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HUMAN RESOURCE MANAGEMENT AND PERSONAL PROFESSIONAL DEVELOPMENT IN THE CASE OF GENERATIONS Y-Z WITH SPECIAL EMPHASIS ON ECOLOGY

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Abstract: *To date, numerous studies have been conducted with the aim of identifying generational differences, particularly in the business world. Of special interest is the research on the current Generation Y (1980–2000) and Generation Z (2000–present). In addition to traditionally managed leadership, the ability to understand human emotions positively affects not only the leader, but also the organization and its employees. Today, modern companies are introducing the principles of a green sustainable economy that emits low levels of carbon and makes proper use of limited natural resources. This paper places special emphasis on these issues. Alongside the introductory theoretical framework, a survey study was conducted during the first half of 2024, using a heterogeneous sample of N=98 respondents. The aim of the paper was to investigate the attitudes and perceptions of Generations Y and Z regarding Human Resource Management and personal professional development, with a special emphasis on ecology. The methods used in this research included the method of theoretical analysis, survey research, and descriptive (statistical) methods. The results showed that nine hypotheses were not accepted, while three were confirmed: readiness for personal and professional coaching development is conditioned by internal motivators; colleagues' attitudes toward ecological processes are conditioned by the ecological literacy of managers; and the potential of a manager to lead a group is not conditioned by the definition of a good leader. Furthermore, self-assessment of personal work experience within the company and self-assessment of the application of ecological principles within the company were both rated as good.*

Keywords: human resource management, green economy, Generation Y-Z

JEL Classification: M12, M14, J24, Q56

INTRODUCTION

To date, numerous studies have been conducted to determine differences among generations, and in addition, popular texts can also be found online discussing how generational differences are managed in the business world. “A generation or generational group is a group of people born within the same period who are exposed to similar social and historical life events during the critical phases of their formative development” [Schaie, 1965, cited in]. The classification is as follows: Traditionalists: before 1943; Baby Boom generation: 1943–1960; Generation X: 1960–1980; Generation Y: 1980–2000; and Generation Z: 2000–present [Zemke et al., 2000, cited in]. It is evident that Generation Z will soon be replaced by Generation Alpha (technologically more advanced generations in the future).

It is predicted that the latter generation will have the least face-to-face communication and will primarily communicate through computer-mediated interaction. Their key ability is the simultaneous performance of two or more tasks with highly impressive results, the so-called multitasking ability [Enyon & Helsper, 2009, cited in]. It is important to emphasize that for more than a thousand years, social interaction was predominantly built through face-to-face communication. With the advancement of communication technologies and the internet, new social forms have emerged that are not universal for all types of people today.

Human resource management is of exceptional importance in the successful operation of an organization. In order for management to justify its business role, employee motivation is a crucial factor. The power of understanding emotions positively affects the organization itself, its employees, and the leader who possesses empathy for people. Since our environment is becoming increasingly digital and artificial, the humanization of leadership is becoming even more necessary.

Motivation is studied in many scientific fields, with efforts being made to define it in a unified and comprehensive manner that is practically applicable. The starting point is based on the premise that human behavior is directed toward goals individuals wish to achieve, while motivation can be understood as a kind of “substance” within a person that directs and encourages the achievement of goals.

Team building is a complex and serious process with its own rules and duration. Bringing people together through common goals, values, and activities is impossible without motivation. Destructive management has negative consequences on employee commitment, job satisfaction, and physical-emotional well-being.

The circular or green economy represents the sustainable economy of the 21st century, characterized by low carbon emissions, efficient use of limited natural resources, and reduced risks to the human environment.

“Greening the economy must be on the priority list of every country. There are numerous definitions of the green economy. According to the definition of UNEP (United Nations Environment Programme), a green economy is one that results in improved human well-being and social equity while significantly reducing environmental risks and ecological degradation”.

The fundamental goals in the development of a green economy include harmonizing socio-economic development with other policies, efficient use of natural resources, development with low greenhouse gas emissions, green public procurement, economic and fiscal policy reforms, support for creating new jobs, reduction of unem-

ployment, and more. Green economy is not limited only to energy efficiency and renewable energy sources, but also includes striving for smart technologies, a high level of waste use, processing and recycling, green construction, sustainable and cleaner transport, and sustainable forest and agricultural management, among others.

