ARCADA

Employee benefits with preference to age groups

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Syftet med denna studie var att forska om det finns ett samband mellan åldersgrupper och arbetsförmåner, samt att forska vad arbetarens åsikt är angående arbetsförmåner och motivation som en helhet. Vid sidan av den huvudsakliga forskningsfrågan, fanns det även forskningsfrågor angående bonus för god hälsa, motivation och lojalitet.

Forskningsmetoden var kvantitativ. Insamlingen forskningsdata gjordes som en online-enkät i Webropol. Totalt samlades 477 svar in, på en period av två veckor.

Resultaten analyserades via SPSS, Excel och Webropol. Tre olika analyser gjordes via SPSS: Chi-test, Kendall's Tau (korrelations koefficient) samt korstabulering. Resultaten visade att åtta av 19 arbetsförmåner hade en signifikans, vilket betyder att åtta arbetsförmåner är påverkade av respondentens ålder. Detta bekräftar att det finns ett samband mellan arbetsförmåner och åldersgrupper, och att ålder utgör en faktor mellan önskade arbetsförmåner. Resultaten visade även att respondenterna ansåg att arbetsförmånerna påverkar motivation, men samtidigt påverkar inte suveräna arbetsförmåner på lojalitet: 24,53% av respondenterna skulle inte stanna kvar på sin arbetsplats fastän arbetsförmånerna skulle vara exceptionella, om inte arbetsuppgifterna var givande. Dock skulle 4,6% stanna, om arbetsförmånerna var exceptionella fastän arbetsuppgifterna skulle vara meningslösa.

Respondenters åsikt angående bonus för god hälsa var tudelad. Samtliga ansåg att det var en bra idé, men tanken att få betalt mera för god hälsa väckte även negativa åsikter. Bonus för god hälsa skulle vara ett intressant ämne att diskutera, samt forska vidare i.

Nyckelord:	
	Arbetsförmånder, ålder, åldersgrupp, motivation, kvantitativ forskning, bonus
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The aim of the study was to research if there is a link between age groups and employee benefits, and also to get an overall view on employee's opinions regarding benefits and motivation. Besides the main research question "*is there a link between age groups and benefits*", there were sub questions regarding bonus for good health, motivation and loyalty.

The method used in this research was quantitative. Data was collected via an online survey and in total 477 people responded to the survey. The results were analysed via SPSS, Excel and Webropol. Three different analyses were made via SPSS; Chi-test, Kendall's Tau (correlation coefficient) and crosstabulation. The results showed that out of 19 benefits, 8 were significant and confirmed that age is a contributing fact to employee's beneficial desires.

Results also showed that respondents were of the opinion that employee benefits affect motivation and that great benefits do not make an employee more loyal. 24,53% of respondents stated that they would not stay at a company even though the benefits were exceptional, if the work tasks were not fruitful. 4,6% stated that they would stay even if the work tasks were not fruitful, as long as the employee benefits were excellent. However, respondent's opinions were scattered when it came to bonus for good health; some thought it was a great idea whilst others opinion were negative. Bonus for good health is a topic that would be an interesting topic to discuss and research further.

CONTENTS

Figures

Tables

FOREWORD

Thank you for taking the time to read my thesis. The idea came to me whilst I was working after a class at school. I was challenged during the class by my English teacher; is the subject relevant, what do I actually want to accomplish and find via this research. I am very grateful that he questioned my topic, that way I actually had to have a plan and an in-depth explanation regarding my subject. The more I spoke to friends and family regarding the topic, the clearer the picture got about what I wanted to research.

The process of this thesis has not been easy. Working full-time and writing my thesis at the same time has been time consuming and really put my time-management to the test. During the process I have learnt a lot about motivation, employee benefits and theories. I understood that via doing this research, I will in the process learn new aspects of different topics since I have to read a lot of theory.

I want to thank my family, friends and my work place for the unconditional support I have received. A big thank you goes to my methodology teacher Minna Stenius who was an enormous help. I also want to thank my thesis coach, Christa Tigerstedt who has helped me during the process.

1 INTRODUCTION

"people have different needs, based on their individual circumstances, the components included in the package should be sufficiently varied to address the different requirements of people at different stages in their lives" – Anne M. Bogardus, 2014, p.87

Companies are spending time and money on employee benefits that are irrelevant. Instead, focusing on what different people and especially the interests of different age groups would prefer, will increase future profits for any company; both financially and motivationally.

According to Bashker (2013), relevant data shows that 20-60% of an organization's gross revenue fall under compensation and beneficial expenses. Therefore, the sense of urgency with understanding the importance of compensation and benefits is essential.

Interest in benefits at work can be researched without using an extra filter of age groups. However, by adding the filter of age groups, companies can evaluate the preferred benefit of the employees, by comparing the average age at their own company with the outcome of this research. Taking age groups into account in today's business world is crucial. Oshagemi puts it well (2002 p.14-15); *"As older and younger employees abound in organisations there is the need to manage both of them effectively in order to realise organisational goals more fully"*, with this it is understood that in today's world, organizations cannot strive within reward and benefit systems if they are blind to the fact that different generations are interested and seek different benefits.

For an organization to be able to focus on the best compensations and benefits for their employees, it is crucial for the them to know which sort of benefits are the most optimal for their employees.

1.1 Problem statement

One of the main motivations for this thesis is to help organizations with allocating employee benefits that are actually valued, appreciated and being used by the employees.

Before deciding on this topic, the researcher asked friends and acquaintances regarding the topic. It appeared that the topic was quite unfamiliar and that many organizations do not consider the age of their employees whilst deciding on employee benefits.

According to Hakonen (2016) employees easily forget all the benefits that their company offers. She also states that flexibility with benefits would be a positive outcome since employees would be able to calculate the value they get beside the salary. Therefore, the motivation for this thesis is to help organizations intensify the employee happiness and motivation through benefits and at the same time decrease unnecessary costs. If organizations would be able to focus on the correct benefits from the start; the company would not be financing for benefits that are not being used.

The topic of this thesis is not only relevant due to the interest of the researcher, but it is also relevant since no previous research regarding this topic has been made in Finland.

1.2 Aim and research question

The aim of the thesis is to research if there is a preference in employee benefits when taking age groups into account.

The main research question is; *Is there a link between age groups and different benefits?* Besides the main research question, other sub questions are;
-   *What employees think of bonuses for good health.*
-   *Would employees be more loyal if they had great employee benefits but would not enjoy their work task.*
-   *What employees think of benefits, is there a motivational link?*

The sub questions are here to guide the work and possibly answer the sub questions via the questionnaire.

1.3 Demarcation

Naturally, an assumption that all individuals of all ages prefer the same thing, is not an assumption that can be made. However, this research will hopefully help organizations take a new factor into account; age.

It is crucial that the sample size consists of respondents from different age groups. If only respondents between the age groups 30-39 and 60-69 respond, the research questions will not fully be researched since a majority of the sampling frame has not been analysed.

The focal point in this research are employee benefits and age groups. However, in this thesis the words compensation and reward will be used as synonyms for benefits in some context, since it explains the statement and situation in a clearer way.

The focus group in this thesis will be between ages; 18-29, 30-39, 40-49, 50-59 and 60-69. The age groups end at 60-69 since according to Työeläke.fi the age gap for retiring is 63-68 years for people born after 1954 (2018).

The research is focused solely on age and employees in Finland. The topic could be researched based on several other factors; gender, ethnicity, country based and contract type. The researcher decided to only take age and one country into account. Only one country was chosen due to narrowing down the governmental regulations. Some countries have benefits that are regulated by law, for instance Finland (Verohallinto, 2019). Age was the other factor that was chosen by the researcher. The researcher decided that looking at the big picture; only age, was significant in this study.

In this study employee benefits and fringe benefits will not be separated and researched as two different benefits. Fringe benefits are seen as taxable income and can be offered to only some employees of the company (Verohallinto, 2019).

1.4 Structure

The structure of this thesis is built in six (6) chapters which all include subheadings with deeper insight on each topic. The beginning focuses on theory, motivation and aim of the topic. Following the theory, the focus turns to the research question and structure.

After gaining insight on theory, the study will continue into the data and analysation of the results. Lastly, the study will focus on discussions regarding findings and the author will draw her conclusions.

2   THEORY

According to Viitala (2002) motivation differs between age groups. If an employee benefit is being unused and incorrectly implied it will result as unnecessary costs as a whole, since the employees are not using the given benefit.

In this chapter different theories regarding motivation and compensation will be explained. Additionally, definitions of employee benefits & compensation, compensation strategies, age groups, and motivation will be explained further to increase clarity of the studied topic.

2.1   Employee benefits and compensation

Employee benefits are defined as a payment from the employer to the employee for time not worked. Benefits are not accumulated, they are indirect monetary and nonmonetary payments (Dessler, 2013).

