



What motivates Gen Z employees at work?

Insights into how leaders can create a workplace environment where the motivational needs of Gen Z are met

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Abstract:

According to recent studies, Generation Z employees will make up 27% of OECD countries' workforce by 2025. In order to successfully lead and motivate Gen Z in an ever-changing workplace environment, leaders face a challenge of gaining greater understanding of them and what motivates them. The purpose of the research was to gather knowledge of how leaders can create a workplace environment to suit the motivational needs of Gen Z, specifically answering the research questions: "What makes Gen Z employees feel motivated at work?" and "How can leaders create a workplace environment where the motivational needs of Gen Z are met?". The research was conducted as a qualitative inductive study, in the form of semi-structured interviews. The target group for the interviews were limited to eight Gen Z employees within a Norwegian scale-up company established in Finland. Earlier research on Gen Z motivation at the workplace is presented in the theory part, which includes theories on general motivation as well. The self-determination theory was used in the research as a main component of motivation theory, as it provides a thorough, well-supported and multidimensional definition of motivation. The study's conclusions were partly in line with past research, while some new motivators for Gen Z were identified. The empirical results of the study indicate that the factors that motivate Gen Z employees at work are both extrinsic and intrinsic, and include flexibility, compensation, success, relationships with coworkers and leaders, equal treatment, acceptance of diversity, shared objectives and goals, purpose, feedback, awareness, trust, clarity, personal growth through variation, as well as advancement and influence.

Keywords: Gen Z, Generation Z, employees, employers, leaders, motivation, workplace, workplace environment

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1 Introduction

“Although money and other extrinsic rewards remain important to workers, it is clear that the new work requires much more than that. Effective self-management depends heavily on intrinsic rewards—the psychological rewards that workers can get from self-management itself.” (Thomas, 2019, p. 33).

A lot has been written in newspaper and magazine articles, consultant press releases, and books about the various generational cohorts in the workforce, including the Baby Boomers, Generation X, and Millennials, and how they differ from one another in ways that are significant for leaders to understand (Macky et al. 2008; Paggi and Clowes, 2021, p.5). According to Seemiller and Grace (2018, p.10), the Millennial generation has garnered more media attention than any previous generation in history. However, Generation Z, which consists of today’s youth and young adults born in 1997 to 2012, has attracted comparably much less attention. Staglin (2022) reports in a Forbes article that Gen Z will make up 27% of the labor force in OECD nations by 2025. Moving towards their twenties means that most of this group is starting their transition into working life (Batten, 2022). Leaders are facing the challenge of keeping their employees up to date and aligned to the company’s mission, values, and behaviors, while creating and maintaining job satisfaction and motivation to build a sustainable work culture under constant change. Outdated social arrangements between employers and employees are being changed by Gen Z’s entry into the workforce because of the different expectations for the atmosphere, culture, and support that the new generation brings (Staglin, 2022). Organizations and executives cannot afford to ignore Gen Z since they are establishing their presence in the workplace now and for several upcoming years to come, by the youngest Gen Zers being at age 10 in 2022 (Stillman and Stillman, 2017, p.4). In addition to using existing resources and reskilling or upskilling, it is important to hire young people who bring new ideas and perspectives along with useful talents to an organization. Since one of the most important assets in an organization are the employees, companies and leaders must understand the newcomer to the workplace, and what motivates and engages this generation. Leaders can thereby effectively attract and retain Gen Z employees and maintain a sustainable employee turnover, as well as educating and leading employees successfully.

As made famous by a TikTok video and as can be seen in many North American news outlets, Gen Z are quiet quitting their jobs (Callahan, 2022, Bremen, 2022 & Levin, 2022). It has been the standard in the workplace to go above and beyond instead of fulfilling the very minimal requirements of a job, in order to stand out to one's employers. Employees have used this supercharged work ethic, known as the hustle culture, which over time has become the norm (Callahan, 2022). The trend of quiet quitting is universal and widespread. In January 2020, 81,000 Reddit users had subscribed to the subreddit r/antiwork, where memes were posted depicting appalling working circumstances and stories of awful bosses (Lim, 2022). In September 2022, the subreddit had 2.2 million subscribers who post more than 30,000 comments every day (Lim, 2022). According to several news articles, quiet quitting isn't a new behavior or notion, since the concept of low employee engagement and reduced motivation has been around for decades, but the current environment has made it more prevalent due to the current economic market and labor market (Callahan, 2022, Bremen, 2022 & Levin, 2022).

Previous research on Gen Z motivation at the workplace has mainly been done in the form of quantitative studies, and most studies have been published between 2018-2022. Common motivational factors for Gen Z seem to be flexibility, competitive benefits, success, a healthy lifestyle, social relationships and collaboration, equality, inclusivity, diversity, open and trustworthy leaders, open dialogue with leaders, common objectives and goals, as well as feedback (Workforce institute, 2019; Seemiller and Grace, 2018; Southey, 2021; Batten, 2022; Paggi and Clowes, 2021; Kingman, 2017). Not much qualitative research can be found on what motivates Gen Z, even though there is previous quantitative research on the topic.

1.1 Research aim and research question

The purpose of the research is to gather knowledge of how leaders can create a workplace environment to suit the motivational needs of Gen Z, by conducting qualitative research in the form of semi-structured interviews. The real-world problem is sustainability, since having unmotivated employees might lead to unsustainable and high employee turnovers. The aim of the research is to perceptualize and identify what motivates Gen Z at the workplace. The research questions are the following:

- 1. What makes Gen Z employees feel motivated at work?**
- 2. How can leaders create a workplace environment where the motivational needs of Gen Z are met?**

The research's findings should provide leaders a general idea of how to foster an environment at work where Gen Z employees can feel motivated. Since most previous research on the topic has been done in the form of quantitative methodology and surveys, the results of a qualitative research are highly likely to paint an even clearer image of how Gen Z employees depict their current values and motivators in the working culture and might indicate whether there are any further areas that still require resolution. Organizations would undoubtedly value knowledge on how to meet the expectations of Gen Z employees, as this is crucial to identify so that appropriate measures may be done in order to create a workplace environment where Gen Z employees feel motivated.

1.2 Delimitations

The research has been limited to discuss the motivational factors of only Generation Z, since it is the newest generational cohort currently entering the working environment. The research is also limited to Gen Z because of the lack of prior qualitative research studies regarding specifically that generational cohort. The interviewees were born between 1997 and 2002, since younger Gen Zers aren't necessarily a part of the workforce yet. It is however important to acknowledge, that generational cohorts should simply be viewed as tools that enable researchers to analyze historical shifts in opinions over time, since there is no clear science underpinning generational cutoff points (Dimock, 2019). The measure used to collect data is qualitative in the form of semi-structured interviews. The target group for the interviews has been limited to Gen Z employees within the Norwegian scale-up Company X's subsidiary Company Y, which is established in Finland. Company Y will serve a good purpose to this research as the organizational structure holds a broad range of different teams and positions, which allowed for the interviewer to choose interviewees from different backgrounds. Company X has around 1340 employees in total of which 145 are in the Finnish subsidiary Company Y. The delimitations mentioned above have been made to keep the study relevant.

1.3 Structure of the thesis

There are six chapters in this research. The intention of the introductory chapter is to explain the need for the research, present the research questions and study aim, as well as bring forth delimitations. The theoretical framework is explained in the second chapter, including previous research and theories relevant to the research, as well as definitions of frequently used terminology in the study. The third chapter explains the method of the study, including the research process, the plan for data collection and analysis, as well as subjects such as ethics, validity, and reliability of the study. Chapter four contains the research results and findings, which are further examined and discussed in chapter five. Chapter six summarizes the key results and concludes how they may be used effectively, as well as pointing out the limitations of the study, ethics, and recommendations for future research.

2 Theoretical Framework

The theoretical framework of this study includes a definitions' section of frequently used terminology, previous research on Gen Z motivation at the workplace, a section on who Gen Z are, as well as different theories on motivation, including the self-determination theory.

2.1 Definitions

This section defines frequently used terminology in the study, in order to guarantee that the reader will comprehend the study's components in the manner in which they are intended.

Generational cohort – A collective term for individuals born within a specific time period who have similar attitudes and preferences (Pinto, 2020). According to Dimock (2019), there is no clear science behind generational cutoff points, and generational cohorts should essentially be seen as instruments that enables researchers to analyze historical shifts in viewpoints over time. Generational cohorts offer means of comprehending how a certain generation experiences global events, such as technical, economic, and social transformations (Dimock, 2019). Therefore, the exact years of generational cohorts differ from source to source.

According to Statistics Finland (2020), the population of Finland was 5 533 793 in 2020. 2 636 256 were considered to be a part of the workforce of which 2 284 673 were employed (Statistics Finland, 2020). Of those, who were employed, 2 249 195 were between ages 18 and 64, while 35 478 were at the age of 65 or over (Statistics Finland, 2020). The Finnish workforce is therefore at the moment made up of 4 different generations: the Baby Boomers (born between 1946-1964), Gen X (born between 1965-1980), Millennials (born between 1981-1996) and lastly Gen Z (born between 1997-2012) (Seemiller and Grace, 2018 & Dimock, 2019).

Generation Z / Gen Z – Generation Z or Gen Z will be defined as the generation of individuals born between 1997-2012 in this research. Generation Z has been defined as “the group of people who were born between the late 1990s and the early 2010s, who are regarded as being very familiar with the internet” by the Oxford learners dictionary (2022c), and as “the generation of people born in the late 1990s and early 2000s” by Merriam-Webster (2022b). Considering distinct formative experiences such as new technology and socioeconomic advancements, Pew Research Center decided to define Generation Z as the generation of individuals born between 1997-2012 (Dimock, 2019).

Leaders – Kruse (2013) defines leadership as “a process of social influence, which maximizes the efforts of others, towards the achievement of a goal” in a Forbes article. Kruse (2013) further argues that leadership isn’t a form of authority or power but rather a social influence on people who needn’t be direct reports. According to Merriam-Webster (2022c) a leader can be defined as a person who leads and who has commanding authority or influence. In the context of this research, leaders are referred to as persons in an organizational environment who have followers that they influence. Leaders may be thought of in this context as working positions such as Shift Lead, Team Lead, and Department Manager. Since Company Y is a small scale-up company consisting of 145 employees, the social influence of leaders higher up in the hierarchy, such as the CEO, might also have an influence on employees in the bottom of the hierarchy pyramid, as a result of the relatively small, family like and tightly woven company culture.

Workplace Environment – The workplace environment is a challenging concept to define, since it is the ambiance that surrounds the workplace and in which everyone

participates. According to Patro (2020), workplace environment is defined as the surroundings in which an employee works and operates. Kohn (2017) argues that the definition of work environment is the encouragement or support received from coworkers and leaders. Rehman and Khatoon (2022) on the other hand define workplace environment as the geographical location, social characteristics, and condition in which individuals execute their job. Carlicchi (2017, p.2) defines the workplace environment as everything that increases employee engagement and motivation, including their interactions with coworkers, supervisors, various teams, the organization and its culture, and lastly the facilities, services, and amenities provided to the employees.

2.2 Previous research on Gen Z motivation at the workplace

The purpose of this section is to explore previous research and analyze the yielded results. Previous research about the topic Gen Z motivation at the workplace have, however, mainly been quantitative. According to a quantitative study made by Baldonado (2018), Gen Z gave both hygienic and motivating aspects great importance, but the most important source of motivation was growth followed by achievement, work itself, responsibility, and advancement. In contrast, status, recognition and working conditions weren't as important motivational sources (Baldonado, 2018). Kirchmayer and Fratričová (2018) claim that the results of their quantitative study show that Gen Z is mostly motivated by enjoying the work itself, the quality of relationships with co-workers, as well as achieving personal goals. According to the same study, workload, work-life balance, organization of working time and job security didn't seem to be important motivational factors for the generational cohort (Kirchmayer and Fratričová (2018). A study carried out by Lee et al. (2022) revealed that autonomy, corporate social responsibility, and transformational leadership were all strongly associated to Gen Z's intrinsic motivation. The correlation between intrinsic motivation and employee retention was statistically significant for Gen Z, according to Lee et al. (2022). According to Mahadevan's research done in 2021, both intrinsic and extrinsic motivational factors were important for Gen Zers. The results showed that important motivational factors for Gen Z were participating in team projects, being valued for their opinions, the feeling of accomplishment, freedom to use own initiative, challenges, growth, work-life balance, reasonable reward, good working environment, praise from superiors, job security and advancement (Mahadevan, 2021).