Since 2008, national and international policies have increasingly implemented the concept of the “green economy.” The United Nations Environment Programme (UNEP) was among the first to promote so-called “green stimulus packages” aimed at avoiding global recession. Contemporary business today strives toward a green economy in order to meet the needs of society, follow the development of modern technologies, and ensure environmental protection through continuous focus on sustainable development. Protection of the human environment is of exceptional importance for tourism development due to the mutual integration of tourism and the environment.

A growth model focused on the green economy and green entrepreneurship can be a strong driver of growth toward sustainable economic development. It is also important to mention the concept of green auditing, which refers to the auditing of the natural environment, i.e., accounting information related to the environment. In this way, environmental pollution is monitored and controlled.

MATERIALS AND METHODS

The research sample (N=98) was heterogeneous and consisted of respondents (students of the University of Applied Sciences in Šibenik and University of Applied Sciences “Marko Marulić” in Knin) from Šibenik and its surrounding area (N=43), Knin and its surrounding area (N=10), and other cities and settlements (N=45). The research was conducted during the first half of 2024. The gender structure of respondents consisted of 30 male and 68 female participants. The respondents’ age range was divided into three categories. The first category included respondents aged 18 to 20 years (N=51), the second category included respondents aged 21 to 30 years (N=42), and the third category included respondents aged 31 to 40 years (N=5).

Regarding educational attainment, respondents had the opportunity to select one of five categories: unqualified (without schooling or incomplete primary education), primary school education, secondary school education, higher vocational education, and university degree (graduate degree, academy, master’s degree, and doctorate). Although none of the respondents selected the unqualified category (without schooling or incomplete primary education), for ethical reasons related to the study and research, it was included in the tabular presentation but excluded from the statistical analysis. The following categories were included in the statistical analysis: secondary school education (N=86), higher vocational education (N=6), and university degree (graduate degree, academy, master’s degree, doctorate) (N=6). The methods used in this research were: the method of theoretical analysis, survey research, and descriptive (statistical) methods.

The research was conducted using a printed questionnaire consisting of eighteen questions related to human resource management and personal development in the context of Generations Y-Z, with special emphasis on ecology, and two dimensions: self-assessment of personal work experience within the company (13 items) and self-assessment of the application of ecological principles within the company (10 items). Respondents were offered five possible answers for these dimensions (1-insufficient, 2-sufficient, 3-average, 4-very good, 5-excellent).

The questionnaire was anonymous and voluntary, and respondents were informed that the survey questionnaire was being used for scientific purposes and were encouraged to provide honest and objective answers in order to ensure the precision and objectivity of the research results. After the research had been conducted, the collected data were recorded and analyzed using the IBM SPSS software, version 26. Descriptive statistical procedures and inferential nonparametric statistical procedures (Mann–Whitney and Kruskal–Wallis tests, and the Likelihood Ratio instead of the χ^2 test) were used for the analysis. The reason for using the Likelihood Ratio instead of the χ^2 test was that in tables (6, 7, 8, 9, 10, 11, 12, and 13), the cell frequency was lower than 5.

Research Hypotheses

H1 – There is a statistically significant difference in the overall self-assessment of personal work experience and the overall self-assessment of the application of ecological principles within the company with regard to gender.

H2 – There is a statistically significant difference in the overall self-assessment of personal work experience and the overall self-assessment of the application of ecological principles within the company with regard to age.

H3 – There is a statistically significant difference in the overall self-assessment of personal work experience and the overall self-assessment of the application of ecological principles within the company with regard to place of residence.

H4 – There is a statistically significant difference in the overall self-assessment of personal work experience and the overall self-assessment of the application of ecological principles within the company with regard to level of education.

H5 – The most important business values at work are statistically conditioned by the main work motives.

H6 – Personal and professional development through coaching is statistically conditioned by internal motivators in job performance.

H7 – Preferred methods of receiving feedback on completed work are conditioned by the decision-making style.

H8 – Control of emotional state at work is statistically associated with reactions to conflicts.

H9 – Colleagues' attitudes toward ecological processes are conditioned by the ecological literacy of managers.

H10 – The potential of a manager to lead a group is conditioned by the definition of a good leader.

H11 – The way of listening to others is conditioned by the communication style of managers.

H12 – Reactions to ecological topics at work are conditioned by “time thieves” in professional life.