In this study the employee benefits will be defined as a payment or reward that an employee receives. Benefits can be seen from several aspects; a benefit might be free coffee, a pat on the shoulder or a price. According to Önnevik and Lindmark (2006 p.15), it is all about organizations creating a value for every single employee and this way increase or decrease the attraction of the employer in the eyes of future and current employees. It is also concerning the relation between the individual who receives the benefit and the organization that gives it (2006 p.155). Önnevik and Lindmark continue to explain that a well though-out reward system will result in employees becoming more productive, motivated and positive. If the reward system is of poor quality or does not exist at all, there is a risk of the employees becoming the opposite; unproductive, unmotivated and negative (2006 p. 151).

Mullins (2005 p.473) explains that the functions of benefits are a way of fulfilling the expectations and needs that employees set for the employment. According to Mullins model, there are three different classifications; economic satisfaction, intrinsic (inner) satisfaction and social relationships. Economic satisfaction correlates to benefits and can

be seen as money, material goods or for example free holidays. When these three classifications (see figure 1) work in equilibrium, the employee's needs will be fulfilled.
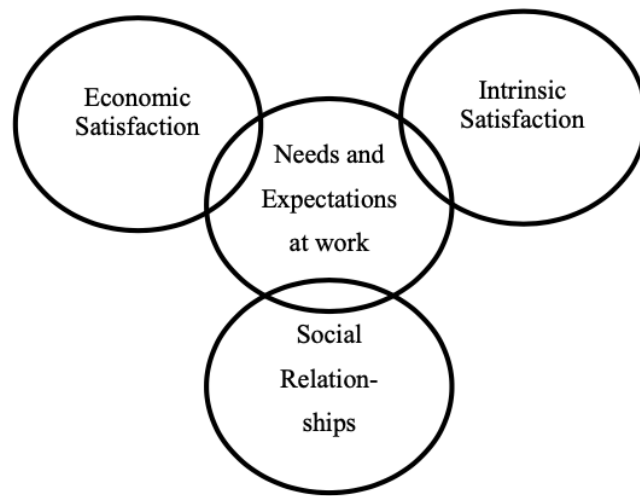
Figure 1. Needs and expectations of people at work (Mullins, 2005 p.473)

According to Dessler Gary (2004 p.203) employee benefits are over one third of the total costs of an organization's payrolls. Costs for benefits are high and should be put under a microscope especially in situations where some benefits are not being used. Dessler (2004) continues to state that according to a study, employees accepted a 20% lower salary if their employer provided them with health insurance. As interesting as the study is, it is not applicable for Finland since Finnish regulations demand that all organizations and companies, big or small, must have employee healthcare (Verohallinto, 2019).

2.1.1 Previous research regarding employee benefits and age

Previous research related to the topic has been made regarding beneficial flexibility; Torre Ruiz, Vidal-Salazar and Cordón-Pozo (2017) stated in their article that they received negative results in their survey for approximately 800 Spanish employees; employees did not respond well to the thought of beneficial flexibility.

Research has been made about newer generations leadership wise. Mäki (2018) made a research based on his thesis about the Z-generation and leadership in Finland during the 2020-century. In his research he states that the generation will be committed and loyal to organizations where flexibility and tailor-made functions will be implemented. Hence,

future organizations will have to take benefits into account with younger generations if the interest and focus is on a tailor-made experience.

Kokko interviewed the CEO (Chief Executives Officer) of Suomen Palkitsemiskeskus Oy Tomi Rantamäki, on his thoughts regarding reward and benefit systems in Finland. Suomen Palkitsemiskeskus Oy is a company that sells strategic and Human Resource Management services to smaller companies. According to Rantamäki, there is no point for a company having long lists of benefits that no one actually keeps track of. Rantamäki thinks that companies should have benefits that mirror the organization's strategies. Hence the benefits should be evaluated once a year, or at least every time the company update's its strategy plan. (Taloussanomat 2010)

Working from home is according to Rantamäki also a benefit set for future employees; by giving the employees the freedom of choosing where and when to work. Rantamäki's statement is a reason why working from home was added into the survey as an option when choosing the desired benefits.

Based on a strategic reward audit that was published by Suomen Palkitsemiskeskus Oy, research had been done on the most common benefits in Finnish companies, the Finnish version can be found in Appendix 1 as an image. 90-100% of companies offer flexible hours and flexible work stations to their employees. 60-90% offer their employees lunch benefit and premium healthcare. 40-60% offer glasses and the possibility to change vacation salary into additional vacation days. 10-30% offer mobile phones for both personal and work use. Under 10% offer transportation benefits and day-care for the employee's children. (Taloussanomat 2010)

2.2 Human Resource Management compensation strategy

Employee compensation can merely be seen as the salary employees receive, which would be called a direct compensation. Indirect compensations are benefits that the employee receives in different forms. As shown in Figure 2. below, compensation is the back-bone to attaining employees and a merit of being an attractive alternative on the employer market (2014 p.87-97).

Figure 2. Strategic Goals. Human Resources Jumpstart. 2014. P.87-97

It is necessary to ask what strategy means within Human Resource Management. According to Bogardus (2014 p.87-97) it simply is a plan on how to achieve the desired goals. The compensation strategy must be in line with and support the ability to attract and retain employees whilst supporting the organization at the same time.

Bogardus also explains that there are four (4) essential elements for succeeding with a compensation strategy;

- Compensation philosophy
- Financial constraints
- Total reward program
- Structure for administering pay

Being able to determine the above four elements and implementing them is an important responsibility since it will affect the organization as a whole. If the compensation strategy is not structured as it should be, the organization will not attract and retain motivated employees. If an organization loses all its motivated employees nor attracts new ones; it will be a negative domino effect on the organization, starting from lost profits. (Bogardus, 2014)

First an organization has to determine what their compensation philosophy is; entitlement philosophy or performance-based philosophy. Entitlement philosophy is based on seniority, how long has an employee worked for the company. The down-side with entitlement philosophy is that an employee that has worked for 10 years at a company may receive a compensation, even though they are not as good as for example an employee who has worked at the company for 2 years but is highly motivated and is a huge asset for organization. Performance-based philosophy is based on the employee's performance; if they do not perform well, they will not receive any compensation. The down-side with performance-based philosophy is that there is a risk of employee's feeling stressed regarding having to perform 110% every single day. Both philosophies can be mixed and implemented at the same time, it is just up to the management to find an equilibrium between the two philosophies. (Bogardus, 2014)

The following element is financial constraints. To be able to compensate employees, the organization has to be sure that the benefits are within the tax regulations and also make sure that the organization has the liquidity to pay. For an organization in Finland it is important to take into account different tax regulations. For example, employees are only allowed to receive 400 euros tax-free in culture and sport benefits (Verohallinto, 2019).

The total reward element is relevant when it comes to benefits in the sense, that a total reward package consists of all three methods; cash, equity and benefits. Bogardus (2014, p.92) puts it well and defines the reason for this research in a nutshell; "*people have different needs, based on their individual circumstances, the components included in the package should be sufficiently varied to address the different requirements of people at different stages in their lives*". As mentioned above, indirect and direct compensation is a part of the total reward system. Direct compensation is quite clear already by its title; direct. Direct compensation is the salary employees receive. Indirect compensation is more known as different forms of benefits.

The final element is administering pay. Without diving too deep in the theory of the last element, administering pay by title, already explains the matter in a simple context; for organizations to be able to administer the compensation fairly, equal and correct way, they have to have a functioning system (Bogardus, 2014).

In this study, the focal point will be on the total reward element since it relates the most to employee benefits.

2.3 Motivation regarding people, employee benefits and age groups

To be able to understand the impact benefits have on employees and especially in different age groups, it is vital to understand the base from where it all starts; motivation.

Motivation has been a studied topic since the 50's. Motivation theories do not have a distinct nor factual effect on practicality. However, it is undisputable that motivation theories have been an asset and helped organizations understand their employees better in any way; big or small (Viitala, 2002).

Viitala states that motivation is not defined nor built on one single act or feeling. Several factors effect motivation (2002). Therefore, it is important to take that into account whilst reading this study; benefits and especially in different age groups, will not alone effect motivation. However, it might have an impact.

2.3.1 Age Groups and preferential benefits

Considering different aspects of employees, such as age, gender, ethnicity and background is important due to the fact that it brings disparity into the organization; in good, as in bad. Taking age groups into account is not only for organizations important, but also for team leaders to be able to understand that everyone cannot be treated equally since everyone functions in different ways. According to Österberg, research was conducted in 2003 (Ilmarinen, Lähteenmäki, Huuhtanen) based on different age groups and how they manage and feel regarding career fatigue, being inspired and career promotions.

Research show that employees between 24-29 are inspired and searching for their professional identity. Employees between 30-36 were keen on career promotions but also career fatigueless was one major role. Employees between 37-65 were not as fatigue as ages 30-36, however, they were interested in keeping their title and career and somewhat interested in developing themselves and finding a new identity (Österberg, 2005).

The above study shows that age groups should be taken into account at organizations and that there is a differentiation between age groups.