2.3 Gen Z

2.3.1 Who are Gen Z?

As previously stated, Gen Z are defined as the generation of individuals born between 1997-2012. Generational cohorts provide a way to understand how a given generation perceives different events and revolutions, because of the circumstances in which they have grown up to (Dimock, 2019 & Wilson, 2021). When Gen Z experienced 9/11 in 2001, it served as a warning that international terrorism had entered their environment (Wilson, 2021). Wilson (2021) also reports that Gen Z experienced the Great Recession from 2007 to 2009, which had a significant negative impact on their family finances. Generation Z has lived through many history-making events such as the 9/11 terrorist attacks, the economic downturns and recessions, health crises, racial division and riots, the redefining era of gender roles and family structure, as well as the technological revolution (Wilson, 2021 & Seemiller and Grace, 2018).

2.3.2 iGeneration

Gen Z is known for being born into a digital world, where every physical aspect has a digital equivalent and as a consequence, they have been making their mark in the corporate world by showcasing higher levels of digital proficiency (Stillman and Stillman, 2017). Having grown up with technology, Gen Z know exactly how to implement it. Technology has been involved in all aspects of life, both at work and in private life and it has given everyone the opportunity to share opinions, values, and thoughts on a massive scale (Batten, 2022). Since Gen Z grew up in an online technological environment that is always on, they have also been called the iGeneration and has commonly been portrayed as being tech-savvy (Dimock, 2019). Thus, Gen Zers value technology but also prefer being able to work independently (Paggi and Clowes, 2021, p.5).

2.3.3 Strengths of Gen Z

According to some managers and researchers, inaccurate assumptions and stereotyping may be fostered by generalizing people based on their age (Paggi and Clowes, 2021, p.5). A lot of companies discover however, that knowing generational variations may improve their ability to understand employees and assist with how to react to the different cohorts

(Paggi and Clowes, 2021, p.5). Gen Zers are known for being adaptable, having a good view on life, and being able to work well with others, as a consequence of being raised in a fast-paced society where social media and technology are ever present (Paggi and Clowes, 2021, p.7). According to Seemiller and Grace (2018), Gen Z's top strengths include honesty, kindness, humor, fairness, and judgment. Even if Gen Zers might not possess the common sense of earlier generations, they are motivated and determined to learn, ready to leave their mark in the world and keen to take action to improve it (Paggi and Clowes, 2021, p.7).

2.3.4 Challenges of Gen Z

While working with the tech-savvy, pragmatic and youthful generation offers numerous benefits, there's a lot of challenges as well, according to employers, supervisors, HR managers and survey respondents (Paggi and Clowes, 2021, p.5). Since Gen Zs are so used to being online all the time, it comes as no surprise that Gen Z employees browse the web while they should be working, which affects their attendance, dependability, and consistency (Paggi and Clowes, 2021, p.26). According to Paggi and Clowes (2021, p.26), a survey executed by Salary.com showed that when Gen Z were bored or unchallenged, they admitted they were more prone to waste work time online. It is therefore important for leaders to keep their Gen Z employees busy with new challenges.

The findings of a survey carried out by Kirchmayer and Fratričová (2018), showed that the nature of the job and work-life balance are the most important factors for Gen Z when looking for a future employer. Gen Z also believes that rewards are a significant element in both job retention and job happiness (Kirchmayer and Fratričová, 2018). Young employees might anticipate an unreasonably simple route up the corporate ladder and become dissatisfied if they aren't rewarded or promoted when they feel that they have mastered something (Paggi and Clowes, 2021, p.22). Consequentially, it is crucial to be upfront with Gen Z recruits about the income and advancement potential already during the hiring process, as well as assisting them to develop a career development plan that outlines their personal professional aspirations, the steps necessary to get there and any assistance that the company may be able to provide (Paggi and Clowes, 2021, p.22).

According to an article by Cullinane (2014), many members of Gen Z would rather send a text than leave a voicemail because the receiving person can tell if you sound nervous. Although it is crucial implementing a multichannel communication style, texting is Gen Z's preferred method of communication over talking on the phone (Hughes, 2022). Hughes (2022) reports that nearly 75% of participants in a LivePerson study on the digital lives of Millennials and Gen Z said they would rather text than talk on the phone. Employees from Generation Z will certainly benefit from some training to enhance their communication skills, as they are used to communicating primarily through text messaging and are less likely to excel in spoken communication (Paggi and Clowes, 2021, p.28). Gen Zers rarely use their much used devices for voice conversations and might not be as familiar with the appropriate ways to handle phone calls at work (Paggi and Clowes, 2021, p.28).

2.4 Motivation

In 1962, Vinacke defined motivation as the conditions responsible for variations in intensity, persistence, quality, and direction of ongoing behavior. In other words, motivation initiates, guides, and maintains goal-oriented behavior.

2.4.1 Theories of motivation

The traditional theories of motivation are based on instincts and were primarily influenced by psychodynamic theories of personality, especially by Freud's perspective (Conte and Landy, 2018, p.312). These theories were, however, proved useless because of their circular character and in addition they neglected how an individual and their environment interacted due to its' emphasis on internal causes of behavior (Conte and Landy, 2018, p.312). It is, however, important to acknowledge the history of motivation theories, in order to understand the modern theories, including person-as-intentional approach, the control theory, the self-efficacy theory, as well as the self-determination theory, which is performing a more central role in this study.

Skinner, who is considered the father of modern behaviorism, proposed the behaviorist approach in 1938. The behaviorist approach focused on the behavior directly on the environment instead of focusing on any internal needs or instincts (O'Donohue and Ferguson (2001, p.10). The theory of behaviorism or reinforcement theory proposes that

behavior is influenced by three factors: stimulus, response, and reward (O'Donohue and Ferguson, 2001, p.10). The idea is that if a response to a certain stimulus is reinforced by reward, it is likely to occur again when that stimulus is present.

Maslow proposed a new theory in 1943, which replaced instincts with a specific set of needs which included physiological needs, safety needs, love needs, esteem needs, and the need for self-actualization as visualized in Figure 1. Maslow's hierarchy of needs proposed that when one set of needs was satisfied by environmental factors, the next higher level of needs got activated, allowing the environment to play a part in motivated behavior (Maslow, 1943).



Figure 1. Maslow's Hierarchy of Needs (Maslow, 1943).

In 1935, Lewin introduced a field theory which suggested that various psychological factors interacted with one another and came together to produce a final path of action. Lewin (1935) proposed that each factor either attracted or repulsed the person, and the theory became known as group dynamics.

Herzberg (1966) suggested a new theory, the two-factor theory, which proposed that there are two basic needs instead of the five that Maslow had introduced (Conte and Landy, 2018, p.321). Herzberg's two-factor theory included hygiene needs, and motivator needs. The intrinsic needs are similar to Maslow's physical and security needs, and the motivator needs are extrinsic needs and similar to Maslow's social, esteem, and actualization needs. Intrinsic motivation is the process of acting in a way which is personally fulfilling, while extrinsic motivation involves acting in a certain way to receive a reward or avoid punishment. According to Herzberg, addressing hygienic needs would end unhappiness but not encourage motivated behavior or positive fulfillment and on the other hand, satisfying motivational needs would require work and lead to positive satisfaction (Conte and Landy, 2018, p.321). According to Conte and Landy (2018, p.321), Herzberg's theory led to far more research than Maslow's theory, but it was as criticized and unaccepted as Maslow's.

The behaviorists and the need theorists competed for dominance in motivation theory between 1940 and 1960. By 1960 there were new theories of motivation that placed more emphasis on the individual's decision-making and mental processes (Conte and Landy, 2018, p.313). According to Conte and Landy (2018, p.313), today's motivation theories are primarily cognitive and emotional in nature and focus on what individuals think about and how they think about choosing courses of action.

2.5 Motivation at the workplace

According to Conte and Landy (2018, p.328), one of the most representative modern workplace motivation theories is the person-as-intentional approach, which assumes that individuals are intentional in their behavior. Locke and Latham (2013, p.11) argue that the goal-setting theory proposed by Locke et al. in 1990 has developed into a sophisticated and thorough approach to work motivation and expanded into a variety of other fields as well including leadership, psychotherapy, sports, and business. According to Conte and Landy (2018, p.328), a goal's ability to motivate people has been widely proven and most studies show that if a person accepts precise and challenging goals, it will result in improved performance.

Another modern motivation theory is the control theory, in which the foundation is that motivation is a feedback loop concept and addresses the gap between the intended aim and the actual goal (Conte and Landy, 2018, p.329). The control theory suggests that individuals are active self-regulators who rely on feedback to adapt to changes in their environment (Conte and Landy, 2018, p.329).

Self-efficacy is becoming more and more significant in most modern theories of work motivation (Conte and Landy, 2018, p.332). Bandura (1986) labeled self-efficacy as the notion of someone's capability of carrying out a certain action or accomplish a particular objective and can be generated through mastery experiences, modeling, social persuasion, or physiological conditions, according to Conte and Landy (2018, p.332).

2.5.1 Self-determination theory

The study of intrinsic and extrinsic motivations led to the development of the macro theory of human motivation known as self-determination theory (SDT), which then expanded to include study of workplace organizations and other areas of life (Deci et al., 2017). According to Deci et al. (2017), self-determination theory has focused on the connection between motivation and organizational issues on performance and wellbeing for decades. Self-determination theory is concentrated on what supports high-quality, sustained motivation, and what encourages engagement in employees. According to Deci et al. (2017), self-determination theory involves creating an environment at the workplace where employees feel encouraged in exercising their autonomy, which leads to higher employee satisfaction as well as improvement of the organizational performance. Self-determination theory therefore offers a framework for enabling employees to be more involved as they and their organizations evolve and flourish. The theory outlines various aspects, such as leadership styles and pay conditions, which promote employees' autonomy and competence at work. Deci et al. (2017) discuss that an employee's level of motivation for their work activities has an impact on both their own performance and their overall wellbeing. As a result, SDT distinguishes between distinct forms of motivation and that each type of motivation has functionally different triggers, consequences, and outcomes (Deci et al. (2017).

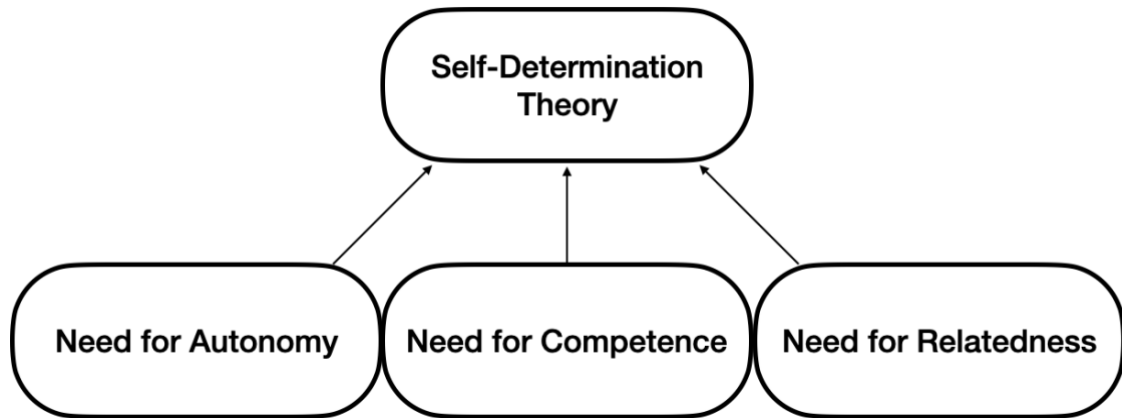


Figure 2. *Self-Determination Theory (Baumeister & Leary, 1995).*

According to Baumeister & Leary (1995), SDT presupposes three fundamental human needs that are connected to self-determination and the drive for people to act: (1) the need for autonomy, (2) the need for competence, and (3) the need for relatedness as depicted in Figure 2. The need for autonomy refers to acting rather than feeling controlled, the need for competence refers to the psychological drive to feel capable and confident enough to attain desired results, and the need for relatedness includes the fundamental need for enduring social connections (Baumeister & Leary, 1995). In other words, individuals are more likely to internalize and integrate a practice or value if they feel they have a choice regarding it, are effective at practicing it, and feel connected to others who represent it.

