub.Com*. Retrieved from:
<https://journals.sagepub.com/doi/abs/10.1177/097226291001400103>.
- Srivastava, P., Bhatnagar, J. 2010. Employer Brand for Talent Acquisition: An Exploration towards its Measurement. *Vision: The Journal of Business Perspective*, 14(1-2), 25-34.
<https://doi.org/10.1177/097226291001400103>.

- Tjosvold, D. 1983. Effects of superiors' influence orientation on their decision making in controversy. *Journal of Psychology: Interdisciplinary and Applied*, 113(2), 175-182. <https://doi.org/10.1080/00223980.1983.9923572>.
- Wojtaszek, H., Miciuła, I. 2019. Analysis of factors giving the opportunity for implementation of innovations on the example of manufacturing enterprises in the Silesian Province. *Sustainability (Switzerland)*, 11(20). <https://doi.org/10.3390/su11205850>.
- Wojtaszek, H. 2017. A model system to motivate strategic element of innovative management in the production organization. Selected motivational aspects in the xyz manufacturing company. Case study. *Yadda.Icm.Edu.Pl*. Retrieved April 11, 2020, from www.worldscientificnews.com.
- Zhou, S., Ling, W., Peng, Z. 2007. An RFID-based remote monitoring system for enterprise internal production management. *International Journal of Advanced Manufacturing Technology*, 33(7-8), 837-844. <https://doi.org/10.1007/s00170-006-0506-6>.