During an employee's lifetime the motivational factors will change. A younger, recently graduated employee and an employee who has been actively working for the past 30 years cannot be compared since their lifespan may differ radically. An employee of older age might already have built his or her dream house, had children and are now focusing on their health. Instead, a younger employee is focused on his or her career and does not think that a benefit within health is that important compared to a benefit that brings financial value. (Viitala, 2002)

This can as well be related back to Erikson's known theory regarding developmental psychology; every person goes through eight (8) crisis stages during their life; from infant until elderly. During the different stages a person will desire and behave differently. Everyone will go through the eight stages, but it is personal how fast or slow a person goes through them (Jerlang, 2008, p.85). Taking Erikson's theory into account, it shows that employees want different benefits if they are in different stages of their life since everyone goes through different life-stage crises and therefore choose different employee benefits.

In Gellert and Kuiper's (2008) article, age and especially elderly employees are discussed. Elderly employees are seen as less adaptable and less flexible than other employees. Age is also a multi-dimensional process that is not easy to comprehend and cannot be defined with one single definition.

2.3.2 Extrinsic vs. Intrinsic motivation

"Extrinsic or instrumental work values relate to tangible aspects of work such as pay, benefits, and job security, which address safety and security needs and which are instrumental to the fulfillment of intrinsic needs." (Schweitzer Linda, et. al., 2018, p.46)

Extrinsic motivation differs from intrinsic in the way that intrinsic motivation comes from within the individual. Intrinsic motivation can be seen as internal driven motivation, a person can be motivated to learn a new receipt since the previous one was too easy. When learning the new receipt, they get motivated internally because they succeeded, not because they receive a tangible reward. Extrinsic motivation is commonly used on children.

It is an easy way for parents to get their children to obey if they are promised a little treat at the end. (Cherry, 2019)

Mentioned in chapter 1.3., some benefits are regulated by law and therefore have to be offered to all employees. The intrinsic motivation might decrease due to this since employees might think that it does not matter how they perform since everyone receives the same benefits.

Employee benefits fall under extrinsic motivation, that is why the focus shifts to extrinsic motivation from here on.

Extrinsic motivation can sometimes backfire. According to Cherry (2019), in some cases extrinsic motivation can cause intrinsic motivation to decrease. Employees do not feel as motivated internally since there are so many external motivators.

Why does benefits affect motivation? According to Furnham and MacRae benefits always motivate employees. Money is logically the first idea of an extrinsic motivation. However, any sorts of perks or benefits will attribute to an employee's motivation or persuade anyone into the desired direction. (Furnham & MacRae, 2017)

Extrinsic motivation does not go hand in hand with different generations nor age groups. There is mixed research that indicates that different generations in different countries were affected differently by extrinsic values. Actually, based on the previous research gathered by Schweitzer et. Al. (2018) there are no correlations between generations and extrinsic values. However, it is important to note that the research they analysed was not from respondents that live nor work in Finland.

In this thesis motivation can be explained like this (see figure 3) when linking it to employee benefits.
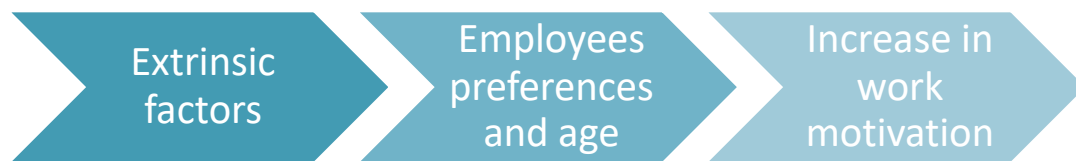
Figure 3. Process chart of research, Emma Laaser. 2019.

The first step in the process of increasing work motivation and attaining employees, is by defining the extrinsic factors. When the extrinsic factors have been defined, the next step is to find out the employee's preference and see how the age of the employee affects the decisions/preferences. With the outcome of the extrinsic factors and preference & age; the research will show if it affects work motivation.

2.3.3   Herzberg's two factors theory; hygiene factors

Herzberg designed a theory regarding motivation in year 1959. The theory is based on two factors; motivation and hygiene factors. Herzberg argues that motivation is an intrinsic factor that will increase job satisfaction whilst hygiene is an extrinsic factor and it will only keep employees satisfied but, it will not increase satisfaction. According to Robbins (2009) Herzberg's theory adjusts that the hygiene factor, such as benefits and pay will only keep employees from being dissatisfied. That if all hygiene factors are as they should, employees will be neutral. However, if the hygiene factors are of less quality, employees will be dissatisfied. Furthermore, if the hygiene factors are of higher quality than expected, it will not satisfy the employees any more than necessary.

Other theories argue against Herzberg's theory. That the theory does not contribute nor take into account demographic factors such as age (Schroer, 2008). According to Schroer (2008), the overall employee satisfaction is affected more by the age and education level of the employee and rather not by the hygiene or motivation factors as Herzberg would argue.

One major reason to why Hertzberg's theory might be arguable, is that he initially made the research and survey based on 200 employees. The sample size in the research is not

terribly big. Also, the sample might not be as representative as might be required nowadays, since the research was conducted on engineers and accountants from the same firm (Robbins, 2009).

Another study conducted by Fang (2011) regarding extrinsic motivation in China, showed that extrinsic factors do affect motivation in a positive light. Actually, the study shows that instead of intrinsic factors increasing satisfaction, that extrinsic factors overthrew the intrinsic factors when it came to job satisfaction.

3 RESEARCH DESIGN

This research was conducted as a quantitative research and the empirical data was collected through an online survey. The research was conducted quantitatively since quantitative research focuses on numbers and the approach to theory, whilst qualitative research is constructed based on a strategy that emphasizes words rather than numbers. Also, the quantitative approach is more favourable if the estimated response amount is large. However, the survey consisted of two qualitative questions; open questions. (Bryman & Bell 2011 p.27)

3.1 Construction of survey

The data was collected as a self-completion questionnaire, or as referred to in this thesis; as a survey. A self-completion questionnaire is a method where there is no interviewer, the respondents respond to the questionnaire and interpret the questions as they do. With this method, it is important to have questions that are easy to understand and even more so; easy to answer (Bell & Bryman 2011 p.232).
The downside to conducting a self-completion questionnaire is that additional data cannot be collected from the respondents. In situations where the method used is interviewing, the researcher can ask additional questions afterwards if noticed that some of the answers are inconclusive or need to be opened further (Bryman & Bell 2011 p.233).

The survey was conducted via an online survey tool called Webropol and was constructed so that it would not take more than eight (8) minutes to fill out. Webropol was chosen as the survey tool since it was a familiar tool to the researcher.

The survey consisted of 10 questions in total. There was an introduction in the beginning of the survey where it was explained what is being researched, why and by whom. The respondents were informed that their answers were anonymous.

Out of the 10 questions, 4 were Likert scale questions, 2 were multiple choice questions and 2 were open questions. The outstanding 2 questions were demographic questions, see Appendix 2. Scales were used since they are efficient and practical. Numeric data saves time and also helps to ensure accuracy, validity and reliability (Alreck & Settle 1995 p.113).

Multiple choice questions are according to Alreck and Settle (1995 p.115) simple and versatile since several variables can be chosen at once. Therefore, multiple choice questions were chosen for this survey.

The survey was written in English and all questions were translated into Finnish. The survey was translated into Finnish since it is the national language of Finland, the researcher thought it would be easiest for respondents to be able to read and reply in their own language.

3.2 Empirical data collection & research

Quantitative research is a method of research where data is collected in big masses and the data can be analysed numerically. The questions in a quantitative research are direct and usually contain expressions such as; "what percentage", "what amount and how many" and so on (Goertzen, 2017).

Scientific method (quantitative) is the method where there is a systematic and rational approach to the research. This method is commonly recommended since it is trustworthy and objective (Krishnaswami and Satyaprasad, 2010). For this reason, the researcher decided to run the research quantitatively; it will be more straight forward to analyse numbers instead of having to understand the opinions of respondents. Also, this way avoiding bias results due to misunderstandings. It is needless to say easier and more practical to gather data quantitatively with a big target population rather than interviewing 300 people.

3.2.1 Sample selection

Population is the unit from which the sample is to be selected. A population can be anything from a city, to a company. It is not necessarily people that are referred as population. The sample is the segment of the population that has been decided to research. Sampling bias is when the population of the sample frame essentially have little to no possibility to participate in the survey. (Bryman & Bell 2011 p.176)

The target population for this survey was broad. Essentially everyone who are actively working in Finland. In year 2018, 2 540 000 people were employed in Finland (SVT 2018). However, it can be said that there is a sampling bias; the sample is narrowed down to people working in Finland who have a social media account since the survey was only sent out via social media. Therefore, employees who do not have a social media account but are actively working in Finland, did not get the opportunity to respond. Kindly note, that a social media account was not required to be able to respond to the survey. The researcher was aware that even though the sample size was of a considerable size, the amount of responses would not correlate to that. The researcher hoped to receive at least 300 responses so that there was enough data to analyse.