Deci et al. (2017) reports that Hon (2012) discovered that when managers empowered employees and supported autonomy and coworkers supported relatedness, the employees were more autonomously motivated and more creative in their work, whereas the opposite was true when the managers were coercive and pressuring. Researchers in Norway found that when managers supported their staff members' fundamental psychological needs, it resulted in less psychosomatic symptoms, less emotional weariness, fewer turnover intents, and higher levels of autonomous motivation (Williams et al. 2014 in Deci et al., 2017). According to Deci et al. (2017), it is evident from various research that individuals will perform better at their jobs if they passionately believe in the core work values and goals, and that there will be additional benefits if the workgroup shares these beliefs. Employees are more likely to perform better, learn better and be more adjusted when they

recognize the value and purpose of their work, feel ownership and autonomy in carrying it out, and receive clear feedback and support (Deci et al., 2017).

Numerous studies have confirmed the hypothesis of the self-determination theory, which supposes that satisfying these needs will cause motivation to change from controlled to autonomous (Baumeister & Leary, 1995). Howard et al. (2021) researched the multidimensional nature of workplace motivation and the significance of a continuum structure in the self-determination theory using complementary variable- and person-centered methods. The findings identify self-determination as the most significant element influencing an employee's motivation (Howard et al., 2021). The results also support the theoretical stance that universal self-determination is a necessary ingredient of motivation but does not adequately capture an employee's drive (Howard et al., 2021). The self-determination theory is used in this study as it provides a thorough, well-supported, and multidimensional definition of motivation.

2.5.2 Gen Z motivation at the workplace

Gen Z members may characterize themselves as motivated, determined and driven (Seemiller and Grace, 2018). A third of Generation Z has claimed to be the hardest working generation (Workforce Institute, 2019). However, according to Workforce Institute (2019), Gen Z say they do so when they are motivated by things like flexibility and competitive benefits. According to Seemiller and Grace (2018), 74% of Gen Z members answered in a survey that success motivates them, particularly when they know that it will count toward a future goal or a chance for a promotion. For Gen Z, getting credit may also entail completing gamified tasks in exchange for badges or tokens, since many members of the generation may be acclimated to the immediate feedback and customized aspect of going through an experience with levels, lives and unlocking new territory as a reward for their labor because they grew up with access to video games (Seemiller and Grace, 2018).

Understanding the value of work-life balance is vital, especially in the wake of the 2020 pandemic. For Generation Z, amenities like paid time off, hobbies and mental health days are essential (Workforce Institute, 2019). A major component of encouraging a healthy workplace is offering healthy food and beverages, by expanding the variety of food

alternatives available in the office. 72% of Gen Z believe that eating healthily is important for both their physical and emotional well-being according to a survey conducted by Opinium (Southey, 2021). Leaders should therefore consider what promotes healthy lives, wellbeing, and perks that go above the norm while trying to attract Gen Z and thereby guarantee that a healthy lifestyle is reflected in all facets of employment. Generation Z has demonstrated a similar drive for social justice and complete equality as the previous generation, the Millennials (Batten, 2022). Due to the influence of social media, Gen Z is heavily involved in the community, and they care about the planet and its people (Batten, 2022). Paggi and Clowes (2021, p.48) also discuss that Gen Z employees are likely to be politically engaged and committed in their communities because they crave a sense of meaning in their lives. Employers should therefore invite Gen Z employees and listen to their opinions and input in organizational plans, projects and ideas (Paggi and Clowes, 2021, p.48). Seemiller and Grace (2018) discuss that Gen Zs value relationships greatly and are relationally driven. According to Seemiller and Grace's (2018) study, 75% of Gen Z respondents said they were driven by the need to not let people down and by making a difference in the lives of other people. In all aspects of their existence, this generation seeks change. According to a BBC study conducted in the UK, Gen Z is much more worried about racism, gender equality, and discrimination against LGBTQ+ people than previous generations (Kingman, 2017). Since Gen Z are constantly striving to increase equal opportunities, leaders should make choices for an inclusive and diverse workplace and thereby ensure that the expectations of Gen Z are met.

Gen Z want their leaders to be open and trustworthy and are interested in knowing the bigger company's objectives, what the company is working toward, and the results (Batten, 2022). Gen Z also value expressing themselves and engaging in open dialogue with the leadership staff (Batten, 2022). According to Paggi and Clowes (2021, p.32), workers perform better than those who don't experience a sense of connection to their employer, manager, and coworkers. Due to their high levels of collaboration, Gen Zers may anticipate becoming friends with many of their colleagues and even their managers (Paggi and Clowes, 2021, p.32). This approach naturally fosters a blending of friendship and professionalism, which might lead to issues. Common motivators of Gen Z employees at the workplace according to previous research are visualized in Table 1.

Motivators of Gen Z employees at the workplace
Flexibility
Competitive benefits
Success
Healthy lifestyle
Social relationships and collaboration
Equality, Inclusivity, Diversity
Open and trustworthy leaders
Open dialogue with leaders
Common objectives and goals
Purpose

Table 1. Motivators of Gen Z employees at the workplace.

3 Method

This chapter explains the research design behind the study. The aim of the study and the research process is described in detail and includes methodological choices and a description of the research process followed in this study.

3.1 Research process

The methodology used for the study is a qualitative inductive study, in the form of semi-structured interviews. According to Saunders et al. (2019), semi-structured interviews encourage two-way communication and therefore allows for more opportunities to elaborate discussion on different topics. For this reason, semi-structured interviews are conducted in the data collection of this study. Since the qualitative research is conducted with only one technique, the study employs a single data gathering approach, known as a mono method qualitative study (Saunders et al., 2019).

Qualitative research is a type of naturalistic study which aims to acquire knowledge about a social phenomenon in their natural environment. To establish a conceptual framework and theoretical contribution, qualitative research examines participants' meanings and interactions utilizing a range of data, gathering techniques and analytical approaches (Saunders et al., 2019). Words and images are used to derive meaning in qualitative research, in other words, non-numerical data is collected and analyzed to better comprehend concepts, views or experiences (Saunders et al., 2019). According to Saunders et al. (2019) and Hair et al. (2019), qualitative data can be gathered through a

variety of sources, including observations, field notes, photographs, video recordings, and interviews.

An inductive approach to theory creation is a naturalistic and emergent research design utilized to create a theory or establish a richer theoretical viewpoint than what is already available in literature (Saunders et al., 2019). Inductive research begins with data collection to investigate a phenomenon and ends with the generation or construction of theory, typically in the form of a conceptual framework (Saunders et al., 2019).

3.1.1 Motivation of methodological approach

Since the research questions intend to explore a situation of social culture without defining any numerical factors, it is natural to choose the qualitative methodology approach. Deeper knowledge will be gathered by semi-structured interviews as the research aim is to understand what motivates Gen Z at the workplace and what leaders can do to create a workplace environment where Gen Z employees feel motivated. Another reason for choosing interviews as the research methodology, is the fact that most previous studies about the topic have been quantitative.

3.2 Qualitative interviews as a method

In an interview, the researcher directly addresses the respondent. When collecting information on sensitive or complex topics, interviews may be especially useful since they allow for the use of open-ended questions to collect relevant data (Hair et al., 2019).

3.2.1 Semi-structured interviews

Structured interviews are completed through standardized and pre-determined collections of identical questions in questionnaires (Saunders et al., 2019). Semi-structured interviews and unstructured interviews are, on the other hand, non-standardized. The interviewee's philosophical assumptions decide how they utilize the preset collection of preset lists of topics (Saunders et al., 2019). According to Saunders et al. (2019), semi-structured interviews encourage two-way communication and therefore allows for more opportunities to elaborate discussion on different topics. Therefore, semi-structured interviews were conducted in the data collection of this study. The interviews were carried

through with the help of an interview guide (Appendix 2), which included questions which reflect the research questions, and which are in accordance with the theory part of this study.

3.3 Interviewee sample

Qualitative samples are usually smaller in size than quantitative data samples (Ritchie, J. et al, 2013). Qualitative research produce data that is rich in detail, and as a result, each unit of data gathering will result in hundreds of informational details (Ritchie, J. et al, 2013). Sample sizes must therefore be kept on a reasonable scale, in order to do justice to the data. The semi-structured interview data was gathered from 8 anonymous Gen Z employees in the scale-up company in Finland. 4 teams contributed to the interview and 2 interviewees were chosen from each team, as visualized in Table 2. Each pair included one male and one female. The interviewees' birth year ranged from 1997 to 2004. For a phenomenon to be included in the analytical map, it simply has to occur once (Ritchie, J. et al, 2013). There is therefore a limit beyond which expanding the sample size doesn't produce more evidence (Ritchie, J. et al, 2013). The saturation level was achieved after 8 interviews, after which no further interviews were booked.

Work title	Team within Company Z
Shift Leader	Delivery Team
Shift Leader	Delivery Team
Traffic Coordinator	Dispatch Team
Traffic Coordinator	Dispatch Team
Customer Advisor	Customer Service
Customer Advisor	Customer Service
Operations Coordinator	Operations
Fulfillment Team Leader	Operations

Table 2. Interviewees' work titles and teams.

3.4 Data collection

The method is inductive rather than deductive, by researching what existing data there is, making observations in interviews, analyzing the collected data and emerging the theories into a conclusion of what motivates Gen Z employees at the workplace and what leaders can do to create a workplace where Gen Z employees feel motivated.

1-hour interviews were booked with each interviewee and the interviews lasted around 30 minutes each. The length of the interviews depended on how much the interviewee elaborated on different questions, as well as on the amount of follow-up questions. Before the interviews began, the interviewer reiterated the fundamental details that were sent to the interviewees in advance, including the purpose of the interview, the nature of the interview, the fact that the interview will be recorded and transcribed, and the assurance of the interviewee's confidentiality and anonymity throughout the research. There were 15 pre-defined thematic questions which were asked from the interviewees in line with the interview guide (Appendix 2). The interview guide was used in all interviews, and further in-depth questions were asked depending on the interviewees' answers to elaborate further on certain topics. The interviews were held 1-on-1 with the researcher and interviewee. Three of the interviews were held face to face and five interviews were conducted through Google Meets. The interviews were held in Finnish or Swedish to assure that the interviewees were able to respond in their own mother tongue and thereby keeping the trustworthiness of the research high, by not being limited linguistically. All interviews were recorded on the interviewer's smartphone and transcribed shortly after each interview was held. The recordings were permanently deleted after transcription. The transcriptions provided 4-8 pages of data per interview.

3.4.1 Interview guide

The semi-structured interviews were conducted with the help of an interview guide (Appendix 2), which includes questions that reflect the study's research questions, the theoretical part of the study as well as previous research. A Millennial employee, from Company Y, served as the pilot subject for the semi-structured interview, in order to determine how well the questions were understood and how much time one interview would take. Suitable changes were made following the piloting. The interview guide served as a structure for the interviews, but in order to thoroughly explore the subjects raised by the responder, the interviewer might have had to reword, rearrange or clarify the questions in the interview guide during the interviews. The interviewer also encouraged participants to talk about the topics related to the study by asking them additional open-ended questions.

3.4.2 Data analysis

This study includes a qualitative content analysis, which relies on the data source of, for example, pre-existing text (Hair et al., 2019). According to Hair et al. (2019), a qualitative content analysis focuses on recorded human resources including manuscripts, voice recordings, and journals. The intention of the analysis was to identify, quantify and examine the occurrence, significance and connections of specific words, themes, or concepts in the given set of qualitative data.

After the data was obtained it was analyzed by transcribing it (Appendix 7, 8, 9, 10, 11, 12, 13 and 14), reviewing, and exploring it, creating codes (Appendix 3), combining codes into themes, and lastly, finding similar patterns, translating them (Appendix 4), and presenting them as potential guidelines for further operational implementation. The written data required human coding based on themes discovered by the researcher, using systematic analysis and observation of the interview transcripts. Many words or phrases with essentially the same meaning were discovered after doing the preliminary content analysis, which resulted in the researcher creating comprehensive categories with the same meaning.

The interviews were carefully read several times by the researcher, to identify common words and themes, upon which the most relevant parts were highlighted to different categories and sorted out to different themes by color-coding (Appendix 3). The themes were added to an excel-sheet and the sentences from the interviews were copy-pasted into the sheet in accordance with the theme. When all relevant data for the research questions had been labeled and added to different themes in the sheet, the themes were organized and categorized to smaller second line clusters as depicted in Table 3.

