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Suggestions on How to Lead the Younger Wave of Millennials. Case Finnair Ground Crew.

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This thesis aims to explore better ways of conducting leadership to Finnair's young Ground Crew employees, who are considered as millennials. Millennial is a common term that is widely used to referring young people born between years 1980-2000. In particular, the focus is on the younger wave of the millennial generation. The number of millennial employees has been rapidly growing during the past recent years amongst Finnair Ground Crew and therefore, poses new challenges for the potential to implement new leadership styles and management practices within the organization.

The empirical section of this thesis research consists of looking at management from the historical point of view, it's a progression over time and comes forth to leadership and the more current trends in the organizational management of how to manage the young generation of today. The millennial generation differs significantly compared to earlier generations. They have grown up as being respected family members being provided with closer attention and support since their early childhood and their relationships with their parents remain strong into their adulthood. This trait of them highly reflects on the ways they behave and interact in everyday work-life and the kind of management style that they require or otherwise wish for.

Qualitative research was conducted among the Finnair Ground Crew employees and managers. The Millennial employees and their managers were interviewed using semi-structured theme interviews. During the interviews three themes were covered; One´s own role in the work community, communication & digital channels as well as the manager´s role during the work shifts & Finnair´s values.

The results show that millennials employees are very tech-savvy and independent when seeking for information. However, they often require the manager´s presence especially when on-boarding them to work life and in disruption situations. Millennial employees are eager to receive feedback and to learn how to develop their own performance further. They prefer fastness in every everything they do and value transparency regarding communication and disclosing Finnair's values. Lastly, this thesis´ research not only provides insight into the ways of managing young millennials which is helpful for the organization but also creates discussion for further research into the topic.

Key words:
Millennials, coaching, leadership, organizational management

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1 Introduction

1.1 Background

Finnair is one of the World`s oldest still operating airline. It was founded in 1923 and was first known as Aero. Finnair is the flagship carrier of Finland and operates from Helsinki Airport which is the Hub of the airline. In aviation, the term Hub refers to an airport where an airline has centered its processes and usually has a strong presence in the airport. Moreover, airline`s headquarters and other important facilities are located nearby the Hub (Lernbeiss, 2016, 428-429).

Leadership has been an important topic of discussion and research for organizations of all sizes throughout years. From the early 1900's industrialization to this day, organization's management has been interested in how to effectively manage employees. In the current times, the relevancy of management doesn't lose its relevancy. Within the changing organizational environment management seems to be more accurate when looked through the lens of leadership and coaching. The airline industry is highly process based and therefore management cannot be excluded from the daily operations.

This thesis focuses on how to manage young employees in Finnair's Ground Crew more effectively. In more detail, the focus is on young Gate Service Agents and Service Guides whose operative environment is Helsinki airport, in other words Hel Hub. The young Ground Crew members in this thesis are called millennials. Millennial is a common term that is widely used for young people born between years 1980-2000. The number of millennial employees has been quickly growing past recent years in Finnair's ground operations.

Considering the perspective of management, Ground Crew is responsible for various important operational tasks, from guiding and helping customers to check-in in the departure hall, boarding flights, to working constructively in disruption situations, and much more. Part of their job is making decisions independently as well as within teams. For one to be able to make such decisions and perform well in their job in highly customer centric role, they need well thought leadership to guide their actions.

This thesis aims to find out how to manage millennial employees at Finnair's Ground Crew. It investigates ways they have been brought up with and how it has affected the young generation entering work life and forming i.e. their work values. Furthermore, this paper investigates how those ways reflect on millennials behavior and needs in work-life.

The theoretical framework consists of looking into the history of organizational management and how it has affected job performance. Leadership is discussed as a way of managing people as leaders are the ones who motivate employees to enhance work performance. In addition, coaching as today's form of leadership is discussed as it is believed to be an effective way of helping young employees to perform well in work-life and to fulfill their needs for mentor-like managers.

To be able to make relevant and concrete suggestions on better ways of delivering management, leadership and coaching and to get a better insight on the matter, both the young Ground Crew Agents and their managers were interviewed. Qualitative research method was chosen as it provides insight based on real-life experiences into the topic of understanding the young Ground Crew Agents' needs when it comes to ways of conducting management, leadership and coaching in Finnair Ground Operations. The authors were interested in the young agents' and their managers' ways of giving meaning to certain matters and the possible resemblances and differences and what the similarities and differences say about their needs when it comes to perceiving and conducting leadership. Furthermore, these experiences cannot be measured numerically and therefore it was necessary to interview young employees and their managers as these experiences are all based on individual perception.

The qualitative interview was conducted by using semi structured theme interview. This interview method was chosen as it gives enough freedom in the interview situations to follow the flow of each interview. The themes covered were Agents' and managers' Own role at work and as a part of Hel Hub work community, Communication & Digital Channels, Managers' role during work shifts and Finnair's values.

1.2 Research objectives

The purpose of this paper is to look into the needs of the younger wave of millennial Customer service agents among Finnair Ground Crew. The topic is genuinely relevant in general and especially in Finnair Ground. In general, during the year 2010 only 20% of the Finnish work force were millennials and today, year 2020, the amount has already grown to be half of it (Mellanen & Mellanen 2020, 38). In Finnair Ground the amount of young Customer Service Agents aged between 18 and 25 years has been ascending for some years, as seen on Table 1. The first horizontal column on the table displays the total amount of Customer Service Agents regardless of age, the second shows the number of

18-25-year-old agents and the last the percent amount of the young agents out of the total amount. The numbers are displayed yearly from 2016 to 2019.

Table 1. Number of Customer Service Agents, years 2016-2019 (Väyrynen 2019)

	2016	2017	2018	2019
Total amount of agents	223	257	299	318
18-25 year old's	21	42	76	83
%- of young agents out of total	9,4 %	16,3 %	25,4 %	26,1 %

As the table shows the biggest increase was seen during 2017-2018, when the number of young agents grew by 9,1%. Today the percent amount of these young agents has almost tripled compared to 2016.

Both authors of this study where personally interested to write their thesis about leadership as an assignment to their employer Finnair. The commissioner suggested the topic as there was a need for research on this area due to the change in the age structure in the Ground Crew. The writers of this thesis aimed to achieve concrete suggestions with this paper. Suggestions on how to answer the needs of the young wave of millennials in Finnair Ground more effectively when it comes to leadership and work life in general, that could be implemented to the daily operations.

The results of this thesis do not only serve the benefit of Finnair but can also be implemented to other similar companies' operations, or in general guidelines for better ways of leading the millennial generation can be gained. Further the results do not only serve purpose for Finnair, but also the organizational world in general, especially in Finland.

1.3 Scope and delimitations

As it would be very time consuming and complex, though interesting, to examine all millennial employees in the Finnair organization, the scope of this research is narrowed to 18 to 25-year-old Ground Crew employees working at Helsinki Airport in Vantaa, Finland. They are considered as the younger wave of the millennial generation. The researchers chose to focus on the younger wave as it seemed that their traits, goals and needs regarding leadership and work life in general differed from the earlier wave quite

significantly. Further the number of employees aged 18-25 were the quickest growing group in the Customer Service unit, therefore it was most beneficial to narrow the research to this cohort. It also made the research more comprehensible and enabled narrowing the literature used for the theory.

Considering the research objectives quantitative research method wouldn't have been very fruitful as the researchers wanted to investigate the young employees' ways of giving meaning to certain matters and concepts. That is why qualitative research method was chosen. Suitable for the method and for the researchers' needs, face-to-face theme interviews were chosen as the way of conducting the research. This way the researchers, could get the deepest understanding and the most authentic answers, including possible hesitation and excitement on the chosen themes and questions.

When the number of participants the researchers wanted to pursue was pondered, loyal for the chosen method, it varied from 12 to 15. As per usual in qualitative interviews the goal was to keep the number of interviewees small, to be able to collect enough data in our timeframe and to deeply understand their lived experience. The writers still wanted to have enough fluctuation inside the cohort. The researchers' goal was to recruit 15 interviewees. The pursued number was proportioned to the total amount of Agents inside the age cohort. Would the researchers manage to recruit more participants, considering the saturation point, it probably wouldn't have brought any deeper understanding on the matter. Nevertheless, 15 participants seemed to be a commonly used number of participants (Kvale 1996, 102).

To understand the starting point or basis from where to produce development suggestions regarding leading the younger wave of millennials in Finnair Ground, the young employees' immediate managers called People Experience Managers, and Duty Managers called Customer Experience Managers, were also interviewed. Their answers were intended as supportive data for the actual meaning of the research, investigating the millennial employees' needs. Therefore, considering the total number of managers, the researchers determined to interview two People Experience Managers and two Customer Experience Managers. Again, interviewing a larger group of managers probably wouldn't have brought any deeper knowledge of the subject.

Time limit for each interview was set to be 30 minutes. The decision was made based on that when the interviews would be kept somewhat compact, the interviewees would most probably keep their answers around the topics and themes given, without any steering from the interviewers.

1.4 Structure

The first chapter introduces the background and basis of this paper to the reader. Finnair as an organization is briefly explained. The clear change in the number of young employees in Finnair's Ground Crew unit is clarified with a table based on statistics. Further based on the numbers the subject is connected to a bigger picture and research objectives and the purpose of the paper, how to lead the younger wave of millennials better, is described. To explain the research cohort and decisions regarding it a bit deeper, the scope and delimitations of the research are disclosed.

The second chapter, leading Finnair People Experience, deeper explains Finnair values, which have been created together with employees and upon which leadership in the organization is based on. The chapter introduces the organization structure concerning Ground Experience and further discloses abbreviations and work titles that are vital to understand to get the most out of the research and its results. The operative environment where members of the research group work in is briefly explained. Finally, the two tools, My Journey and Quality Monitoring, used for employees' competence development and audit are disclosed.

The third chapter dives into the world of leadership. The chapter, from management to leadership and coaching discusses how leadership has evolved during the years. Today's need in softer approaches, social skills and coaching is examined. Different theories of leadership and leadership in Finnair at Helsinki airport are discussed.

All participants in the research group belong to the millennial generation. The fourth chapter defines the generation and further discusses how and in which kind of world millennials have been brought up in and how it has affected their needs when it comes to leadership. The young generation entering work life and the future of work life is further examined.

The fifth chapter explains the methods used in the research. Qualitative research and theme interviews were chosen as methods for the research. Preparation for the interviews and analyzing the data gained from there are disclosed. Finally, the quality and limitations of the research are evaluated.

Results of the theme interviews concerning both Customer Service Agents and People and Customer Experience Managers are unveiled in the sixth chapter. Followed by the

authors' discussion of the results and further research suggestions in the seventh chapter. Lastly the authors of this thesisreflect on their own learning during the writing process.

2   Leading Finnair People Experience

2.1 Values

Organizational values can work as inspiration to employees and at the same time reflect the mission and goal of the organization. Moreover, it has been said that organizational values derive from organizational culture and therefore they work as the guiding steps for the people within the organization. (Gorenak & Kosir, 2012, 563-564.) Organizations have been described as icebergs, where the part below the sea level consists of culture which includes values, habits, beliefs, patterns and traditions. In the essence, the factors that in fact matter are often unseen to the public. However, they create the pivotal foundation for everything that can be seen, regarding the tip of the iceberg. On the top of the sea level there are winds that may try to shake the goals, visions, targets and strategies of the organization. Therefore, the foundation for the organizational success must be established on organizational culture that supports the future. (Schmiedel, Vom Brocke & Recker, 2014, 651-652.)

Currently there are four different generations in work-life at the same time. All these generations hold different backgrounds and values. Each generation bases their views on the values they have been brought up with and therefore they may have different perceptions on the current, prevailing values. As values provide a foundation for organizations` way of operating it is highly important that everyone, regardless their background has the same understanding of how the values align with the organization´s practices and operations. (Pitt & Price, 2012, 278-289.)

Finnair values of commitment to care, simplicity and courage have been built together with Finnair employees throughout the entire organization. The process started in the year of 2014 from the management level as it was thought that to be able to bring forth the organization's strategical goals, current value attributes were not enough to support this. The process of creating the values was carried out by asking the people of Finnair about values that they have found meaningful and important in everyday encounters with each other and with customers. Moreover, it was discussed what the underlying factors are that can be categorized as values that guide the everyday encounters, meetings and processes whether people at Finnair are part of Cabin Crew, technical department or the head office. (Pyymäki, 11.3.2020.)

After the earlier phase, a number of employees from each department were invited to join Learning Cafes, organized meetings during which the value process was carried further

by discussing the already collected values. Those employees who were not able to take part of the Learning Cafes were invited to share their ideas via e-mail to ensure that a diverse group of employees could take part of the value creating process. At the end of the process in late Spring of 2015, the values were announced to be commitment to care, courage and simplicity. (Pyymäki, 11.3. 2020.)

The values were created to guide the execution of Finnair strategy and daily work as discussed about the analogy of the iceberg. Therefore, the importance of the values is emphasized in the beginning of each training when a new person joins Finnair Ground Crew and is learning about the Finnair values and the organization. When values are communicated from the very beginning to the new employees, the easier it is to build on them and communicate the company culture for the new employees. (Klemm, Sanderson & Lufthman, 1991, 76-77).

2.2 People

This thesis focuses on the Ground Crew of Finnair at Helsinki Airport. Ground Crew is a general term for the people who work in Customer Service for Finnair at Helsinki Airport, or in other words at Hel Hub. The Ground Crew consists of approximately 318 members (Finnair 2019) from which a large majority are women. The number is not currently accurate, as the number of employees fluctuates during the summer season which is the busiest time at Helsinki Airport.

All Customer Service Agents including Gate Service Agents and Seasonal Guides and their managers including Customer Experience Managers and People Experience Managers work under Customer Experience unit, and especially under Ground Experience unit as seen on Chart 1.
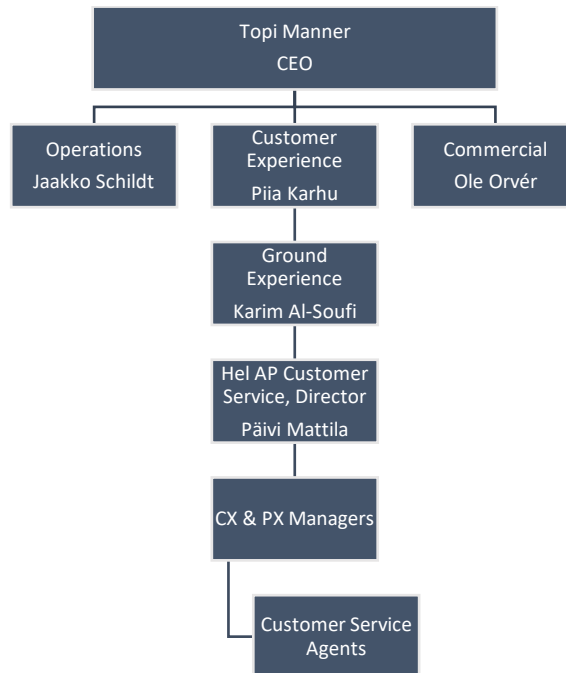
Chart 1. Finnair Organization Chart (Väyrynen 2020)

To explain the position of Finnair's Customer Service Agents a bit deeper it's worthy of telling that the head of Customer Experience is Piia Karhu, the head of Ground Experience is Karim Al-Soufi and the head of Helsinki Airport Customer Service, Päivi Mattila. Customer Experience Managers and People Experience Managers report to Päivi Mattila. All People Experience Managers lead their own teams of Customer Service Agents. Customer Experience Managers, in other words Duty Managers lead the daily operations at Helsinki Airport.

The work descriptions of each title mentioned are disclosed in the following chapters. The disclosing of these titles is essential not only to offer background information and depth to the reader, but as these predefined factors or descriptions can be mirrored to the answers gained from the research interviews, which are displayed later in this paper.

Customer Experience Manager Customer experience managers, CX managers in short, lead and develop operative performance during work shift. Their subordinates are Customer Service Agents which includes Gate Service Agents and Seasonal Guides. CX managers' main responsibilities are as follows. Resourcing during shift, which means that they are responsible for ensuring resources for the shift, allocation of work together with allocation team and escalating proactively different deviations in resources such as shortcomings or additional needs. Leading operational performance, which signifies to communicating the goals and situational matters through the shift, empowering

employees own decision making and solving practical issues themselves, taking responsibility to solve issues before they become problems and actively guiding forward only if not possible to solve within employees, managing operational fluency, giving and receiving feedback on performance, encouraging learning at work and taking an active role in performance deviations such as underperformance, attitude and competence issues.

CX managers are responsible for ensuring wellbeing, workability, and forward guidance as needed. They are responsible of occupational safety matters and escalates such as intoxicants, fatigue, significant underperformance and harassment. CX managers also perform daily and monthly follow-up, reporting, auditing and briefing areas of responsibility. To sum up CX managers are there to be present for all agents and customers during their shift. From now on in the text, Customer experience managers will be referred as CX managers.

People Experience Manager People Experience Managers, PX managers in short are accountable for overall performance of their team: both operational functionality and business results. They are responsible for overall team development such as goal conversations, goal setting, communication, tracking and guidance, giving and seeking feedback on development, performance also elsewhere (escalation, customer feedback etc.) and discussion on performance including "hearings", supporting employees competence development and participating in individual and group level training and development planning, remunerations, Individual experience increases in pay, auditing & actions and follow up of trainings & e-learnings.

PX managers are responsible for the workability of the employees in their own team. They actively showing interest in employee wellbeing, also using active aring model such as monitoring absences as a basic tool to support wellbeing. PX's are responsible for occupational safety issues when designing and developing activities – using preventive measures to support work ability. They are responsible for the whole employee lifecycle form the managers perspective from Induction to exit. PX's are also responsible for different decisions on absence matters, discharges or warnings. They are responsible for supporting employee development, performance, giving feedback and clarifying expectations. From now on in the text People Experience Managers will be referred as PX Managers.

Gate Service Agent Gate Service Agents serve customers in the departure hall and at departure- and arrival gates. In the departure hall Gate Agents perform different guiding

tasks helping customers to complete self-service check-in and -bag drop. Gate Agents utilize their work iPhones and applications in them to provide great customer service to customers during guiding tasks.

Gate Agents serve and accept luggage of customers with special needs behind traditional check-in counters.

When aircrafts arrive and are parked to passenger bridges Gate Agents' tasks include driving the passenger bridge to the aircraft door and performing a meet and greet for the passengers whilst displaying their luggage claim hall number with a sign. During delayed arrivals Gate Agent's work constructively giving passengers accurate information and guidance according to the situation.

At departure gates Gate Agents' tasks include boarding passengers either directly to the passenger bridge and to the aircraft, directly to a bus that takes passengers to the aircraft or to a waiting area before boarding to the bus. Depending on the number of passengers booked on a flight and the travel document check regulations there can be between one to five agents working at one departure gate. One of them is always allocated as boarding 1, meaning that they familiarize themselves with the flight beforehand, communicate with the cabin crew and loading staff as well as the process supervisor about any changes that might affect the departing on time. Boarding 1 briefs their colleagues who are allocated as Boarding 2, Boarding 3 etc about the flight. Boarding 1 takes care of the announcements at the gate, for instance communicating the boarding start time, boarding according to group numbers, informing passengers of possible delays and what is causing them and for example informing of the rare door of the aircraft being in use for boarding.

During boarding, Gate Agents observe the amount and size of carry-on luggage and check them in to be transported in the hold, if needed. During each boarding, Gate Agents responsibility is to pay close attention to the time. Managing the time spent at the gate before departure is crucially important as it ensures that the aircraft is ready to take off at its allocated time of departure.

After each boarding, boarding 1's responsibility is to write a report of the boarding and at passenger bridge departures, drive the passenger bridge off from the aircraft. From now on in the text Gate aervice agents will be referred as agents. When discussing of all agents including Seasonal Guides they will be referred as Customer Service Agents, to make the reading easier.

Seasonal Guide Seasonal Guides as the title says are seasonal workers whose main task is guiding and giving instructions to customers. They start their work in May before

the busy summer season at Helsinki Airport begins. Their employment continues until the end of September when the summer schedule ends. Seasonal Guides receive a three-day orientation to familiarize themselves with Finnair's values and service standards as well as tasks which they are responsible for during their period of employment.

In departure hall Seasonal guides' tasks are equal to Gate Agents' excluding service behind check-in counters. Guiding tasks are performed in several customer service points at the airport, such as at transfer service, arrival service and in disruption situations at arrival gates. Seasonal Guides utilize their work iPhones and applications in them to provide great customer service to customers in all their tasks. Seasonal Guides are highly important as the guide may be the customer's first touch point to Finnair during their customer journey. From now on in the text Seasonal Guides will be referred as Guides. When discussing all agents including Gate Service Agents they will be referred as Customer Service Agents, to make the reading easier.

2.3 Operative environment

Customer Service Agents' operative environment is the facilities of Helsinki Airport in other words HEL hub. The abbreviation 'HEL' indicates to an IATA airport code. IATA is The International Air Transport Association for the world's airlines. They help formulate industry policies on critical aviation issues and have developed global commercial standards upon which the air transport industry is built on. Their aim is to assist airlines by simplifying processes and increasing passenger convenience while reducing costs and improving efficiency. IATA has assigned most of the world's commercial airports a 3-letter airport code indicating its location. The code 'HEL' refers to Helsinki Airport. (IATA 2019)

According to the Oxford dictionary a hub is the central and most important part of a particular place or activity. An airport hub on the other hand is a large important airport where people usually transfer from one plane to another. To conclude HEL hub refers to Helsinki Airport being a centric transfer airport. The HEL hub is also Finnair's home base, and Finnair's head quarter is located near the airport.

HEL hub consists of several areas and service points where Finnair's Customer Service Agents provide service for customers. Finnair is using a mobile application called MyDay to assign tasks for Ground Crew agents. Allocation distributes the tasks to employees in the application and manages them in real time.