The data was gathered from different social media platforms; Facebook, LinkedIn and WhatsApp. The survey was distributed to a small group of respondents and was then asked to be shared.

The sampling method that was used was convenience sampling; only respondents who had a social media platform could respond. Convenience sampling is a sampling method where respondents are willing and available to answer the survey (Fink, 2009).

3.3 Data analysis

The results from the Webropol survey were analysed via the SSPS software, Microsoft Excel and via Webropol´s own analytical tool. The data was analysed by comparing the age groups and the most desired benefits. Two questions in the survey were open questions (Q4 and Q7). Even though the open questions had to be analysed qualitatively, the researcher decided to add open questions since it was an excellent opportunity to collect information of the respondent's thoughts regarding benefits and motivation.

In the analysis stage the age groups were structured as following; age groups 18-29 (1), 30-39 (2), 40-49 (3), 50-59 (4) and 60-69 (5). The groups were determined by the researcher herself, to make it easier to analyse the results and also due to the results being more trustworthy. By grouping the respondents by age groups, the results can be of more significance than if analysed age by age.

3.4 Validity & reliability

Validity refers to the affair of whether or not a measurement set to define something, actually measures it. Reliability refers to consistency whilst measuring a concept. (Bryman & Bell, 2011, p.158-159)

The survey was tested beforehand by three people to ensure reliability. After the test phase, some of the questions were re-phrased to be more easily interpreted. All test subjects were of the same opinion; the questions were clear and the decision of having to choose 6 benefits out of 19 was realistic, which confirms validity. The survey was also test-retested, which means that the same respondent answered the survey twice with two weeks' time. This way the researcher was able to confirm the reliability of the survey and see that the results were consistent, even though there was a two-week period between the two responses.

4 RESULTS

The results from the survey are presented in this chapter.

In total 477 responses were received. Since the survey was sent out via social media, it is hard to evaluate how many received or saw the survey. However, data shows that 580 people started the survey. This means that 103 respondents started the survey but never completed it.

The average age of all respondents was 39,03. 82,81% of all respondent's workplace was situated in Uusimaa. 10,06% was situated in Pirkanmaa. The outstanding 7,13% was in Ahvenanmaa, Etelä-Karjala, Etelä-Pohjanmaa, Etelä-Savo, Häme, Keski-Suomi, Pohjanmaa and Varsinais-Suomi. However, the division between counties were not analysed any further. The data of counties was collected for possible future analyses.

Before analysing the results any further, the age groups have been ranked into five differ-ent groups. Respondents between the ages 18-29 are group **1**, ages 30-39 are group **2**, ages 40-49 are group **3**, ages 50-59 are group **4** and ages 60-69 are group **5**.

4.1 Analysis of multiple-choice questions

There were two multiple choice questions in total; question 3 (Q3) *Choose 6 out of the following benefits which you would like to have besides your salary* and question 6 (Q6) *Which of the following benefits does your current employer offer?*.

A frequency table is defined as a table that shows the number and percentage of people in different categories regarding a variable (Bryman & Bell, 2011, p.714). Table 1 below is a frequency table that shows the response rate from the different age groups.
Age group 1 are ages 18-29, age group 2 are ages 30-39. Age group 3 are ages 40-49, age group 4 are ages 50-59 and finally, age group 5 are ages 60-69.

In total 441 responses were eligible for the analyse. 7,5% of all the respondent's answers were not applicable since respondents informed age were not within the age frame of the analysis (18-69).

Table 1. Results from survey - frequency table of respondent's different age groups

groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	119	24,9	27,0	27,0
	2,00	118	24,7	26,8	53,7
	3,00	98	20,5	22,2	76,0
	4,00	87	18,2	19,7	95,7
	5,00	19	4,0	4,3	100,0
	Total	441	92,5	100,0	
Missing	System	36	7,5		
Total		477	100,0		

A Chi-square test is a test that is used for contingency tables. The test establishes how confident the relationship between two variables are (Bryman & Bell, 2011, p. 355). To strengthen and open the results more in depth, the results were tested via the Chi-square test, crosstabulation and the correlation coefficient was calculated via SPSS. Since the age did not have a normal distribution (see figure 4) the Kendall tau coefficient was used.
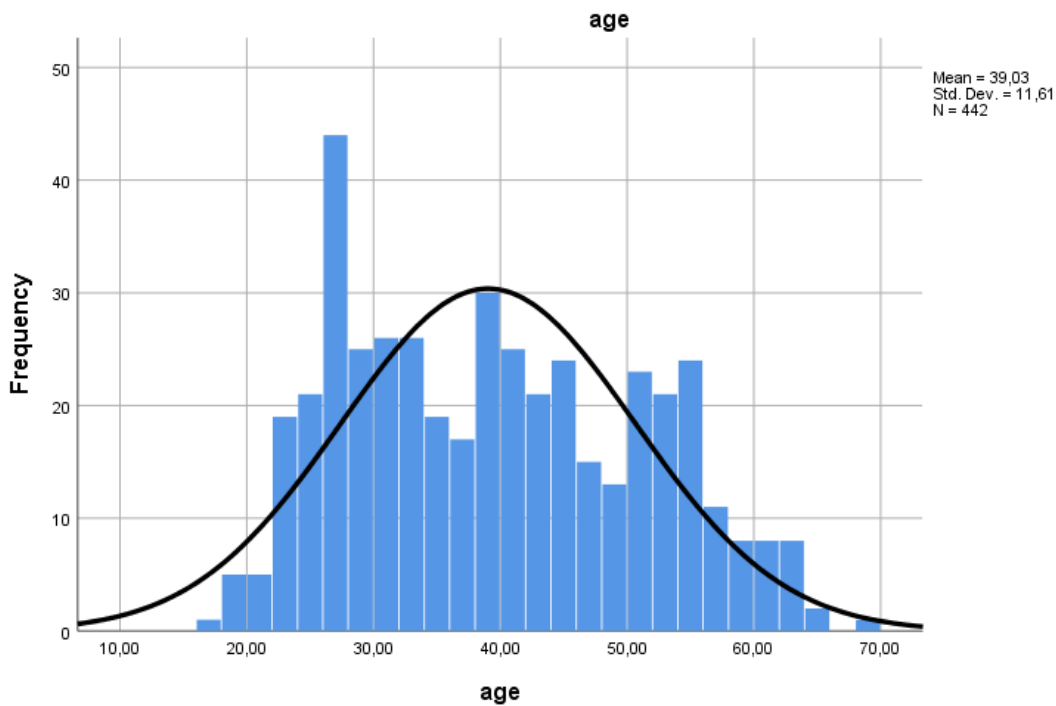

Figure 4. Histogram of respondent's age

4.2 Statistical significance between age groups and employee benefits

The analyses showed that out of all 19 benefits, 8 had a statistical significance. The Kendall tau coefficient test showed that the broad healthcare benefit had statistical significance since the result was ,096 which means that the older you get; the more important broad healthcare becomes. The Pearson Chi-square 2-significance was ,016 which indicates that there is a significance between healthcare benefit and age. The crosstabulation showed that the age groups 3 (40-49) and 4 (50-59) were the only groups where the observed count was greater than the expected count.

The mobile phone benefit correlation coefficient was ,157 which indicates that the older you get; the more likely you are to value the benefit. This was also confirmed by the Chi-square test with a significance of 0,001.

As shown in Figure 5 below, age group 1 (18-29) valued yearly events the most. This is also supported by the Kendall tau coefficient. The correlation coefficient was -,187 which indicates that the older you get; the less important the benefit is. The Chi-test supported the Kendall tau coefficient with a significance at ,000. The crosstabulation showed that the observed count was significantly greater than the observed count. Also, age group 2 (30-39) had a greater observed count than expected count.

Anniversary and birthday presents were more important the older you get; the correlation coefficient was ,109. This result was supported with the Chi-test, with a noticeable significance of ,000. The crosstabulation showed that age groups 4 (50-59) and 5 (60-69) had great differences in the observed and expected count. For age group 4 (50-59) the expected count was 10,3, whilst the observed count was actually 20. Similarly, for age group 5 (60-69), the expected count was 2,2 and the observed count was 6.

Flexible hours and working from home had a negative significance. The correlation coefficient for both benefits were -,104 which means that the older you get; the less important both benefits are. The Chi-test supported this with a significance ,038 for flexible hours and ,002. The significance was stronger for flexible hours and it showed in the crosstabulation; the observed count was greater than the expected count in age groups 1 (18-29),2 (30-39) and 3 (40-49). In age groups 4 (50-59) the expected count was 15,3 greater than the observed count. However, in age group 5 (60-69) there was difference of 1,8 between the two counts.

Glasses as a benefit had a correlation coefficient of ,179 which indicates that the older you get; the importance of the benefit increases. The Chi-test resulted in ,000 which indicates that there is a significance between the age and the benefit. The crosstabulation showed that the observed count was greater than the expected count for age groups 3 (40-49),4 (50-59) and 5 (60-69).