RESULTS

Table 1 shows that the data for both variables are negatively asymmetrical and leptokurtic. The Kolmogorov–Smirnov test for all variables indicates that the deviation from normal distribution is statistically significant ($p < 0.05$). Since the deviation of both variables from normal distribution is statistically significant, nonparametric statistical procedures will be used for the statistical analysis in this paper.

Table 1. Arithmetic Mean, Standard Deviation, Skewness, Kurtosis, and Results of the Distribution Normality Test

Variable	M	SD	Skew	Kurt	K-sz	P
Self-assessment of personal work experience within the company	3,11	1,44	-0,054	-1,384	0,177	0,00
Self-assessment of the application of ecological principles within the company	3,03	1,38	-0,032	-1,231	0,155	0,00

Source: Processed by the authors

The average scores of 3.11 for self-assessment of personal work experience within the company and 3.03 for self-assessment of the application of ecological principles within the company may indicate that the company meets certain standards and recognizes the value of ecological principles, but not at the level at which it potentially could. In order to improve the company's performance in both segments, it is necessary to consider new sustainable business strategies oriented toward the principles of sustainable development.

Today, the future of progress tends toward a green economy, as it enables a fairer distribution of resources and assets, reduces poverty and social inequality, and is better prepared for the effects of climate change and improved management of natural resources.

Small economies face specific challenges in adapting to and implementing the green transition. Today, the most important challenges include a lack of resources and capacities, attracting investments, market adaptation, and limited financing.

H1 – There is a statistically significant difference in the overall self-assessment of personal work experience within the company and the overall self-assessment of the application of ecological principles within the company with regard to gender.

Table 2. Testing the Statistically Significant Difference in the Overall Self-Assessment of Personal Work Experience within the Company and the Overall Self-Assessment of the Application of Ecological Principles within the Company with Regard to Gender.

Variable	Sex	N	M	SD	Man-Whitney	P
Self-assessment of personal work experience within the company	Muški	30	2,86	1,54	882,500	0,288
	Ženski	68	3,22	1,40		
Self-assessment of the application of ecological principles within the company	Muški	30	2,86	1,25	913,500	0,411
	Ženski	68	3,10	1,44		
Total	98					

Source: Processed by the authors

The results in Table 2 show that there is no statistically significant difference in the overall self-assessment of personal work experience within the company ($0.288 > 0.05$) and in the overall self-assessment of the application of ecological principles within the company ($0.411 > 0.05$) with regard to gender. This hypothesis was not confirmed; however, it indicates that male and female respondents demonstrate a unified attitude toward the self-assessment of their own work experience within the company and toward the self-assessment of the application of ecological principles within the company.

Today, there is a tendency toward humane ecology, which insists on the concept of the so-called ecology of man, based on human relationships directed toward both the living and non-living environment .

H2 – There is a statistically significant difference in the overall self-assessment of personal work experience within the company and the overall self-assessment of the application of ecological principles within the company with regard to age.

Table 3. Testing the Statistically Significant Difference in the Overall Self-Assessment of Personal Work Experience within the Company and the Overall Self-Assessment of the Application of Ecological Principles within the Company with Regard to Age

Variable	Age	N	M	SD	Kruskal-Wallis	P
Self-assessment of personal work experience within the company	18-20	51	3,15	1,51	2,565	0,277
	21-30	42	2,95	1,36		
	31-40	5	4	1,41		
Total		98				
Self-assessment of the application of ecological principles within the company	18-20	355	3,17	1,35	3,242	0.198
	21-30	298	2,79	1,40		
	31-40	9	3,60	1,51		
Total		98				

Source: Processed by the authors

The results in Table 3 show that there is no statistically significant difference in the overall self-assessment of personal work experience within the company ($0.277 > 0.05$) and in the overall self-assessment of the application of ecological principles within the company ($0.198 > 0.05$) with regard to age. The hypothesis was not confirmed, and the results also indicate that regardless of age and employees' own experience, attitudes toward the overall self-assessment of personal work experience and the overall self-assessment of the application of ecological principles are the same or similar.

H3 – There is a statistically significant difference in the overall self-assessment of personal work experience and the overall self-assessment of the application of ecological principles within the company with regard to place of residence.

