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THE AWARDS
2020

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Clash of Perspectives: Young People's vs Employers' views on Young People's Soft Skills in Turkey

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WORLD
CHANGING
GLASGOW



Background

Soft skills

- Work-related transferable skills
- Personal attributes
- Work-related motives

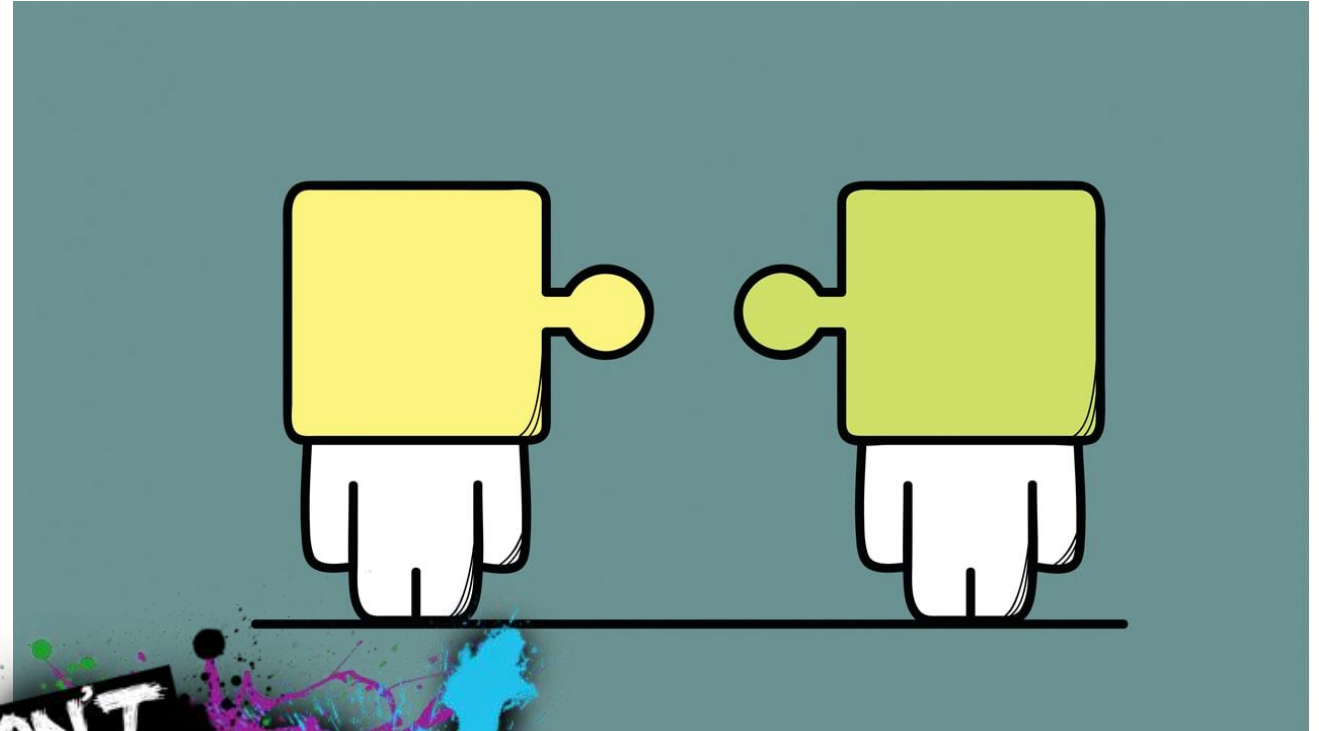




Discrepancy

Young people's self-report data vs employer perception of candidate soft skills (e.g., Matsouka & Mihail, 2016, Succi & Canovi, 2019)