The final significant benefit was free drinks. The correlation coefficient was -,082 and the Chi-test was ,042. This shows that there is a significance. However, it is quite weak, which means that even though one may say that free drinks are less important the older you get, the significance is so small that it is not applicable. The negative correlation coefficient indicates that the older you get; the less important free drinks are. The crosstabulation showed that age group 4 (50-59) was the only one with a greater expected count than observed count. However, even though the observed count for age group 5 (50-59) was greater than the expected count, the difference was quite minor.

Figure 5 shows which of the 19 benefits were preferred by the different age groups (the benefits in figure 5 are in descending order, see the list of benefits in Appendix 2.). When separating the data into the top 6 benefits that were valued. All five age groups had five benefits that they all valued; lunch benefit (Nr.1), broad healthcare (Nr.2), sport &culture benefit (Nr.6), flexible hours (Nr.12) and working from home (Nr.13).

The data showed that age group 1 (18-29) was the age group that valued yearly events the most. Age group 2 (30-39) valued the same benefits as age group 1 (18-29). However, instead for yearly events, age group 2 (30-39) valued extra vacation days the most. Age group 3 (40-49) and 4 (50-59) valued the exact same top 6 benefits. Both of the age groups valued the mobile phone benefit the most, which no other age group valued as much. Finally, age group 5 (60-69) valued glasses (Nr.14) the most out of all five groups.
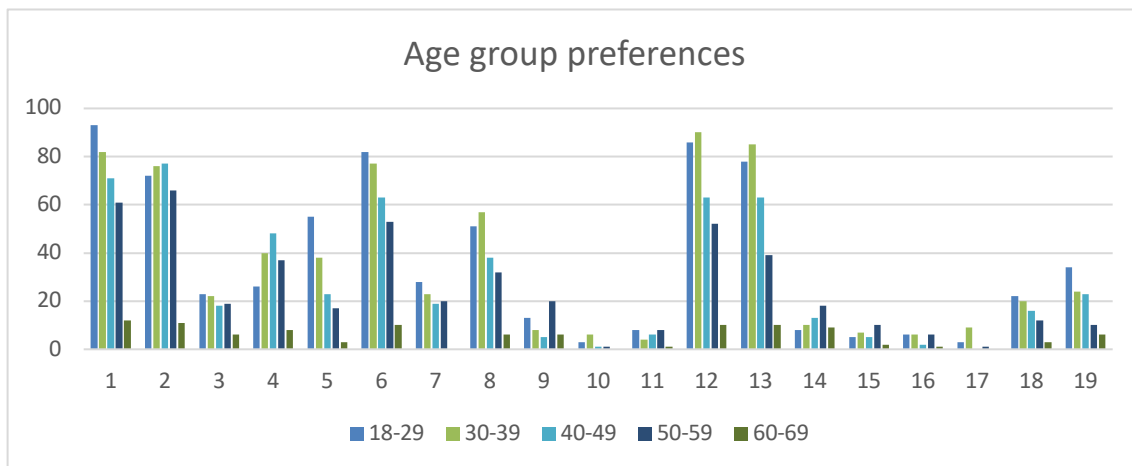
Figure 5. Age group preferences regarding employee benefits.

4.3 Respondents current employee benefits

Figure 6 illustrates which benefits the respondents currently have. Data showed that age group 1 (18-29) and 2 (30-39) have benefit Nr.19 (free drinks e.g. coffee) as a current benefit, whilst a large part of age group 5 (60-69) does not. Age group 1 (18-29) was the only age group that had day-care (Nr.17) for children as a benefit. None of the respondents from age group 5 (60-69) had extra vacation days (Nr.8) or an apartment (Nr.16) as current benefits.

Figure 6. current benefits for respondents, divided into age groups

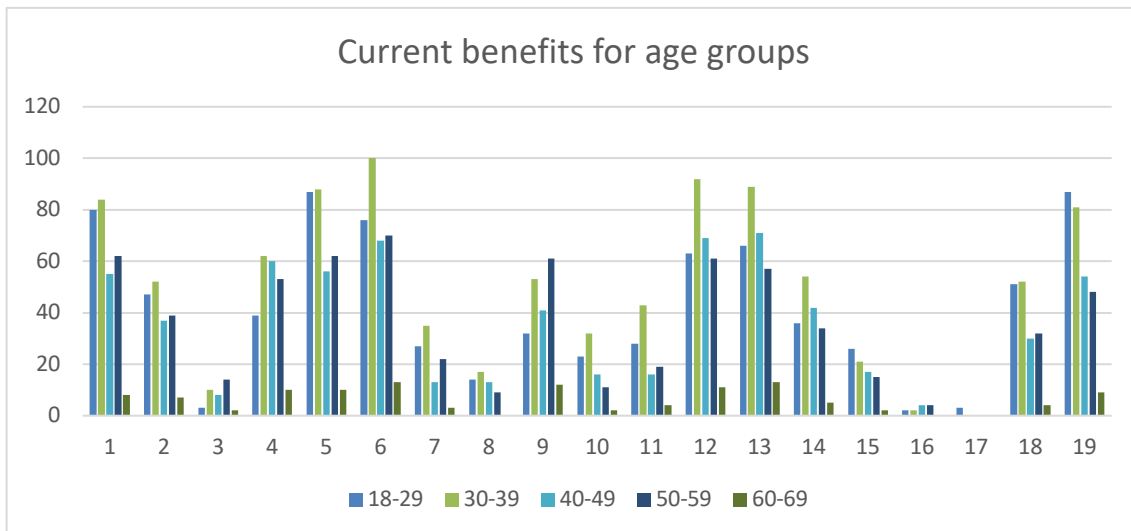## 4.4 Results for Likert scale questions

Four questions out of ten were Likert scale questions. These results were analysed via Webropol's own analytical tool.

For the four questions, the standard deviation was calculated. Standard deviation is a calculation of the average amount of variation between the answers. The deviation is calculated by taking the difference between each of the values, in the distribution and the mean, and then dividing the total of the differences by the number of values. (Bryman & Bell, 2011, p.345)

Below is mentioned the percentages of the most common answer, and the answer that got the least of votes.

Question 5: Do the benefits that your current employer offer you keep you motivated?

The Likert scale was from 0 to 10. 0 stood for *no, not at all,* whilst 10 stood for *yes, totally!*. The mean was 6,73 and the median was 8 as can be seen in figure 7 below. 22,85% of the respondents answered 8, whilst 2,31% answered 0. The standard deviation was 2,73.

28

Figure 7. Results for Q5; Do the benefits that your current employer offer you keep you motivated?

With a mean at 6,73 and standard deviation at 2,73 the results show that the respondents had a very mixed opinion due to the centralized mean.

Question 8: **Would you be more satisfied if you could choose your own benefits?**

The Likert scale was from 0 to 10. 0 stood for *no, not at all,* whilst 10 stood for *yes, totally!*. The mean was 7,23 and the median was 8 which can be indicated with figure 8 below; answers 5, 8 and 10 are the strongest. 25,79% of the respondents answered 10, whilst 1,47% answered 0. The standard deviation was 2,56.

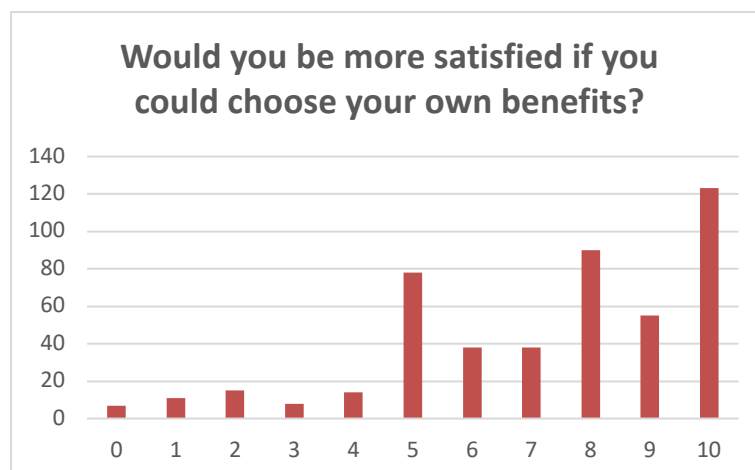
Figure 8. Results for Q8; Would you be more satisfied if you could choose your own benefits?

Question 9: **Would you stay longer at a workplace if the benefits were exceptional even though you were not enjoying the actual work tasks?**

29

The Likert scale was from 0 to 10. 0 stood for *no, I would never stay,* whilst 10 stood for *I would totally stay*. The mean was 3,46 and the median was 3. 24,53% of the respondents answered 1 which can be seen in figure 9, whilst 4,6% answered 9 and 10 (2,3% each). The standard deviation was 2,67.

Figure 9. Results for Q9; Would you stay longer at a workplace if the benefits were exceptional even though you were not enjoying the actual work tasks?