Table 4. Testing the Statistically Significant Difference in the Overall Self-Assessment of Personal Work Experience and the Overall Self-Assessment of the Application of Ecological Principles within the Company with Regard to Place of Residence

Variable	Place of Residence	N	M	SD	Kruskal-Wallis	P
Self-assessment of personal work experience within the company	Šibenik and surrounding area	43	3,18	1,43	0,185	0,912
	Knin and surrounding area	10	3,10	1,37		
	Other towns and cities	45	3,11	1,50		
Total		98				

Self-assessment of the application of ecological principles within the company	Šibenik and surrounding area	43	3,13	1,39		
	Knin and surrounding area	10	3,10	1,72		
	Other towns and cities	45	3,03	1,32	0,185	0,737
Total		98				

Source: Processed by the authors

The results in Table 4 show that there is no statistically significant difference in the overall self-assessment of personal work experience within the company ($0.912 > 0.05$) and in the overall self-assessment of the application of ecological principles within the company ($0.737 > 0.05$) with regard to place of residence. The hypothesis was not confirmed, and the results also indicate that attitudes toward the overall self-assessment of personal work experience and the overall self-assessment of the application of ecological principles are the same or similar regardless of place of residence.

H4 – There is a statistically significant difference in the overall self-assessment of personal work experience within the company and the overall self-assessment of the application of ecological principles within the company with regard to the level of education.

Table 5. Testing the Statistically Significant Difference in the Overall Self-Assessment of Personal Work Experience and the Overall Self-Assessment of the Application of Ecological Principles within the Company with Regard to Level of Education

Variable	Level of Education	N	M	SD	Kruskal-Wallis	P
Self-assessment of personal work experience within the company	Unqualified (without schooling, incomplete primary school)	0	-	-		
	Primary school	0	-	-		
	Secondary school education	86	3,05	1,44		
	Higher vocational education	6	3,33	1,36		
	University degree (graduate studies, academy, master's degree, doctorate)	6	3,11	1,44	1,623	0,444
Total		98				
Samoprocijena primjene ekoloških principa u tvrtki	Unqualified (without schooling, incomplete primary school)	0	-	-		
	Primary school	0	-	-		
	Secondary school education	86	2,98	1,42		
	Higher vocational education	6	3	1,26		
	University degree (graduate studies, academy, master's degree, doctorate)	6	3,03	1,38	1,374	0,503
Total		98				

Source: Processed by the authors

In Table 5, the results are focused only on three categories: secondary school education, higher vocational education, and higher education (graduate studies, acad-

emy, master's degree, and doctorate). The results show that there is no statistically significant difference in the overall self-assessment of personal work experience within the company ($0.444 > 0.05$) and in the overall self-assessment of the application of ecological principles within the company ($0.503 > 0.05$) with regard to the level of education. The hypothesis was not confirmed because attitudes are similar and the same regardless of educational level; however, questions arise as to how education can contribute more effectively to improving and creating more positive attitudes toward the overall self-assessment of personal work experience and the overall self-assessment of the application of ecological principles, since the current level of attitudes is average.

For some time now, there has been a study program entitled "Green Economy," which consists of interdisciplinary graduate academic studies for students educated in the field of green economy and sustainable development. The study program was created in cooperation with universities from the region, Central Europe, and Eastern Europe.

H5 – The most important business values at work are statistically conditioned by the main work motivation factors.

Table 6. Most Important Business Values and Main Job Satisfaction Motivators

Main Motivators at Work	Most Important Business Values			Total
	Respect	Team work	Results	
Salary	23	6	9	38
Interpersonal relationships	19	8	1	28
Advancement	23	5	4	32
Total	65	19	14	98
$\chi^2=6,728$	LR=7,195		p=0,126	

Source: Processed by the authors

The results in Table 6 indicate that the main job satisfaction motivators and the most important business values are not statistically related ($0.126 > 0.05$). More precisely, the most important business values are not statistically conditioned by the main job satisfaction motivators. Although the hypothesis was not confirmed, Table 6 shows that the greatest value emphasized by respondents is respect.

The research results of showed that the greatest motivation factors for employees are salary and job security, while the most important business elements are regular salary payment, working hours, and job stability. In the self-assessment of work performance, respondents rated their own reliability and adaptability the highest.

H6 – Personal and professional development through coaching is statistically conditioned by internal motivators in job performance.

Table 7. Personal and Professional Development through Coaching and Internal Motivators in Job Performance

Internal Motivator in Job Performance	Readiness for Personal and Professional Coaching Development			Total
	Yes	No	Not sure	
Curiosity	19	3	4	26
Independence	23	11	10	44
Respect and honor	11	4	13	28
Total	53	18	27	98
$\chi^2=10,253$	LR=9,883		p=0,042	

Source: Processed by the authors

The results in Table 7 indicate that readiness for personal and professional development through coaching is conditioned by internal motivators in job performance and that there is a statistically significant relationship ($0.042 < 0.05$). The table shows that a larger number of respondents confirmed their readiness for coaching, so in addition to the indication of a statistically significant relationship, it can be concluded that the hypothesis was confirmed.