Main themes	Need for autonomy	Need for competence	Need for relatedness	Other motivational factors
Secondary topics	Influence Trust Clarity Accepting diversity	Variation & Personal development Advancement Success	Team & Interpersonal relationships Open communication culture Relationship with leader Equal treatment Common objectives and goals Feedback	Compensation Flexibility Purpose Awareness

Table 3. Main themes and secondary topics.

The data was coded in accordance with the theoretical framework of self-determination theory since components of SDT were brought up frequently. In addition to the self-determination theory, there were a few other relevant themes of importance that reoccurred throughout the interviews and were therefore included in the content analysis as well. Therefore, the coding framework was made up by the need for autonomy, need for competence, and need for relatedness, as well as an additional main theme including other motivational factors. Saturation was reached by reading through the transcriptions several times and making sure that all relevant data was added and included under the different themes. Incoherent and irrelevant data was dismissed. Quotes from the interviews were used to conclude the results. The quotes were translated from the original interview language, Finnish or Swedish, to English (Appendix 13).

3.5 Validity and reliability

The interviewees were born between 1997 and 2004, which is a narrow 8-year gap, since younger Gen Zers aren't yet a part of the workforce. If the same study would be conducted at a later point in time, the results might vary, since it might include answers from younger Gen Zers who are born later than 2004.

The chosen interviewees work in different teams and have different work titles, in order for the collected data to be as broad as possible within the same generation and company. The interviewees were asked before being interviewed in which language they want to be interviewed, so that they have the opportunity to be interviewed in their own mother tongue. Being interviewed in one's own mother tongue minimizes misunderstandings and

increases the reliability of the study. The interviews were conducted in Finnish and in Swedish. The interview questions in the interview guide have been reviewed to match the research question. A test interview has been conducted to secure that the interview questions are clear and easy to understand. All interview questions in the interview guide were asked from all interviewees, in order to secure a consistent flow of data. The collected data has been reviewed multiple times and coded systematically by the frequency of same or similar words used throughout the interviews.

3.6 Ethics

The researcher has made all data anonymous and treated the information confidentially in all contexts throughout the study. The interviewees have given their consent to participate in the interviews beforehand and have signed a consent form before the interviews. The interviewees are however familiar with the researcher through work connections, which might affect their answers. The interview recordings have been stored anonymously on a password-protected smartphone until transcription, which upon the recordings have been deleted. The quotes used in the research are designated by an interviewee number to preserve the confidentiality of the interviewees.

4 Results

The results of this study intend to answer the research questions “What makes Gen Z employees feel motivated at work?” and “How can leaders create a workplace environment where the motivational needs of Gen Z are met?”. To answer the research questions, the interviews included questions involving motivation, the workplace environment, and leadership. The data analysis identified 4 main ubiquitous categories within all three themes inspired by the self-determination theory: the need for autonomy, need for competence, and need for relatedness in accordance with the self-determination theory, in addition to other motivational factors, including compensation, flexibility, purpose, and awareness. The results are depicted with figures, as well as quotes from the interviews. To protect the interviewees’ anonymity, the quotes are identified by an interviewee number. The quotes have been translated from the original interview language, Finnish or Swedish, to English (Appendix 13).

4.1 Need for autonomy

The need for autonomy was identified throughout the interviews and is circumstantially understood as influence, trust, clarity, and diversity. The empirical data showed that Gen Z employees want to be able to influence their own work and the development of the company they work for. It is also of greatest importance for Gen Z to feel trusted, not being micromanaged, having clear instructions, and being accepted for one's diversity and way of working. Highlighted motivators that are related to the need for autonomy were influence, trust, clarity, and diversity, while factors such as being insignificant, micromanagement, unclarity, and homogeneity seemed to decrease motivation for Gen Z, as visualized in Figure 3.

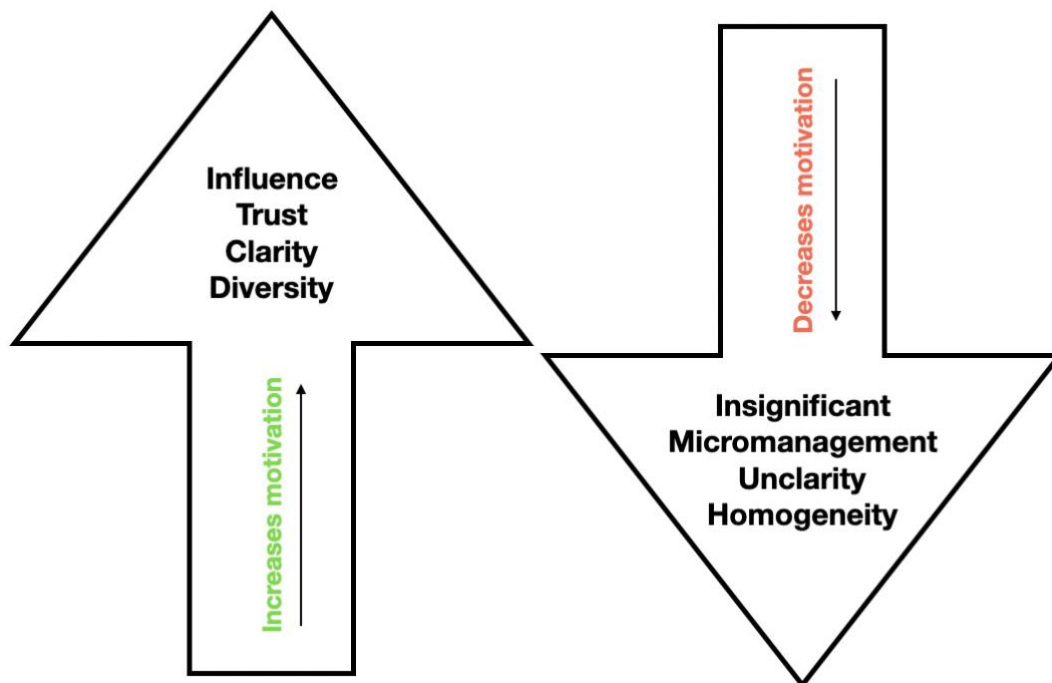


Figure 3. Autonomy motivators and demotivators. N=8

4.1.1 Influence

Several interviewees stated that it is important to be able to influence at the workplace, and a big part of it is being able to openly discuss about new ideas, the acceptance of new ideas, and the implementation of them. It was also stated that it is important to see the results of your own influential work. When asking interviewees what motivates them at work, some of them answered the following:

"The fact that my superiors accept my ideas and my views on things. It is really important to me that I am listened to, and that I am allowed to speak and share my ideas." (Interviewee 1)

"Here you can really influence things a lot. If there is an idea or an opinion, it is listened to, and we even start doing it right away if it's a good idea." (Interviewee 5)

4.1.2 Trust

Trust is in this context related to the trust between an employee and their leader. The importance of trust was highlighted in several interviews. Gen Z employees value when their leaders trust them to do their work independently. The opposite of trust was depicted as micromanagement and was mentioned several times throughout the interviews as well. Interviewees stated that they value trust and that they were massively demotivated by micromanagement.

"In my opinion, it is important to be understanding towards one's own employees. And the fact that there is not so much micromanaging, meaning that one does not always steer in a certain direction by one's own words or actions, but rather trusts and gives the employee the opportunity to show their own abilities." (Interviewee 1)

"What also should be avoided is excessive lurking. That somehow there's no trust, and here comes the importance of trust again. If you lurk and don't trust your employees, it'll lead to other problems. When the rules are clear to everyone, there is no need to lurk. Both parties know how things work. If you don't know, you ask." (Interviewee 4)

4.1.3 Clarity

Some interviewees stated that it is important to know which specific goals and end results are desired, in order for them to get into the right mindset and have clarity on what to do by themselves. It was also highlighted that instructions need to be clear, and that the leader should be available if any questions were to arise regarding the work tasks.

"That I am given certain information about what outcome is desired. There are certain frames, but you can come up with your own ideas as well. The specific goal is given, which the desired end result of that specific project is, and some specific frames. You can then think for yourself how to go about doing it. I also don't mind if there are exact instructions, because some things need to be handled in a certain way. I also like the fact that you can try things yourself, and then find out for yourself if something works. There's freedom to some extent, but if a situation arises where you don't know what to do, you can go and ask your supervisor or someone else how to do it." (Interviewee 3)

”That the instructions are so unclear, that you get confused on what you were supposed to do. I feel that the leader should be telling me what to do in a sense. If the instructions are really unclear, basically nothing will come of it.” (Interviewee 4)

4.1.4 Accepting diversity

Accepting diversity has according to the respondents contextually to do with the acknowledgement and acceptance of people being different and therefore working in different ways, as opposed to homogeneity.

”That we let people be the way they are, and accept that people are really different, with different traits, and that this is reflected in their work as well. Someone might in a completely different order than someone else, and someone might be burdened much more by something, than someone else. One needs to understand, that not everyone is the same, and doesn’t do those things the same way.” (Interviewee 1)

”A good work environment is one where everyone can work in their own way. If you have certain ways to work according to, then you’ll do so, but how you get to that point should be personal. To give room for people to do things in their own way.” (Interviewee 2)

4.2 Need for competence

The need for competence contextually included themes such as variation, personal development, success, and advancement. The respondents said that it is motivating for Gen Z to have variation in their daily work tasks, to be able to personally develop and grow. They also stated that situations of success, which might come out of challenging situations, motivates them. Several interviewees also highlighted that it is motivating to see the company they work for advance and move forward. Demotivators on the other hand were all things constant i.e., things which didn’t develop, whether that is the employee’s own knowledge, skillset, career path, work tasks or how the company operates. Figure 4 depicts the motivators and demotivators relating to the need for competence.

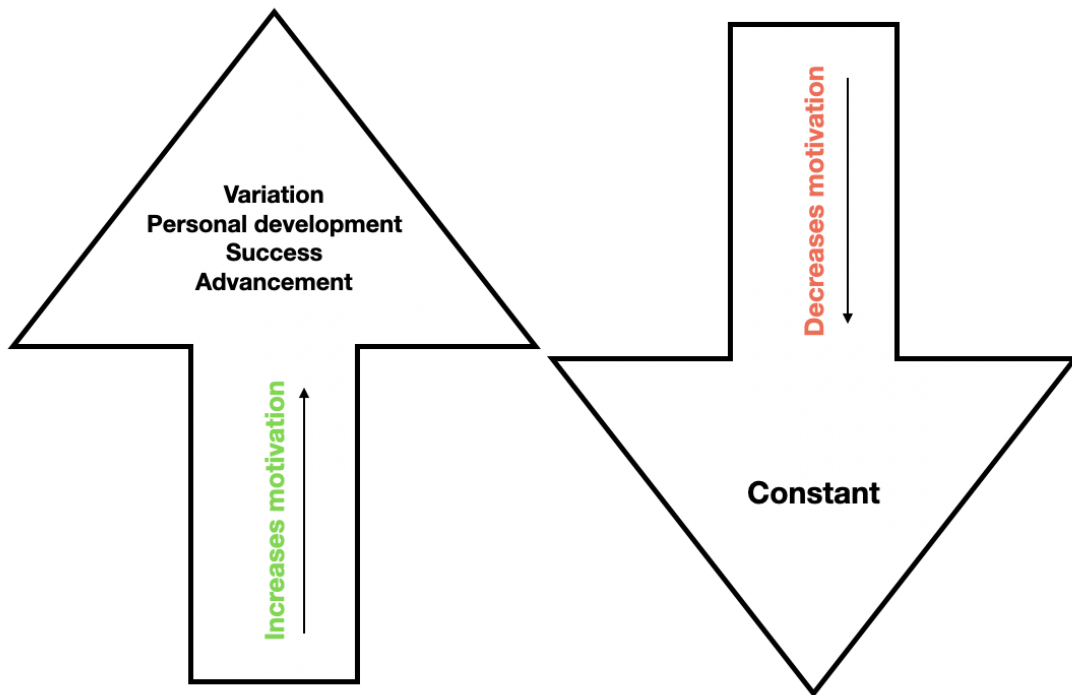


Figure 4. Competence motivators and demotivators. N=8

4.2.1 Personal development through variation

Gen Z interviewees find it motivating when there is variation in their work tasks. Several interviewees pointed out that it is motivating for them to be offered new challenges, as well as opportunities to be part of different projects, and to develop one’s own work or the company in general.