The airport is divided in to two sides, landside and airside. Landside refers to the departure area where everyone has access to. Airside on the other hand refers to facilities after security control, where only passengers taking a flight have access to. On the landside in the departure hall Gate Service Agents and Seasonal Guides work under following job titles: general guide, kiosk guide, labyrinth guide, self-service bag-drop guide and special belt guide. Gate Service Agents' tasks differ from Seasonal Guides' tasks in a way that they also work behind traditional bag drop desks helping customers with special assistance needs and customers that haven't managed to do self-check-in and bag drop by themselves. Gate Service Agents also sell ancillary services such as additional luggage or upgrades to higher travel class at bag drop desks.

The gate area which is also referred as the airside is divided to Schengen- and Non-Schengen area. In between these areas there is border control. Flights between Schengen countries are boarded from Schengen area and flights departing to outside of Schengen area are boarded in Non-Schengen area after border control. The difference for Gate Service Agents' duty is that passengers' travel documents and possible visas are inspected before boarding at Non-Schengen departure gates.

There are two kinds of departure gates: gates where passengers are directly boarded or deboarded into the passenger bridge that is attached to the aircraft and bus departure gates where there is a bus transportation from the gate to the aircraft. Bus arrivals, meaning bus transportation from the arriving aircraft to terminal, arrive near luggage reclaim halls and do not require staff being present.

2.4 My Journey & Quality Monitoring

My Journey, in short MJ, is a personal one-to-one coaching discussion between an employee and a manager. Before the pre-allocated discussion time, each employee fills out a self-evaluation form in which they answer questions regarding their current on-job well-being and performance as well as their motivation and desires to perform better in their role. The self-evaluation form also asks company specific questions, for instance about Finnair`s values and how do they show in the everyday work. The form also includes the future aspect about employees' desire to broaden their know-how and their future career interest within the company. My Journey is conducted once a year and it is outlined to fit into a time frame of one hour.

Quality Monitoring, in short QM, is a tool which managers can use to examine the performance of the employees. In practice, QM is carried out in everyday situations such

as at the gate or in the departure hall and a manager is evaluating the process. Some parts that belong to the evaluation are for instance meeting and greeting the customers in a friendly manner, tidiness of the uniform and selling additional services that could make the customers' journey more personalized.

3 From Management to Leadership and Coaching

According to classical division, leadership is divided into two main categories which are management and leadership. For a very long time, solely management approach was considered when developing ways by which to organize work within organizations. (Mellanen & al. 2020, 139-141.) In this chapter the term management will be defined and the history behind management theories will be briefly introduced. Defining what management is and where does it arise from will create the context of this thesis for the reader.

It is commonly known that the term management refers to handling things and the term leadership to handling people. But the two concepts can't really be separated from each other (Kotter 2013; Morgan, 2014). This thesis discusses management from the point of view of handling people, which is seen as leadership. To be able to understand what management within organizations is today, and how it has evolved to what it is in our time, it is crucial to look at the historical perspective of organizational management theories.

Both management and leadership approach are relevant in the daily operations in HEL Hub, taking into consideration the characteristics of aviation industry. Each operation is based on processes and therefore good management is needed to ensure that the operations run as planned. However, human factor can never be excluded from the operations. Humans, in the case of this thesis, Customer Service Agents form a large portion of this human factor. Like wise to operations management, human resource management reflects on the operations at Hel Hub. As described earlier in the chapter of terminology, Customer Service Agents, have a large role in the time management of the daily operations. Therefore, both management approaches are included when discussing management at Hel Hub.

The term management comes from Italian language. The root term is *maneggio*, with *maneggiar*e meaning to handle, train (horses), with the stem deriving from mano, from the Latin manus, for hand. The terms management and manager had become known by circa 1600, although the term manager did not enter everyday English use until the nineteenth century. Although the stress of the term manager is on handling things – managing is largely a job that involves interpreting, understanding, directing, cajoling, communicating, leading, empowering, training, politicking, negotiating, enthusing, encouraging, focusing, explaining, excusing, obfuscating and again, communicating – a job full of action words that are all to do with the manager as a speaking subject, a person who manages to shape and express directions, in writing and in speech. Managers must be skilled at

talking because their expressive capabilities will be the most used and useful assets that they have. In a world of individuals, all capable of going their own way, the manager's task is to steer, guide, and persuade people to pull together in a common enterprise – an organization – when this may not be the instinctive desire of those being addressed. (Clegg, Kornberg & Pitsis 2012, 22.)

It has been said that the success of a company ultimately depends on the quality and nature of the human resource management within the company (Cappelli 2015, 22-23). This notion was already proved to be true in the early 1900`s during the Industrial Revolution. During that era, Frederick Taylor, a man behind the organizational theory of Scientific Management, published his renowned principles of optimizing job performance. Taylor examined his employees at work within an automobile manufacturing company and concluded that employees were more motivated when they were paid more in salary. He also noted that there should be one well and clearly defined task for each employee. By organizing work this way, it would result in much faster job performance. At that time when the theory was developed based on Taylor´s principles, such as simply believing that removing and reducing workers discretion and control over what they do, is the ultimate approach for the management. The principles served well the stemming industrial era where there was an arising need to streamline processes and operations within factories. (Burnes, 2009,33-36.) Soon after the theory of Scientific management spread across the country, the United States where it first was founded, and became a popular management theory within organizations (Burnes 2009, 10-11).

The decades after the influence of Taylor, in the 1900`s have been followed up by other well-known management theories which have been seeking out to underline the best practices for managing organizations and ultimately employee performance. To be able to manage employees, general rules are needed to guide managers performance. Hence, management theories have been the basis for organizational performance. Throughout, the 1900`s up until 1960`s, the classical approach was believed to be the best way and in fact the only way to manage organizations. However, slowly the notions of new approaches to organize work started to arise. The new approach to organizational management came forth from the reaction against the pessimistic view against human nature that cannot be excluded from the management principles. Human relations approach was introduced to challenge the mechanic views of organizations, introducing an idea that employees have emotional as well as economic needs. As a result, the other classical and popular management theories started to develop during the 1900`s. Some of these theories are Administrative management theory by Henry Fayol (1860-1925),

Bureauric Theory of management by Max Weber (1864-1920) and Behavioral Theory of management by Elton Mayo (1880-1949). (Burnes, 2009, 57-58.)

Fast forwarding to our current times and the environment in which also the commissioner Finnair operates, the classical management theories cannot offer the same solutions and the same way as they did before. The time as a concept in which today's organizations operate can be called for instance, the Age of Innovation or the Age of the Internet (Burnes 2009, 97-98). Especially the latter is very fitting in terms of this thesis aiming to find out ways to manage the young generation who can be characterized being born, raised and surrounded by internet. (Kapoor & Salomon,2011, 308-3011.)

The classical organizational theories were developed during the time of mass production. This was noted already in the 1980's when organization theorists challenged the perception of work and how it is organized. During that time there was debate for instance about the changing nature of work. Work force was already more professional than it had been decades before and information technologies were starting to shape the nature of work and how it was organized. (Burnes 2009, 96-99.)

Today organizations are very different to those ones in the early 1900's and even in the 1980's. As Witzel (2003) quotes Henry Ford, a revolutizioner of line management "A customer can have a car of any color as he wants, as long as its black", gives an insight into the world in which organizations operate. As customers and their preferences have changed, so has the workforce since the early days of starting to develop organizational management and the ways to sort out the best practices to delegate tasks and procedures. In fact, in the present-day workforce should be treated as customers the same way as a company`s customers. When companies create strategies for their most-important key account customers, strategies should be implemented for the most valued resources of the company. Implementing strategies requires a new type of management approach in which the manager takes a personal approach for the topic and, of course for the object. (Mellanen & Mellanen, 2020, page)

3.1 Management at Hel Hub

Considering that the characteristics of the aviation industry and the dynamic work environment, HEL Hub. Aviation industry is highly based on procedures and operations which ensure the desired performance. Therefore, management is in the crucial role ensuring that Finnair`s operations at Hel Hub operates efficiently and that daily processes are taken place accordingly.

Management at Hel Hub leans more towards Operations management rather than Human Resource management. Both management approaches do a have role at daily operations in this thesis context. due to that reason, both management approaches are introduced and discussed in this paper. However, considering the context of this paper, human resource management is discussed as a concept of leadership and it is opened up by looking into leadership theories.

Operational management or in other words operations management is a discipline that applies to restaurants, technology companies and factories to name a few examples. Heizer and Render describe operations management as a set of activities that create value in the form of goods and services by transforming inputs into outputs. Regardless of whether the end- product is a good or service, the production activities, that go on in the organization are often referred to as operations, or operations management. (Heizer & Render 2011, 36.)

At HEL Hub, both Operational and Human resource management in a form of leadership, are part of the daily operations. As discussed above, the difference between the two is quite broad, the other management approach being more concerned about human factors and the other approach more interested in the processes. Regardless of the differences and different approaches they take on the work, at Hel Hub the two approaches cannot be fully separated. Ron Heifezt, Harward based leadership expert separates management and leadership from each by concluding that management approach works on known problems which can be solved by proven solutions. Leadership, on the other hand, is the preserve of uncertain problems which must be solved by novel solutions. Furthermore, Heifezt separates management problems as technical problems and leadership solutions as adaptive work. (Levi 2011, 25-27.) When pondering the definitions, the two of them complete each other, rather than leaving one out of the picture.

This distinction between the two, management and leadership fit perfectly for the operation environment of Hel Hub. The fact that the airline industry by nature is process based, by simply defining that it is transporting passengers or cargo from point A to B, only gives glimpse into the industry. Airline industry is ultimately a service industry, serving various types of passenger segments and employing many employees in diverse service points. (Nawal, 2014, 56-59.) Therefore, the human factor is in the core of the industry, whether the humans are customers or employees.

For a long time, it was thought, as it can be concluded when looking at the classical management theories, that the models for managing people are enough and relevant. From those times, the workforce and the environment in which the workforce and the organizations operate has changed. (Djankov & Saliola, 2018.) Along with the change came a need to take care of organisations workforce, people who in fact are in the front-end of line caring for organization's customers and productivity. Human-centric approach into managing people and their performance lead to arising of leadership. Leadership has been as inspiring people and bringing them forward within organizations.

For a long time, management and leadership served a well-established purpose within organizations. During the recent years, it has been noticed that along with millennials who are joining the workforce, organizations and ultimately bringing their new characteristics into work-life that have not been seen before, it has been recognized that solely giving the millennial workers nor trying to inspire and motivate them is not enough. These new-comers have been described as difficult to manage and yet challenging and difficult to lead due their short-attention spans and need for constant feedback receiving. (Mellanen & al. 2020, 140-141; Holm & Todd, 2012.) Due to the latter reasons, among the organizational theorists and general public, the need for a new type of approach to get the best out of young workers have arisen. The new approach takes a more personal approach on each individual employee by using coaching methods. Methods that are in accordance with the change in the workforce and in the context of changing environment. New type challenges that arise in the fast-paced environment cannot be solved by using methods and theories that were developed for the world in the former context. (Downey, 2015; Ibarra & Scoular, 2019.)

The arising need for coaching, a more personalized leadership approach does not, however, mean that management is something out of un-necessity. Lineback and Hill (2018, 11-12) write that management within today´s organizations requires a more personalized approach from the manager. Moreover, they write about managers paradoxes of being able to separate the individual and the performance, in other words, the task to be managed and concluded individual employee and the same time meet the expectations which are placed for managers to dealing with individual employees and their motivation issues for the job completing and so forth. It seems that today´s complex environment and workforce need managers to handle tasks the best possible way, to inspire people to go forward in the fast-changing world, in which even turbulent times can place uncertainty upon organizations and coaches to meet each individual employee on a personal level. As the current literature and research finding suggest, especially the young

generation of millennials´ needs require an approach that leans towards coaching method in the work-life. (McGlynn, 2015,7; Pitt & Price 2012, 278-279.)

Currently, many organizations are experiencing four different generations in their workforce, such is the case with Finnair`s Hel Hub. The generational differences are not the focus of this thesis but rather the new-comers or in the other words the young ones of today. How are they managed in this "Age of internet" prevails to be the focus of the research later-on in this thesis. When the use of information technology started in the 1980`s and created a need to question the existent management theories that much of it continues being shaped by increasing use of information technology, like wise are the times today. During the recent years the technological development has continued to shape organizations and work-life. Along comes the change within organizations. As Fang (2005) concludes, no organizational culture is static, but rather it evolves around the changes in the organization's environment and general changes in the society (Burnes 2009, 208).

3.2 Leadership

The question '*Are leaders born or made?'* seems to be in the interest of many when looking at the leadership literature. Charismatic behavior, positional authority as well as a special skill set seem to be the perfect combination (Kouzes 2016, 23-24; Levy 2011, 25-28). In this chapter leadership will be discussed and the definition of it will be framed.

Many scholars and leadership enthusiasts have created their own views and definitions on leadership. The chapter will open-up some of these definitions and explore their meanings more in-depth. As it turns out, through-out the discussion in the context of this thesis, leadership is a topic widely researched and still will remain to be unfolding for the ones who are interested in the topic.

Within the topic of organizational behavior, leadership prevails to be one of the most researched subjects within this topic domain. Considering the previous chapter of covering some of the background of management theories, there is no doubt that leadership is within significant importance among organizational theorists and researchers. For various reasons, the topic has inspired behavioral scientists not only to define the nature of leadership characteristics but also to seek out the outcomes of different leadership styles (Kelloway, Weigang, McKee & Das 2012, 107-108).

Different leadership experts and researchers tend to define leadership according to the point of view on how they perceive leadership themselves. John Maxwell simplifies leadership-definition by saying that "Leadership is influence, -nothing more, nothing less" (Maxwell, 208). This rather minimalistic approach is quite simple and it doesn`t provide any context to reflect on to. Maxwell simply uses the word influence and when pondering on that sentence one can make a conclusion that any influence, whether good or bad, is leadership. Of course, whether leader`s influence is good or bad is far beyond the scope of this thesis and therefore the focus will be on defining the leadership term and practice in general.

According to Drucker (1996), leader is someone who has followers. This definition doesn't either take any further implications to define the leader-follower relationship or influence that is between the two. It is perhaps too minimalistic approach to take onto leadership theory when examining leadership within organizations.

Within complex and everchanging environment of today, leadership needs to be defined with a larger scope than just by one simplified definition (Levi, 2011, 30). Joseph Rost, a scholar and expert in Leadership studies has found 221 different definitions of leadership in 587 examined publications (Rost 1991, 44). Therefore, it is not that simple to define leadership only by simple sentences and terms because it can leave out some significant notions. On this note, a writer of multiple award-winning leaderships books and a former US army general summarizes that by studying individual leaders, has over time, continuously lead to an outcome that leadership is simply what leaders do (Stanley, Eggers & Mangone 2018, 7). This definition is, of course, the outcome of his own perceptions and discovery throughout the years. By defining that leadership is what leaders do, in fact, gives an idea that there are certain things leaders and practices that leaders perform. Otherwise, how could one be called a leader? Henceforth, the practices that leaders execute are worth of disclosing further.

Multiple studies over a long period of time have been seeking to understand the best practices and methods on leadership. By doing so scholars have been trying to outline patterns in leadership that would be universal and generic in terms of their approach. One of these, is by Kouzes and Posner (2017) with their long history over 30 years of collecting best practices of leadership within various organizations across multiple industries offer more depth into the leadership definition.

According to Kouzes and Posner leadership is a relationship between those who aspire to lead and those who choose to follow. The two researchers state that any discussion of

leadership must attend to the dynamics of this relationship. Strategies, tactics, skills, and practices are hollow and fruitless unless the fundamental human aspiration that connect leaders and their constituents, are understood and appreciated. (Kouzes & Posner 2012, 30.)

The data collected over the period of 30 years, first in the early 1980's, indicates that the most valued characters in leaders, according to the respondents, are honest, forward-looking, inspiring, competent, intelligent, broad-minded and dependable. The results are the same regardless of the setting and time during the data gathering. These qualities do offer one type of explanation to the pursuit of understanding why certain leaders hold their positions and encourage followers to be under their influence.

Haslam, Reicher & Platow (2016) challenge the myth of one great man or character who alone is in the charge of leadership (Haslam, Platow & Reicher 2016, 5). Often, the leadership literature written leaves out the importance of followership. Haslam, & al (2016, 27-28) suggest that to understand leadership one must also be able to understand followership.

General Mc Chrystal has similar views on challenging the myth of one great leader in a sovereign leadership role. Making straight-forward checklists of leaders` characteristics can be rather simplified way of explaining the process between and a follower, leadership in general. General Mc Chrystal explains this by saying that leadership myth, "Simply follow a check-list of behaviours and you`ll be a great leader" ignores the contextual nature of leadership. (Mc Chrystal, Eggers & Maggone 2019, 6-8.) The time and place, where and when leadership takes place is a vital aspect to look at when examining leadership and the ways it takes place in practice. Considering this, it might provide an explanation why leadership is in the interest of scholars and researchers regularly. If the quest for a supreme leadership theory had been already resolved why would anyone want to research this topic again and again.

The importance of interactions is crucially important when considering the leader-follower relationship. Leadership can be more effective when using "we" instead of "I" as it is more inclusive for everyone, rather than only for the individual gain of one supreme leader. Haslam et. Al. (2016, 111) explain that inclusiveness that extends out of traditional leadership theory can be summarized as *common we*. This *common we*, bounds both leaders and followers together. Thus, there will be no need to separate the two of them. However, this does not mean, that the two parts included in *the common we*, are not relevant. Neither does it mean that the two different parts included in leadership would not

have any significant attributes. Of course, leadership traits still do matter (Zeleznik, 2004). However, the more holistic approach of viewing leadership from the group process perspective empowers both the leader and the follower.

The one in the leaders` position has a duty of gaining trust from the followers and in order for the whole group to move towards *the common we.* The trust cannot be achieved neither increased without the help of the followers. For this reason, the leaders` traits and characteristics have vitally an important role in influencing the followers towards the same mutual goal. (Haslam & al., 2010). Consequently, when followers feel that leader is *one of us* rather than *out for themselves* or *one of them,* creates a cycle of positivity between leader-follower relationship. Followers attach to someone who`s psychology is aligned with theirs and in turn they enthusiastically respond to the leaders moves to go forward. (Haslam & al. 2016, 2-3.)

The concept of *common we* in leadership theory challenges the well-known and widespread, perhaps old idea and myth of associating leader with a hierarchal position. Automatically, the capital L in the leadership title does not make one a leader. More than that, in the dictionary the word leader has a meaning of someone who *guides* or *goes.* When envisioning guiding in practise it must mean that the leader is together with the group. Imagining this concept leaves out the leader in the myths who is positioned on top of the rank and gives orders to the followers. (Kouzes 2016, 25-27.)

Leader in the new model of leadership, has a role of helping the followers to understand the common objectives and aligning the goals that are conclusively guiding the groups processes. Therefore, understanding group processes and the behaviour of members within group will form the basis for the model to work in practise. The contextual nature of leadership can never be ignored as if it is not considered the model works in theory but not in essence. (Haslam & al. 2010, 20-28.)

Following the theory that leaders have a pivotal role in many ways bringing forward individuals and groups within organizations, it can be concluded that leadership is of high importance and leaders can make a difference. According to research, the best leaders bring two to three times more talent out of the employees than worst leaders. The outcomes that best leaders were able bring forth out of their employees reached as far as employees willing to take more initiative and responsibility (Kouzes 2016, 29-31) These outcomes display on practical level the importance of organizational leadership. It is no small thing considering that one in a leadership role can make such an impact on an employee willing to stay within an organization. (Kouzes 2016, 30-31.)

Kouzes (2016, 11) writes that when employees have time to reflect on their own experience it becomes crystal clear that leaders do make a difference. The difference made is not made in the traditional way of leader giving orders to employees but rather done by the new holistic way as established a few paragraphs earlier. Another study conducted on the topic why organizational leadership in fact matters, suggests that leaders are in the core of enhancing psychological capital of employees. Psychological capital, such as feeling of optimism or aspiration among employees is crucial when enhancing both organizational performance and ultimately organization`s profitability. In practice psychological capital displays in enhanced employee performance. The response from organizations´ side to pay attention to psychological capital has enforced organizations to develop their employee experience. (Levi 2011, 29-31; Peterson, Luthans, Avolio, Walumbwa & Zhang, 2011.)

Employee experience is a sum of all interactions that the employer has with the company. (Dukes, 2017; Atkinson, 2008, 6-11). Research has demonstrated that there is a direct link between employee experience and performance, productivity and even the level of customer service within those organizations that have employee experience in their strategy. (Mellanen & al., 2020, 208; Morgan, 2018). The relevancy of employee experience continues to grow, the more the young generation join the workforce. It must be noted, though, that employee experience doesn't necessarily mean giving young millennials some stereotypical approach when leading them, such as fat-boys in office environments to work on their laptops (Mellanen & al. 2020, 10), but paying attention to all the aspects of their on-boarding, task communication and so forth at work. The way young workers´ wishes to do things and conduct the tasks, should be listened to as this way their experience within the organization is cared for and yet the unsurprisingly, the outcome of the task will still be the same regardless of the method which was used to get there.

It seems that leader's role is to balance between leading the way forward as well as pay to attention to the detail, to care for the experience of employee as well as to see the bigger context of the organization to which the employees are part of. Furthermore, no organization´s s culture is static built rather evolving based on the changes within organizations, such as generation shifts and therefore leaders' role in it all will also be re-evaluated from time to time again. (Burnes 2009, 208.)

Digital transformation, faster and more global environment, and four different generations in the work-life at once, just to name a few things, create a whole new context in our time

and era. Building on the discussion of the new *common we* type of leadership, the change from one leader in charge of followers seems crucially needed in the context in which in today`s organizations operate. The lastly mentioned generation of the list, Millennials is the dispute for this paper. Millennials do bring something distinctive about them and the ways how they engage in work into the work-life that has not been there before (Spiro, 2016, 17). Therefore, the challenge of the current time is on finding the ways to lead and manage the millennials generation and balance the management style with the changes that affect the work-life.