Based on the results of , it can be concluded that coaching has a positive impact on decision-making, while decision-making has a positive impact on employee productivity and satisfaction.

H7 – Preferred methods of receiving feedback on completed work are conditioned by the decision-making style.

Table 8. Preferred Method of Receiving Feedback on Completed Work and Decision-Making Style

Decision-Making Style	Preferred Method of Receiving Feedback on Completed Work			Total
	I need to see evidence	I need to hear evidence	I need to experience it	
Slow	1	3	1	5
Emotional	1	8	3	12
Relying on facts	26	24	31	81
Total	28	35	35	98
$\chi^2=7,966$	LR=7,998		p=0,092	

Source: Processed by the authors

The results in Table 8 indicate that preferred methods of receiving feedback on completed work are not conditioned by decision-making style and that there is no statistically significant relationship ($0.092 > 0.05$). Although the hypothesis was not confirmed, it can be observed that respondents, in every situation related to preferred feedback methods, rely mostly on facts when making decisions.

The research results of showed that personality traits such as extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience are not associated with greater confidence in decision-making.

H8 – Control of emotional state at work is statistically significantly associated with reactions to conflicts.

Table 9. Control of Emotional State at Work and Reactions to Conflicts

Control of Emotional State at Work	Reaction to Conflicts			Total
	Passive	Aggressive	Assertive (direct, open, honest)	
I have difficulty controlling myself	1	1	2	4
I am stable during work	12	4	58	74
I sometimes have irrational behavior	6	1	13	20
Total	19	6	73	98
$\chi^2=4,756$	LR=3,637		p=0,457	

Source: Processed by the authors

The results in Table 9 indicate that there is no statistically significant relationship between control of emotional state at work and reactions to conflicts ($0.457 > 0.05$). Although the hypothesis was not confirmed, the results show that respondents who are emotionally stable during work mostly react assertively (directly, openly, and honestly).

The results of showed that “there is a high negative correlation between exposure to organizational-professional conflict and the level of job satisfaction, as well as a significant moderate negative correlation between exposure to organizational-professional conflict and work engagement.”

Care for employees’ mental health, especially in highly stressful professions such as healthcare, judiciary, police work, and similar occupations, should be considered a professional obligation .

H9 – Colleagues’ attitudes toward ecological processes are conditioned by the ecological literacy of managers.

Table 10. Ecological Literacy of Managers and Colleagues’ Attitudes toward Ecological Processes

Ecological Literacy of Managers	Colleagues’ Attitudes toward Ecological Processes			Total
	Concerning	Uninterested	High awareness	
High level	5	6	16	27
Medium level	12	33	15	60
Lower level	0	9	2	11
Total	17	48	33	98
$\chi^2=16,359$	LR=18,159		p=0,001	

Source: Processed by the authors

The results in Table 10 indicate that colleagues’ attitudes toward ecological processes are conditioned by the ecological literacy of managers ($0.001 < 0.05$). This indicates that managers have a very important role in shaping employees’ attitudes toward topics related to ecological processes. This hypothesis was confirmed.

Work motivation, in addition to basic needs satisfied through strategies and systems of material motivation, can be further enhanced by non-material motivational strategies. These include job design, managers and their leadership style, flexible working hours, opportunities for training and future development, organizational culture, recognition and feedback, management by objectives, and employee participation.

Environmentally conscious consumers with a market orientation are inclined to use their consumer power to exert pressure on industry. Manufacturers have already recognized the growing demand for environmentally friendly products in developed markets.

H10 – The potential of a manager to lead a group is conditioned by the definition of a good leader.

Table 11. Potential for Managerial Group Leadership and the Definition of a Good Leader

Definition of a Good Leader	Potential for Managerial Group Leadership			Total
	Easily adapts to change	Successfully motivates people	Delegates tasks effectively	
Consistency	8	19	4	31
Flexibility	7	14	8	29
Social responsibility	5	19	14	38
Total	20	52	26	98
$\chi^2=5,912$	LR=6,341		p=0,175	

Source: Processed by the authors

The results in Table 11 indicate that the potential of a manager to lead a group is not conditioned by the definition of a good leader ($0.175 > 0.05$). The hypothesis was not confirmed; however, according to the results in the table, it can be highlighted that a good leader primarily plays a role in successfully motivating people.