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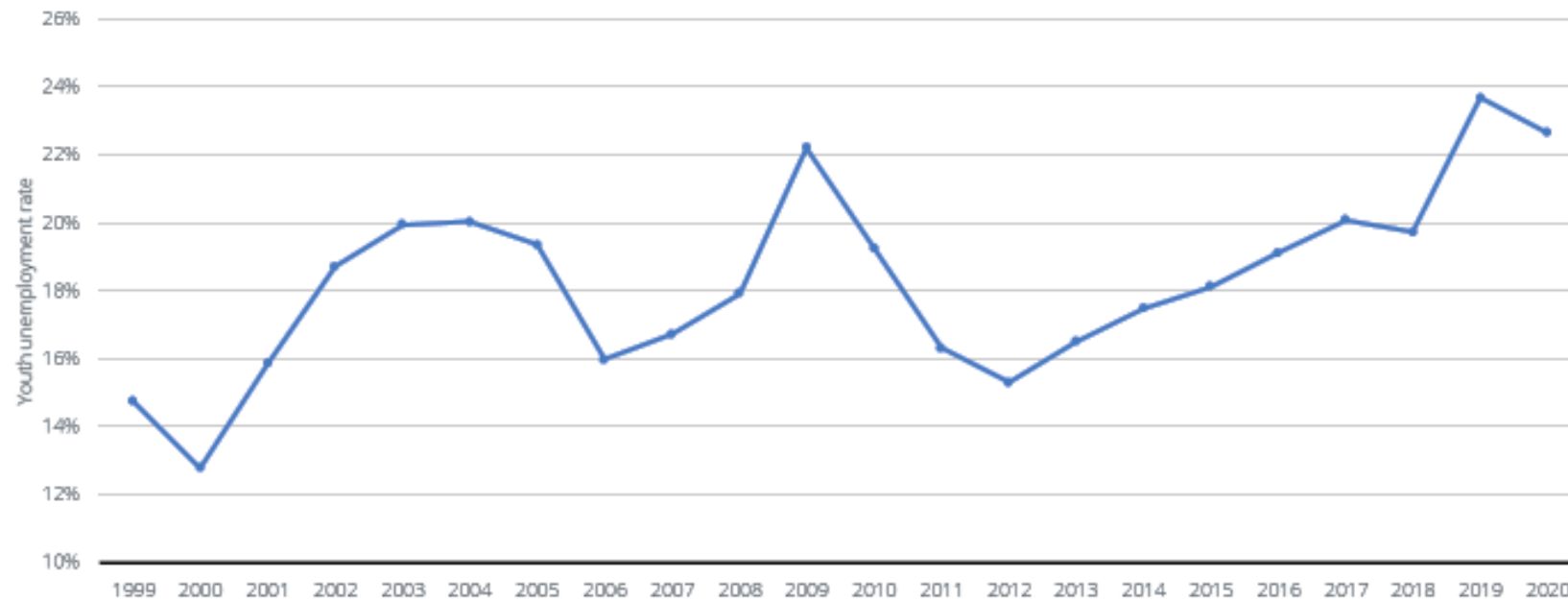
Young people in Turkey



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Turkey: Youth unemployment rate from 1999 to 2020