“I enjoy if some kind of problematic situation arises, in a way. No matter what it is, because new things are challenging.” (Interviewee 1)

”At least in my own position, I want to develop things, and I want to be offered to be in different projects, or even work in a different department, because it brings some interest and different content to that day.” (Interviewee 7)

”If it feels like the development curve no longer moves forward in any way, I would ask my leader for more work, so that I’m constantly trying to develop myself and not stay in the same spot.” (Interviewee 4)

”The opportunity to develop yourself and your job are things which motivate me very much.” (Interviewee 2)

4.2.2 Advancement

Advancement does contextually mean growing together with the company, i.e., the advancement and growth of the company itself, as well as the possibility of future positions opening. Advancement was mentioned as a motivator by several interviewees.

"It's motivating when there's constant growth and things to do, and that we want to improve all the time and not just stand in one place." (Interviewee 6)

"Especially in our company, it is really motivating, because we are such a young and evolving company, that there might arise positions that we don't even know about yet." (Interviewee 1)

4.2.3 Success

According to the interviewees, Gen Zers get motivated by moments of success. It appears that moments of success may be small situations in daily work where one can learn or overcome something new. Situations like success may occur when employees are capable and self-assured enough to achieve desired results.

"Well, in customer service work for example, when a customer has a problem and you get it solved, it motivates you and you get the feeling of "yes, I got this solved!" (Interviewee 3)

"Situations of success are motivating" (Interviewee 3)

"A good day is one where you learn something new, have moments of success, possibly experiences of failure, so that you also get to learn something" (Interviewee 8)

4.3 Need for relatedness

It is clear, that Gen Z employees require a sense of attachment and belonging. The need of relatedness was the most popular topic in the interviews. All interviewees mentioned that their colleagues and teams motivate them at work. Common motivators which were brought up in the interviews were the team, open communication culture, a good relationship with the leader, equal treatment and common objectives and goals. Demotivating factors were on the other hand explained as negative atmospheres, closed communication, poor relationship with one's leader, unequal treatment, as well as no common direction. The motivators and demotivators related to the need for relatedness are visualized in Figure 5.

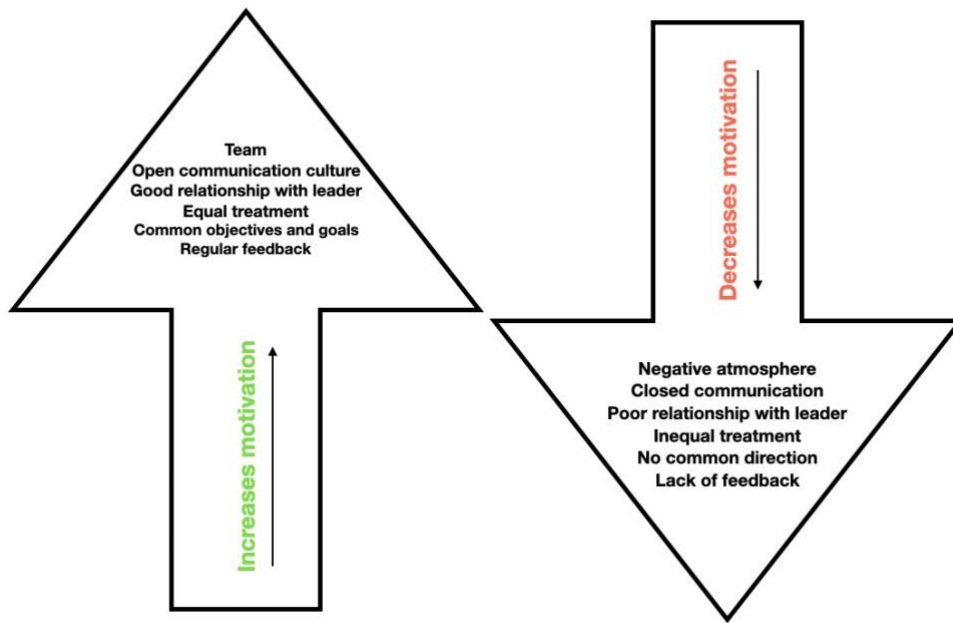


Figure 5. Relatedness motivators and demotivators. N=8

4.3.1 Team & Interpersonal Relationships

Team members and the team were mentioned especially in the context of motivation and what motivates one to go to work, as well as being an important part of the workplace environment.

"That I get to see people, we have a great team, so it's always great fun to come into the office"
(Interviewee 2)

"Definitely colleagues, and in general a good spirit of the work community. When you come to work, you don't have the feeling of it not being nice to come to, but that the work community is receptive, relaxed and comfortable, and that there is trust, which is important. (Interviewee 4)

The importance of not having a negative atmosphere was also mentioned several times, and contextually involved negative feelings towards drama, talking bad about others behind their back, judging and bullying.

"In my previous jobs there was a lot of judgement of diversity and a negative atmosphere in every way. If you made a mistake, you were judged by being laughed at, which creates a lot of pressure, instead of being helped and encouraged." (Interviewee 1)

**"If it's generally a very bad environment and atmosphere, it would be very sad for me even if I have nothing to do with it. It is the kind of thing that would be very bad in the long term."
(Interviewee 2)**

4.3.2 Open communication culture

The majority of the eight interviewees mentioned that open communication culture is an important motivational factor in their workplace environment. The respondents highlighted that there should be open communication culture overall, as well as in the relationship with their leader.

"In my opinion, it's also important that a co-worker can be a friend, and that the environment is open, like the kind of workplace environment that we have. I haven't experienced anything like this before, and I've realized that it's really important, because teamwork also works much better this way." (Interviewee 1)

"A kind of openness. If there's something to ask, I can ask, and things can be flexible in both directions. An open atmosphere, where you don't have to be afraid of the leader, but where you can ask if there's something bigger or smaller on your mind which worries you" (Interviewee 3)

"Leaders should avoid the kind of overdrive which destroys open discussion culture, and acting as though openness is important or stating that the culture is open, when the experiences and the reality is something completely different from what is allowed to be assumed. There should be a common goal, the same direction and a possibility to interact and discuss." (Interviewee 8)

4.3.3 Relationship with leader

The interviewees pointed out that the relationship with their leader is a crucial part of their motivation towards the work itself. They highlighted that the leader should be one of the team, rather than someone on a different level who one should fear. The importance of discussion between the leader and the employees was also mentioned several times throughout the interviews. Respondents also highlighted that it is important for leaders to take everyone into account, to acknowledge one's employees, as well as giving feedback and praising them.

"Of course he is our boss here, but really, he is more like a friend, and we can do things with him in our spare time. He doesn't try to put a wall between us and give instructions from the other side of the wall, but he comes to our side of the wall and is with us and takes initiative with our issues, and I think that is very important. It has had a huge impact here." (Interviewee 2)

”That the leader gives support and that they are a member of the team. Yes, they are responsible for a certain project or team, but is part of the team, rather than there being a team and a separate leader.” (Interviewee 3)

”I get motivated by discussions where leaders check with their employees how it is going. That’s where you get the opportunity to clearly discuss things, in one direction or the other.” (Interviewee 4)

4.3.4 Equal treatment

Equal treatment was highlighted by several interviewees, when asking how a leader can create a workplace environment where the interviewee feels motivated. Leaders taking everyone into account and behaving equally towards all their employees, seem to be important values for Gen Z.

”A good leader takes everyone into account, the employees can speak up about their own thoughts with trust, which means that they can trust their leader and open up if something is on their mind.” (Interviewee 4)

”In my previous workplace, there was a lot of pressure and unequal treatment and almost bullying from the leaders’ side” (Interviewee 7)

”That the manager is equal towards everyone and takes everyone into account.” (Interviewee 3)

4.3.5 Common objectives and goals

Common objectives entail that all work members and individuals contribute, pooling their efforts in a collaborative fashion, towards the same goal. This theme was brought up when asking what a good workplace environment is and what motivates the interviewee.

“What is motivating in the current company is the fact that we are a new and developing company, and we have a clear mission that we want to achieve. I know what I'm doing when I come to work, and I know what our common goal is.” (Interviewee 1)

”That you’re doing tasks which are essential and which promotes the common goal and objectives, whatever it is you’re doing.” (Interviewee 8)

4.3.6 Feedback

According to Gen Z employees, it is important to receive regular feedback about one’s performance and accomplishments, in order to feel motivated at work. Two interviewees

mentioned that the feedback doesn't necessarily have to originate from the leader, but that it can come from someone's subordinate as well.

"A leader can create a motivated workplace environment with small everyday things, such as encouragement and praising one's daily work. That's one thing which increases motivation and interest towards the work itself. Acknowledgement helps with motivation. (Interviewee 7)

"I get a successful and happy feeling if my employees praise me, or the day, or the general feeling. It always gives me the best feeling, and a good feeling that I have done something right. Perhaps that is the biggest thing of all, which warms my heart." (Interviewee 7)

"You never got positive feedback from things you did, and you didn't know if you really were doing something good." (Interviewee 2)

"That you get a good amount of positive feedback, and also constructive feedback if there's something you can improve. And the fact that you can openly ask what could have been handled better. A kind of really open conversation about everything all the time." (Interviewee 1)

4.4 Other motivational factors for Gen Z in the workplace environment

The Generation Z respondents highlighted a few additional themes of importance, including compensation, flexibility, purpose, and awareness.

4.4.1 Compensation

The topic of compensation was only brought up in one of the questions, where the interviewer asked if the interviewee would rather work in an ideal environment with low pay, or in a less ideal environment for more pay. Three out of eight employees stated that they would rather work with better salary in a less ideal environment. The three employees, who stated that they would rather work with better salary, were males.

"Maybe somewhere in between, but if you have to choose one or the other, probably with a better salary. If it's something in your own field, you still want to get more out of your own expertise. Even if the work environment is an important factor, you still don't want to do the job for a bad salary when you know that you can earn more with that job." (Interviewee 5)

"With better pay in a not so ideal environment." (Interviewee 1)

"The financial balance and security is so important to me that I could suffer a little, if the work environment wouldn't be so nice, if I got a really good compensation for it. For me the salary and

the fact that I get that reward for that work that I do is really important, so I can manage and feel safe overall.” (Interviewee 1)

On the other hand, five out of eight interviewees said that they would rather work in an ideal environment with lower pay. Some of the interviewees who chose this option highlighted that it is the best choice when considering the situation from a long-term perspective.

”I would rather work in an appreciative, open, honest and fair environment with a lower salary, because that way you have enough strength to manage in a meaningful way, and I believe that everyone wants to do their best possible effort towards their work.” (Interviewee 8)

”I’d rather be in a lower paying position, for example my current job, where I can thrive. The compensation should be really high in an unpleasant environment, in order for me to be able to carry on for a longer time.” (Interviewee 7)

Salary and compensation were overall mentioned as motivators throughout the interviews by several interviewees.

“Of course I’m also motivated by the compensation I get from the job.” (Interviewee 7)

”The salary and compensation that I get from work also motivates. It is also motivating to know that you can earn much more as well. Salary should be talked about much more. A person deserves the compensation if they have reached a certain position. I generally want to believe that a person deserves the compensation, and that salaries should be talked about much more.” (Interviewee 1)

4.4.2 Flexibility

Gen Z employees seem to value substituting rigid regulations with generic recommendations, as well as combining the structure and support of a regular office with autonomy.

”A kind of openness, and if there’s something to ask then you may ask, and that there’s flexibility in both directions.” (Interviewee 3)

”If you think of motivation over all, I think it is very motivating if you have a job that you can do remotely. It has to do with trust, that these days it is OK, and you might work better from home as well” (Interviewee 4)

4.4.3 Purpose

Gen Z employees appear to reflect on what the organization's impact and purpose is. Gen Zers value when their leaders create possibilities where the employees can do purposeful tasks. Leaders should also inform the employees about the impact they have with their work, according to Gen Z respondents. Employees seem to be more likely to be motivated at work if they know they're working with something purposeful.

"That you feel that the work is meaningful, and that you can learn, develop, and be able to challenge yourself with other things" (Interviewee 8)

"If you start from the very basics, then of course you have to be motivated at work by what you do. It is clear to you that what is expected of you and what you do there, and that you have a feeling that the work is meaningful in some way, and that you want to come and do it every day" (Interviewee 4)

4.4.4 Awareness

Awareness contextually means leaders being aware of what the needs and thoughts of Gen Z are, in order to be able to lead by example in a modern and present-day manner.