Question 10: **Do you think it would be a good idea if employers would give a bonus for good health? E.g. 500 euros if an employee stops smoking.**

The Likert scale was from 0 to 10. 0 stood for *no, not at all,* whilst 10 stood for *yes, totally!*. The mean was 6,4 and the median was 7. 26,99% of the respondents answered 10 which can be seen in figure 10, whilst 2,88% answered 0. The standard deviation was 3,22.

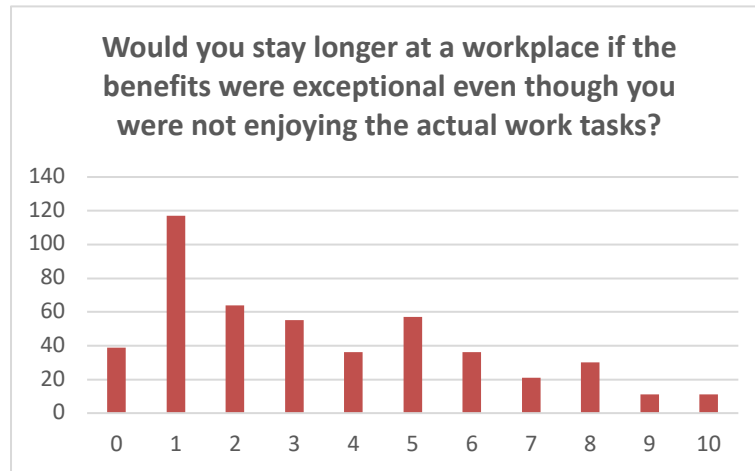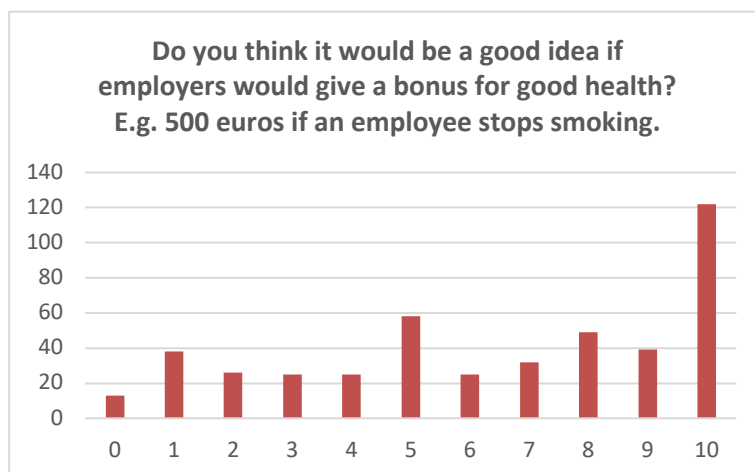*Figure 10. Results for Q10; Do you think it would be a good idea if employers would give a bonus for good health?*

4.5 Results from open questions

The open questions were analysed qualitatively; all responses were inserted in Excel and read one by one. Below are some ideas that were given by the respondents.

Question 4 (Q4) received in total 73 responses. A theme could be found from the responses; mostly tangible benefits were wished for.

Q4. Kindly mention any benefits that you have or wish to have, that as not mentioned in this survey.

1. *"Opportunity to work out 1-2hours every week in office hours. Many company's and municipalities have tested this, and the resultant are great, both healthy wise but also human productivity"*
2. *"Free car parking"*
3. *"10% of time at work to be used at training and developing yourself"*
4. *"Complimentary fruit at the office"*
5. *"I do not see flexible hours or working from home as a benefit. They should be seen as basic requirements. The world around us is changing and so should the prerequisite of working."*

Question 7 (Q7) received a lot of interest. In total 311 respondents answered to this question. Several of the answers were "Working from home". This shows that the question was misunderstood by some respondents, which affects the internal validity. One way that this could have been avoided, would have been example answers. If there would have been an example answer, perhaps respondents would have understood the question better.

Q7. Shortly explain how you think benefits at work will affect the motivation of an employee.

6. *"Thank you already goes a long way. However, free lunch is always nice"*
7. *"Human productivity is not bound to office hours nor the workspace. Today it is important to be able to combine family and work and sadly that is not well done in Finland. Also the after work culture is lacking."*
8. *"Benefits at work help the employees feel appreciated and motivated and that the higher people in the company actually acknowledge them and want them to have a healthy work mindset."*
9. *"Does not affect motivation, has to be found elsewhere"*
10. *"Every benefit that an employer offers will naturally affect the motivation of an employee positively, but I think that if you lack motivation for the work you´re doing in the first place,*

no benefit will be enough to motivate you. I think benefits that improve your health as well as benefits like social gatherings are really important for the well-being of an employee as well as for the group as a whole."

11. *"Clearly benefits with financial gain will increase motivation and commitment. Other functional benefits (e.g. employee events and exercise rotations) increases team spirit and therefore increases motivation and enjoyment"*

12. *"They give the impression that the employer cares for the employees well-being comfort and therefore increases motivation"*

13. *"Feels more valuable when the employer's investments show (e.g. better and higher quality coffee). Adapting to present trends, flexibility and easiness. Appreciation and being in the present (working from home, flexible time, updated working tools)."*

5 DISCUSSION

The results from the empirical study are discussed in relation to previous theoretical findings. The main research question is if there is a link between employee benefits and age. The discussion chapter will give answers to the research question.

5.1 Is there a link between age groups and different benefits?

Several analyses were made to ensure trustworthiness in the results in question number 3 (Q3) *"Choose 6 out of the following benefits which you would like to have besides your salary.".*

Results show that in question 3 (Q3), there are significances between age groups and different benefits. Eight out of 19 benefits were analysed as significant.

Supported by the theory in chapter 2.3., employee's motivation factors will change during their lifetime (Viitala, 2002) and research shows that several benefits are valued more in the younger age groups and that the interest will decrease the older you get.

As mentioned in chapter 4.2., anniversary and birthday presents were more important the older you get, which was indicated with a correlation coefficient of ,109. A reason for this specific benefit to be more important for the older age groups, might be due to the thought that the older you are, the closer you are to getting anniversary gifts since you may have had the chance to work at a company longer.

In the theory chapter 2.3.1., previous research showed that employees between ages 24-29 are inspired in searching for their professional identity, whilst employees between 30-36 were interested on career promotions, however they were also more exposed to fatigueless behaviour (Österberg, 2005). The results of this research showed that age group 1, ages 18-29, valued yearly events the most out of all five age groups. It can be assumed that the younger age group appreciates yearly events more, since they are at their career's starting point and are keener to socializing and that way finding their professional identity which supports Österberg's (2005) theory. The results for age group 2 (30-39) also support Österberg's (2005) statement of employees in the age of 30-36 being fatigueless since age group 2 (30-39) was the group that valued extra vacation days the most.

Results show that working from home is a benefit that is valued less, the older you get. Hence, the benefits are not allocated correctly since the most offered benefit for elderly is according to the results; working from home. Elderly employees not being as keen on working from home or having flexible hours is supported by the article written by Gellert and Kuipers (2008) in chapter 2.3.1., where it states that elderly employees are usually stereotyped as less flexible. Results regarding flexibility is also supported by the Mäki's study (2018); younger generations are more loyal and committed if they receive flexibility from their employer.

Overall, the results showed that there is a significance between age groups and benefits since 8 out of 19 benefits were analysed as significant. This means that age is actually a factor that affects a respondent's decisions. Hence, organizations should take age into consideration when deciding on their benefits. This is supported with the theory in chapter 2.2., where Bogardus (2014) claims that a benefit package should be addressed with different requirements of people at different stages in their lives.

Question 6 (Q6) *"Which of the following benefits does your current employer offer?"* was analysed with the help of SPSS and Microsoft Excel.

Q6 was added into the survey out of interest, to see how many current benefits each responder already has. Another reason for this question was also to see if any of the age groups lacked certain benefits that other age groups have. According to 74,21% of the respondents, the most common offered benefit was Sport & Culture.

Glasses as a benefit was valued the most by age group 5 (60-69). However, research showed that only nine out of 19 had glasses as a current benefit at their workplace. This

means that 47,35% of employees in the age group 5 (60-69), do not receive a benefit that they actually value. Instead, benefits like Sports & culture and working from home were the two benefits that were the most common currently received ones. Motivation, satisfaction and bonus for good health

In chapter 2.3.2. Furnham & MacRae (2017) state that benefits always motivate employees. The results for Question 5 (Q5) "*Do the benefits that your current employer offer you keep you motivated?*" support Furnham and MacRae's statement due to the median (8) being greater than the mean (6,73); the distribution is on the positive side. This indicates that the respondents actually link benefits and motivation together since they reflected onto their current employer and linked their motivation to their benefits. This supports the sub-research question "*What employees think of benefits, is there a motivational link*" since employees were mostly of the opinion that benefits affect their motivation. However, it is important to take into consideration Viitala's theory in chapter 2.3., motivation is not built nor defined on one single feeling or act, several factors effect motivation (Viitala, 2002).