4 Millennial generation

4.1 Definition

Different scholars define millennials differently based on the years they are born. In research articles and literature, the years during which millennials are born vary, sometimes even vaguely. For instance, Cindy (2009) writes about generational differences in workplaces and defines millennials born between the years 1985 and 2003. Another scholar writes that millennials are born during the last two decades of the 20th century (McDonald, 2015). Cambridge Dictionary defines the millennial generation for those who are born in the 80`s, 90`s and early 2000´s (Cambridge Dictionary, 2019). McManus Warnell, an associate teaching professor of management and organizations writes that millennials are young people who have graduated high school since the year 2000, or those born after 1980 but before 1995. Author and expert in leadership and management, Bruce Tulgan (rainmakerthinking.org, 2019) instead divides the cohort in two waves, the first 'Generation Y' born 1978 to 1989 and the second 'Generation Z' born 1990 to 2000. (Tulgan, 2016, 5.)

Despite the differences in the values and virtues ascribed to this generation there are conjunctive factors: technological fluency and facility with social media, proclivity to multitask, teamwork capacities, a preference for training and mentorship to reflect sustained and personal attention, a desire for meaningful and fulfilling work and an increased awareness of social and environmental sustainability issues. In addition, McManus Warnell has found that immediacy is a core value of the millennials, a desire for rapid response to queries, reaction to achievement, connection with others, and continuous feedback. (McManus Warnell 2015, 4-5.)

In addition to the millennial generation, another younger generation which, at times, in the literature seems to be overlapping with the years that millennial are born, is the generation Z. Often generation Z, or Gen Z, as it is described in short, are those young people who already are or are soon entering the work-life, born between mid-90's to 2010. (Pandey & Khan, 2016.) How does Gen Z differ from the millennials? Both generations have been described as digital natives, in fact, they are the first generation who have grown up in the digital age (McGlynn, 2015). The first wave of millennial generation has used email as their main digital communication tool while the younger ones have created a whole new language around instant messaging on their phones (Liontis, 2016). Regardless of the fact that in many articles it is claimed that these young generations are connected to the online world non-stop, it doesn't mean that online world is the only factor describing the style of communication which this generations prefers (Pandey & al. 2016).

A generation cannot fully be defined based on the mainstream characteristics which often are used when described the stereotypes of it. However, each generation is shaped by all the external events that affect societies, cultures and furthermore individuals during the time of childhood (Alestalo, 2007,153). That said, when comparing the millennial cohort to the earlier generations, millennials have grown up in much more fast-paced context where for instance ordering items online or with a mobile device has been possible in a 24-seven world. (BBC.com, 2019; Benson & Brown 2011, 1843-1865.)

Due to many different definitions of millennials and generation Z, the similarities and differences between these two generation cohorts, in this thesis, to make it more unambiguous for the readers, we have chosen to speak about millennials and the younger wave of millennials when we refer to the young Finnair Ground Crew members, aged 18 to 25. The terms millennial and the younger wave of millennials was chosen to describe the young cohort in order for the reader to follow this paper more fluently.

4.2 Coaching Millennials – from playground to work life

As discussed earlier, Millennials are described as a generation that is eager to develop their skills and move further in work life, if not horizontally, then vertically. These are two separate type of expertise. One can have a deep understanding of a topic and therefore, one can be willing to go further into it. The same way, it is possible to advance further or more spoken language, climb the ladder, within a company. Vertically developing means having diverse amount of knowledge or diversifying the tasks on the same level but onto new ones in work life. This means, that millennials have a desire to have more challenging and meaningful tasks where they can use their know-how or otherwise, they at least want

to feel that are advancing further. (Mellanen & Mellanen, 2020,270). Since Millennials´ early childhood, they are told how special they are and how much they can achieve. These things lay the foundation on millennials behavior in work-life and for the type of management they need. (Tulgan, 2016, 8).

Based on the characteristics of the world they're born in to and the way they have been raised, educated, coached and measured, this chapter discusses how they have formed their values and needs in work life. In more detail Millennials' technological savviness, collaborative working abilities and the way they prefer to learn is discussed.

Every generation in work-life comes from different backgrounds, which are influenced and affected by the economic, political and social events that took place during the upbringing of the generation. These backgrounds create a context for each generation from where they perceive work-life and the meaning of work itself. (Mellanen & al, 21-25, 2020; Pitt & Prices, 2012, 278).

To provide context to the current generations in work life and for the Millennial generation, all the different generations at the moment in work-life are shortly discussed. For Traditionals, work is a duty and obligation and free time is something that must be sacrificed for it. The following generation, Baby boomers, see work as a chance to go towards personal gain. They see that without work there're no other gains in life. For generation Xers, work is a dispute and it is to be achieved and ultimately conquered. However, work should not be done at the cost of family life. Now, for some time already, there has been a fourth generation, Millennials, in work life. They tend to bring it all in. They seek fulfilment and meaning from their work, more than any of these four generations. The purpose of presenting these generational characteristics is not to focus on the generational differences but rather to understand the differences and based on those, collaborate on the common ground. (Kapoor & al. 2011, 308-315.)

The older generation can learn from Millennials but also help millennials learn and understand the context of the work. By doing so, organizations can prevent generational clashes to occur. At the same time, when Millennials are highly independent, individualistic and confident they are used to team-oriented working style in which everyone collaborates. This trade of them, leaves room for collaborative working style, where Millennials and employees of other generations can, in fact, compliment the others generation`s knowledge. However, what may bring up confusion when properly not understood is Millennial´s yet strong desire to work together with others but at the same time have the flexibility to do it in one´s own way. Millennials have grown in a world of

variety of views, values and expectations compared to the other generations. Therefore, they are used to bringing forward their own touch to things and tasks and yet ending up the same, desired outcome. (Pitt & al., 2012, 278-280).

 There is no need to build a wall between different generations, meaning that while there still rather significant differences between the generation, the success of the organization depends on how well each employees´ input can be brought it and fostered. The need is to rather build a longer table where everyone is welcome. Generational differences can provide an advantage and a competitive edge for organizations when properly managed and understood what each generation can bring. (Kapoor & al. 2011, 313-314.)

During the year 2010 only 20% of the Finnish work force were Millennials. Today, year 2020, the amount has already grown to be half of it (Mellanen et al. 2020, 38). By 2050 75 percent of the global workforce will be Millennials (Warnell 2015, xiv). As both members of the research group of this paper are born and raised in Finland, it's important to take a look at the political and economic events that took place in Finland during their upbringing and how it has impacted their needs in work life.

Millennials in Finland have grown up in an era of globalization and economical and digital upturn. Their childhood and early adolescence have still seen some insecurity, such as the great depression in the 1990's, the continuous reportage of terrorism acts starting from 2001 and 9/11, the global finance crisis in 2008 and mass terminations, fake news and data leak scandals, becoming more common. All this has made millennials loose hope on job loyalty and taught them healthy skepticism when it comes to perceiving information. (Mellanen et al. 2020, 38.)

When looking at Millennials' childhood from a social angle, they have grown up with protective parents and cheering teachers and coaches. During their upbringing making children feel great about themselves became a dominant theme in parenting. They have felt looked after, included, needed, rewarded and indispensable. Millennials have had an active role in decision making in their family from a very early point of their life and have grown up receiving more respect from their parents than any other generation. (Tulgan 2016, 7-8, 60.) Their parents have told them they are unique and that they can become whatever they want to be. At schools' sports competitions everyone has received a price or a medal, even though they were the last ones to cross the finish line. This kind of upbringing method is lacking teaching of how to handle the feelings of disappointment or failure. When these young people finally enter work life, they might try to look smarter than they are and fear showing that they don't know the answer to a certain problem. It might

also be shown as hiding one's mistakes, blaming others, ignoring constructive feedback and avoiding asking questions so that not knowing something wouldn't come up. This is the most stereotypical challenge Millennials bring to work life. (Mellanen & al., 2020, 66-68.)

The social environment where they have grown has allowed questioning authority or asking tough questions from their parents and teachers. This has led Millennials to have the courage to challenge organization's and their parents' traditional and self-evident-felt ways of conducting things. (Piekkari ,2011, 96.) When the large amount of information and interactive social channels that are available for anyone at any time are combined with today's known concept of fake news, questioning authority and their decisions is becoming a part of Millennials' nature (Mellanen & al., 2020, 75). Originating from these facts, multiple scholars define the young generation as not just confident but also overly confident, expressive, with individualistic traits and positive self-view (Twenge & Campbell 2010, 1118; Kapoor & Solomon, 2011, 310; Tulgan 2016, 7-8, 60).

The interest towards downshifting can also originate from growing demands in today's work life. Millennials have grown in an individualistic world and they are under significant pressure to be creative and innovative. An overly hectic phase of working combined with Millennials' uncertainty of their own destiny in the storm of change happening in organizations, initiative and creativeness might be buried under. (Piekkari & al. 2011, 102.) Watching the news or reading newspapers in Finland, one can tell that burnouts and exhaustion in work life is more and more reported amongst young people. In addition, sick leaves due to mental illness' are escalating. (Mellanen & al., 2020, 95.)

This young generation wants to make their job to accommodate their lifestyle and might think that there is more to life than work, to say it boldly. For millennials, work is seen as an extension of their lifestyle rather than a separate part. Considering to the earlier generations, millennials have had the privilege of growing up in the times when every aspect of the Maslows´ pyramid of hierarchal needs is filled and thus, from the work-life millennials expect more than just receiving a regular pay check. Today's young generation is more motivated by interesting work than by money (Twenge & al. 2010, 1123-1124) They have shown reluctance to perform simple tasks that lack depth and on the other hand their expectations towards their managers are placed higher comparing to the expectations of the earlier generations. (Warnell 2015, 4; Kapoor & Solomon 2011, 312).

While valuing leisure time and not wanting to work overtime millennials still expect more status and compensation. This suggests that they might have lack of context or a disconnect between expectations and reality. This is seen as a typical example of overconfidence. (Twenge & al. 2010, 1134.)

Millennials are said to learn quickly (Twenge & al. 2010, 1121) but the question is how to keep their motivation, engagement, competence and performance on a good level in today's organizations. Millennials live in a highly interactive world. They are known for their multitasking abilities, but on the contrary also for their attention problems (Kapoor & al., 2011, 310). McGlynn suggests that cooperative learning experiences and active learning is the key to keep them engaged. They appreciate structured learning that allows creativity and decision making. Millennials want to be involved with real life issues; giving them examples they can relate to and asking them to create their own examples are a way of creating meaning between students' life experience and the material they are required to learn. (McGlynn 2005, 15-16.) According to Tulgan keeping training intensive and maintaining the constant challenge, trainers and coaches can keep Millennials' focus, energy and ideas on the task at hand. By giving the young work life entrants technology tools they need, making them fast and efficient, organizations will be able to plug in to their enthusiasm and keep their excitement. (Tulgan 2016, 43-46, 55.) Making them evaluate their own learning, as they are accustomed to, they are even further engaged to the learning process (McGlynn 2005, 15-16).

Instant gratification is a term that is frequently used with Millennials. Slow career development and lack of learning opportunities are two general reasons why Millennials change jobs (Tulgan, 2016, 47-48). They don't have the patience to wait for a promotion for years and assume to advance according to their skills, not according to the months or years spent in the company. They want to feel that they are moving forward with their career. The development they seek is not necessarily a concrete promotion, but advancing their skills, learning and having responsibility. (Mellanen & al. 2020, 64.) They seek challenging opportunities and opposite to the general opinion are ready to work hard even though they don't see organizations in a traditional way. Their willingness to commit to the company may be contingent upon how well leadership developers and managers respond to this need. (Kouzes & Poesner, 2016, 18-19).

Millennials have grown with the internet and are accustomed to getting access to information quickly (Twenge & al. 2010, 1121). They are often identified as the most tech savvy generation, and not without a reason. For their predecessors it seems that the young people are always having a phone in their hands and are ongoingly connected to

the world around them. At workplaces, this is a key differentiator between the four different generations which are currently represented in the work life. As nothing endures but change, millennials are very good at to grasping information quickly and putting it on the side when it is not needed anymore. In the 24/7 world where millennials are native to the constant news flow and changes and news. (Pitt, 2012, 278-279).

The daily information tidal wave may inundate anyone with more data in one day than anyone could possibly sort through in a lifetime. In this paper's context in Finnair Ground the tidal wave also includes monthly, weekly or even daily changing instructions and changes in operations, communicated via digital channels. According to Tulgan even the never-ending stream of information doesn't make millennials feel overwhelmed or uninformed. Rather, it makes them would-be experts on everything. (Tulgan 2016, 7.)

Millennial's digital nativeness creates both an opportunity, which can work as a competitive edge, and a challenger for a company. As being digitally native means that in work-life young employees don't need to be taught to be introduced and used digital tools, it also means that the know-how they already hold can be used for the company´s advantage. Companies can use this opportunity to create more value by utilizing the technical skills of their millennial workers. For instance, when considering that at the same time there may be employees of different generations working collaboratively. (Kapoor & al.,2011, 308-310).

The challenge arises when the knowledge between different generations is not passed on trough the generation gaps, when the organizations don't fully know how to utilize this, and millennials know-how is only based on surface level information. Depending on the task at hand, different understanding may be needed. The balance between horizontal knowledge and vertical knowledge is ultimately the pivotal edge that, however, needs to be balanced. How to teach a generation who do have the skills, but whose interest may at times last for only so-called surface level learning. Managers need to help Millennials to foster the skills they already and utilize them at work.

 Ubil, Walden & Arbit (2017, 200) suggest that millennials can work as mentors of digital skills for senior members at workplaces. On the contrary, senior members can help the younger work force to understand for example values of the company and the behavior at the workplace and furthermore to give them the gift of context, which Tulgan talks about (Tulgan, 2016, 77-78). Using this kind of reversed mentoring approach, companies can foster a very efficient support system. Both Ubil & (2017, 200-201) al and Pit & al. (282)

support collaborative mentoring approach as a method to efficiently transit knowledge further.

Millennials are questioners and look for honesty and openness in companies. They dislike hierarchy and prefer to work in equal, open and transparent work communities. The world they have been born into has never been this equal. To them everyone is standing on the same line. They respect authority only when there's grounds for it, not because of the position or status of an authority figure. Millennials follow policies that they see as effective or create their own if needed. (Piekkari & al. 2011, 14.) This can be retrieved as arrogant from the previous generations´ point of view.

Alongside freedom and openness in companies, Millennials want entertainment and playfulness. This applies with education and work life all together. The young generation has been brought up with interactive experiences. Edutainment, the combination of education and entertainment has found its place in universities (Piekkari & al. 2011, 97-98) and can easily be brought to training and learning solutions in today's work life as well.

Even though multiple scholars emphasize the rise in individual traits and values amongst millennials, working collaboratively is significant to them (Piekkari & al. 2011, 261). This is logical considering their cultural context in being the first generation to be born to the digital age and being more closely in touch with their parents and each other via smart phones, messaging and email (McGlynn 2005,15-16). They view their colleagues as a vast resource from whom to gain knowledge. Millennials favor teamwork and prefer to follow directions as long as there is flexibility for them to get the work done in their own way. (Kapoor & al. 2011, 310.) Originating from these facts when millennials resign from a job, they don't feel guilt leaving the company, but their biggest concern is leaving their colleagues and the team. Teams, whether online such as virtual communities Habbo Hotel that was popular amongst teenagers some years ago, as well as Facebook and Instagram communities have created a world in which friends are available in online world any time of the day (Mellanen & al. 2020, 73-74; Piekkari & al, 2011, 66-67.)

The work life Millennials are in or are entering is in a massive turning point. The three biggest trends changing current work life are accelerated speed of change, the change in work positions and their new nature, and more conscious employees who are in constant contact with the surrounding world and other people. The background for the accelerated speed of change is digitalization and technological development that further changes and has changed the nature of companies and work positions. Those companies that have

experienced problems adjusting to the changing world and its needs, have witnessed significant decreases in turnover or even bankruptcy. (Mellanan & al. 5-8; Deloitte, 2019).

The younger wave of millennials and especially the generation that comes after them are said to have a portfolio career which indicates that their career consists of projects and work tasks separate from each other. The economic change towards gig-economy inevitably drives the young workers to that direction. Portfolio careers also signify quickly changing teams which further requires more soft skills from managers. Skills such as coaching and ability to create trust within teams quickly. (Mellanen & al. 110-112.)

The third trend, more conscious employees, stands for all the things discussed in this count; the work must adapt to Millennials' life not the other way around. The better the leaders of today's organizations can fill these needs and create a successful employee experience, the better the employees are engaged to the organization, they are loyal and perform their job devotedly. (Tegze, 2019.) The older wave of Millennials is said to have 15-16 employers during their career. It remains to be seen if the younger wave will have even 30 and what will the nature of work life and employee – employer relationships then be like. (Mellanen & al. 2020, 108-115.)

As the young employees dare to ask for more, leading becomes more complex (Piekkari & al. 2011, 264). Reflecting from these facts, millennials have been called the high-maintenance generation that requires strong leadership, engagement, ongoing teaching and managing and more supervision than the previous generations (Tulgan 2016, 7-8, 10-11, 43-49; Martin 2005, 39-44). When leaders in organizations understand the world where millennials grew up in, they can see the limitations of the current work culture from Millennials' point of view and further find the ways to engage the professionals of the new generation (Mellanen & al. 2020, 83).

Millennials being so close to their parents and authorities, can also be seen as a negative aspect as they might be lacking skills to develop autonomy (McGlynn 2005,14; Gomes & Deuling 2019, 3). On the contrary, millennials are self-reliant and confident in their own abilities (Glass 2007, 98-103; Pitt & al., 283). Finland differs from other countries in a way that the young are presumed to become independent at a fairly young age. Finns generally move away from their parents at the age of 21,9 compared to other Europeans who tend to stay with their parents to approximately 26 years of age. Finnish Millennials' early separation from their parents develops independence and autonomy but can also cause uncertainty or hesitation. (Mellanen & al. 2020, 69; Urpelainen, 2017.)

The Millennial generation in Finland has grown having all kinds of individual learning plans and development discussions starting from the last year of kindergarten throughout their nine years of elementary school. Due to this, millennials have grown to prefer tailormade and individual solutions. According to Tulgan, Millennials need boundaries and structure. They are the keys to make freedom and creativity for them possible. (Tulgan 2010, 66-67; Piekkari 2011, 14.) Mellanen & al. suggest that especially the younger wave of millennials seeks security, backup and coaching from their superiors. This might look like the young millennials need constant tutelage from their managers when what they need is constant feedback so that they know they are doing the right thing. (Mellanen & al. 2020, 69.) This is what millennials are accustomed to. I.e. in second degree studies in Finland students are constantly assigned to give feedback to their fellow students and after every course or module, to the teacher as well. Resulting in that receiving and giving feedback is self-evident for millennials. Further their frequent use of social media where instant feedback is received in the form of comments and likes might be one factor that has formed this need.

By the time when millennials enter work life, they remain very close with their parents. The millennials who remain to have good ties with their parents, seem to develop a stronger work ethic and be better prepared for employment. (Gomes & Deuling 2019, 3.) The way millennials have been raised reflects the ways they need to be managed in work life. Due to the strong bonds with their parents and other previous authoritative role models and the Finnish millennials' early stage of becoming independent they expect a lot of personal attention from their immediate managers. They have high expectations for themselves, for the employer and especially for their immediate manager. (Tulgan 2016, 10-11.) Millennials require dedicated leaders and sense if their managers or authority figures are not being authentic with them (Tulgan 2016, 64-65; Kapoor & Solomon 2011, 313).

Originating from supportive parents and numerous development discussions during millennials' schooling, they desire mentor-like managers who are highly engaged in their professional development. When managers are closely keeping track of millennial employees' work, they feel that what they do is important. If millennials feel that no one is keeping track of their performance, they start looking for new employment options. (Tulgan 2016, 160-168.)

Mentor-like managers are managers who by coaching help millennials to develop their skills and meet their goals. Coaching doesn't mean that millennials are micromanaged every step of the way but to help the young employees to understand their own process, ask the right questions and support them on the way. (Mellanen & al. 2020, 288-290.)

Micromanaging and so-called always-on managers can, in fact, diminish the employee performance (Gartner, 2018, 23-24). By evaluating one's own skills and own development process, coaching can be very effective way of helping employees succeed. In fact, coaching stands for having a clear goal in mind, in an area where the coached employee needs development, and then working systematically towards it. (Leppänen & Rauhala, 2015-80-81.)

Coaching in work-life is not teaching, but rather helping the employee to learn. With the learning process come new type of challenges that both the organization's and managers need to be ready for. (Reid, Cook, Viedge & Scheepers, 2020, 1-6.) The International Coaching Federation ICF describes coaching as partnering with clients, in this paper's context employees, in a thought-provoking and creative process that inspires them to maximize their personal and professional potential (ICF 2019).

Firstly, coaching may require more time than so-called regular management which today´s organizations are used to. Secondly, coaching requires more soft skills from managers such as listening and effective communication. Coaching is one-to-one approach, but a two way take application in which the manager needs to thoroughly get to know the employee, the employees' skills and developmental points on a more personal level. Thirdly, coaching requires the manager to take time and interest in the employees´ development for long term without just providing the employee a set of answers and leaving the employee alone at the deep end. (Raid& al, 2020, 1-6.) When starting to coach the employee, manager needs to be sure that the process can be brought to the finish line. Otherwise, the start has only been waste for both the manager and the employee. Also, the employee may feel that their time is wasted, and their trust has been broken. This can be very dangerous within organizations, as trust is highly valued among young Millennials. (Mellanen 6 al. 2020, 291.)

Millennials intend and expect to work for organizations whose missions align with their values of social engagement, social and environmental sustainability, and other ethical considerations. Global climate warming has become a frequent topic of discussion during their youth. Climate anxiety has become an abstract amongst the younger wave of millennials and will be even more significant amongst the next generation. It's not a coincidence that organizations' sustainability programs have raised to be a significant part of organizations' operations on this millennium. Due to uncertainty caused by this phenomenon, researchers suggest that millennials appreciate work that is meaningful and aligned with their values even more. (Mellanen & al. 2020, 74-75.) Combined with the rise in individualistic traits and positive self-views, suggest that millennials seek jobs that

interest them, jobs that provide more personal meaning and are challenging (Twenge & al. 2010, 1124). The young generation is engaged to organizations by providing them chances to find that meaning in their work (Piekkari & Tienari 2011, 96).