"I feel like we're in such a transitional phase in the workplace right now because my generation is coming into the workforce, and I feel like we're demanding different treatment. People my age and younger are very aware of what belongs to us, what is right, and what is wrong. So somehow, I feel that the management should try to keep up with the fact that it is no longer possible to use leadership styles in the same way as 10 years ago." (Interviewee 7)

"A kind of present-day leadership, which correlates with well-being at work. It is nice to come to work, when people at the workplace are woke and follow the trends." (Interviewee 4)

"Somehow, the fact that you would have to know how to treat everyone equally, and somehow get into this world of our generation and how we experience these things. I feel that it would certainly help with leadership, if leaders understood how we are aware of things today." (Interviewee 7)

4.5 Summary of main themes

There doesn't seem to be one standalone thing to motivate Gen Zers at the workplace, as it is a rather complex and multifaceted topic. The main themes that were identified in the coding scheme (Appendix 3) were influence, trust, clarity, accepting diversity, variation and personal development, advancement, success, team and interpersonal relationships,

open communication culture, relationship with leader, equal treatment, common objectives and goals, feedback, compensation, flexibility, purpose, and awareness.

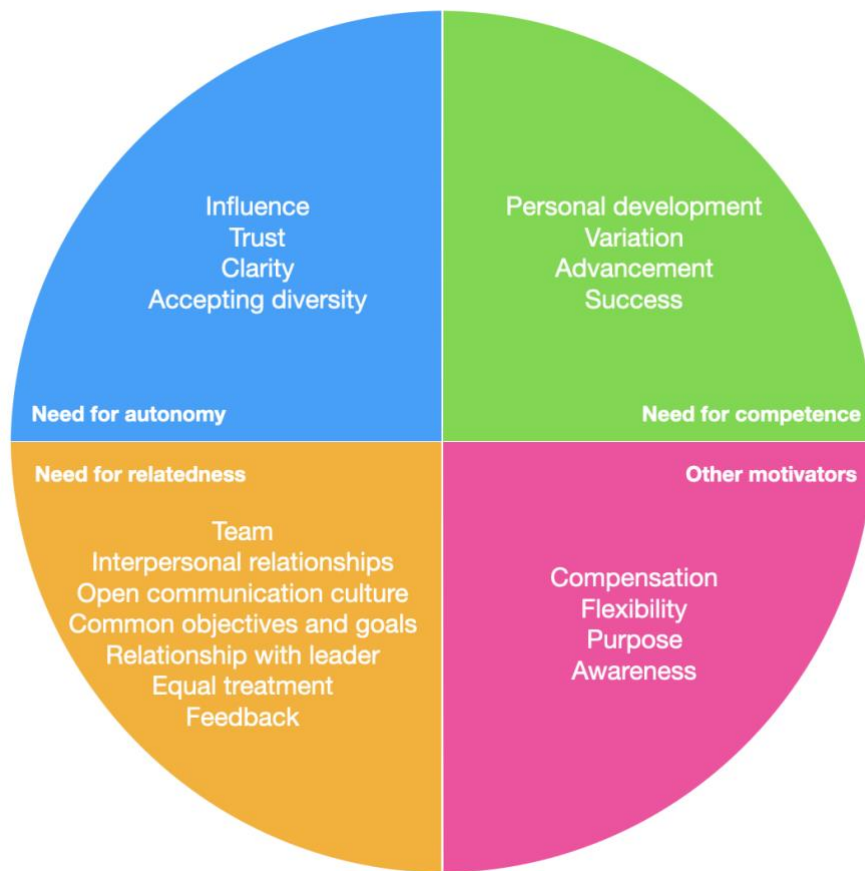


Figure 6. Summary of main themes. N=8 (Appendix 3)

5 Discussion

This chapter discusses the empirical result findings in relation to theory and previous research. The main themes are theory-driven and mainly inspired by the self-determination theory, in addition to other Gen Z motivators in the workplace environment, including compensation, flexibility, purpose, and awareness.

5.1 Self-determination theory

The self-determination theory assumes three basic human needs, the need for autonomy, the need for competence, and the need for relatedness, which are all linked to self-determination and the motivation to take action.

5.1.1 Need for autonomy

The self-determination theory involves creating a workplace culture where individuals feel supported in expressing their autonomy, which improves company performance and increases employee happiness (Deci et al., 2017). Therefore, self-determination theory provides a framework for encouraging employee involvement as individuals and organizations to grow and develop as a result. Lee et al. (2022) found a substantial correlation between Gen Z's intrinsic motivation and autonomy.

The empirical results of this research showed that it is important for Gen Z employees to be able to influence their own work and the development of the company. Interviewees also highlighted that they need to feel trusted, not being micromanaged, having clear instructions, and being accepted for one's diversity and way of working. Factors such as unclarity, homogeneity, not being able to influence, as well as being micromanaged, seemed to decrease motivation for Gen Z.

5.1.2 Need for competence

The physiological urge to feel capable and self-assured enough to achieve desired results is known as the need for competence (Baumeister & Leary, 1995). In accordance with the empirical results, Gen Z found themes such as variation, personal development, success, and advancement as important motivators in their work. Gen Z employees need variation in their daily work tasks to be able to personally develop and grow, and they also long for the feeling of success, which might be the result of a challenging situation. It was also highlighted in the interviews several times, that Gen Z employees feel motivated from seeing their company advance and grow. On the other hand, demotivators were all things constant, i.e., things that didn't change, such as the employee's expertise, skillset, career path, work tasks or how their organization is being operated.

5.1.3 Need for relatedness

The need for relatedness is the basic need for enduring social connections and belongingness (Baumeister & Leary, 1995). According to Deci et al. (2017), Hon (2012) found that employees were more autonomously driven and more creative in their work when managers promoted autonomy and when coworkers supported relatedness.

According to Seemiller and Grace (2018), Gen Zers value relationships immensely and are relationally driven.

It's obvious that Gen Z workers need a feeling of attachment and belonging. The need for relatedness was the most often discussed subject in the interviews of this study. All interviewees stated that their teams and coworkers are important motivators. Topics such as the team, an open communication culture, a positive relationship with the leader, equal treatment, and shared objectives and goals, were frequently mentioned as motivators during the interviews. When employees receive clear feedback and support, they are more likely to perform and learn better (Deci et al., 2017). According to the control theory, people actively self-regulate and rely on feedback to adjust to environmental changes (Conte and Landy, 2018, p.329). In order to feel motivated at work, Gen Z employees believe it is critical to regularly receive feedback on one's performance and successes, according to the empirical findings of this study. It was mentioned by two interviewees that they get motivated when receiving feedback from their subordinates, proving that feedback doesn't always have to be given by a leader in order to motivate.

5.2 Other motivational factors for Gen Z in the workplace environment

In addition to themes related to the self-determination theory, other motivational factors including compensation, flexibility, purpose, and awareness, were highlighted as motivators by the respondents.

5.2.1 Compensation

According to Workforce Institute (2019), Gen Zers claim to be motivated by competitive benefits. Compensation and salary weren't highlighted as motivators for Gen Z in previous research mentioned in this study. The respondents were asked if they would prefer to work in an ideal work environment for lower pay, or in a less ideal work environment for more pay. 5 out of 8 interviewees answered that they would rather have lower pay and work in an ideal workplace in the long run. In addition to the previously mentioned question, numerous interviewees mentioned salary as a motivator in other contexts. These respondents also mentioned that they are motivated by the compensation

that they get from the job, and that employees deserve compensation for the work they do.

5.2.2 Flexibility

Workforce Institute (2019) claims that Gen Zers get encouraged by factors like flexibility. According to the empirical findings of this study, Gen Z employees value and get motivated by flexibility in the form of working remotely for example.

5.2.3 Purpose

Gen Z workers are likely to be politically active and dedicated to their communities because they want a sense of purpose in their life, according to Paggi and Clowes (2021, p. 48). Therefore, it is important for employers to listen to Gen Z workers opinions and advice regarding strategies, projects, and ideas. According to Deci et al. (2017), people are more likely to perform, learn, and adjust better, when they understand the importance and purpose of their work. Deci et al. (2017) furthermore discuss that it helps having ownership and autonomy of carrying their work out, as well as receiving clear feedback and support. The results of this study confirmed that employees seem to be more likely to be motivated at work if they know they're working with something purposeful. Interviewees also highlighted the importance of getting regular feedback, in the form of both positive and constructive feedback.

5.2.4 Awareness

The distinct generational cohorts in the workforce have been extensively discussed in books, press statement from consultants, and articles in newspapers and magazines (Macky et al. 2008 & Paggi & Clowes, 2021, p.5). Comparatively, Generation Z has received significantly less attention, and the awareness of their needs and motivators are therefore analogously lower, according to Seemiller and Grace (2018, p.10). The empirical findings of this study showed that Gen Zers value leaders being aware of what the needs and thoughts of Gen Z are, in order to be able to lead by example in a modern and present-day manner.

5.3 Summary of connections between previous research and empirical findings in this study

The results of this study had similar ideas as previous research about Gen Z employee motivation and about how leaders can create a workplace environment where the motivational needs of Gen Z are met, as visualized in Table 4. Previous research stated that a healthy lifestyle and a workplace which promotes a healthy lifestyle is one motivator of Gen Z employees. The topic of a healthy lifestyle wasn't however mentioned in the interviews or results of this study. However, the empirical findings of this study found quite a few new topics which weren't mentioned as such in previous research. New topics included influence, trust, clarity, variation, personal development, and advancement. These topics can however be seen as parts of bigger themes, such as autonomy and competence, and might therefore have been mentioned under other comprehensive topics and discussions in previous research.

Motivators of Gen Z employees at the workplace according to previous research	Motivators of Gen Z employees at the workplace according to empirical findings in this study
Flexibility	Flexibility
Competitive benefits	Compensation
Success	Success
Social relationships and collaboration	Team & Interpersonal relationships
Equality, Inclusivity, Diversity	Equal treatment, Acceptance of Diversity
Open and trustworthy leaders	Relationship with leader
Open dialogue with leaders	Open communication culture
Common objectives and goals	Common objectives and goals
Purpose	Purpose
Feedback	Feedback
Awareness	Awareness
Healthy Lifestyle	-
-	Trust
-	Clarity
-	Variation & Personal development
-	Advancement
-	Influence

Table 4. Comparison between theoretical and empirical findings.

6 Conclusion

The aim of this study was to answer the research questions of what makes Gen Z employees feel motivated at work and how leaders can create a workplace environment where the motivational needs of Gen Z are met. The study's findings were somewhat consistent with earlier studies on the motivation of Gen Z employees at the workplace and how leaders may foster a workplace environment that meets Gen Z demands. Gen Zers' motivation at the workplace is a complicated and multifaceted issue, thus there doesn't seem to be a single element to motivate them. According to the empirical findings of this study, Gen Z employees are motivated at the workplace by flexibility, compensation, success, their team and interpersonal relationships, equal treatment, acceptance of diversity, relationship with leader, open communication culture, common objectives and goals, purpose, feedback, awareness, trust, clarity, personal development through variation, as well as advancement, and influence. Based on these results, it can be concluded that both intrinsic and extrinsic motivational factors are important for Gen Zers.

6.1 Practical implications for management

Generation Z is responsible for shaping the workplace of the future. Given that this new generation has higher expectations for the workplace than any other before it, it will be helpful for leaders to understand their characteristics and preferences in order to develop a company culture that plays to their advantages.

In order to support Gen Z at the workplace, leaders should build a team where they trust their employees enough for them to work independently and autonomously, while being available, as well as supporting the employees if needed. Autonomy can be supported by creating a workplace environment where the instructions and objectives are clear, so that the employees feel that they know what they're doing and what the end goal is. Leaders can also support autonomy by accepting diversity and letting employees work in their own diverse ways, as long as the common goal is clear for everyone.

Gen Zers seemingly have a need for competence which leaders can help fulfill by enabling their employees to work on different projects and a variation of work tasks in order to learn and personally develop with suitable amount of support. It is also important

for Gen Zers to advance on their career as well as advance together with the company they work for. It is therefore recommended for leaders to consider giving their Gen Z employees promotions and opportunities to advance. Gen Z also get motivated from situations of success, whether it be big or small. Leaders may help with situations of success by supporting their employees to be competent and self-assured enough to produce desired results.