Youth unemployment rate in Turkey in 2020



Note(s): Turkey: 15-24 years

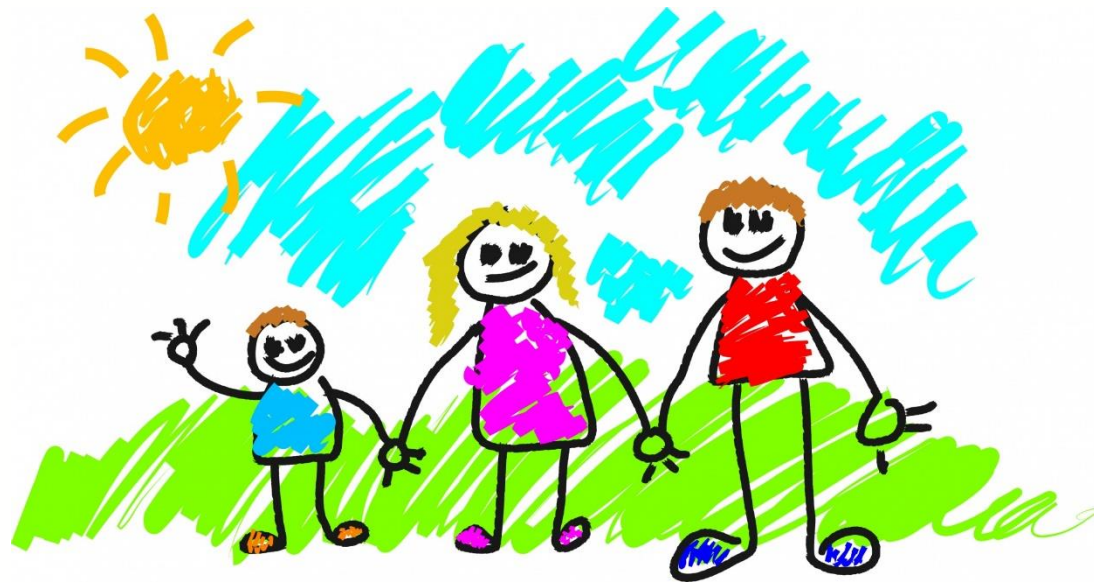
Further information regarding this statistic can be found on [page 8](#).

Source(s): World Bank [ID: B13118](#)



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Young people in Turkey



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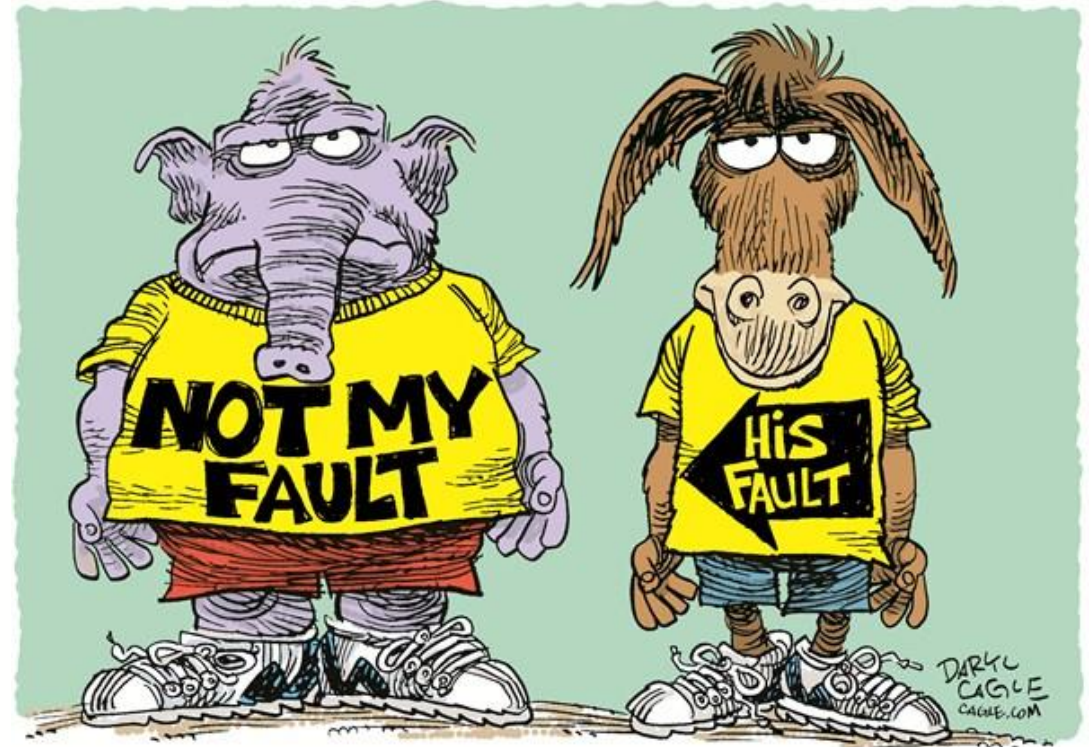
Young people in Turkey

Informal selection methods & soft criteria



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Managerial assumptions



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Research questions

- To what extent do young people's self-report soft skills match employers' perceptions of young people?
- Which employer demographics (gender, age, employer status) shows most discrepancy with young people's self-reports of soft skills?
- Which groups of young people (based on gender, age, internship and work experience) show discrepancy with employers' views of new entrants?