Uncertainty is said to be Millennial's natural habitat, and that the generation has never known the world any other way (Tulgan 2016, 7; Piekkari & al. 2011, 19). Mass terminations and companies treating their employees as numbers, showing that anyone can be fired at any time has caused millennials to appreciate free time more than a permanent job and not to trust authority the same way as the previous generations did. Companies might see this as Millennials preferring free time more than being hardworking. This kind of uncertainty on the other hand has generated Millennials to be braver when it comes to their careers. They don't expect a long career in one company. (Mellanen & al. 2020, 73.)

Furthermore, if millennials don't see their job as meaningful or fair and in addition it is performed in an environment of uncertainty; they feel that there is no point in trying. The term downshifting comes up in these discussions. (Piekkari & al. 2011, 102.) Millennials are said to desire the ability to go part-time or leave the workforce temporarily to have children or to travel or to spend time with friends. This is a possible outcome of how they saw their parents work too hard and spend less time at home. (Twenge & al. 2010, 1123-1124, 1133.)

If managers and people in organizations that design and develop learning, training, coaching and leading employees would familiarize themselves with in what kind of world the millennial generation has grown up in, with which kind of authoritative role models and their ways of social interaction they can deeply understand this generation's needs and why they keep certain things as self-evident. By doing this organizational leaders and managers can throw away the prejudices and harness the full potential of this young generation.

5 Method

Research is systematically investigating a phenomenon by using scientific methods. It is a process during which data is carefully collected providing the researcher an opportunity to gain new understanding of a phenomenon and therefore create new knowledge based on the data collected. The word data refers to a collection of facts, such as numbers or words but can also refer to a description of a situation. (Walliman, 2020, 7.) Additionally, new knowledge produced by the research should be related to already existing scientific knowledge about the topic (Eriksson & Kovalainen, 2008, 37-38).

Research is divided into primary or secondary research. Primary methods used, such as interviews conducted as a part of this paper, provide first-hand collected information from present time. Secondary research such as desktop research, provides data for the research from the past. It is not always possible to collect primary data; therefore, the researcher must rely on secondary research methods that can be used at that time and place. (Market Research Guy, 2011.)

Research can be based on qualitative or quantitative methods depending on which method offers a more suitable approach for the topic and which method can serve a better purpose when establishing new understanding of the phenomenon investigated. In some cases, both methods are needed, and they can support each other (Hirsjärvi & al. 2008, 28-29)

5.1 Qualitative research

Qualitative interviews are used to study the aspects of the individual lived experience, language & communication, and society & culture (Brinkman, 2013, 48). There are four steps into executing an interview study: preparation, interviewing, analysis and reporting. All these steps performed according to a certain plan sets qualitative research interviews apart from everyday conversations where usually only the conversational flow is followed. (Erikson & al., 32, 2008.)

The first thing to consider when preparing an interview study is to make clear what one wants to study and is the subject relevant. The second thing is to consider whether qualitative interviewing is suitable for the given research theme. Third thing to ponder is who and how many should be interviewed. This is a question of selecting and sampling. Selection refers to the general decision concerning who should be in focus in the study and sampling refers to the process of finding a subset of the population that has been selected as

relevant. Sampling becomes a particularly pertinent issue in case-study research, because the research studies just one single case. Random selection can be used to avoid systematic biases in the sample, but this method is usually only used in quantitative research. Information-oriented selection is normally more relevant in qualitative inquiry. The goal here is to maximize the utility of information from small samples and single cases. This means that the researcher's knowledge about the field becomes relevant. With information-oriented selection, the researcher can choose to look for extreme cases, for example adults suffering from severe depression, maximum variation cases as of adults with mild versus severe depression, critical cases such as "if X is found among most people with mild depression, we have reason to believe it will be found among everyone who suffers from depression" or finally paradigmatic cases that look for the typical in order to develop a metaphor or establish a school for the domain that the case concerns.

Sometimes qualitative interviewers do not have the luxury of choosing a sampling strategy but must stick to the respondents that they are able to recruit. Like other forms of selection and sampling, the consequences of this should also be reflected upon in the research report. Regardless of how one ended up with one's groups of participants, the process of selecting, sampling and recruiting the participants should be described.

Qualitative interviewing distinguishes itself by its ability to get close to people's lives, not by including a huge number of participants. One cannot get close to the lives of 50 or 100 people in an interview study. Interview studies tend to have around 15 participants, which is a number that makes possible a practical handling of the data. Too large group of participants would not be convenient when trying to gain deep interpretation of the data collected. The aim is not statistical representativeness, but instead the chance to look in detail at how selected people experience the world. (Hirsjärvi & Hurme, 2018, 58-59.)

The preparation phase, with its many considerations about theme and research approach, should also include a review of extant literature and normally ends with the creation of an interview guide, which is also sometimes referred to as an interview protocol. The guide translates the research questions into questions that can be posed to interviewees in a language that makes sense to them. Some interviewers prefer a simple list of questions in a specific order, whereas others prefer a page with two columns, one with research themes on one side and another with interview questions that reflect the different themes on the other side. This makes it possible for the interviewer to get an overview of where they are in the conversational process and likely ensures that all relevant themes are covered. It's preferable for the interviewer to memorize the questions to maintain a good

eye contact. This also makes a flexible order in posing the questions possible. (Eriksson & al. 2008, 29-30.)

Preparation, interviewing, analysis and reporting should not be considered as single steps separate from each other, but overlapping and cyclic (Brinkmann 2013, 45-49). Research design refers to the structure of an enquiry where all data and evidence needed to answer the research question(s) are identified convincingly. This means that the data and theories collected do not only support the visions of the researchers. (Eriksson & al., 2008, 25-28). Qualitative research is flexible and inductive research logic. This makes possible an iterative design, a form of designing as-we-go-along. As amendments to the process are allowed in this method along the project, they should always be carefully noted and reflected upon and if relevant, also mentioned in the final report. (Brinkmann 2013, 57-60.)

5.2 Theme interviews using semi structured method

Qualitative research, more specifically qualitative interview, was chosen as a research method for this paper because of its goal to deeply understand the lived experiences of the research cohort. As this paper discusses the relationship between employees and managers, and the intention of the research is to discover concrete examples on how to lead young adults in Finnair Ground Crew more effectively, a quantitative approach and a numeric result would not have been very fruitful. Quantitative method wouldn't have been suitable for its standardized questionnaire approach which in our research would have left out many behavioral aspects of our cohort. In qualitative research the interviewer is in interaction with the interviewee. This interaction may have effect in the interview setting, as the interviewer may steer or even validate the answers of the interviewee (Hirsjärvi 2008, 23-27).

Qualitative interview as a research method provides underlying opinions and insight from the interviewee's perspective. Often the insight that can be collected by conducting qualitative research only, is called latent content. (Myers, 2015, 8-10). The word latent, according to Merriam Webster is used when describing something that exists but cannot be seen or is not active (Merriam-Webster, 2019). In contrast to quantitative methods, qualitative research methods can provide notably deeper insight of the topic. When often quantitative data is shown as numbers, qualitative data seeks to go beyond numerical evidence in its interpretation. (Myers, 2015, 8-10).

The interview method in this thesis is following the structure of theme interviews. The method was chosen because theme interviews can be held as flexible of the interview situations and they provide the interviewer a possibility to speak openly in the interview situation. In the other words, this can be seen as giving a voice for the interviewer. Instead of focusing on a rigid set of questions the interview follows a flow of different themes, which are represented by the researcher. The research questions are formed to suit the different themes. Therefore, theme interview can be categorized as semi-structured interview method. Hence, theme interview is not as free formatted method as another qualitative method, in-depth interview. (Hirsjärvi et al. 2008, 46-48.) The interview method of this thesis follows the structure of semi-structured theme interview. However, the method used cannot fully be categorized as theme interview, as some of the main themes and questions were well thought of beforehand. This is due to the researchers' willingness to stick to the themes as closely as possible even though follow-up and in-between-questions were asked in the research situations.

5.3 Preparing the interviews

The project started with both writers of this thesis to think of making their thesis about leadership and a desire to conduct it as an assignment to their employer Finnair. Both contacted Finnair Human Resources separately in the beginning of the year 2019 as seen in Chart 2. It was suggested that the assignment would be produced in co-operation. The subject was given from the commissioner. The authors planned which methods they would use to conduct the research and created a project plan which was presented to the commissioner in February 2019.

Fall & Winter 2019
Conducting interviews & Littering and analyzing the material

February & Spring 2020
Presenting the final work to the commissioner & Finishing theory

February 2019
Topic from the commissioner & Presenting the process plan

Spring & Summer 2019
Gathering and getting to know literature, writing of theory & Planning of interview questions

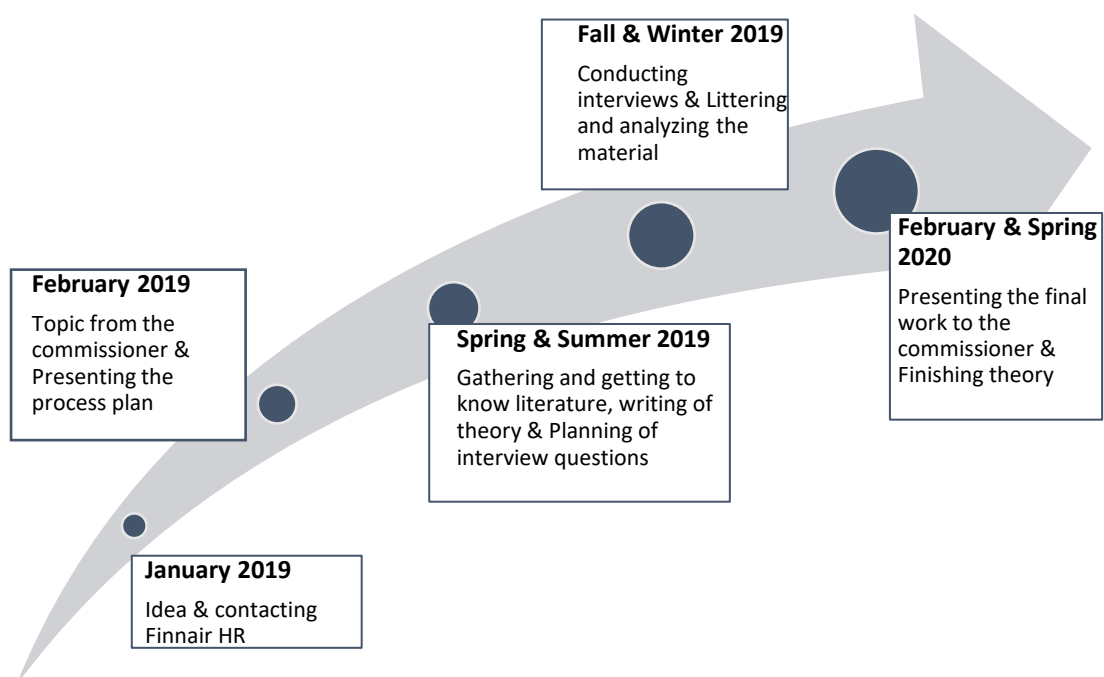**January 2019**
Idea & contacting Finnair HR

Chart 2. Process Flow Chart (Väyrynen 2020)

The spring and summer were used to gathering and getting to know accurate literature and further starting to write the theory. The recruiting for research participants was started. Finnish language was decided to be used when recruiting, as everyone in the target group speaks the language as their mother tongue. An Invitation letter (appendix 1) was created. In the original letter written in Finnish the first sentence of the last chapter was written in spoken language, as the researchers wanted to underline that the interview occasion is going to be laid back and nothing that the participants would have to seriously prepare for. The letter was accompanied with a picture (appendix 2) to seek more attention for the invitation. The image is of three Finnair Gate Service Agents smiling and laughing while coworking at one of Helsinki airport's departure gates. At first, we considered using some official picture from Finnair's internal picture database. Quite fast the researchers realized that it would be more beneficial to use something that the young target group could more easily identify to, which is their colleagues.

The goal was to gain as much visibility as possible for the recruiting project. In the beginning the intention was to get people to volunteer to attend. The letter was sent via email privately to all Gate Service Agents and Seasonal Guides, the letter was posted to Yammer, which is a Facebook-like internal communication channel for Finnair employees and some paper copies were set on display to one break room. The letter was also posted to Ground Crew's internal Facebook group called Gate Service Agents. By doing so, a few people contacted us via email. Some people came across the researchers at work face-to-face and volunteered as they had seen those posts in several channels. Eventually people were asked directly. The necessity was to ensure that the group of interviewees would include most of the ages inside our cohort, and both genders, as Finnair's Ground Crew employees are predominantly female. Alongside the recruiting the writers started to plan the interview questions according to the read literature and discussions they had with the contact person from the commissioner.

5.4 Background of the interview questions

The interview questions (appendix 3 & 4) were formed during the Summer 2019 as seen in chart 2. In the following the basis of the interview questions are described. Furthermore, the purpose is to explain the basis of the questions for the reader.

The results from Finnair's annual We Together -survey were explored in case there would be any relevant topics to be researched further. The purpose of this thesis is to discover

Finnair Ground Crew's needs on leadership and more specifically the Millennial generation's needs, thus, it was vital to read what has already been researched about the cohort. Turned out that We Together survey's participants' age was included in the questions but not in the report that was ordered from the supplier. On that matter, the answers concerning this paper's themes couldn't be separated from the end results. Consequently, the conclusions wouldn't have been reliable or valid for the purpose of this study.

Although, the generation cohorts cannot be displayed in the We together-survey, there were some responses that correlate to the theory and the current understanding of organizational management. For that reason, the writers picked up relevant themes from the survey, that seem to be developmental points. In the survey, respondents had wished for better communication, for instance in disruption situations. Communication is particularly important when discussing organizational culture, manager can in fact, by communicating transparently, build trust within the organization. (Bärlund & Berko, 2013, 182; Nayrat, 2009.)

From the survey, the topic of training and education and being able to take charge of one's own learning stood out. Employees wanted to have better skills for acting in a large scale of situations. Developing oneself in the future will be a critical aspect in work-life. This is due different factors, such as the fast-changing environment in which today's organizations operate as well as even more a multi-dimensional work-life which is the outcome of the lateral. (Selingo & Simon, 2017.)

Besides looking at the answers of Finnair's We Together-survey, the questions were based on the theory, particularly on research that has already been conducted regarding the Millennial generation. The interview questions were formed in the minds of the authors after familiarizing themselves with the topic. Due to the authors' personal interest on the topic, certain themes out of the theory started to single out and form the basis for the questions. From the beginning, it seemed clear that there would be three different themes and that the questions would be formed under each theme. Three different themes emerged to be the direction to go for regarding the interview structure. The commissioner's suggestion of each interview being 30 minutes long was thought to be adequate as there would be 10 minutes per theme to use in every interview. After the first set of questions were formed, all the questions were discussed through various times in different meetings between the authors and the representative person from the commissioner.

Before conducting the actual interviews in the end of the Summer 2019, the questions were tested by the authors of this paper. The other author was the interviewee and other the interviewer. The interview was recorded, and the questions asked as they would be in the actual interviews. The test interview lasted about seven minutes, even though the time the researchers were prepared was 30 minutes per interviewee. After testing the questions were edited in a clearer form and the way of asking them was paced. This was done due that the questions would be easier to comprehend and in order to get more fruitful answers. It was noted that it is very beneficial that there are two people conducting the interviews as the other researcher could focus on asking the questions and the other one on observing the situation, body language and facial expressions of the interviewee and asking additional questions if needed.

5.5 Content analysis

Classification, analyzing and interpretation of the collected data are separate phases of the research process, even though closely associated with each other. Depending on the equipment used, style and target of the research some of these phases can be emphasized more than others. Still every separate step must be recognized. For instance, only classification of the collected data is not defined as analyzing it but getting to know it. It's not unusual to go back to previous phases and evaluate or specify them. (Hyvärinen, Nikander & Ruusuvuori 2015,15.)

When the data is collected as an audio, as in this paper, one way of approaching it is littering. Littering the data transforms the mass to a more conveniently manageable form. It is a crucial step in getting to know the collected data. Hyvärinen & al. states that the exactness of littering must be set in the beginning. If the amount of collected data is broad, researchers can choose to litter only the data that is essential from the point of view of the research problem. The grounds for these decisions must be pondered and argued and they must be used consistently. (Hyvärinen & al. 2015, 18.) In the process of analyzing this thesis' data, a lighter version of littering was trialed in the beginning of the Winter 2019. The audio data from the interviews was listened by both writers at the same time while writing down crucial points that rose from the recordings, keeping in mind the research problem. This way of getting to know the data was first considered to be effective and that while listening the recordings together allowed stopping the tape from time to time and exchanging thoughts between the researchers. After listening the interviews, both researchers agreed that the notes created were not broad enough to deeply understand the interviewees meanings and intentions nor to make credible suggestions based on that.

Hyvärinen & al. reminds that researcher's self-discipline, a systematic way of working and clear way of opening the phases of the analysis play a big role in the process of analyzing the collected data. They improve the way the research can be evaluated and gives the reader a clear picture of the technical operations and thinking performed, that has led to the results reported. (Hyvärinen & al. 2015, 18 -21.)

The interview recordings were then divided amongst the writers and listened again individually. All interviews were littered from word to word. The decision to listen the interviews again and to litter them exactly from word to word delayed the original schedule of the research. The decision though was crucial and was based on the writers' need to be able to fully analyze how the interviewees began to answer to a certain question and their choice of words. It was also important to see around which themes or questions the researchers had to steer the conversation to the right path the most or ask a significant number of additional questions, keeping in mind the research problem and trying to remain the conversation around relevant matters. To pull the strings together, both writers wanted to get all the side notes from the conversations and interviewees' answers to be able to make the improvement suggestions as relevant as possible. Notes about thoughts and understanding of answers connecting to bigger entities were made alongside.

Hyvärinen & al. suggests that it's advisable for the researcher to keep a diary of the phases of collecting the data and of the thoughts, observations and tentative interpretations raised from conducting the interviews. He says that it's worthwhile for the researcher to ponder these questions. Was there something surprising? Did some interviews come out more successful or rich? Which detail, forming or way of argumentation felt the most prolific? These perceptions can offer insight and help in the phase where the collected material is analyzed deeper. (Hyvärinen & al. 2015, 17-18.)

All interviews except two were conducted by both writers of this thesis. It was clearly beneficial that when two interviewers were present in the interview. The roles could be divided so that one asks the questions and the other observes and analyses the discussion and makes additional questions if needed. The material from these interviews were richer. While listening and littering the interviews and getting to know the collected data where only one interviewer was present a need for additional questions raised. The complex of some people having so much to say in an abstract way of speaking challenged the writers to really find the concrete aspects from their answers to be connected to the general discussion. On the contrary some interviewees had to be encouraged quite much to be able to understand what they thought or felt about the subject. The problem of

steering the conversation too much raised in these cases as both writers wanted to minimize the effect of their own opinions or perceptions.

According to Hyvärinen & al. nothing rises from the material itself, or the material does not speak. He writes that research problem and the researcher's way of reading, perceiving and confining the material is in the center of handling the collected data. Getting to know the material usually helps the researcher to notice and to critically evaluate their own expectations regarding the collected data and even the research results. The researchers can't hide behind the material collected nor leave the material to speak for themselves. The point in the systematic analysis phase is to bring out from the data something that is not present in the direct quotations. (Hyvärinen & al. 2015, 22, 28.)

Both authors of this paper belong to the same age group and work community as the research group, which might have had an unconscious effect on the objectivity of their perspective or angle while analyzing the data. These expectations and their effect on the analysis were discussed between the authors. Both authors agreed that they were able to make more relevant notions out of the direct quotations and see meanings behind them due to the similar experiences and background with the research group.

5.6 Quality of the research

Validity as a term is used in everyday language. In relation to the operational environment, the airport, validity as a term is commonly used when, for instance, checking whether a passenger`s visa is valid. In common language one could examine whether someone`s statement is valid, whether it is correct and whether it is supported by factual information. (Brinkmann & al. 2015, 281-283.)

In research validity refers to similar definitions as used in common, everyday language, hence defined by more academic language. Validity of a research can be examined by evaluating whether the interpretation of a researcher is sustained by legitimate data and whether it is soundly based when comparing the earlier researches conducted on similar topic. (Eriksson & al. 2008, 294.) Therefore, it can be concluded that validity is associated to the credibility of the research (Brinkmann & al. 2015, 283-285).

In qualitative research, validity can sometimes be difficult to measure. The readers of the research need to be able to trust that the researcher has based the data collection on suitable methods for the particular study. The validity can be examined based on a question about the data collection, has it been collected accurately and based on

sufficient findings. Furthermore, it can be asked does the research investigate what it is aiming to investigate? (Silverman 2013, 285.)

Reliability also determines the credibility of the research. If the research is reliable, in other words, if it can be trusted, the research has a degree of consistency in it. Moreover, the consistency refers to the entire research process. That is why, the interviews were tested, recorded and transcribed. If the research were conducted once again, would the results be similar. Researcher can demonstrate the reliability of his or her work by continuously documenting the procedure during the research process. Transcribing the research process thoroughly can demonstrate that the research is reliable. Often when conducting qualitative research, the generalization of the results can be difficult as sample sizes tend to be rather small. (Kvale 2007, 120-126; Silverman, 2013, 298-300).

5.7 Limitations of the research

Limitations are the weaknesses of qualitative research. Reflecting on the limitations of a research is one way of improving the reliability of the paper. The issue of implementation of the data collection method arised during the data collection process. Questions such as if the participants were "self-selected" as volunteers, or did the researcher accept "who they could find" as participants without being able to select among them are worth examining. Also, the background of the research participants such their gender, age and ethnicity are aspects that need to be considered. The participation selection has two sides of the coin, if the participants free-willingly take part of the research they are more likely to be enthusiastic about the research and provide fruitful data. On the other hand, if the researcher has chosen the participants or has had any influence in the recruitment process and participation selection, it can lead to having a biased effect on the research. (Brinkmann & Svend. 2013, 4-6.)