Previous scientific studies have confirmed the positive influence of leader empathy on employee and leadership work behavior and attitudes. Expressing and developing empathy in leadership is uncomfortable and demanding, but it fulfills both those who receive it and those who provide it.

During the last decade, the number of studies in the field of the so-called dark triad traits in management has increased. These consist of narcissism, Machiavellianism, and psychopathy—personality traits associated, positively or negatively, with success in the business world.

H11 – The way of listening to others is conditioned by the communication style of managers.

Table 12. Ways of Listening to Others and Managers' Communication Style

Managers' Communication Style	Ways of Listening to Others				Total
	Interested	Confused	Impatient	I selectively listen to what the person says	
Assertive	44	3	5	19	71
Aggressive	2	0	2	2	6
Passive	11	1	4	5	21
Total	57	4	11	26	98
$\chi^2=6,235$	LR=5,649		p=0,464		

Source: Processed by the authors

The results in Table 12 indicate that the way of listening to others is not conditioned by the communication style of managers ($0.464 > 0.05$). The hypothesis was not confirmed; however, according to the results in the table, assertive communication by managers is associated with greater interest in listening.

Recent scientific considerations support the fact that emotions are a significant variable of successful leadership. Since emotions serve as a medium in achieving leadership goals, it is important to develop certain emotional skills. For example, a low level of dark personality traits in a leader may contribute to successful leadership.

Certain results indicate that women demonstrated slightly more empathy than men.

H12 – Reactions to ecological topics at work are conditioned by “time thieves” in professional life.

Table 13. Reactions to Ecological Topics and “Time Thieves” in Professional Life

Time Thieves in Professional Life	Reactions to Ecological Topics			Total
	Proactive	Passive	Indifferent	
Failure to set priorities	12	5	7	24
Inability to say NO	12	12	17	41
Inadequate preparation for conversations and agreements	17	4	12	33
Total	41	21	36	98
$\chi^2=5,808$	LR=6,065		p=0,194	

Source: Processed by the authors

The results in Table 13 indicate that reactions to ecological topics at work are not conditioned by “time thieves” in professional life ($0.194 > 0.05$). Respondents do not prioritize ecological topics, and according to their responses, there is an average balance between proactivity and indifference, which resulted in the hypothesis not being confirmed.

Today, all types of business organizations strive to achieve their own contribution to environmental protection by controlling the impact of their activities, products, and services on the environment, in accordance with their environmental protection policies and goals.

CONCLUSION

Based on the conducted research, it was found that the self-assessment of personal work experience within the company and the self-assessment of the application of ecological principles within the company were both rated as good. The proposed hypotheses yielded the following results:

- There is no statistically significant difference in the overall self-assessment of personal work experience within the company and in the overall self-assessment of the application of ecological principles within the company with regard to gender, age, place of residence, and level of education. All four hypotheses were not accepted.
- The main job satisfaction motivators and the most important business values are not statistically related. The results showed that the greatest value em-

- phasized by respondents is respect. The hypothesis was not confirmed.
- Readiness for personal and professional development through coaching is conditioned by internal motivators in job performance, and there is a statistically significant relationship. The hypothesis was confirmed.
 - Preferred methods of receiving feedback on completed work are not conditioned by decision-making style, and there is no statistically significant relationship. The hypothesis was not confirmed.
 - There is no statistically significant relationship between control of emotional state at work and reactions to conflicts. The results showed that respondents mostly react assertively at work. The hypothesis was not confirmed.
 - Colleagues' attitudes toward ecological processes are conditioned by the ecological literacy of managers, meaning that managers have an important role in shaping employees' attitudes toward topics related to ecological processes. The hypothesis was confirmed.
 - The potential of a manager to lead a group is not conditioned by the definition of a good leader. According to the results, it must be emphasized that a good leader plays a role only in the successful motivation of people. The hypothesis was confirmed.
 - The way of listening to others is not conditioned by the communication style of managers. The results showed that an assertive communication style of managers positively influences listening. The hypothesis was not confirmed.
 - Reactions to ecological topics at work are not conditioned by "time thieves" in professional life. The hypothesis was not accepted.

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