Interpersonal relationships, with both colleagues and the leader, are important factors for Gen Zers motivation at work. Leaders are recommended to create relationships with their employees, as well as maintaining the relationships by for example having one-on-one talks every so often. Leaders can also create a positive team spirit by leading by example. Gen Zers get motivated in a workplace environment where everyone is equally treated and where there is an open communication culture, which is why leaders should aspire to communicate transparently and avoid treating employees unequally. Another motivator for Gen Zers is common objectives and goals, where all individuals contribute and combine their efforts in a cooperative manner to achieve the same result. This can be acquired by creating and communicating the common goal clearly and transparently. In order to feel motivated at work, Gen Z employees believe it is critical to regularly receive feedback on one's performance and successes, whether the feedback comes from the leader or other colleagues.

It is recommended to review Gen Zers compensation and make sure that it is up to the standard in their respective position, since Gen Zers are aware of and motivated by a fair salary. Leaders should also be flexible with the working arrangements, since flexibility is one factor that motivates Generation Z. Flexibility at the workplace can be created in the form of the possibility of remote work, or flexible working hours for example. It's also important for Gen Zers to feel that the work they're doing has a purpose, in order to be more motivated at work. Therefore, it is crucial for the leader to provide opportunities for the employees to perform activities with purpose. All in all, it is important for leaders to be aware of Gen Z's demands and viewpoints, in order to set a modern and present-day leadership style for others to follow.

6.2 Limitations of the study

This study has some limitations. The research was only conducted in one company in Finland. Furthermore, it seemed like most interviewees were motivated in their current positions, with their workplace and with their leaders. As previously stated, generational cohorts should only be seen as instruments that allow researchers to evaluate historical changes in opinions across time, as there is no definite science that supports generational cutoff points. Most of the interviewees were about the same age, since younger Gen Zers aren't still in the working force and might have different perceptions than the older individuals in the generational cohort. This study doesn't therefore represent the whole Generation Z, as the sample size was small. However, in order for the research to be accurate and gather information and insights, as well as develop a deeper understanding of the subject, a small sample size was necessary. The theoretical part of this research, regarding the cohort of Gen Z and motivation, mostly included international and American authors, whereas there wasn't substantial theories or previous research done in the Nordics or in Finland. It is therefore hard to tell, if the international studies comply with the reality in the Nordics.

6.3 Ethical and critical review of the study

Throughout the course of the study, the researcher has kept all information private and treated it with confidentiality. The interview subjects have signed a consent form and given their prior approval to participate in the interviews. The respondents were however acquainted with the researcher through professional relationships, which may have influenced their responses. To protect the respondents' privacy, quotes used in the study is identified by an interviewee number.

The themes that came up in the results of the study were clustered into the closest self-determination theory need category. Some themes weren't considered a part of the SDT need categories and were therefore furthermore clustered into an additional category. The topics and categories could've been further reviewed and clustered differently.

Additionally, theories used in this study partly contained theories about motivation at the workplace in general, not necessarily taking particularly Gen Z into consideration.

6.4 Recommendations for future research

Since this study focused on Generation Z's motivation in the workplace, it is recommended to research the difference between Gen Z and Millennials' or Gen X's motivational factors at work. This research was conducted in a single company in Finland, and it is therefore recommended to conduct broader research within a variety of organizations and countries. This study is also conducted with a rather broad approach about motivational factors. The scope could therefore be narrowed down in future research, by focusing on certain motivational factors and gain deeper knowledge about specific motivators.

“Happiness is not in the mere possession of money; it lies in the joy of achievement, in the thrill of creative effort.”

Franklin D. Roosevelt

1882 - 1945

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Appendices

Appendix 1: Consent Form

Consent to take part in research

I voluntarily agree to participate in this research conducted by Karolina Wennqvist, studying at Arcada University of Applied Sciences. I understand that the reason is to gather information about Gen Z employee motivation and how leaders can create a workplace environment where the motivational needs of Gen Z are met.

I understand that my participation in this research is voluntary, and I can withdraw at any time or refuse to answer any question without any consequences.

I understand that all information I provide for this study will be treated confidentially. I understand that the researcher will not identify me by name and that my identity will remain anonymous throughout the report and results of this research.

I have had the purpose and nature of the research explained to me in writing and I have had the opportunity to ask questions about the study.

I understand that my participation involves being interviewed by Karolina Wennqvist. I understand that the interview will last approximately one hour. I agree to the interview being audio-recorded and transcribed. I understand that the researcher might take notes during the interview. The audio recordings will be stored on the researcher's smartphone, and they will be deleted as soon as the transcriptions has been made.

Faculty and administrators from Arcada University of Applied Sciences will not partake in the interview but will have access to raw notes and transcripts if needed. The notes and transcripts will not include any personal information that could be used to identifying me.

I understand that I will not benefit directly from participating in this research.

I have read and understood the description provided and have had all my questions answered to a level of my satisfaction.

I have received a copy of this consent form.

Name and signature of research participant

Date and place

Name and signature of researcher

Date and place

For further information, please contact Karolina Wennqvist at karolina.wennqvist@arcada.fi

Appendix 2: Interview Guide

Thank you for participating in a research study about Gen Z motivation at the workplace. The purpose of this study is to explore what motivates Gen Z at the workplace and how leaders can create a workplace environment where Gen Z employees feel motivated.

During this interview you will be asked to respond to several open-ended questions. You may choose not to answer any or all the questions. The interview will involve audio recording the interview and the recording will be transcribed word-for-word. Your contributions to the study will be anonymous and you will not be identified individually in any presentations or publications of this research. Do you have any questions before we get started?

Interview Guide

1. Background questions
 - a. What year where you born in?
 - b. What is your current work title?
 - c. How long have you worked for the company?

2. Motivation
 - a. What makes you feel motivated at work?
 - b. What is required for you to feel motivated at work? (Is there something without which you can not feel motivated?)
 - c. What motivates you to go to work every day?
 - d. Can you give me an example of a time where you stayed motivated while doing your everyday work?

3. Workplace environment
 - a. What do you perceive as a good workplace environment?
 - b. Think back to the worst work environment you've been a part of. What about it made it a terrible place to work? How would you make it a better place to work?

- c. Would you rather work in an ideal environment with low pay or a less ideal environment for more pay?
- d. What motivates you in your current company?

4. Leadership

- a. How can a leader create a workplace environment where you feel motivated?
- b. Can you think of an example where a leader has created a workplace environment where you felt motivated?
- c. What do you think leaders should avoid when creating a workplace culture where you feel motivated?

5. Tell me about a good day at work

Thank you for taking part of this research. Those were all my questions. Is there anything you would like to define more or any additional information that you would like to add to the topic?

Appendix 3: Coding Scheme

Category	Autonomy: People need to feel in control of their own behaviors and goals. This sense of being able to direct action that will result in real change plays a major part in helping people feel self-determined.	Category	Competence: People need to gain mastery of tasks and learn different skills. When people feel that they have the skills needed for success, they are more likely to take actions that will help them achieve their goals.	Category	Relatedness: People need to experience a sense of belonging and attachment to other people.	Category	Dont's	Category	Salary	Category	Other topics
Influence	Se, että pääsee vaikuttamaan, ja näkemään sen oman työn jäljen.	Variation	tavallaan nautin, jos tulee joku ongelmatilanne, oli se sitten mikä tahansa, että pääsen selvittää sitä koska sitten se taas vähän haastaa, kun on jotain semmoista vähän uutta.	Team	mukavat työkaverit	Negative atmosphere	No minun mielestäni pitäisi ainakin välttää ihan sellaiset perus piikittävät kommentit, pienet tiuskimiset.	Better Salary > Non Ideal Workplace Environment	Paremmalla palkalla ei niin ideaalisessa ympäristössä. kyllä silti se taloudellinen tasapaino ja turva on minulle niin tärkeä, että kyllä minä voisin vähän kärsiä siitä, että se työympäristö ei olisi niin kiva. Jos kuitenkin saisin siitä ihan hyvän korvauksen, koska minulle on kuitenkin se palkka ja se, että saa sen palkkion siitä työstä tosi tärkeätä, sen takia, että pärjään ja koen oloni turvalliseksi muutenkin kokonaisvaltaisesti.	Awareness	Minusta tuntuu, että tällä hetkellä ollaan sellaisessa murrosvaiheessa työpaikoilla, koska minun sukupolven ei tule töihin ja minusta tuntuu, että me vaadimme erilaista kohtelua. Minun ikäiseni ja nuoremmat ovat tosi tietoisia siitä, että mikä meille kuuluu ja mikä on oikein ja mikä on väärin. Niin sitten minusta jotenkin tuntuu, että johdon täytyisi yrittää pysymään mukana siinä, että ei enää voi johtaa samalla tavalla kuin 10 vuotta sitten.
Influence	minä yleensä katson esimerkiksi meidän toimintamme kokonaisuutta, ja sitten jos näen siinä jotain ongelmia, niin pyrin keksimään niihin ratkaisuja. Ja sitten vaikka en näkisikään mitään niin yritän aina ajatella kaikkea sillä	Variation	jos olisi tosi sellaista tasaista se työ, jos ei olisi mitään vaihtelua, niin en usko, että se motivoisi minua.	Team	tai että muuten vaan oli hauskaa työkavereiden kanssa.	Negative atmosphere	Allmánt ocksá sádant att inte tala illa om andra	Better Salary > Non Ideal Workplace Environment	Ehkä siitä väliltä, mutta jos pitää jompikumpi valita, niin varmaan paremmalla palkalla. Jos on jokin oman alan homma, niin haluaa kuitenkin omasta osaamisesta saada enemmän. Vaikka se työympäristö onkin isossa	Awareness	Jotenkin se, että täytyisi osata kohdella kaikkia samalla tasolla ja jotenkin päästä sisään tähän meidän sukupolven maailmaan ja miten me koemme näitä asioita. Minusta

	tavalla, että voisiko tätä asiaa kehittää jollain tapaa.								asemassa, niin ei silti halua huonolla palkalla tehdä sitä, kun tietää että sillä työllä ansaitsee enemmän.		tuntuu, että se auttaisi siinä johtamisessa varmasti, että ymmärtää, että miten me olemme tosi tietoisia asioista tänä päivänä.
Influence: Leader	että omat esimieheni ottaa minun ideoitani ja minun näkemyksiäni vastaan. Se on minulle tosi tärkeää, että minua kuunnellaan ja annetaan minun puhua ja kertoa minun ideoitani.	Variation	Tarvitsen semmoisia virikkeitä, ja semmoista, että tekee jotain konkreettista mikä pitää yllä sitä mielenkiintoa.	Team	att jag får se människor, vi har ett jättebra team så det är jätteroligt att komma alltid in till kontoret	Negative atmosphere	Turha draama ja se, että työjohto koki minun työni itsestäänselvyytenä.	Better Salary > Non Ideal Workplace Environment	Ehkä se ei niin ideaali paremmalla palkalla sinänsä, koska sitten pystyy myös itse omalla osalta vaikuttamaan siihen ei niin ideaaliin ympäristöön ja suunnittelee omat työtehtävät. Kaikella tietysti rajansa, että vaikka olisi kuinka hyvä palkka ja työympäristö ajaisi semmoiseen tilanteeseen, että olisi burnoutin partaalla, niin eihän se sitten ole hyvä. Mutta semmoinen tietynlainen epäideaalinen ympäristö niin sen pystyy minun mielestäni paikata omalla suhtautumisella ja toiminnalla.	Transparency	läpinäkyvyys ylipäänsä firmassa, että ei ole hierarkiaa esimiesten ja työntekijöiden välissä, mutta sitten myös se, että kaikki muukin on läpinäkyvä, kuten info. Infotaan ja on palavereja kaikkien kanssa ja semmoista nykypäivän tällöistä, joka korreloi siihen työhyvinvointiin
Influence	tykkään tosi paljon keskustella ja jutella ja kertoa minun mielipiteitäni, niin nautin tosi paljon semmoisesta haastamisesta ja ehkä vähän väittelystäkin	Variation	Haluan itekin ainakin omassa asemassa kehittää asioita, että haluan että minulle tarjotaan mahdollisuuksia olla vaikka eri projekteissa, tai olla vaikka eri osastolla, koska se tuo jotain mielenkiintoa ja erilaista sisältöä siihen päivään.	Team	kollegat ja semmoinen yleinen energinen ilmapiiri	Negative atmosphere	Olen ollut useammassaakin työpaikalla samalla alalla, niin siellä se tekeminen on ollut sellaista, että tuomitaan paljon sitä erilaisuutta ja se on vähän semmoinen negatiivinen ilmapiiri kaikin puolin. Jos vaikka teet virheen, niin sen sijaan, että sinua autettaisiin ja kannustettaisiin, niin sinut tuomitaan, vaikka nauretaan tai vastaavaa, joka sitten taas luo	Lower Salary > Better Workplace Environment	Ehdottomasti tuo ensimmäinen, eli matalampi palkka ja ihanteellinen työpaikka. Siksi, koska koen, että olen luonteeltani sellainen, että työ on kuitenkin niin iso osa elämää, niin tavallaan stressitasot nousee helposti. Mieluummin viihdyn työssäni, sitä tehdään kuitenkin tavallaan koko sydämellä, ei mieltä siinä sitä rahaa, vaan viihdyn mieluummin. Jos olisi	Purpose/Personal development	että kokee sen työn merkityksen liseksi mitä tehdään ja sellaiseksi, että osaa oppia ja kehittyä ja pystyy haastaa itseään muilla asioilla.