During the process of conducting the interviews both of the researchers discussed and agreed that the results would have been more fruitful if the interviewees would have been self-selected based on the ability to bring their thoughts well in to words and the presumed data that they could have offered regarding the themes of the research. The matter is contradictory as this could have affected the reliability of the research. The reliability problem arises when only the people that agree on the subject with the writers could have been consciously or unconsciously chosen. In this paper the participants were volunteers who saw the researchers' recruiting flyer and contacted the researchers or otherwise who were asked randomly to attend.

The majority of Finnair's Customer Service Agents are women. When talking about the research group of this thesis, the 18-25-year-old agents, the number of male agents is even smaller. This was taken into consideration when recruiting the participants. The researchers were able to recruit two male agents. On the contrary when the results are generalized and connected to a general discussion does this distort the results as the percent number of male agents is very much different when talking about the amount of all young agents?

The fact that both writers of this thesis belong to the same work community as the interviewees can be looked from two perspectives. The fact that the interviewers and interviewees are co-workers might have caused hesitation in the interviewees' answers. It is possible that some of the interviewees didn't want to tell how they honestly feel about something and would have spoken more openly if the interviewers were from outside of the company. On the contrary, it's possible that as the researchers are from the same work community and are associated with the same issues as the interviewees, that speaking about those issues were easy for the young agents.

After listening to the recorded interviews, the data was written down word by word. As there were two researchers, the data was listened by two people. However, due to human error, some valuable data could have been missed from the recordings. It is suggested that at least two people are in charge of the littering phase (Hirsjärvi & al, 2008, 185).

Finally, the problem of translating and language was pondered. The interviews were conducted in Finnish as all the interviewees and the writers of this thesis speak Finnish as their mother tongue. As all questions and answers are translated into English, which is the language that this thesis' theory is produced with, we face the possible problem of losing certain nuances or meanings in the answers in the translation process. The English language was chosen the common language in the aviation industry is English and to make the paper multipurpose. All the sources were not available in English. The researchers had to use some Finnish sources to bring a Finnish aspect to the leadership and millennials in work life theory, as the researched work community's general language is eventually Finnish. Using literature in Finnish was also important in the light of the goal of the result. The researchers wanted to produce new concrete and accurate as possible information to the commissioner. This might be a problem if the reader doesn't understand Finnish language.

6   The Interview Results

The results of the qualitative research are presented in this chapter. The goal of conducting the interviews was to answer the research problem of this thesis: How to lead the young generation of Finnair's Ground Crew better. The interview themes and questions are organized in a chronical order, the same way the questions were asked in the actual interview situations.

All Agents, Guides and Managers were asked almost the same questions, the only difference was that the questions were mirrored to the interviewee's designated role. When presenting direct quotations from the interviews, Customer Service Agents are referred as A followed by a number indicating a certain interviewee. Managers are referred with the same fashion as M followed by a number separating the interviewees from each other.

6.1 Customer Service Agents

The first question in theme number one seeks to find out how the respondents perceive themselves as a part of Hel Hub work community. All the agents saw their role as very meaningful and important. Importance arises from the nature of the work itself. In the answers, the work is seen as highly important and therefore it is always crucial to perform at one`s own role well. This is due to many different aspects which relate to the work being important part of customers journey.

Agents also saw themselves and their role important through the lens of relationships with their colleagues at Hel Hub. Many of them think that it is important to put effort into getting along with colleagues. Good ties with colleagues seem very important part of the work. Although, all of the agents think that their job is very important, as seen in the previous quotations, in some of the answers they look at the work as a tiny part of a bigger picture

> *"From the work point of view, I perceive our role as very important. We put a lot of effort into the customer`s journey in order it to be as smooth as possible". A1*

"Well, we are working at the frontline of the business and we are renting at Hel Hub. I see our role as important, as very important, because we are working on the front line of the business. Our task is very important because it is our job to keep our customers satisfied. This is due to the fact that our customers satisfaction brings money to the company and increases the traffic. So yes, it is very important". A2

"My own role is very important as I am the very first person who many of the customers meet. I give the perception of Finnair in Helsinki. Having said that, I may be the only person who the customer meets at all before going to the gate. This is how I see my own role, in short. Even though I don`t have that much responsibility but I see that my role is very important". A1

"As a colleague, I think I am everyone`s friend. I always try to "blow into one coal". That is how I am by nature and I think that at work one should put efforts into everyone`s well- being". A1

"Although I have only been here for a few months everyone has welcomed me very nicely. We have a small part here to play but if one thing goes wrong it will be resulted in a snow-ball effect". A3

"I see myself as a part of a bigger group. We are all Gate Agents here and do the same job. That's how I see it. I am part of a bigger picture. However, everyone has a role to play in it." A6

The second question in the theme number two aimed to seek out if the respondents have role models who influence their work and furthermore their work motivation.
In three of the answers, interviewees brought up their parents and mentioned how their parents are the source of their motivation. Besides parents being a source of motivation, older colleagues or colleagues in general were seen as experts to look up to. The interviewees did not directly mention that older colleagues were the source of their motivation, however they mentioned them in the answers. Out of the 13 interviewees seven of the interviewees mentioned colleagues in their answers. In addition to mentioning parents or colleagues or someone personally, the answers to this question varied. Three interviewees saw their own positive outlook as a source of their motivation. Four interviewees saw the importance of their work and how they would immediately get feedback of their bad performance. Keeping up good work kept their motivation high for themselves. Also, monthly salary is seen as a motivating factor at work. Moreover, salary as a motivating factor was mentioned by one respondent.

"My mother who has started off from quite modest up-bringing but who has a very good job these days and does it very punctually. Perhaps sometimes even too punctually because (of the that reason) she misses her good night sleep and that is not what I want but that I finish what I have started and never leave anything half-away done". A4

"My own father is the source of my motivation. I like seeing how our own managers work. In a way, I don`t know what happens behind the scenes, there is a large scale of things that happen here (at the airport). It gives me energy to see how they do something (managers) and how far they have gone. For sure, I can also get there, to become like them. Seeing how they work, also motivates myself" A2

"There are these older colleagues who do their work very well. They are very much Finnair-like people, they care about the customer and they do everything in order to make the customers experience very good. They seem very professional and I guess, in some ways you want to be like them without you noticing this yourself. When you have colleagues like this around you, it is contagious." A1

"I don`t exactly have a specific person, but I suppose, I look up to older colleagues or those who have been in the house for longer. I watch what they do, and I might acquire a procedure from them.  But I don`t have any specific person as a source of my motivation or as a role model. Although, I would say that when you try and want to learn from your colleagues it has a positive effect on your motivation." A6

"We do have such good instructors (means instructors during training courses) that one day I would like to be like them." A7

"My colleagues motivate me. I pick up good working habits from them." A8

"Colleagues who know everything about everything. You can always ask questions from them. One day I would like to be like them." A10

Question number three and four seek out how current tools My Journey and Quality Monitoring are serving a purpose in supporting young employees` performance and development. Respondents were also asked how the current tools could be developed for better. Although, the two questions about MJ and QM were asked separately and interviewees were asked to concentrate on one question at a time, the two concepts seemed to be somewhat confusing. When asked about MJ some interviewees talked about QM and vice versa.

In general, My Journey is seen as a positive concept in the answers. Positivity in the answers is linked, for instance, in increased energy and motivation at work. Many interviewees saw a personal one to one conversation as very important time to discuss with their PX manager. One to one conversation is seen as an opportunity to discuss about ways to develop one`s skills further and moment to discuss if there is a way they can progress further inside the company. On the other hand, respondents see MJ as an opportunity to receive feedback on their work performance. Receiving feedback is mentioned in many of the answers, according to the respondents, there should be more feedback and more often.

My Journey conversations, in the answers were seen as quite short situations and some interviewees described having them a long time ago that they could not remember much about them. One interviewer did not remember having one at all. Therefore, many of answers onto the second part of the question about developing MJ further, were not very fruitful. However, some developmental suggestions did arise. Interviewees wished to have MJ more often that one may see the conversation as more beneficial for their development at work. Also, one interviewee suggested that MJ journey questions should be different depending on how long time one has been within the company, and if one wishes to develop their skills further. According to the interviewee, not everyone wants progress in their work, and some are simply happy with their current situation. Hence, the questions could be optimized according to the employee.

> *"We have had some sort of conversation with PX, but it did not have any officeal name. Maybe it lasted 20 minutes or something. I have had one conversation last summer and one this summer. I cannot tell if MJ has an effect on the development in my work role because it was so short. But it is always nice to receive feedback and hear about opportunities on how to develop your skills and go further inside the company. So, I would say it is very important to have these conversations." A11*

> *"I have had a conversation last year. The conversation was quite short, so there was not that much time to discuss anything really. But it is always nice to receive feedback on your work and how can you develop your skills further" A12*

> *"I cannot really say that it has affected my affected my work performance at all. It is nice to have a chat and talk about this and that. However, I think it happens too infrequently. It could be like two to three times a year so that one could get something out of it (meaning MJ)." A1*

"There are a lot of things you go through in MJ but I cannot really remember much of it because it was so long time ago. I think it should be more often. If it was more often managers could be following better our motivation and so on." A3

Quality Monitoring has been done only for Gate Service Agents, and therefore at this part of the interview the questions about it applied only 13 interview participants. Quality Monitoring besides MJ was also seen as an opportunity to receive feedback from managers. According to the interviewees it is hard to see oneself and one`s performance objectively unless someone else is giving you feedback. Thereupon, QM is seen as a positive thing.

Some of the interviewees told that they felt very nervous during monitoring or it did not feel like a natural situation when QM was conducted due to the fact, that manager is standing right behind them. It looked obvious that there was a manager inspecting the situation. This might have resulted in bad performance during QM. Interviewers suggested that QM should be done in a mystery-shopper style, when you don`t know if one of the customers is conducting monitoring.

One of the interviewees was monitored after performing well in a particular situation. Manager had told (her) that because of the situation was handled so well, a Quality Monitoring assessment would be conducted of the situation. This was not seen as authentic monitoring situation as the decision to conduct the monitoring was only decided after the situation was passed.

Other developmental ideas about Quality Monitoring were about the scaling system. The development ideas arise from the frustration of not being able to achieve 5 stars. Some interviewers questioned the scale from one to five, one expressing that "no one can achieve five stars". And by questioning that the interviewer asked why is the highest mark five included on the scale as practice it is non-achievable.

"It (QM) was so soon after me starting here and was only done at check in so that I did not really get anything out of it" A9

"I think it is good that we are monitored because they (managers) will see if we are performing according to the brand and that we do everything by the book. But the whole concept of monitoring could be changed. It is pointless, the grading scale and I don´t think it serves a purpose for us" A4

"They (managers) always choose a flight to be monitored when I have 10 passengers on a bus gate. What can I do better? The manager told me to smile a little... I think you can always smile." A4

"Should it be done like this, that you`re not told when you are being monitored? Would it be wrong towards the one being monitored? At least it would be very authentic." A5

QM was experienced to be quite short, a moment that is just passing by quickly. Interviewees suggested that monitoring itself could be a bit longer and the manager could stay for lengthened time to watch the performance. This was reasoned by expressing that if one has a bad moment this might give a wrong expression to the manager of one`s performance in general. On the other hand, some expressed that usually when QM is being conducted, they try to do even better than normally, and this will result receiving good feedback of the monitoring situation from the manager. Good feedback motivates them to do better also otherwise not just during occasional monitoring situations. Good feedback always creates a cycle of positivity for them which in turn results respondents be willing to perform better.

In conjunction to MJ, also QM would serve better purpose in developing one`s skills at work, if it was done more frequently. Furthermore, the time and place when QM was conducted seemed matter to the interviewees. For instance, if it were conducted only at departure hall, it did not give a whole image of their performance.

Question number five intended to discover how young employees wish to communicate with their own (PX) manager. Furthermore, the aim was to find out the desired communication channels by own employees.

The respondents expressed that communication has been taken place via email and that it has been a suitable communication channel. However, sometimes they think it is somewhat slow and rigid way of communicating with their manager. In a situation, when they would like or need an answer almost instantly they would need to wait a long time for it. Should they wait such a long time, they expressed they wish they could have more face to face communication.

Two respondents expressed that they could not imagine communicating with their manager, for example via instant messaging application WhatsApp. They did not see that as a suitable channel to communicate about work-related matters with a manager. Social

media-like communication channels, such as WhatsApp was seen as too personal channel to use at work. On the contrary, the respondents expressed that they could see that there is another internal chat-like communication platform which could be used for communicating quickly with a manager. The word quickness was mentioned many times when discussing about communication. Every respondent mentioned that quickness is what they desire in their communication with their manager.

As the future aspect was included in the question, the respondents were asked how often they wish to communicate with their manager. The answers varied a lot. As in many answers it was mentioned that it would be nice to get hold of a manager as quickly as possible and preferably face-to-face if possible, on the other hand, the respondents expressed that maybe once a month or even once in two months would be enough. Also, the ones, who have recently started their work, in Ground Crew, wished that they would have more information about the opportunities to continue after their contract has ended. They wish that their manager would contact them in work-contract related matters. In the new-comers answers, the respondents mentioned that their manager is somewhat distant. On that note, they said that they wish more communication in general regardless of the communication channel.

One respondent concluded that even if having been within the company for a couple of years, the respondent still wished to have more guidance from the manager especially in terms of work-life related practical matters, such as yearly holidays and so forth. Therefore, managers` guidance in on-boarding orientation into work-life would be highly valued.

> *"I wish that the manager came more often where we are."* A6

> *"Face-time-...Well, maybe not. But if I don't have a chance to see my manager, then I would say phone call or e-mail are good channels."* A7

In the answers, the respondents said that those moments when they do talk face to face with their manager, they see it as an opportunity to receive feedback at the same time.

> *"As my My Journey was quite short, every time when I get a chance, I like to receive feedback on my performance and how I am doing here, in general. It is always nice, if managers can talk face to face with me."* A9

The question number five aimed to discover what kind of information channels young millennials use at their work for information searching at various touch points throughout their work shifts.

Participants expressed that they like to ask questions, whether from a colleague or in an instant messaging application WhatsApp chat. Many participants justified this by saying that there is always someone a colleague who is at work, or someone who is available on WhatsApp and is able to answer their question quickly. Another reason, why asking questions is popular is that some participants think that reading takes a whole lot longer and if they need to know something regarding their work, they ask.

Company Hub as a platform was mentioned in the answers but all the interviewed young employees mentioned colleagues at first in their answers. In one answer, managers were mentioned as a first source of receiving information. In the rest of them, managers were mentioned lastly, if the information was not available in any other source. Those participants who mentioned Company Hub were asked how they would develop it and they expressed that the outlook should be clearer and less cluttered, and that information should be more easily available. Although, they also mentioned that by entering something in the search box they get what they need quite quickly.

Daily, Ground Crews internal information channel was also mentioned in the answers. The respondents expressed that they always read it before their shift to be prepared for the day. They want to know what kind of day it will be ahead on that day. Some respondents mentioned that it is easy to delete everything on Daily, as it is Word based document, which everyone can edit and that it should be more easily to be found. Information that is there in Daily, is vital to know during each shift and therefore, it should be more user-friendly.

> *"I like to ask a lot and reading and seeking for information takes so long and it is so troublesome. There are so many colleagues here who have been here for a long time and they know so much"* A12

> *"Of course, I ask from colleagues. They know everything"* A8

> *"By asking colleagues because it is the most efficient way"* A7

> *"If colleagues don`t know then I turn to the managers"* A11

> *"There is so much information there (in Company Hub). It is just like that... It could be fixed by making it look really uncluttered. Search option is good, I have found almost everything I needed."* A6

> *"Company Hub is so scattered and that's why it takes so long time to find something"* A4

The question number six seek to find out what digital channels support millennials work and if the use of them has any effect on their work motivation. The question wanted to explore further the digital channels the young employees use and if the use of them have effect on their work motivation.

Participants said that Myday supports their work because it is a very accurate and precise way of telling their tasks during their shifts. They see it very motivating that because of the tasks are very clearly divided there is no wasted time. Some participants had downloaded Flight radar application on their phones, to support their knowledge. The knowledge that Flight-radar delivers is useful when there is *Bridge arrival* task, marked on My Day. Participants were motivated by the fact that they can now the exact time of the arriving aircraft and therefore they know when they exactly need to be at the gate. They think that the prices times motivate them and give them the independency to decide when to leave to a gate when needed.

Some participants mentioned similar channels as they mentioned to the questions where they do seek for information during their shifts. As it follows, Company Hub pages and E-mail were mentioned in every answer. However, Company Hub and e-mail were not seen as motivating digital channels as they are very time consuming and there is so much information in them.

Applications were mentioned and the fact that they are quickly available on the phones is seen as very motivating. Although, the question was about Digi-channels, colleagues were mentioned due to colleagues being the most efficient way what comes to finding information. On the contrary, two participants of 15 said that there are too many applications. Too many applications will turn out to be a de-motivating factor.

> *"There are so many emails that my inbox just gets drowned in the flow of them. It is a slow process to go through them and you cannot just mark everything as important. There are two sides to this... I really want to learn but if it is some difficult area of knowledge like VISA cases and so on. I would best learn if someone thought me personally. Some kind of classroom brush up would be useful. Would be nice to learn them together with others."* A6

> *"My day of course, I could not imagine that our work was organized in any other way and yes, Flight Radar"* A3

"I use applications a lot... Very rarely I use Company hub pages. But I always ask first from colleagues. It is just so much more effective and nicer" A2

"There are way too many applications... It is like an app for everything" A9

"Everything, on the applications is behind passwords. That makes it very slow" A7

Participants think that in general using Digital channels is very motivating as it makes their work fasters and they don't need to, for instance, instead of making a phone call, but instead the information is already available on their phone. However, on the contrary, participants also expressed that everything on the phone is behind a password or authentication which makes getting hold of information sometimes very slow.

Question number seven wanted to explore how managers, according to young millennials, disclose Finnair's values. Also, the participants were given an option to tell if according to them, the values should be disclosed better. This was asked again to include future aspect for the question.

Many participants related the value of commitment to care to situations in which they needed managers' help and their physical presence to be there. Interviewees expressed that managers care when they step into problematic situations and helped out both the Gate Agent or Service Guide and the customer. Commitment to care was seen as something that is to be expressed both to employees and to customers.

Commitment to care was seen through the lens of needing to ask questions regarding work, from the manager. Respondents expressed that sometimes in such situations they cannot see this value actualizing because they feel that if they ask a work-related question, they get a feeling that they should already know the answer. This makes asking questions uneasy. Commitment to care was also seen relevant in situations when manager was not physically present in the situation but when the manager answered a phone call quickly when needed. According to the interviewees, manager answering the phone quickly when one is facing a challenging customer service encounter, was showing that they care.

In such situations to which Ground Crew members couldn't be prepared for, they expressed that they were unsure how to approach the situation. Such situations were for instance morning rush hours in the departure hall when the luggage belts stopped moving.

In the answers, it was expressed as caring that managers could give advice how to approach unexpected situations. When asked how the managers could express the value better in situations that come unexpected, one interviewee member suggested that manager could for instance send a text message about the situation, in other words the manager could be on the look-out and notify the employees of the situation. Also, in the text message there could be guidelines on how to approach the situation and what to do, if in case the manager is not able to tell the guidelines in person and not to everyone. According to the respondent, this kind of approach from the manager would not only be showing the valued commitment to care, but also simplifying the situation.

Furthermore, it was found very important to send a text message to everyone in the shift when the disruption situation is over, as a closure. The respondent commented that everyone looks at their phone and receives the text message whether they have internet access or not and therefore sending a simple notification would reach everyone and leave them with a peace of mind. In particular it was seen crucially important that everyone receives the message as many times, according to the respondent, the manager would tell the information only to one person. However, telling the information only to one person was not seen as very efficient way considering that the message will at least slightly change along the way.

The respondent reasoned this by saying that it is important for the customer to have received the right information, therefore it is crucial that the employees have received the correct information personally. Moreover, receiving the message of closure was seen important since without receiving it, the employees would be left feeling confused about the situation and how to proceed further.

On the other hand, respondents expressed that if they are in a difficult situation, usually the manager comes and helps-out. These situations, the respondents were relating this value, commitment to care, to overbooking situations. Overbooking was mentioned multiple times in the answers, when asked how the value is expressed by managers. In such situations, it is important to respondents that the manager is there physically.

In many answers the respondents mentioned that it would be nice if managers were more present. By saying this, respondents did not relate to any difficult situation. They mentioned that by seeing manager walking around was a way of expressing the value.

Many respondents said that PX managers bring out the value commitment to care in more strongly than CX managers. Respondents valued the one-to-one communication and

meetings that they have with PX managers and therefore, they could see this value expressed more by PX. Also, personal comments by PX managers to respondents show that the value being expressed well. One respondent was flattered that PX manager remembered her birthday and wished her happy birthday via email. In general, it is important, in terms of expressing commitment to care value, that PX managers know and take the time to find out how are the respondents doing and managing in their roles. When asked how if PX managers could show the value even more, 3 respondents mentioned that by keeping in touch more regularly would be a practical way of expressing the value. Furthermore, one respondent said that when you keep in touch it simply means that you care about the person.

Some respondents indicated that because there are quite many Gate Agents in each manager`s team, it is not possible for managers to keep in touch on an individual level. Or not at least very often. One participant suggested that managers could use an online channel, on the phone to keep in touch with managers team employees. Communication with employees, shows that the manager cares about employees even if they are not able to present.

Other comments regarding to commitment to care were about practical things that matter in the job performance and everyday work. Two respondents explained that they do not know each manager by name or cannot link names to right faces and therefore would be useful for managers to introduce themselves better. Respondents see managers introducing themselves as a part of caring for the employees as when they need to contact a manager, in duty, they do not always know who to contact.