Question 8 (Q8) "*would you be more satisfied if you could choose your own benefits?*" results support the theory in chapter 2.1.1.; previous research was made regarding beneficial flexibility. Torre Ruiz, Vidal-Salazar and Cordón-Pozo stated in their article that beneficial flexibility had a negative impact when they researched the topic in Spain. However, another Finnish study showed that in the future, employees are going to be more committed if they receive flexibility from their employer (Mäki, 2018). The results of this question support Mäki's statement more (2018). The mean was 7,23 and the standard deviation was ,56 which indicates that respondents saw well to the thought of beneficial flexibility. 25,79% of all respondents stated that they give a 10 for beneficial flexibility.

The third Likert scale question was Question 9 (Q9) "*would you stay longer at a workplace if the benefits were exceptional even though you were not enjoying the actual work tasks?*". The mean was 3,46 and the standard deviation was 2,67. The standard deviation shows us that the answers were quite spread out. 24,53% answered with the number 1; they would never stay even though the benefits were good, if their work tasks were not enjoyable. 2,3% answered 9 and 10 so, in total 4,6% which indicates that as stated in chapter 2.2., compensation is the back-bone to attaining employees (Borgardus, 2014). One of the sub-research questions were "*Would employees be more loyal if they had great*

employee benefits but would not enjoy their work task", these results indicate that employees would not be more loyal due to good benefits. However, it is not to be closed out entirely; 4,6% were of the opinion, that they would be more loyal with good benefits.

In chapter 2.1. Dessler (2004) states that according to a study, 20% of employees would accept a lower salary if they had health insurance as a benefit. A factor to consider is that the respondents who would be willing to stay even though they were not happy with their work tasks, a reason might be due to the kind of benefits that are offered. If a benefit related to healthcare has such an impact, maybe some of the respondents would stay if they had broad healthcare as a benefit. One of the sub-research questions was, *would employees be more loyal if they had great employee benefits but would not enjoy their work task.* The research shows that it is not black and white when it comes to being loyal and staying at your current workplace due to the benefits. However, the results show that 57,66% of the respondents voted between 0–3, so one can assume that most employees would not stay since over half of the respondents voted 3 or less.

The final Likert scale question was Question 10 (Q10) "*do you think it would be a good idea if employers would give a bonus for good health? E.g. 500 euros if an employee stops smoking"*. The mean was 6,4 and the standard deviation was 3,22, which was the highest standard deviation out of all the four Likert scale questions. The higher standard deviation can be explained by the difference in opinion, the responses were spread out. The answers varied somewhat more than in other questions. However, the score 10 received most responses with a voting of 26,99%. As mentioned in chapter 2.2. regarding the different compensation philosophies, and that there is always a risk for jealousy and the fact of employees thinking it is unfair (Bogardus, 2014). One of the sub-research questions were *"what employees think of bonuses for good health"*, as the results show, the opinion is very scattered and if a company would implement this benefit/reward, they would need to be prepared to explain why they decided to proceed with this since based on the survey, it will awaken emotions in employees who do not smoke. However, an assumption can be made; employees are very contradictory regarding the question.

5.2 Employee's opinions regarding benefits the affect it has on motivation

There were two open questions in total. Question number 4 (Q4). *Kindly mention any benefits that you have or wish to have, that as not mentioned in this survey.* and Question 7 (Q7). *Shortly explain how you think benefits at work will affect the motivation of an employee.*

Some respondents used the open questions as an opportunity to explain their decision in the previous question (see appendix 2, Question 3), for example one answer was "A lot of the benefits mentioned in the list are self-evident and not benefits". As mentioned in chapter 2.1.1. (Taloussanomat, 2010), 90-100% of companies offer their employees the possibility to work from home and have flexible hours, this might be a reason that some of the respondents replied that they do not see these two as benefits. Since self-evidence was a word that was mentioned several times in the open questions, it correlates with the theory in chapter 2.3.2. that sometimes extrinsic motivation can backfire and that employees do not fees as motivated internally since there are so many external motivators (Cherry, 2019).

From the open-ended answers, a general mindset can be observed; most of the respondents thought that employee benefits do affect motivation in some kind of way, which answers the sub-research question "what employees think of benefits, is there a motivational link". Few of the respondents thought that benefits do not affect motivation in any way. In all the 311 answers, one word was used various times; *for granted*. In the answers the statement that employees take their benefits for granted was the main topic. In chapter 2.3.3. the theory of hygiene factors (Robbins, 2009), correlate with these results. Employees take some of the benefits for granted. In particular this shows when the hygiene factors are of higher quality; it might not satisfy employees any more than necessary, it will simply make them take the benefits for granted.

Answer 13 *"Feels more valuable when the employer's investments show (e.g. better and higher quality coffee). Adapting to present trends, flexibility and easiness. Appreciation and being in the present (working from home, flexible time, updated working tools)."* in chapter 4.5., supports the

statement of Rantamäki (Taloussanomat, 2010) in chapter 2.1.1.; companies should update their benefits once in a while and keep them linked to the company's strategy. If the strategy is modern and forward-thinking, employees will appreciate it if it also shows in the employee benefits.

Question 7 (Q7) supports the sub-research question that was also discussed in chapter 5.2. *"what employees think of benefits, is there a motivational link"*. Question 5 (Q5) *"Do the benefits that your current employer offer you keep you motivated?"* results (see chapter 4.4.) indicated that employees are of the opinion that there is a motivational link between employee benefits and motivation, furthermore, Q7 confirms the opinion with respondents stating that they are more motivated if they have good benefits. For example, see answer 8. in chapter 4.5.

6 CONCLUSION

The purpose of this study was to find out if there is a link between age groups and different employee benefits. The main research question was *"Is there a link between age groups and different benefits?"*. Data shows that there are significant differences between age and benefits. Also, data shows that 8 out of 19 benefits are affected by age. Hence, organizations should take age into consideration whilst choosing which benefits to offer since benefits are the backbone of attaining employees, see figure 2 (Bogardus, 2014).

During this research it also became clear to the researcher that benefits as a subject can be perceived in many different ways. Some employee's think that working from home is a common requirement, not a benefit. Whilst some think that working from home is a phenomenal benefit. This proves that overall it is personal how benefits are perceived; motivational or not. However, results of this study also deliver an answer to the sub-research question *"What employees think of benefits, is there a motivational link";* a general mindset can be established, employees are of the opinion that benefits affect motivation. Results also show that employees would not be more loyal even though the benefits were great. However, the results were not black and white. Some employees might be more loyal due to great benefits. These results deliver an answer to the sub-research question *"Would employees be more loyal if they had great employee benefits but would not enjoy their work task".*

The final sub-research question was *"what employees think of bonuses for good health"*. Not all employees appreciate bonus for good health since there might be several reasons that affect good health. In the opinion of the researcher, if organizations are thinking of implementing bonus for good health, it is recommended to discuss the matter internally and get the opinion of the organization's own employees.

Learning from the open questions, organizations could expand their thoughts of benefits deeper into benefits such as insurances and pension-funds since they were desired benefits that were mentioned.

The study has brought a lot of insight to the researcher and the whole process of this study has been a process of learning.

6.1 Reliability of the survey and results

The questions were designed so that the respondent was able to continue with the survey if they left the question unanswered. When the survey was launched, the researcher received feedback that respondents were not able to proceed after question 6 if they left it empty. Unfortunately, the survey was not able to be configured after the launch. This error might be the reason to such a large number of unanswered responses. According to Bryman and Bell, if a response rate is low, there is a higher risk of bias in the results. If a response rate is between 70-85% it is seen as very good. If a response rate is between 60-70% it is acceptable. If a response rate is below 50%, it is seen as not acceptable. (Bryman & Bell, 2011, p.234) The response rate for this survey was 82%.

A fact to consider regarding online surveys, is the risk of missing data. Risk of missing data is when respondents might skip a question due to it not being important or relevant to them. Since there is no interviewer administering the respondent, it makes it easier for the respondents to decide not to answer. The missing data can therefore be a massive risk for the variables that are created and if the data can then be analysed. (Bryman & Bell, 2011, p.234)

The risk of missing data was an issue during this survey. In the beginning the respondent was asked to type in their date of birth. In total 36 respondents inserted date of birth information that could not be used. The question was mandatory in the survey. However,

in future surveys it is probably worthwhile to inform the respondent that the year is crucial for the results to matter.

6.2 Future research

Since this research was solely focused on age groups, future studies could be focused deeper on gender; is there a difference in desired benefits between men and women; what if women want different benefits than women, and therefore, organizations would know which benefits to invest in. However, it is important to take into account that it might not be ethical dividing needs and values within genders and implementing them in a work environment.

Another topic to investigate further would be the factor of employee's receiving a bonus for good health. This question raised a lot of opinions, with the researcher receiving emails from respondents stating that they think it is unfair since there might be health issues that prevent them from receiving the benefit. Therefore, it would be interesting to study the topic solely focusing on bonus for good health; who's opinion is negative towards the idea, and if so; why?

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APPENDICES

Appendix 1.