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Method



- Secondary data
- Matched soft skills questions on
 - Transferable skills
 - Personal attributes
 - Work-related values
- Sample
 - 72 employers (68% male, Mage=49 (SD=10.64 years), 47% general managers, 47% owner/managers, 82% at least university degree)
 - 746 young people (67% male, Mage=17years, SD=1.87 years, all public secondary school students, 26% had internship experience, 43% had no prior work experience)



Findings: RQ1

- Young people > Employers on transferable skills and personal attributes; career opportunities over pay
- Employers > young people:
 - Preference for (i) financial opportunities over progression opportunities; recognition over learning and experience; and (iii) easy work over challenging work



Young people



Employers

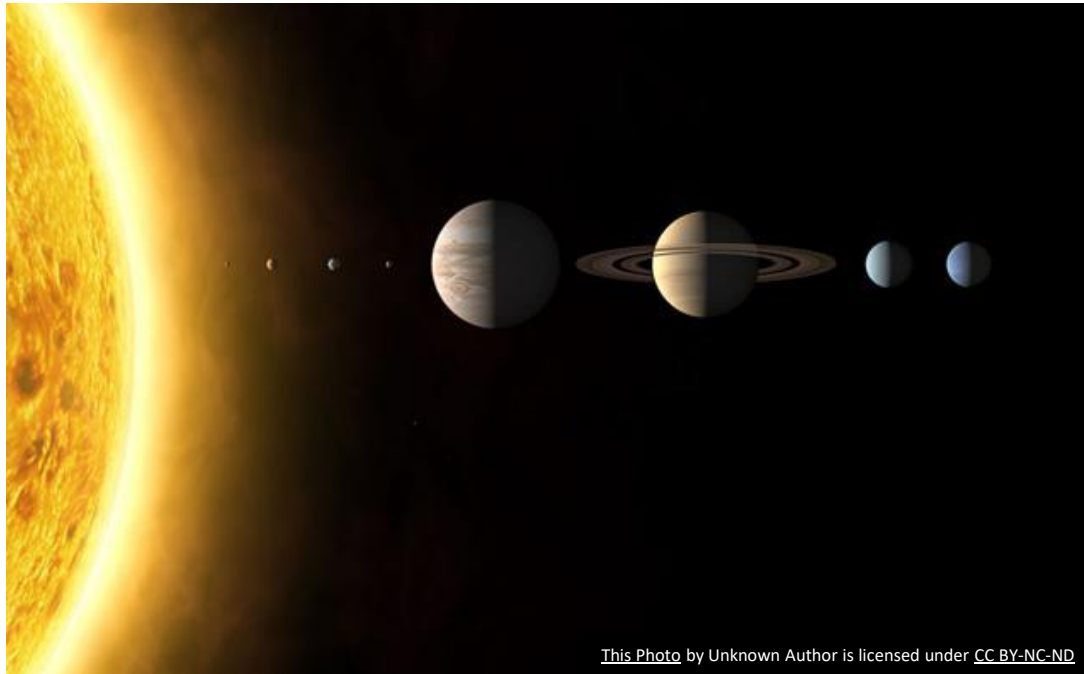


Findings RQ2 & RQ3

- No differences attributable to employer demographics (gender, age and employer status)
- Internships
 - Recognition at work over mastery
 - Good pay over career opportunities
- Women
 - Good managerial relations over pay rise
 - Career opportunities over good pay
- No work experience
 - Good pay over career opportunities



Discussion



- Are young people from Mars and employers from Venus?!?
- Young people's self awareness
- Employers' age-related biases
- Employer engagement



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THANK YOU!

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