> *"It is nice that they (managers) are available when needed. It shows that they care. Sometimes there can be times when I haven`t them (managers) for weeks. They should be more present. On the other hand, I know that DM room (duty manager`s room) is there." A8*

> *"I feel that my own PX shows her commitment to care and that she knows about things and how am I doing." A2*

> *"If there is a difficult situation, they could say in a few words that you did very well in this situation. And if I didn`t do that well, they would also say that. Would be nice if there was more interaction with CX managers. This would show that they care" A2*

> *"On a personal level, our own PX groups are quite large and therefore we cannot really keep in touch that well" A15*

"There could be some channel on the phone. Via that channel my manager could ask how my day is going." A13

"Even when they are not around, it is nice to know that they follow flights. That`s how they (managers) show that they care" A4

As respondents concluded that CX managers do not expressed the value very strongly they also had suggestions to expressing the value more in-practice. The comments regarding to commitment to care were about practical things that matter in the job performance and everyday work. One respondent expressed that particularly CX managers could give positive feedback more often, especially after a challenging situation. Two respondents explained that they do not know each manager by name or cannot link names to right faces and therefore would be useful for managers to introduce themselves better. Respondents see managers introducing themselves as a part of caring for the employees as when they need to contact a manager, in duty, they do not always know who to contact.

When the respondents were asked about the value courage and how managers express this value in the daily work, it did not bring up as much conversation as the value *commitment to care*. Some respondents were thinking the value to be similar to the previous value discussed and were thinking of it from that point of view.

Many respondents said that when manager comes over to help in a challenging is situation, they don't only express *commitment to care,* also they express the value *courage*. Many expressed that they see managers expressing this by their own actions, I.e. by taking charge of a difficult situation when needed. Value courage is also expressed to be intrinsic value, something that respondents do value and look up to, when managers express it.

In the answers, managers encourage respondents to take charge of situations on their own and act based on their own decision making. This is seen as a positive thing and many respondents expressed the same idea of *courage* that they feel that they are supported to make own decisions even if they are not entirely sure about the right principle behind the decision making. Many respondents said that they think managers do want them to use their own common sense which is seen as being courageous.

"In general, I think, we have this guideline that you can make exceptions according your own decision making. If the situations require you can make the decision without hesitation" A4

"I haven`t had a situation that I would not have known what decision to make or I haven`t hesitated about the decision which I made. It is not that I wouldn´t dare to make a one... I feel that I can trust my own performance" A4

"Courage is about being encouraged for real and explaining the situation to the customers. You can´t just stay quiet... You will have to explain to the customer what is going on" A7 (Talks about over-booking situation)

"When flights are coming in in-delay, it is nice that there is someone from higher up position, to meet the customers in person. It is nice that we are not left alone in that situation" A 6 (Respondent related this situation into work at Arrival Service)

"Courage is this kind of intrinsic value. When the manager takes over the situation, she (manager) cannot just be quiet but she just needs speak up and explain the situation" A7

The Finnair value simplicity was seen from the perspective of manager entering a challenging situation and taking hold of it by showing reassurance both for the Gate Agent and the customer. Sometimes simply getting hold of the manager by phone call eased out a difficult situation even if manager could be physically present. Managers help whether over the phone or their physical presence seems to the way how young employees perceive the value simplicity shows in practice

Some participants did not see the value actualizing very well in practice. In the answers, participants said that there is a lot much information that should be comprehended all by themselves. This information over-load was referred to emails. When asked how this dilemma could be solved, participants suggested that perhaps once a month there could be a time just to trough the emails with managers and colleagues. This would ease out the stress of information over-load and help understanding the emails in a less complicated manner.

Other ways how *simplicity* could be featured better were linked to everyday situations during work-shifts. Some participants felt that they need to know everything and if they ask, they get a feeling they should already know the answer. This was not seen as making things and circumstances simple as in those situations when they ask manager for an answer, manager would say that the participant should already know the answer.

Participants also mentioned that if managers explain something to a customer, they would be transparent in their communication to prevent confusion on the customers´ end. Especially in disruption situations, such as in overbookings, it is important, according to the answers that the situations are well explained and there is no avoidance in the answers.

Also, general guidelines linked into practical situations at work, such as at the departure hall or at boarding certain flights were confusing for young employees. They hope that the guidelines were clear at all times and that there would not be controversy about them. Clear guidelines for young employees, embody the value simplicity on conventional level.

> *"If there is such a hazzle going on it would be nice that the manager was present there in that situation. Managers are good at reminding us about calmness in thosekind of hazzle situations...They say that do this at first, and then this and then this... that's how they do it and that's how situations get solved. It is about simplifying the situation even when it at first looks much bigger" A9*

> *"Sometimes the thing is that they only enter the situation and it (a challenging situation) will make it a lot easier "A2*

> *"Sometimes simplicity is not that evident in practice. It feels like you need to know everything if you are asking for help." A5*

> *"It is not making my work simple when I call a manager and they ask me to call to another one. If I call that is when I really need help." A10*

> *"If they (managers) explain the situation and what are the reasons behind it, they should not beat around the bush. Otherwise, the customer will be left with uncertain feeling. The customer should have a feeling that they know what is going on and why and how is the situation going go forward from here on" A4*

The question number eight was aiming to find out how young millennials would like to have their manager around during their work shifts. Furthermore, the aim of the question was to seek out if the manager´s presence during the shift affects their work motivation. Whether, the manager´s presence has any effect on the motivation was the factor to be investigated.

In general, the participants were content with the fact, they see their manager passing by during their shifts. Many participants voiced the same thing. Furthermore, they expressed

that it is nice when in passing the manager says hi and maybe a few words about the day. Many participants expressed that just seeing the manager, for instance at the departure hall, is enough and in case, if they need to ask help, they can easily do that. Even when the participants mentioned that it would be nice to see the manager walking around at the air side or at the departure hall more often, two of them mentioned that they are aware that managers do also have other tasks such following the flights, on that note they are not always able to be present.

There was somewhat confusion among the participants who do they call, when they choose the managers number on their phones, three participants expressed that they don't exactly know who they call when they dial managers` number on the phone. Regardless the fact that the question about communication with their manager was asked earlier during the interview situation, also to this question the participants expressed that they wish to have more connection with their managers on a personal level, face to face meetings and personal contacts from the manager.

The participants expressed that seeing their manager working alongside with them and doing the same things as them, creates good, uplifting atmosphere for everyone during the tasks. On the other hand, when a manager is present participants told that it clearly has an effect on their motivation and therefore, on their performance.

> "*With some managers we have this friendship like relationship. Even when the manager comes to the gate, the atmosphere is very relaxed, and you don´t need to feel like your manager is watching behind your back. With some managers it is like this: when the manager arrives at the gate, you can clearly see that they are the head of the game. We all work in a good manner and there is no joking around*" A3

> "*When we have a difficult situation going on, it is nice that they (managers) do the same things as us and don't just disappear somewhere*" A7

> "*Would be nice if there was always someone (manager) available at the departure hall. But I am not quite sure when I call the Schengen manager if they are the one who is going around in the Schengen area and is there on in Non-Schengen...or how? And besides, is there also one in the DM room? It is unclear to me when I call that where does the call go to and who will pick up the call*" A14

> "*Of course, you always want to do your best, when your manager is present. So yes, I would say it effects on the motivation. I think it is like that in almost any job.*" A8

"They do go around when they can… Although there is someone (manager) in that room. (managers' office) But it is always nice to see a manager here today, it gives me a feeling that I can contact when I need to." A5

"It is nice just seeing them here during my shifts... Because they walk around and it is not that they would walk around with their graph paper or notebook and just stare at you when you're working."
A13

"As long as it is easy to reach them by phone when I need to, it is enough for me. Although, I must say that it is nice always nice to see them on the parquet (in the departure hall) and when they are able to be present in difficult situations it is very nice." A8

6.2 Managers

The first question in theme number one discussing the interviewees own role, seeks to find out how the respondents perceive themselves as a part of Hel Hub work community. Managers felt that their role in Finnair Ground Crew is meaningful, a piece of a big puzzle, important – not only from the point of view of operations, but overall. They felt that they want to be encouraging, supportive and communicate the way of running the operations together with the agents. It was mentioned that they see the change happening in work life in general and in the work community and try to adapt to it. Many mentioned that Finnair Ground Crew has had a very high hierarchy during previous years, and that they want to bring it down.

"As one part of this puzzle. What we really want to message as managers is the spirit of doing this together. During previous years Finnair Ground has been very hierarchic in terms of who is an agent and who is a manager. By saying that I think that we are today's managers, and I hope that it would be more of doing this together. I'd hope that it wouldn't be like that when the manager is present that everyone's stiff, but that we do these things together. Of course, we have certain responsibilities and roles, but I hope that it isn't visible in the things we do or in the results or if it would, then in a positive way. What I want to message is that managers are not people who walk through the terminal once a week." M1

"I see my role as very important and my team is very important to me. I hope that also my team members see it as important. I see drastic differences inside my team on how they see my role. There I try to ponder critically that what really is my role what it should be. The things I do as a manager are not self-invented, they are

based on Finnair strategy and discussions with my manager. I'm trying to combine all of those and hold on to it. I see my role as very meaningful" M4

"I'm trying to be a very supportive manager and there for everyone and maybe this kind of last pair of helping hands that gets called over." M2

The second question regarding if the managers have role models and if it impacts their work motivation examined to find out if the managers look up to someone and if it impacts their work performance. The interviewees were told that the role model could be from outside of Finnair as well. Only few named a concrete example. Instead it was said that they try to see something positive in everyone or that at least they know what kind of managers they don't want to be. Two managers mentioned that they don't have a concrete role model, but that they admire some thoughts and personality traits in general. If they mentioned a certain person, they said that having them as a role model drives them forward in a positive way. The fact that one likes and is enthusiastic about their job was also mentioned as an important factor.

"This person is absolutely my idol. I admire how broadly the person thinks about the big picture, a customer service person from root to top. The person brings old time's moral and values, I look up to that person. It's also important that one likes and is enthusiastic of their job." M3

"Actually, I have never thought about it that way. Probably we all have someone we look up to unconsciously but mostly I think what kind of manager I don't want to be. For example, I want to bring down the high hierarchy. But I don't necessarily have an exact role model." M1

"Let's say that I don't think of my role model as a person but more like as thoughts. I don't think that much how someone works as a person, even though we have a lot of good managers here. Of course, I can admire my colleagues' strengths, but I don't get my inspiration from there. More like I'm trying to ponder things from different perspectives. Having a good working atmosphere here effects my motivation positively, it's a source of energy. Surely I'm inspired and get energy from my colleagues." M4

"I don't think there's one person, but I try to find a positive side from everyone because I think there's something good in everyone. Through that perspective, I take everyone as individuals." M2

The third question in the first theme looked to find an answer to the question of how managers' My Journey discussions with their own immediate manager supports their work or does it. All managers agreed on that the development discussions are very important. The aspects that rose from the answers were that they don't see their own manager very often in the everyday whereas agents see, not necessarily their own immediate PX manager, but other CX managers every day. When they see their own manager it's important to get that moment focused only to them, to talk about personal matters, goals and to get feedback.

> *"I feel that it supports my work. I have a once-a-month discussion with my manager, and I do call her if there's anything I want to talk about. I'm not a private entrepreneur here. It's important for me that we have monthly discussions with my manager and to verify that I'm doing the right thing. On my own team members' behalf, they might think that our My Journey discussions are not frequent enough. I do have a big team so making the discussions more frequent is a challenge. My manager on the other hand has less team members." M4*

> *"A moment with my manager that discloses the future. It's important to talk about goals out loud, to make them concrete and to measure them. To put on paper where I am and where am I going. It's essential and very important, because we don't see our manager in the everyday." M3*

> *"I think it's a good moment to go through some personal, work and work community related matters. Personally, I think that the structure could be a bit clearer and that there could be more open-ended questions." M2*

> *"As in the My Journey discussions we have with employees, the time is limited. I don't see my own manager that much so those moments when I see them are very important. I feel that the moment then really must be focused to my presence and my matters." M1*

The first question of the second theme, communication & digital channels, looked to determine if the managers know what kind of communication their team members desire. Some thought that there are more individual differences in communication needs than differences linked to a certain age group. On the contrary, all managers agreed on that the young agents need and expect fast paced, up-to-date and even this moment's information as they are online all the time. Managers thought that the young agents may have explicit digital capabilities, but that they need their presence and that managers are available, especially in disruption situations. They still saw young agents also as very independent people who want to separate work from their free time.

"The young agents are Digi natives compared to their older colleagues and are on their phones all the time. I do think that face-to-face discussion and time from their own PX manager and other CX managers is what they need. Because the young agents are in social media and on their phones all the time, I think face-to-face is what they need." M2

"They message a lot with their phone and use Yammer (Finnair's internal communication channel) and this kind of channels. It's hard to say how often the young agents want to be in touch, probably weekly, but I'd like them to see it as effortless and easy. I'm used to communicating with my team members via text messages or WhatsApp. Of course, we also use email and phone calls, and probably there's new communication tools coming that I don't even know about, but the overall phase is faster compared to others." M4

"Up-to-date and this moment's information is absolutely vital in our work. The chat that is in use with agents that work in arrival- and transfer service desks is very good as it reaches already so many, but the problem is how do we put that in to practice with gate agents and their phones, as they are not at computers all the time. Although I've always reached them by calling, but it is a little stiff way of communicating." M1

"The young agents need physical presence and this kind of motherly leadership. They need to know that there is a person I can call here if I need them. I've noticed that the culture related to this is changing fast. The young are online all the time and I.e. they answer my emails quite fast I.e. regarding customer feedback. This has changed when everyone got their iPhones in Finnair. Allocating time for reading emails during shifts is a bit old fashioned. The young answer emails also during their days off. I believe though that they want to separate work and free time. Nobody has to answer emails on their free time. The young agents' proactivity is confusingly wonderful, it would be great to hear more of their ideas." M3

The second question of the second theme looked to detect if the mangers knew how the young agents search information regarding their work. All managers mentioned Company Hub as a channel, which is a data base where all work instructions are gathered. Contrarily, few of them mentioned it being a stiff and old-fashioned tool. After Company Hub, calling to the manager and asking advice from colleagues was mentioned second most. It was mentioned again that there are personal, not only age-related differences on this subject.

"Well they Google with their iPhone when they don't know something. Of course, we have Company Hub and other official channels. When they really need to know something, they call, although we might not know either, but we must take the responsibility. Probably they read SharePoint, Yammer and Daily. But sincerely I believe in briefing, which is what we used to do. Manager came to the break room and told the statistics of the day and told everyone that we can do this. The idea falls to shifts starting at different times and to the great number of passengers that we have now days. This could be in digital form. Somebody would gather information starting from weather, certain situations in some destinations, do we have spare aircrafts and so on. All this information already exists but someone has to pick the information that is relevant to customer service. I'm sure that our smart young agents can take this kind of information into account in their work." M3

"Internally I think and hope that they search information from Company Hub and email. Still the bulk of our instructions comes via email because it is not enough that we say that go read these instructions from Company Hub. They also use general search engines, I think that many of them want to study and find information by themselves, rather than ask from a colleague if I compare to their older colleagues. This also varies and depends on the person." M1

"If I think about this age group, they don't necessarily perceive the moment when to start searching information regarding something. There can be information gaps, originating already from their initial training, that I don't see. The kind that I could assume that everyone can use some certain channel, but they can't. I'm sure colleagues are in a big role in this and that young agents get information from them." M4

"The young agents probably search information from Company Hub but of course a call to a manager is also what they use when looking for information, but mostly from Company Hub I think." M2

The third question handling the matter of communication and digital channels looked to determine how managers saw the agents' use of digital channels in their work and if it affects their work motivation. All managers agreed that young agents are fast learners and have grown with phones in their hands. Almost all mentioned that the digital tools used in Finnair Ground are certainly helpful and that they affect young agent's work motivation positively. Questions raised on if everyone belonging in the age group really are comfortable using all the tools available.

"The information is in your hands; these young agents walk phones in their hands all the time anyways. The information is up to date and accurate and it only makes their

life easier. So, I believe that it absolutely affects their motivation positively. Things get easier." M3

"It is a huge leap that Finnair has taken with these digital tools. I think that it's important for the agents to be closely involved in this from the start because I'm sure this is only the beginning. This is so easy for these young agents and it's natural for them to use these applications. The more we can offer these kinds of tools, the more appealing we are as an employer." M1

"The young agents use their phones so much and they are used to doing different things with them and if there's something new they learn it quickly. On the other hand, it is difficult for me to know if everyone is comfortable and accustomed using all the tools we have. The amount of information we receive daily is so huge that I can't know how many really absorbs it and how." M4

"The young agents learn and take over information so quickly. Of course, there can always be some resistance at first, but I think change is always good. The apps we have in use help our work greatly, so I think that the effect on the young agents' motivation is only positive." M2

The fourth question handling communication and digital channels investigated how the managers saw that the execution of Quality Monitoring affected the young agents' development in their work roles and if it could be executed better. All managers generally saw Quality monitoring as an important and beneficial tool. On the other hand, everyone mentioned that either it should be communicated more in detail or the way of conducting it should be different. Two managers said that self-monitoring should be added to the tool. The managers also thought that this monitoring should be done more frequently to make a real effect.

"I really like this monitoring, being there quite close to the agent even though sometimes I've done it from quite far. It's being present but the thing there being present is that it's not that I'm just hanging out there. I've had a lot of good conversations. I want to emphasize that it's not about looking for mistakes, but strengths and then maybe some new angle to the person's way of working. I think that these young agents are so used to all kinds of evaluations already starting from kindergarten so that it's familiar to them. I think that they have taken it in well as they are used to it from school and further studies, there's no need for explanations." M4

"What the QM covers as in what is asked or looked at is such a light scratch of the surface. If it is one customer service moment with one customer that I'm monitoring I don't necessarily see that it is the best way of doing this. Surely it effects the agents'

development in some level as they get feedback. In my opinion I would add self-monitoring to this. So that also the agents' opinion would be heard." M2

"Surely the agents take notice on what they could have done better in that moment. In my opinion it doesn't have to be a manager doing this monitoring. It should be done to us managers as well. It's that you think I'm doing okay but it doesn't look like that to the outside. None of us is perfect, you can always do better, that's the point. I'm sure some agents have a negative picture of this tool because of the starring. Auditing was used to done just section by section without giving out stars. This is the kind of tool that must be explained thoroughly. Probably it hasn't been communicated that well." M3

"It greatly depends on if this is the person's first job and if any kind of monitoring has been done to them in previous workplaces, because otherwise the tool can be seen as stiff and disconnected from the context. The concept of it has to be explained very well so that everyone knows that the point is not that if your bun is 1cm tilted someday. The point is to evaluate how the person performs in their position, how it looks to the outside and what the impact is to the bigger picture, not the agent's appearance or way of talking. It looks like the concept has been misunderstood and some people have been offended. It needs to be understood that the goal is to map our processes and work we do and through those point of views, evaluate the person. The starring has been misunderstood, three stars is already on a good level, but if we want to get to five some things must change. A good agent can get the wrong picture from that. Even though it's a good tool for us managers to get to know the agents in a different way when there is even a brief moment together. If this would be done monthly for everyone it would be an effective tool to map agents' development. As it is done this rarely it can't affect their development." M1

The fifth question discussing communication and digital channels examined how managers saw My Journey discussions interfering with the young agents' development in their work role and if the tool could be executed better. All managers saw the tool as a positive matter especially from the point of view of feedback. The tool was seen as a moment of personal attention for the agent and as a possibility for them to tell about their future desires regarding work. The aspect of the discussion being held only once a year raised as a negative attribute.

"This is a good question as the MJ conversation is only done once a year. The purpose is that these short conversations would be done frequently during the year and that the MJ conversation would be a wrap-up of the whole year. The meaning is that when we meet in a My Journey conversation, the agent gets to tell what they want to do in the future. I do believe that everyone wants to tell what plans they have

in the future, career plans or would they want to do something else inside the company. I believe that the concept is good but the fact that it is held only once a year, I'm not sure if that is enough." M4

"For sure it is a fairly big part of our work especially when for example twenty new agents start here and solely remembering everyone's name is challenging. Of course, I speak from the point of view of a CX manager. PX mangers get to keep the actual discussion and the agent gets to feel that they are part of this company and one piece of the puzzle." M1

"As a CX manager I do believe it affects their development. It's the feedback, there's always something positive and maybe something negative as well. It's a moment of looking in the mirror. Some things go well and some not that well and that is the moment of growth. It's important as long as there is feedback." M2

"It's personal and I think that's why young agents appreciate it. One hour of personal time. I think these young agents need supervisors more than the older ones that think that 'what for are we chatting here, didn't we come here to work'." M3

The first question of the third theme, managers' presence during shifts and Finnair values, looked to determine if the managers felt that their presence during work shifts affected the young agents' work motivation. Managers saw that when they are present that they can sense it if they are welcome in the situation or not and that questions do arise when they are present. Their own attitude and the ability to bring something to the situation was seen as an affecting factor. The issue of resources as the airport is extending and the number of flights and agents being so big while only three managers are in one shift was mentioned.

"Yes, you can kind of sense it. We have got feedback about it when we are present. But the problem is how can we be present in future to everyone when the airport is already this big and there are three managers and so much agents and flights. One thought would be a kind of supervisor gate person who would go around the airport as a physical support." M3

"It most probably depends on with what kind of attitude we are at work shifts and what we can bring there. When we are there I.e. in departure hall there is a big amount of questions from agents. Of course, it helps the situation if we are already there, and there is no need for calling and the help is near. That the agent waits for like half an hour that someone comes to help... But again, it's a hard question that how they experience it. It's interesting to see when you ask this question from the young agents that how they feel about us being there, if it's a good or a bad thing.

But in general, in my experience as there's so many questions, it's good that there is a manager present in the departure hall." M4

"I surely hope that it makes a positive impact and that I'm the kind that agents feel that they can ask me questions." M2

"I hope that it would make a positive impact, but we do see from time to time when you come to a situation that if you are welcome there and when your presence is not needed. We do sense these things. But what I'm trying to message is that we all are sincerely there for each other and not that we are somewhere here, and the agents are there, that the position doesn't matter but that we get the customer pleased." M1

The second question of the third theme investigated how the managers disclose Finnair's values commitment to care, courage and simplicity during work shifts. Almost all managers related the value commitment to care even partly to an event where something has gone wrong. Being an incident related to operations happening to an agent, foul situation with a customer or behavior or performance related issues with agents, this is where the managers agreed that they disclose commitment to care. Two of the four managers mentioned caring about customers alongside with the agents.