Yleisimmät henkilöstöedut

Käytössä melkein kaikissa yrityksissä (90–100 %)

- Henkilöstötilaisuudet ja juhlat (esim. pikkujoulut, kesäjuhla). •Joustavat työajan järjestelyt (liukuva työaika). • Kannettava työasema. •Osa-aikatyö- ja osa-aikaeläke-mahdollisuus. •Matkapuhelinetu.
- Liikuntasetelit tai muu tuki liikunnalle.
- Mahdollisuus vuorotteluvapaaseen.
- Tietoliikenneyhteydet kotona (työnantajan kustantama laajakaistaliittymä).
- Merkkipäivä-muistaminen. • Sähköposti matkapuhelimessa

Käytössä hyvin monessa yrityksessä (60–90 %)

- Ateriaetu tai tuettu työpaikkaruokailu tai lounassetelit. • Lakisääteistä laajempi työterveyshuolto. • Ergonomiakartoitus/ohjelma. • Harrastemäärärahat henkilö-kunnan kerhoille. • Palvelusvuosi-muistaminen (esim. esinelahja, palkkio tai vapaa). • Vapaa autoetu. •Vapaa-ajan toiminta tai muu virkistystoiminta.
- Matkavakuutus. •Veloitukseton lähdevesi, kahvi ja tee. • Painonhallinnan tukeminen.
- Työasut ja pesuaineet. •Etätyömahdollisuus.
- Kuntotestit. •Työ- ja turvajalkineet. •Auton käyttöetu. • Kunniamerkit. • Kuntoremontit.
- Lehtikierto (sanoma- ja aikakausilehdet).
- Lomanviettopaikat, mökit. •Työnantajan tukema fysikaalinen hoito. •Tuki tupakoinnin lopettamiselle. •Yrityksen muut lahjat (esim. joululahja, kesälahja)

Käytössä noin puolessa yrityksistä (40–60 %)

- Silmälasit. • Pitkät vuosilomat.
- Toimipaikan vapaa-ajanviettotilat (esim. viihdehuone). •Alennukset muiden yritysten tuotteista ja palveluista. •Alennukset yrityksen omista tuotteista ja palveluista.
- Mahdollisuus vaihtaa lomaraha vapaaksi. •Asuntoetu tai työsuhde-vuokra-asunto. •Henkivakuutus

Käytössä harvoissa yrityksissä (10–30 %)

- Mahdollisuus käyttää työtiloja ja työkaluja henkilökohtaisiin projekteihin. •Oma työterveysasema.
- Oma terveydenhoitaja. •Hieronta.
- Matkapuhelimen käyttöetu. •Sairaan lapsen hoitoetu. •Vakuutus- tai sairauskassa (työnantaja maksaa osan kustannuksista). •Vapaa-ajan tapaturmavakuutus. •Autotallietu.
- Urheiluvakuutus. • Sairauskulu-vakuutus. •Talon pankki.
- Työmatkakuljetukset

Hyvin harvinainen etu alle (10 %)

- Huoltokonttorin palvelut. •Työmatka-lippu. •Veloituksettomat muut virvokkeet. •Pesulapalvelu.
- Työpaikan päivähoitoetu. •Siivous-palvelu. •Terveysbonukset

Lähde: Strategisen Palkitsemisen Auditointi, Suomen Palkitsemiskeskus Oy.

Appendix 2.

Thank you for taking your time to respond to this survey. This survey is being conducted for my Bachelor Thesis.

The survey will take approximately 8 minutes of your time. This survey is regarding employee benefits and motivation in Finland. The key focus during the research will on age groups and how they correspond to different employee benefits.

Your reply to this survey is anonymous. The data will be used for research only.

If you have any questions, kindly contact me by email: emma.laaser@arcada.fi

Kiitos, että käytät aikaasi tämän kyselyn vastaamiseen. Tämä kyselytutkimus liittyy kandidaatin tutkielmaani.

Kysely vie aikaasi noin kahdeksan minuuttia. Kyselytutkimus koskee työntekijöiden etuja sekä motivaatiota Suomessa. Tutkimuksessa keskitytään eri ikäryhmiin sekä siihen, miten nämä ikäryhmät reagoivat erilaisiin työntekijän etuihin. Kysymykset on esitetty sekä suomeksi että englanniksi.

Kyselyyn vastataan nimettömänä.Tuloksia käytetään vain tutkimukseen.

Otathan yhteyttä sähköpostitse mikäli sinulla on kysymyksiä: emma.laaser@arcada.fi

1. Date of Birth / Syntymäaika

2. Where is your workplace situated? / Missä työpaikkasi sijaitsee?

Definition of employee benefit - Employee benefits are profits employers make to employees that are beyond the scope of wages.

Työsuhde-etujen määritelmä - Työsuhde-etu on työnantajalta työntekijälle palkan lisäksi annettu lisä.

3. Choose **6** out of the following benefits which you would like to have **besides your salary**.

   Valitse seuraavista työsuhde-eduista **6kpl** mitkä haluaisit **palkan lisäksi.**

- Lunch benefit - Lounasetu

- Broad healthcare (better than required by law) – Laaja työterveys (laajempi kuin lain määräämä)
- Car (including all costs) – Autoetu (sis. Kaikki kulut)
- Mobile phone (phone and subscription) – Puhelinetu (sis. Liittymän & puhelimen)
- Yearly events (e.g. Christmas party, Summer party) – Vuosittaiset tapahtumat (pikkujoulut, kesäjuhlat jne.)
- Sport & Culture e.g. Edenred – Liikunta- ja kulttuurietu esim. Edenred
- Public transport benefit – Julkisen liikenteen etu
- Extra vacation days – Ylimääräisiä vapaapäiviä
- Anniversary & Birthday presents – Palvelusvuosi- ja syntymäpäivälahjat
- Procurement benefit programs e.g. CaPS – Henkilöstöetuohjelma esim CaPS
- Additional spare-time sport gatherings, e.g. ice-hockey sessions - Vapaa-ajan liikunta mahdollisuuksia esim. jääkiekkovuoroja vapaa-ajalla
- Flexible hours - Liukuvaa työaikaa
- Work from home - Etätyöskentely
- Glasses – Silmälasit
- Discount of the employer's own products/services - Työnantajan edustamien tuotteiden/palveluiden etuhinnat
- Apartment – Asunto
- Daycare for children – Päivähoito lapsille
- Free gym – Ilmainen kuntosali
- Free drinks e.g. coffee – Ilmaiset tarjoilut eim. kahvi

4. Kindly mention any benefit that you have or wish to have, that was not mentioned in this survey.
   Tuleeko mieleesi vielä jokin etu, joka on käytettävissäsi tai jonka haluaisit käyttöösi, mutta sitä ei ole mainittu tässä kyselyssä.

5. Do the benefits that your current employer offer you keep you motivated?
   0 = No, not at all.
   10 = Yes, totally!

   Motivoivatko nykyisen työnantajasi tarjoamat työsuhde-edut sinua?
   0 = Ei ollenkaan.
   10 = Todellakin!

6. Which of the following benefits does your current employer offer?

   Mitä seuraavista eduista nykyinen työnantajasi tarjoaa?

- Lunch benefit - Lounasetu
- Broad healthcare (better than required by law) – Laaja työterveys (laajempi kuin lain määräämä)
- Car (including all costs) – Autoetu (sis. Kaikki kulut)

- Mobile phone (phone and subscription) – Puhelinetu (sis. Liittymän & puhelimen)
- Yearly events (e.g. Christmas party, Summer party) – Vuosittaiset tapahtumat (pikkujoulut, kesäjuhlat jne.)
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- Free gym – Ilmainen kuntosali
- Free drinks e.g. coffee – Ilmaiset tarjoilut eim. kahvi

7. Shortly explain how you think benefits at work affects the motivation of an employee.

   Kerro lyhyesti miten sinä luulet, että työsuhde-edut vaikuttavat työntekijän motivaatioon.

8. Would you be more satisfied if you could choose your own benefits?
   0 = No, not at all.
   10 = Yes, totally!

   Olisitko tyytyväisempi mikäli saisit päättää eduistasi itse?
   0 = En ollenkaan.
   10 = Todellakin!

9. Would you stay longer at a workplace if the benefits were exceptional even though you were not enjoying the actual work tasks?
   0 = I would never stay.
   10 = I would totally stay.

   Jäisitkö työpaikkaan, jossa olisi erinoimaiset työsuhde-edut, mutta et nauttisi itse työtehtävistä?
   0 = En todellakaan jäisi.
   10 = Todellakin jäisin.

10. Do you think it would be a good idea if employers would give a bonus for good health? E.g. 500 euros if an employee stops smoking.

0 = No, not at all.

10 = Yes, totally!

Olisiko mielestäsi hyvä idea, jos työnantaja maksaisi bonuksen terveellisten elämäntapojen johdosta? Esimerkiksi 500 euroa, mikäli työntekijä lopettaa tupakoinnin.

0 = En ollenkaan.

10 = Todellakin!