"Commitment to care in my role is connected to things like I have the courage to get involved with sensitive subjects and that I get worried. When I think about these young agents as they are getting used to shift work, we go through practical things such as setting the rhythm. If I notice something related to behavior, I dare to take it up with the agent. Sometimes by doing that it can save a lot. That is caring and probably this relates to my PX role." M4

"Commitment to care is emphasized in situations where something has gone wrong and it has to be talked through. I absolutely want to be the kind of person that people feel that it's easy to come and tell me something and that they feel that the manager has always said that it's okay to come and pull her sleeve. I don't want anyone to be left with their thoughts just because that manager was in that shift and they didn't want to talk to me. All this is chemistry between individuals and with some people you come along better than with other. But I hope that I can message open atmosphere and that I sincerely am here for everyone." M1

"I see commitment to care so that I try to care about all agents and of course about customers as well. When something foul has happened, I try to step in their shoes and think how it feels and be emphatic." M2

"I care about people in general, I really care about our agents and I care about our customers. I care about the Finnair work community and that everyone would feel good to be at work." M3

Answers to how the managers disclose the values commitment to care and courage were somewhat similar. Managers saw unveiling the value courage by getting involved with unpleasant customer related situations, or situations amongst agents. Making deviant decisions themselves and empowering the agents to make decisions by themselves was seen as disclosing courage.

"Sometimes in our role there is such things that we don't go by the book. We all know section by section how some things should be done, but sometimes you must be able to do a deviant decision and stand behind it. You must also be able to explain that I.e. to the agent. That is courageous. It's also courageous to encounter people and customers out there." M1

"I'm courageous in a way that I go to situations where someone needs help or whatever the situation is. Or solely just that I get involved with different kinds of things, I.e. faults in the work community, or between agents or also customers can be very awful towards some colleague." M2

"This has a lot to do with my PX role aspect. It's courageous to get involved if you notice someone doing something. It's not pleasant to bring it up if someone does something but it's possible that it has become a habit." M4

"I encourage our agents to be courageous in a way that I trust that they don't always need that manager there. I trust that they have been given such good supply that they trust themselves and that they would believe that we trust them and what they do. We are proud of them and fully confident that we have recruited the right people that know what they do and like their job." M3

Simplicity rouse discussion of the young agents needing to have more instructions of formalities when starting their career in Finnair. Simple instructions were said to be needed in all agents' work phones, which would decrease the need for making multiple phone calls in operative situations. Almost all managers related simplicity to the increasing amount of instructions and the applications the agents and managers have got into their use. One manager emphasized disclosing the value simplicity by concentrating to encourage great customer service even though all the changes happening in Finnair Ground's operative environment.

"It's taking I.e. operative things here at work as things, not as personal matters. It's keeping things simple and not making any situations bigger than they are." M2

"We are such specified and divided industry that most of the time there really is no way to go pass these instructions so usually we just have to go by the rules. I hope that the more we get these instructions to all agents' phones that the more it's easy for them to check something right where they are instead of making many phone calls, that is the simplest it gets. There's still a lot to do with these things but a lot has gone to a better direction." M1

"Simplicity is everything I do and what happens at work. As we have all these applications it's important not to get stuck to any wrong way of doing things. Or related to this HR or PX work that is there something I could do in a simpler way. And when I think about these young agents... As new employees are usually young and when they start their employment, us managers could do all formalities in a simpler way. That's where we must improve, to get all the background processes to go even better. It would give a good first impression of the company." M4

"I try to make things simple even though there's an infinite stream of emails, data coming from all over, change, construction sites and growth and only concentrate on great customer service and the way of doing our work with no hassle." M3

The final question of the third theme examined should the values discussed be disclosed more effectively. Managers agreed that the values should be disclosed more. Two managers saw that better dissolvement of values should come from the upper level management. There were differing opinions on whether the values are simple and easy to understand or upper lever matters which as they currently are disclosed don't evoke discussion. Giving values a bigger role in the initial training course was suggested. No other practical suggestions were made. Social media, visuality and digital channels were mentioned when asking how the young agents could be reminded of the values.

"By being present more. Already in the initial training course these values should be handled with the help of practical examples. Of course, this has to do with everyone else, not just young agents. These strategy related things are easily left as upper level matters or abstract. That's a challenge for us to conquer. The values could be discussed in the MJ discussions, but usually they don't evoke much discussion. This is the first job for some agents so I think that these values should be taken to a more practical level. These are challenging things not only for the young agents. These are quite abstract and upper level matters even if looked from different perspectives. They don't really evoke excitement. Maybe it's a good idea that these would be

discussed and gone through more in a practical level in the initial training course."
M4

"Yes, the values could be disclosed more because those are good and easy to execute. If we all would carry out these values, we wouldn't have any problems, but it's not always possible. The young agents could be reminded I.e. in social media or somewhere else." M2

"The values have not been disclosed enough. In between all these rules and instructions there's a great amount of insecurity and fear amongst the agents that if they're doing the right thing. Taking up this is very important. We trust the agents and that they know how to do the right decisions. We stand behind their decisions. Surely everyone does a mistake sometimes, but the best way of learning is doing. We like our agents very much and we want them to know that they are the professionals.
I'm sure that the young agents think about our values and to think about them might be even more crucial as our working environment is so complex and has so many people and flights. I think these values should be disclosed more from the upper management level. They are disclosed to us managers, but how do we disclose them to our agents? We used to have team days where managers could bring up these kinds of topics, but we haven't had them in a long time.
I think it should be something visual and in some digital channels. I think that the young agents could get the certainty from there of what our values are and how we want them to proceed with them." M3

6.3 Summary of the results

The Agents perceive their own role as highly important, taking into consideration the nature of the work, being often the first greeter of Finnair´s customer. They think that their role is an important part of a bigger picture, however, each one has their own part to play in it. If one part is missing, the bigger image will lack something important.

Older colleagues similar in age as well as colleagues who have been working for Finnair for many years are considered as influential people to look up and are often a source of motivation. This motivation arises from the colleagues work ethics as well as their deep knowledge of everything work related. To be motivated by these more experienced and older colleagues, provides influence on the younger employees as "something to look up to", especially considering that these more experienced colleagues which are in nature, "Finnair-like". In addition, some of these Agents interviewed were influenced by their parents who they look up to in their personal lives outside the workplace.

According to the young Agents, auditing situations and developmental discussions, Quality Monitoring and My Journey are held too seldomly. Considering, they could be more beneficial for the young Agents´ development at work if held much more frequently.

There was somewhat confusion regarding both the Quality Monitoring and My Journey. The Agents could not remember in all of the answers, which tool is which, besides the initial idea for accommodating such situations was rather unclear for them. The situation might have been too unofficial or short conversation that they could remember exactly if it was one of the too developmental tools. Additionally, mystery shopping was considered as an idea to conduct future auditing situations.

According to the managers in this study, they believe similarly that the auditing and developmental discussions should happen more often and if not to the same extent, especially what comes to discussions, they should still be conducted more frequently. Managers see both situations as good opportunities to have meaningful discussions with the agents relating to the agents´ work performance. This is important because young agents are eager to receive feedback on their work performance and, therefore they wish to have more personal meetings with managers, if not in the form of developmental discussions or auditing, then otherwise.

Young agents prefer fast communication style. However, they choose email over instant messaging channels in non-urgent matters. In general, they wish to have more communication and more often with the managers. They perceive meetings in person as excellent ways of communication and at the same time opportunities to receive feedback.

Managers think that young Agents are very familiar with technological communication tools and channels. Henceforth, managers addressed that perhaps not all young Agents are familiar with all digital channels and tools and therefore all young Agents` skills should not be generalized to be the same. Furthermore, the managers also addressed that the young agents wish to and also need to have more communication with their manager due to several purposes such as on-boarding processes and work leave. The managers perceive My Journey discussion being a conclusive situation for the whole year and they think that besides it is important to have more casual, short conversations throughout the year.

Regarding finding information during the work shifts the colleagues were mentioned as th Agents´ first source due the quick response rate. The Internal channel Company Hub and

e-mail for information finding were perceived as unmotivating due the tools being slow to access. The agents ask managers for information after examining other channels at first. Thus, the managers think that the agents like to be independent what comes to information seeking and therefore they only ask if needed. Independently seeking new information channels to use, such as Flight radar, were featured in the Agents´ answers.

Agents expressed that it is nice to see managers physically present at the airport but there is no need to have the manager around all the time. The managers expressed their worry of not being able to be present everywhere at the same time since the premises of the airport are quite large. The agents value casual, more personal-like conversations with the manager throughout the day and also the manager´s presence in difficult situations. Otherwise, the agents prefer working in teams and collaboratively with colleagues and also with the managers when possible.

Commitment to care was associated with difficult and irregular situations. In such situations, the agents expressed that CX managers could express the value more strongly. In general, however, managers presence was overall seen as expressing the value. Furthermore, the agents expressed that being courageous is taking over a difficult situation, such as entering an over-booking situation. This was expressed from the managers´ point of action. Also, the agents expressed that the managers encourage the agents to be more courageous. The value courage was also related to the value commitment to care, in both the agents` and the managers´ answers. Similar answers and thoughts were expressed to both of these values.

Lastly, simplicity was linked to having help from the managers in difficult and challenging situations. The managers think alike by expressing that they can simplify challenging situations when being present in them. The answers indicated that the managers are good at simplifying matters when needed. Making instructions in more simplified form is one way of simplifying the nature of the work. The same answer originated from both the agents and the managers. However, on the other hand, the agents think that when managers are transparent in their communication, they are also simplifying things. Overall, the managers consider that the values could be disclosed even more strongly in everyday situations.

7   Discussion

7.1 Conclusion

In this chapter the research questions are looked at again combining the theory as well as the authors own reflections. Conclusions and further suggestions that cannot be read from direct quotations are presented. The questions directed to the millennial employees were set on a higher priority and moreover, the same questions asked from managers worked as supportive questions. The questions arise from the millennials´ perception, exploring aspects such as, how they have been raised and what kind of environment or context they have grown up in. Analyzing the content therefore reflects on the ways they desire to be managed in a work life setting. On the other hand, it is also necessary to learn about the perception from the managers point of view on millennials and how they perceive them in the workplace and their typical characteristics.

7.2 Committed millennial employees

Questions in theme number one were formed to map out how the young employees and managers see themselves as part of the work community and how do they see themselves evolving in their role. On the managers' side this was thought to be a very essential question to begin with as writers would be able to map the starting point where the improvement suggestions then could ascribe from. On the agents' side the question investigated how the young employees saw themselves as part of the company as multiple scholars suggest that millennials have a lack of context as they want to interfere with the decision making in companies at a very early point of their career.

The answers imply that generally young employees see themselves as important members of the Helsinki Hub work community. In correlation to that, it can be concluded that managers' role as leaders has been working well in on-boarding young millennials into work life and to be part of Hel Hub's work community. Motivation and employee experience, according to several studies, have been linked to better employee experience. Therefore, receiving such positive answers from young millennials is conclusive.

The question about millennial employees' role models mirrored from the theory of millennials having no context to rely at their work. At the same time when they are perceived as nearly arrogant, acting as they please, they still hold strong ties to their childhood way of behavior in many ways. The answers reflect to the same theory of millennials being close to their parents and looking up to them even later in the adulthood. Several times, the fact that millennials do remain very close to their parents, throughout their lives, arises from the theory. In the literature, being close to their parents reflected on

millennials behavior in work life. Millennials seemed to want similar relationships with their supervisors as they have with their parents in their personal life and this seemed to be a significant difference when comparing the millennial generation to any other generation before them. Therefore, the aim was to look further into this. Do millennials see their parents or supervisors as their role models and important figures in work life? Does it show in their work? The question was kept neutral as it kept it more authentic. Had the word parents been mentioned in the question, it would have been far more leading.

Many respondents answered to this question by naming their parents as a source of their motivation. Also, colleagues and particularly older colleagues who have been working for Finnair for many years, were mentioned. Many older colleagues were somebody to look up to during daily work, due to their work ethic. The exact words were translated from Finnish and the participant used an adjective (in Finnish *finnairilainen*) explaining that she looks up to colleagues due to their Finnair-like nature. This particular finding is interesting as it shows how young millennials identify themselves with their work, in fact, they want to become in some ways as professional as their older colleagues who have worked for Finnair for years.

It has been said, that for millennials, it is important that their job aligns with their values and gives a meaning into their life. When one looks so much up to their colleagues, it gives an image of a committed employee who values their work and wants to perform well. For Finnair, as millennials' employer, this is valuable information as they as a company and workplace have been able to create a work environment where young Millennials want to work. Referring to the theory about millennials seeking jobs that interest them and provide meaning. Even further the young employees want to be part of the Finnair community. Millennials have been described as uncommitted and not wanting to stay long periods of time at one workplace or expect a long career in one company. For a company to receive such information of their young employees' commitment to their work is crucial information. Certainly, there are things that have been communicated the right way, for instance, this Finnair-like nature (*finnairilaisuus*). Further research in the future could investigate, what exactly it takes to have Finnair-like nature and how does that affect employees work motivation and performance.

7.3 The desire to have feedback on own performance

The questions about current tools that are in use for self-evaluation, development and evaluating one's performance raised both from the theory and from the need to map out

how well current tools, My Journey and Quality Monitoring are serving a purpose in enhancing Millennials work performance. Theory suggests that managers need to have clear purpose and set agendas with their millennial employees when they are having a meeting. Throughout Millennials' lives, starting from young age, they have been used to clear set guidelines and goals. In work life too, these guidelines should be emphasized in order to have purposeful meetings and better agendas. Therefore, millennial employees' point of view on the current tools is very fruitful for managers and the commissioner to know.

According to the answers, it seems that there is somewhat confusion about the tools and what they mean in practice. Some respondents were talking about My Journey when asked about Quality Monitoring and vice versa. The interviewers did not want to intervene these answers. However, some of the answers expressed that the use of these tools, both MJ and QM have not been equal across the Ground Crew members. Some respondents had experienced both occasions even multiple times, and one could not remember if they ever had any meeting with their PX manager, a longer talk with a CX manager or a situation when their performance was being evaluated.

The feedback, from the millennials' side, that was given about the tools was rather constructive. The respondents were frustrated about the five-star scale used with QM when evaluating performance, which according to them is useless if no one can achieve the end goal, five stars. The suggestion of reforming the entire evaluation scale show that the respondents had been thinking of these things; their own performance and success in these evaluation situations mattered to them and they were ambitious to perform even better.

Perhaps, in the future the concept of Quality Monitoring should be communicated in a different way for the millennial employees. Since many respondents were unsure about the purpose of QM, better communication would help in understanding the meaning behind it. Managers explained in their answers that the purpose or focus is not on finding mistakes but only bringing them up for discussion and rather having a good quality discussion after each monitoring situation and giving the employee a chance to improve their performance for better. It seemed that the way millennial employees understood this was quite the opposite. A part of this might originate from their childhood or how they were bought up where "everyone got a trophy", which again leaves out teaching how to handle negative feelings or constructive feedback. In terms of coaching, it is highly important that both the employee and the manager as the coach have the same understanding of the situation. The same idea can be applied to the auditing situation. When both parties are

on the same page of the situation and the conversation ambience is open, it is more rewarding for them both.

Since a very young age, millennials are used to self-monitoring tools, guidelines and instructions, they should feel rather relaxed about monitoring. Some answers implied that if the QM was conducted similarly to mystery shopping, it would provide more authentic feedback of the performance. On the other hand, the kind of artificial situation where the manager observers the employee's performance in real time was also seen as a positive thing amongst the millennials as the employee would enhance their way of working because of the situation. The positive feedback gained afterwards would further lead to the employee to continue the enhanced performance keeping in mind the feedback. That is why the writers saw the feedback session after the monitoring as very important. Especially the fact that the feedback was well thought and provided right away was seen crucial, as also according to theory millennials do sense if their managers are not being authentic with them.

The overall thoughts that the respondents had about the tools were positive and they were linked to receiving more feedback and having more one-to-one time with PX managers. It seems, in correlation to the theory about millennials wanting to track their own performance, that the young Ground Crew members value feedback they receive and are very eager to develop their skills further. As one respondent explained that she cannot wait to get feedback, shows her enthusiasm towards the work itself.

7.4 Personal direct communication still comes first for millennials

Millennials are known to be digital natives. This trait of them may mislead to thinking that they prefer communication in digital channels over face-to-face meetings. The question of millennials' preferred ways of communicating with their PX manager was formed to seek out whether this is true about them. At often fast paced work environment, as the airport environment can be, communication plays a crucial role. Therefore, to know exactly the best communication style and channels was crucial to know.

Managers expressed in their answers that they are aware of the young millennials' digital skills and that in their opinion digital channels are what the young employees prefer as their communication method. Some managers also brought up a thought that there might be these kind of information gaps between them and their team members or employees altogether where they are unsure if everyone really is comfortable with all the technology

tools available. Although this evokes a question if the multiple mobile applications and digital channels available for the employees, are communicated clearly enough. The millennials mentioned a variety of communication channels they feel good using when communicating with their PX manager. Differences in the agents' answers were seen as some felt comfortable messaging in WhatsApp, and some could never think of such thing. Some preferred email and some thought that it's just a too slow way of communicating. Therefore, it's clear that individual differences do exist within the young Agents' cohort. Nevertheless, there was a clear desire to have more face to face communication with PX managers or managers in general. Perhaps, the wish to have more face to face communication is linked to a desire to have more feedback and personal attention. Personal meetings with PX managers were also needed to discuss basic work life matters such as salary and other HR related subjects as well as future opportunities within the company. This is aligned with the need for coaching and mentor-like managers.

7.4 Authenticity and trust in communication create trust

At the same time, many participants expressed that seeing their PX Manager once or twice a month is enough for them. Majority of the Agents thought that they only felt the need to communicate with their PX manager if there was a concrete subject to talk about. This also comes together with the theory that millennials need to have meaning and structure when meeting with their manager. They don't want their time to be wasted. An idea of how to add structure to meetings with managers and the millennial employees and how to engage the employees to the process came up amongst the writers. Employees are always required to log off from their shift in the MyDay mobile application, earliest 5 minutes before the end time. After that they either walk to their car or to public transport meaning that they have a few minutes. This is relevant as the employees can't be obligated to use their free time. The application could ask two simple things, as Millennials are said to have short attention span and to want everything to be quick. The first question could be simple, how was your day, and as an answer the employee would choose a sad emoji face, a dull emoji face, a smiling emoji face or a very happy emoji face. The second question would be an open question of did anything special happen today? (in Finnish: *Jäikö mitään erityistä mieleen?).* Only after answering to these questions they would be able to log off from the shift. The data from these quick mood parameters could be used as structure in My Journey discussions and following the wellbeing of employees. There is always one hour reserved for each employee but often it is not fully used as there's no more topics to talk about. Still, often employees feel that they forgot to say what they had on mind after leaving the meeting.

7.5 Independency in information seeking

Work at the airport can sometimes be independent but also one is working alongside colleagues in small changing teams. Both skills, to be able to make decisions independently as well as to be able to work in a team and i.e. delegate tasks vary throughout the days, depending on the task at hand. The agents' work description is broad and there is a lot of instructions available to support their work. It is not assumed that everything is remembered by heart. That's why the researcher came up with a question of which channels the employees use when they need to find out information about something regarding the task at hand.

Every Ground Crew member has their personal device, iPhone, which contains a lot information sources. With the use of iPhone Gate Agents have access to intranet, Company Hub where they find i.e. work instructions, as well as to multiple built in applications. These are just some examples of information channels and situations where seeking information is required. The question wanted to seek out if these channels, whether they are on the iPhone or somewhere else, are serving a purpose for the young employees and if they are communicated clearly enough. In fast paced work environment where instructions might change daily there frequently are times when the agents quickly need the information. Furthermore, when asking the question, the interviewee was told not limit their thinking into Finnair's own digital channels or digital channels at all.

The answers implied asking information firstly from colleagues and then lastly from managers. The young millennials may feel that accessing the formal information channels is too complicated, as in their words anything that is behind a password is too far or too many clicks away. The passwords refer to the built-in applications in the agents' work phones which require authentication before accessing them. Due to that reason, the employees' answers implied that it is easy to ask from a fellow colleague in shift or ask in instant messaging applications from colleagues that are off duty, as there is always someone available to answer online. Millennials have grown up in fast-paced world where information is quickly outdated. Therefore, having a quick answer and moving on with it, is better than spending a long time searching for something that has no long-term value. Though in these cases looking for information through the formal channels might actually be the quicker option and the answers have long term value. They might also receive false or outdated information, by consulting colleagues. On the other hand, this again awakes discussion of if the channels and tools in use are again, communicated clearly enough for the millennials to feel confident using them.

The respondents expressed that asking the managers first for information wasn't something that they would do which differs largely when compared to their older colleagues. This might originate from some of them have expressed that they feel that the Managers expect them to know everything already. Theory also suggest that millennials might try to look smarter than they are and avoid asking questions so that they would not reveal that they don't know something. This might also originate from their childhood where they might have been even overly praised in whatever they did.

According to theory millennials are also said to create their own way of conducting things. Many Agents mentioned that they use this public mobile application Flight Radar as the mobile application MyDay, where tasks are distributed doesn't always show aircraft's arrival time accordingly. The application displays commercial air traffic in real time. Flights can be searched with city pairs, flight numbers, registration numbers etc., and aircraft followed in real time. This implied in interviewee's answers and confirms two things discussed above: these millennial employees wanting to use their time efficiently and having such high motivation in their job that they independently search for more efficient tools to conduct the assigned tasks.

7.6 Values are disclosed strongly in disruption situations

Regardless the fact that the values have been developed together with employees, as mentioned earlier in this thesis, the aim of the question regarding the values was to seek out how they are acknowledged and perceived by the young employees. Considering the rapid growth of Ground Crew, it is important to map out how have the values been communicated for the newcomers and are they implied to everyday work.

The questions regarding values were asked in a way that holds the managers in an essential role when it comes to value communication. In general, when asking how the managers disclose the values it seemed that the respondents were looking at the question from an angle of managers' behavior rather than the managers encouraging the agents to behave in a certain way. All in all, the young employees saw the values from a very comprehensive or practical point of view. Furthermore, in order it to be easier to map out how each value has been communicated or perceived one value at a time was discussed. Therefore, it was also easier for the interviewee to think of each value and what are their perceptions of them. At first each interview participant was asked if they remember the values Commitment to care, Courage and Simplicity. This was asked in case they would

not remember and therefore it might affect the interview situation and the answers. The values were, for the most part, remembered very well. Minor mistakes, such as remembering kindness instead of commitment to care were corrected. All the values were in a way or another connected to disruption or challenging situations from both agents and managers' side, such as overbooking situations at boarding gates or from the managers' side intervening to decent in performance or argues among employees.

Mixing up two words regarding the value commitment to care might be caused by the similarities of two words, kindness and commitment to care, in Finnish language. In Finnish language Finnair's value commitment to care is only translated into one word (In Finnish: *välitän*). Further the interviewee being somewhat nervous might be the reason to this kind of mix up. The difference in agents' and managers' answers regarding commitment to care was that Managers saw themselves disclosing the value by also caring about the customers. From the agents' point of view managers knowing employees closely and receiving personal attention from their immediate manager was seen as caring. Managers being present in disruption situations was also perceived as caring. There was confusion amongst especially the newer employees of who the managers actually are and where they are located and what their tasks are exactly. This implies that clearer communication of managers' task structure and possibly simple introduction videos would be beneficial.

When the Agents' answers are again mirrored to the theory, them being very close to their parents even after moving away from them, and to the surrounding world in general through digital channels, this is a natural continuum for the millennial employees. In other words, the need to be in close relations with their PX and CX managers is shown in the young agents' answers.

According to the answers, caring is providing the customer an honest answer. Agents also expressed that PX managers do disclose the value commitment to care more strongly than CX managers. This could reason from the differences in PX and CX work roles. However, as one respondent suggested, CX managers could give positive feedback or simply say "well done" after a challenging situation. If the task or situation was not conducted well, by explaining that in a constructive way was equally seen as caring. These small actions would imply the value being expressed well in actuality. Further, it was seen important that in difficult situations, such as overbookings, CX managers would be as transparent as possible. Explaining the course of a certain situation afterwards truthfully and the reasons behind possible decisions made. By doing so agents saw CX managers expressing the value commitment to care. Millennials tend to be attracted to workplaces that align with their

values. Besides, the world they have grown up in has been much more open and transparent in general compared to their predecessors, that therefore these values remain to be important for them in the work life as well. Work life for millennials is continuation of their personal life, due to that reason, it needs to be aligned with it.

Managers perceived as being courageous when they take charge of challenging situations. The answers regarding how the managers disclose the value courage, clearly imply that there is a need for clear and easily accessible instructions of irregularity and disruption situations. The theory states that millennials prefer to create their own way of conducting things, but they need boundaries around. They don't want to be given the freedom of doing something how they see it best and then be told that they did wrong. The young employees are happy putting their own stamp on the things they do, but they want to know if their employer wants something done a certain way. This is especially crucial in the Aviation Industry as it is very regulated. It is possible that the young employees might lack the courage to make decisions due to the aspect of heavy regulations. This is also why very practical instructions are required.

When discussing about courageous actions with one manager, their answer stated that they fully one hundred percent trust the employees and that they have recruited the right people. The person said that they are confident that all the customer service agents are full professionals. This evoke discussion among the researchers that are the young agents being trusted even too much. If the young agents are frequently told that they are the professionals and they have the managers' full trust when making decisions independently, vulnerability is denied. Millennials do want to be trusted, but there must be an option to bring up that one isn't confident in doing something in a safe ambience. It is true that millennials are said to be naturally very independent and confident of their abilities but trusting too much combined with millennials possibly hiding the fact that they don't know something might be dangerous especially in an industry this regulated. To avoid this creating a very open discussion culture is required. An idea of a gate support person or team leader came up in this discussion with the same manager as well. Employees don't really need the power of CX manager in these situations as they are allowed to make decisions on their own. Also, CX managers can't be everywhere at the same time. This was expressed in the managers' and agents' answers. The managers were concerned of the expanding airport and increasing amount of flights creating a resourcing problem amongst them and that the agents would feel left alone. The researchers concluded that what the agents need is a supportive, more experienced or more confident colleague who to relay on or from whom to ask, even if it was via phone call. The gate support person or team leader would work during the peak hours meaning

the morning rush and the afternoon rush, familiarize themselves with the inbound and outbound flights and possible becoming disruption situations and then locate themselves according to that. The agents could also call to this person in case of surprising challenging situations. The person would be available for the employees and give freedom for the CX managers to prioritize other tasks. This would also make asking questions, in other words revealing not knowing something, easier for the millennial employees.

Also, the value of simplicity was linked to disruption situations. When a manager takes over a difficult situation, it is seen as simplifying it. On the other hand, sometimes when asking for help, young employees will get a feeling that they should know everything which was seeing as making matters more difficult. In situations of asking for help from managers, who according to the answers are the last source of information, is seen as the opposite to simplifying matters. When young employees ask for help, they are doing it, because they don't have any other way of finding either the help or information they need. It was shown in the answers, that the employees also very independently find ways and sources for information finding. They are independent but yet information needs to be easily available and accessed when needed. This was expressed by saying that for instance Company Hub is quite cluttered, meaning that there is rather large amount of information on the internal webpage and therefore it is sometimes difficult to get hold of information quickly when needed and the search box as information search-tool internally does not work as accurately as it should. Millennials are used to online world being quick and easily accessed. Therefore, also at work, instructions and other important pieces of information should be available when needed.

7.7 Manager´s presence encourages millennials´ motivation

Behind the question of asking about managers´ presence during the shift was the idea of young millennial employees` preferences of having the managers available during work shifts. The common understanding is that the young employees wish to have a manager available often due to their always-on parents. If this is true or false in the work life is in the interest of the interviewees. Moreover, how they wish to have the manager present and if the presence has effect on young employees' motivation were additional questions.

The managers' answers imply that when they are generally available for the employees i.e. in the departure hall there's always a lot of questions. They expressed that physically being available made asking questions easier when there was no need for a phone call. This supports the theory of millennials' need for everything to be quick and easily available. Agents' answers verified this as they were happy to see the managers

physically present and to exchange a few words about the course of the day. Although, managers also expressed that they certainly felt sometimes when they were not welcome to a certain situation or that they felt the ambience getting stiffer. This indicates a certain level of hierarchy still being present in the company even though the goal according to the managers has been to bring it down. One manager said that what they want to message is that the managers are not people who walk through the terminal once a week. This on the contrary can be interpreted as a will to be close to the employees which further can be seen as a desire for lower hierarchy.

The employees' need for exchanging few words about the course of the day brought up discussion of a need for background information. According to theory millennials seek meaning in everything they do. They want to know why something is done and what's behind it. This is where they somewhat differ from the previous generations. To say it in a very generalized way, the previous generations have had the kind of attitude towards their work and superiors that when something is assigned to them from a higher positioned person, they do it and ask no questions. To millennials conducting something on the grounds of that it just must be done is very unpleasant. Millennials are said to be questioners. They want to know what is behind the need to conduct something and why a certain decision was made and on what grounds. To start unveiling this from a very comprehensive point of view, the young employees expressed that they want to be prepared when they start their workday and step in front of customers at the airport. They want to know about the weather impacting the traffic, if there are spare aircraft, in cases of technical issues, if certain destinations are experiencing any kind of problems that impact the traffic and so forth. They want transparency. The answers indicated that the young agents want to be able to offer customers the best possible service by having all this background information. One might say that none of this is on the responsibility of these employees and most probably the employees do know that. The thing is that millennials need the feeling of trust and appreciation. They have a desire to be perceived as equal members of the work community.

7.8 The potential of the millennial employees

This young generation, to say it boldly, hates to be underestimated. One of the managers stated that these young employees are so advanced that the person thinks that they are able to comprehend information of this scale. To millennials providing this kind of information messages valuing them. The same manager stated that the young millennials have such good ideas that there should be a way for them to be able to bring them up

easily. As a box where notes with ideas could be dropped would be quite old fashioned, this kind of box in a digital form that would be easy to access could be created. This is one way of messaging to the young employees that their opinions are taken seriously and that they are appreciated. Also, the theory suggests that companies that continue conducting things as they have always conducted them, have suffered significant losses during passing years. This would be a great way of collecting so called weak signals of improvement suggestions and along the process engaging the young employees even more.

One major topic that came up during the interviews outside the planned questions was ways of learning. During past years learning at Finnair has become more and more focused on e-learning courses of different kind. One of the writers had a discussion with a Lead Agent during the writing process of this paper, handling learning becoming almost too independent for the young agents.

The theory suggests that when teaching millennials, they should feel empowered to take charge of their own learning by letting them evaluate their own learning objectives, through following the process closely so that the young employees feel that what they do is important. Another discussion outside the interviews was carried out with a PX manager that was worried about how they can assure that the agents really fathom the content of the courses, or do they just click through the course. It was concluded that the tests in the end of the e-learning courses should be more demanding and that employees should be encouraged to make notes while learning. A thought of a point system built around the courses was discussed among the writers. If the employee would earn more points of a better accomplishment and could compare their "score" to others i.e. in form of i.e. a Top 10 list, it would spark the competitiveness in them and alongside motivate them to complete more courses with better results. In other words, they would be further engaged to their own learning. Eventually millennials do want to earn more of what ever there is to earn. This would also bring them a feeling of shared learning experience.

To conclude, what the younger wave of millennials in Finnair Ground Crew need is clear and transparent communication, dedicated leaders who appreciate and genuinely want to know their employees, freedom to create their own ways of conducting things - though inside given boundaries, structure when it comes to communicating with their PX Managers and lastly active engagement in the form of coaching and continuous well thought and authentic feedback, providing them with background information and asking development suggestions from them. Millennials are said to be a high-maintenance generation, but when the matters discussed above are considered, these young future

professionals are deeply engaged in work-life and will provide their best abilities and skills for the company to a great extent.

Leadership alone is a very broad subject and research about it is conducted all the time. What this field is lacking is up-to-date and reliable empirical data on leading millennials and especially the younger wave of them. According to the original plan the authors were meant to also interview the managers' superior as it would have brought depth to the subject, but then determined that it would have broadened the project too much regarding time management and the theory part of the paper.

When the data from the interviews was carefully analyzed, both authors of this study agreed that it would be useful to make additional questions. We seeked to find out the motivating factors for the young agents to come to work. This tis question became relevant after exploring academic literature about millennials work values and how they work as motivating factors, compared to previous generations. We seeked to find insights regarding this aspect of the research by interviewing the agents about their motives, as well as their role models and their influence on work motivation. This in part, was conducted in the first stage of the interview process while focusing on the individual's own role in the organization.

As mentioned, multiple times in this study, and what empirical research material shows, millennials and especially the younger wave of them are very self-confident and desire challenges. Based on this theory we wanted to know if the young agents have plans or desires to move forward inside the company. The two additional questions formed were 'What motivates you to do your work?' and 'How/Where do you see your role in Finnair in the future?' The plan was to conduct additional phone interviews. The invitation email sent to all interviewees can be read from the appendix.

It was realized that there would be some challenges on the reliability aspect. The fact that the primary interviews were conducted during the summer months (July, August 2019) and additional questions asked three to four months later, that the interviewees might have lost their connection to the context and that the answers could come out disconnected. Even though when using qualitative interviews as method additional questions can be asked even six months after the original interviews. Also, when the questions are asked over a phone conversation the aspects of facial expressions and signs are lost.

Unfortunately, there were only a few responses to this email. It was inferred that the impact to the end result of this paper would be minimal. Originating from this it was decided that no phone interviews would be organized. This doesn't take away how interesting and current the subject and these questions are. Hopefully the subject will be studied further.

The research understandably evoked a lot of conversations at the writers' workplace as the research concerned those employees directly. Conversations were not only carried out with millennial colleagues, but also with the writers' older colleagues. They expressed the need for research concerning better ways of leading and motivating also the older generation of Ground Crew. The subject raised to conversations especially due to the massive change in digital environments in the Customer Service unit. It would be very important to study this further.

7.9 Reflecting on own learning

Roosa Väyrynen It was great to get to produce this thesis as an assignment for Finnair and work with a real-life issue. As both writers of this thesis work for Finnair, it made a deeper understanding on the topic possible. Having always had a mindset for developing processes and ways of conducting different tasks, it was very interesting to interview both employees and managers and then make fact-based improvement suggestions.

Thinking back to the start of the project we could have made a more detailed plan on how to start taking the project further. On the other hand, neither of the writers had conducted a project on this extent before. Along the writing process, finding relevant references, making appointments, conducting the interviews and carefully analyzing the data and communicating the progress to multiple directions, the biggest learning outcome was project and time management as well as self-guidance. Would this project be started again, applying for student leave would be beneficial. Both authors of this study working full time alongside the writing stretched the original schedule.

Another learning outcome, which naturally has already occurred during my studies but not on this scale, was close co-operation. Independent studying has always been the way to get the best out of my potential. During the passing year working on this project together with my colleague a great learning outcome has been that co-operation especially with people who think a bit differently than you do brings new aspects, and challenges for one to see things from point of views that would never come up if working independently. It has made this paper richer in content than it would have been if conducted independently.

My spoken and written English have always been rather good but during this project a more academic way of writing was learned, which will surely be a great asset in work life. writing one's thesis in English, if their native language is something else is very advisable. Conducting one's thesis in co-operation with someone is recommendable as it teaches one to use and learn abilities and skills much needed in today's work life.

Presenting the results to the commissioner Finnair was a great experience. The presentation evoked a lot of discussion from the very beginning which made the occasion very interactive. Both parties surely gained a lot more benefit out of the results due to that.

Roosa Väyrynen

Hanna-Riikka I, Hanna-Riikka find that the topic of this study is very interesting and relevant, especially in regard to our work community and at the organization of Finnair. To be able to stay agile in the ever-changing environment it includes to be able to meet the needs of the younger generation - the millennial generation. It has been insightful to read books on the matter, articles and other material about the topic of leadership and especially about managing the millennial generation. In the beginning of this project we started to look at organizational management theories which we concluded to the be a point for a change of course in terms of writing the literature review. I believe the learning curve started to happen when we found articles based on the search with the right keywords using different data bases for certain books and academic articles. Following this, we then started to go towards the right direction with the literature review and narrow our focus for the overall research.

In particular, conducting qualitative research interviewing our colleagues and managers was an insightful and also rewarding part of the project. Despite the fact that we personally know some of the colleagues and managers through working together, we were acting from the interviewers` point of view and it gave us a professional touch to the interview situations. We managed to keep our role separate from the colleagues´ role and it was important that we remained with unbiased opinions, especially for the sake of the research. At the same time, when we were working towards collecting data, we had an opportunity to hear first-hand what our colleagues and managers had to say about the topic and questions. The time frame was given from our workplace´s 'Allocation' and was rather restricted in regard to the amount of time we could spend interviewing with the participant. If the time frame was not so restricted, we could have had longer interview

times and, based on that, more questions and gathered insight. Nevertheless, I believe we received a reasonably large amount of data to carry out the research and were successful with it.

We had to re-listen to the recorded interviews many times and really go through the steps accordingly, which also was part of the learning process. The rewarding part of thesis process has been to work with the collected data and to see that there are similarities to the secondary research. Although, our sample size was quite small we could see that the young agents said similar things in the interviews that could be mirrored back the empirical part.

It was also highly rewarding to finish up the interview process by presenting the results at Finnair. I am glad that our presentation went very well, it had a good flow and we were able to provide truly interesting findings of our research for the thesis commissioner.

Hanna-Riikka Järvinen

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Appendix 1. Recruiting letter

Are you 18-25 years old? We would like to hear your opinion about what kind of leadership you need in your work. We are looking for volunteers to attend to our research which is a part of our thesis. We are going to use interviews as research method. All answers are handled with confidentiality.

It would be great to hear especially your opinion on how young Ground Crew Members could be led better. If your interest arised and you would like to hear more, contact us via email the latest 14th of June.

Kind regards,

Hanna-Riikka Järvinen & Roosa Väyrynen

Appendix 2. Picture attached to the recruiting letter
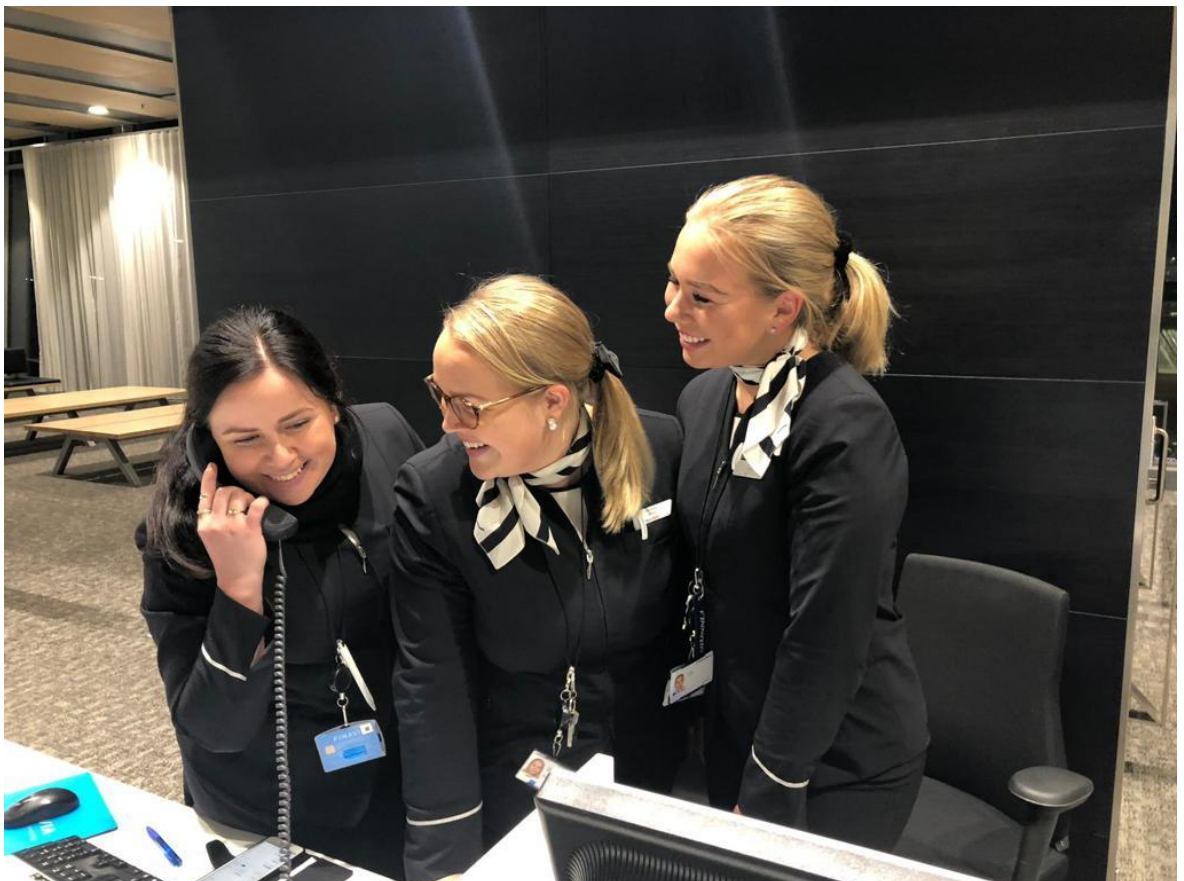
Appendix 3. Interview questions for agents

Theme 1 Own role

- How do you see yourself as a part of Finnair's Helsinki Hub work community?

- Do you have a role model in your work? Does it affect your work motivation?

- Do you see that My Journey and Quality Monitoring tools affect your development in your work role? Could these tools be executed better?

Theme 2 Communication/Digital channels

- What kind of communication do you wish to have with your own manager? In what channels?

- Where do you receive and search for information regarding your work?

- Which digital channels support your work? How do they affect your work motivation?

Theme 2 Manager's role/presence during shifts

- How do you see that managers disclose Finnair values (Commitment to care, courage, simplicity) in daily work? Or do they? Could these values be disclosed better?

- How do you wish shift manager to be present during your work-shift? Does it influence your work motivation?

Appendix 4. Interview questions for managers

Theme 1 Own role

- How do you see yourself as a part of Finnair's Helsinki Hub work community?

- Do you have a role-model in your work? Does it affect your work motivation?

- According to your experience how does My Journey tool support your work? How? How do you think it could be done better?

Theme 2 Communication and digital channels

- What kind of communication do you think that your own team members need?

- How do you think that they search for information regarding their work?

- How do you see the use of digital channels in Ground Crew Agents' work? Does it affect their work motivation?

Theme 3 Managers role during shifts

- How do you see that Quality Monitoring and My Journey tools affect Ground Crew Agents' development in their work roles? Could these tools be executed better?

- In your experience how does your presence during shifts affect Ground Crew Agents' work motivation? Or does it?

- How do you disclose Finnair's values (commitment to care, courage, simplify) during shifts?

Appendix 5. Letter for further phone interviews

Dear X,

In early Autumn you participated in an interview concerning our thesis research. Again, thank you for that! After going through your interview a few additional questions raised regarding your answers.

In the interview we asked how you see yourself as part of Finnair's Hel hub work community. We would like to present a follow-up question regarding that.

- How do you see your role in Finnair in the future? Could you explain your answer?

It was asked if you have a role model in your work. Regarding that we would like to ask:

- What are the things that motivate in your work/ to do your work?

It would be great if you would be willing to answer these additional questions. If required, we might ask further questions about your previous answers.

We would like to call you to be able to conduct the interview. We suggest that you choose one of the times below when you are available for us to call you. Please prepare to be in a quiet place and that the interview will take approximately 30 minutes.

RSVP latest 20th November via email.

- 27.11. 10.00-10.30, 10.45-11.15, 11.30-12.00, 12.15-12.45
- 4.12. 10.00-10.30, 10.45-11.15, 11.30-12.00, 12.15-12.45
- 5.12. Suggest a time suitable for you

As the previous interviews, the answers in these phone interviews will be handled with anonymity and they are going to support our thesis research.

Don't hesitate to ask us anything!

With kind regards,

Roosa Väyrynen & Hanna-Riikka Järvinen