						paljon paineita.		parempi palkka ja ei niin ideaali ympäristö, niin näkyisi varmaan vapaa ajalla, minun käytöksestäni, olisin stressaantunut. Yritän tietenkin kovasti, mutta näen kuitenkin itseäni siinä tilanteessa, että sitten jos lähtisi ihan kaootiseksi, niin voisi jopa lamaanua siitä, että vaikuttaa sitten muuhun elämään varmasti. Tietenkin tässä puhutaan varmaan kuitenkin ääripäistä, tietenkin jonkun tason stressinsietämistä ja epäjumavuus alueelle meneminen on hyvästä.			
Influence	tavallaan saan siitäkin semmoista hyvää fiilistä, koska katon työn jälkeä ja niitä viikkoja et okei, nyt on taas kolmellekymmenelle kuljettajalle heitetty työvuorot ja siinä myös tulee semmoinen tietynlainen vastuu tunne.	Variation	Jos nykyinen yritys haluaisi, että olisin täällä töissä pidempään, niin minusta tuntuu, että täytyy tulla semmoista muutosta tosi usein ja sen työpaikan täytyy tarjota just niitä pieniä virikkeitä, että jaksan pysyä motivoituneena pidempään. Tuntuu, että omaikäiset vaatii just paljon enemmän, mikä tarkoittaa sitä, että työpaikan täytyy yrittää keksiä niitä keinoja, joita kannustaa meitä pysymään siellä.	Team	Se, että näkee kollegoita ja kerkeää jutella.	Negative atmosphere	om det är allmänt jättedalig omgivning och atmosfär så skulle det vara jättestraktigt för mig även om jag inte har något med saken att göra. Det är en sådan sak som i långa loppet säklart skulle vara jättedaligt	Lower Salary > Better Workplace Environment	Tottakai haluaisi olla ideaalisessa työympäristössä, mutta kun miettii tätä maailmanmenoa, niin kyllä se raha on aika tärkeä. Se riippuu mistä summista puhutaan, mutta valitsen kyllä kuitenkin varmaan sen ihanteellisen työpaikka ja matalampi palkka.	Purpose	Ehkä se oma tahtotila tai se oma kiinnostus sitä tekemistä kohtaan
Influence	Saan siitäkin motivaatiota, kun olen semmoisessa asemassa et saan päättää ja vaikuttaa siihen.	Personal development	sitten jos tuntuu siltä, että nyt ei enää kehityskaari mene millään tavalla eteenpäin, niin sitten pyytää esimieheltä esimerkiksi lisää hommia. Ettei tavallaan jää siihen täysin samaan, pyrkii koko ajan	Team	Ehdottomasti työkaverit, sitten ylipäänsä semmoinen tavallaan työyhteisön hyvä henki, että kun tulet työpaikalle niin tavallaan ei ole semmoista fiilistä että ei olisi kiva tulla työpaikalle,	Age rasism	Mielestäni on tärkeää puhua siitä, että poistettaisiin semmoinen tietynlainen ikärasismi töistä tottakaise ikä tuo sitä kokemusta ja semmoista mutta olen kuitenkin silti sitä	Lower Salary > Better Workplace Environment	Sanotaanko näin, että en menisi takaisin tuommoiseen ympäristöön, vaikka sieltä saisi tosi hyvää palkkaa. Mieluummin olen matalalalkkaisessa paikassa, esimerkiksi	Purpose	että se työpaikka on kiinnostava ja, että se tarjoaa minulle itselleni sellaisia henkilökohtaisia mahdollisuuksia kehittyä

			kehittämään itseänsä.		vaan, että se työyhteisö on vastaanottavainen ja rento ja mukava, ja että luotetaan toisiin, niin se on tärkeää.		mieltä, että tosi nuoret voi olla yllättävänkin fiksuja ja hyviä työssään ja tuoda siihen semmoista tietynlaista näkökulmaa mitä vaikka puolet vanhemmalla ei olisi		nykyisessä työpaikassa, jos on hyvä olla. Jotenkin tuommoinen epämiellyttävä ympäristö niin, se kompensatio pitäisi olla tosi korkea, että siellä jaksaisi pidempään.		
Influence	No nykyisessä yrityksessä motivoi just se, että me ollaan uusia kehittyvä yritys, ja meillä on semmoinen tietynlainen selkeä missio mitä me halutaan saavuttaa, eli minä tiedän mitä minä teen, kun tulen töihin ja tiedän, mikä on se meidän tavoite. Ja tavallaan se, kun ei olla lähellekään mikään valmis paketti missään osaluueessa. Koko ajan pystyy haastaa sillä omalla ajattelulla, että miten joku asia voitaisiin tehdä paremmin.	Personal development	Det att man får utveckla sig själv och sitt jobb är en sådan sak som motiverar mig jätte mycket.	Team	hyvä yhteishenki siellä työpaikalla, semmoinen fiilis, että ihmiset vaikka ihan odottaisi, että ilmestyt sinne työpaikalle, että sinulla on hyvä fiilis tulla sinne. Ei tule muuta mieleen, tässä tulee ilmi se, että työpaikalla se henki on todella tärkeää, että viihdyt.			Lower Salary > Better Workplace Environment	Kyllä minä mieluummin tekisin semmoisessa arvostavassa ja avoimessa ja rehdissä ja reilussa ympäristössä matamalla palkalla, kun jaksaa sitten olla paljon mielekkäämmän ja kuitenkin uskon siihen, että kaikki haluaa tehdä parhaimman mahdollisen työpanoksensa ja muuta tällaista.	Purpose	Jos lähtee ihan peruspilareista, niin tietenkin työssä pitää motivoida tavallaan se, että mitä teet, se sinun työtehtävä, sinulle on selkeää se, että mitä sinulta odotetaan ja mitä sinä siellä teet, ja sitten se, että sinulla on semmoinen fiilis, että se työ on merkityksellistä jollain tapaa, että haluat tulla tekemään sitä päivittäin
Influence	att jag har mycket olika projekt på gång och jag kan skapa nya och att det inte hela tiden är samma rutin utan att jag kan hitta på något och göra något nytt. Och kanske också ha någon påverkan på vår firma.	Personal development	Om det inte skulle finnas några nya saker eller nya utmaningar, så då skulle jag inte orka.	Team	työyhteisö, on hyvä meininki, kaikki on täysiiä mukana	High hierarchy	Just se hierarkia. Että tavallaan esimies melkein pelottaa sinua, et uskalla sanoa hänelle asioita, hän pitää sinua mitättömänä. Hierarkia.	Lower Salary > Better Workplace Environment	I korta loppet så just mindre ideala med mera lön, för att alla människor orkar en stund jobba i en dålig omgivning. Men i långa loppet skulle det troligen vara jättetungt och påverka andra människor i livet och allmänt på ens egna välmående. Nog sku jag kanske ändå säga ideala med mindre lön, även om mindre lön är i denna nuvarande situation ganska hemskt, men nog skulle det troligen ändå vara det alternativet.	Lack of feedback	att man måste fundera vad man säger på jobbet och hur man skall göra saker och ganska stor prestationsångest, även om jag gjorde mitt jobb bra. Så man fick aldrig positiv feedback av saker man gjorde och man visste inte att gör man på riktigt något bra.

Influence	Täällä pääsee myös oikeasti vaikuttaa asioihin tosi paljon. Jos on jokin idea tai mielipide, niin sitä kuunnellaan, ja sitä lähdetään ihan vaikka heti tekemäänkin, jos on hyvä idea.	Personal development	nya erfarenheter	Team	Hyvä työilmapiiri	Pressure	Painostaminen, eli sellainen, että on pakko tehdä jotain	Salary motivates	hyvät tekijät ansaitsevat hyvän korvauksen siitä työstä mitä tehdään. Sekään ei saisi olla kiven ja ruusun ja kaiken muun alla, että missä määrin tai no joo, onhan se keskeinen kustannuskysymys tietenkin aina. Ymmärrän myöskin johdon näkemyksen. En tiedä, että jos pitkällä aikavälillä tätä asiaa miettii, niin kuinka moni kokee arvostuksen sitten, jos pelkkiä sellaisia kiittelyitä ja lämmintä kättä tulee pelkkänä arvostuksen osoituksena, niin en usko, että se on kovin vahvalla pohjalla sitten pitkään päälle kuitenkaan.	Feedback	sellaisilla ihan pienillä arkisilla asioilla, että kannustaa ja kehuu siinä päivittäisessä työssä, niin se on pelkästään semmoinen asia mikä antaa vähän jotain motivaatiota ja kiinnostusta siihen työhön. Tunnustus auttaa siinä motivoitumisessa
Influence	pystyy toivottavasti itse vaikuttamaan asioihin	Personal development	Varmaankin sellainen, että on hyvässä määrin kiire, aika menee nopeasti. Ja sitten ehkä jotenkin semmoinen jos tuli semmoinen fiilis, että heit tästä oppi jotain tänään. Tai että pääsi ylittämään itsensä tänään.	Team	Hyvä yhteishenki, että jaksaa tehdä töitä kun on hyvä porukka. Joskus kun olin eri firmassa töissä, se työporukka oli ihan hirveä, minulla ei ollut mitään motivaatiota olla siellä. Vihasin olla töissä kun menin sinne. Kyllä tottakai oma esimies ja hyvä tiimi ja yhteishenki.	Unavailability: Leader	att man inte sätter den där väggen emellan och säklart har chefer jättemycket att göra och har ibland inte tid för oss, men det att man inte läser sig ut från allt och jobbar bara på sina egna saker. Det är en sådan sak som jag tycker att chefer skall undvika.	Salary motivates	tottakai minua motivoi myös se kompensatio mitä saan siitä työstä.	Feedback	että tulee siitä positiivista palautetta ihan hyvin, ja myöskin rakentavaa jos voi parantaa ja sitten voi avoimesti kysyä, että minkä asian olisi voinut hoitaa paremmin. Semmoinen tosi avoin keskusteluyhteys tosiaan koko ajan kaikesta.
Goal-oriented	Että tekee tehtäviä jotka on oleellisia ja edistää sitä yhteistä tavoitetta ja päämäärää, miksikä ollaan sitten ikinä tekemässä.	Personal development	Silloin kun aloitti, niin oli tosi siistiä, kun pääsi oppimaan uusia asioita, vaikka olikin tuttuja elementtejä	Team	No että arvostetaan sitä, että mitä teet. Ettei pidetä itsestänselvänä ja että kiitetään hyvästä työstä. Hyvä yhteishenki, ilman sitä ei jaksaisi töissä.	Excessive workload	Työmäärä kolminkertaistettiin	Salary motivates	kyllähän työtä myös tehdään siksi, että siitä ansaitaan palkkaa	Feedback	Saan onnistuneen olon ja iloiseen olon siitä, jos minun alaiseni kehuu minua tai päivää tai yleistä fiilistä, niin siitä tulee aina kaikista paras olo ja hyvä olo, että on tehnyt jotain

											oikein. Ehkä se on kaikista isoin juttu, mikä lämmittää itseään.
Goal-oriented	vi har jättemycket mål och jobbar hårt för det och det är roligt att vara här när man ser den där utvecklingen.	Personal development	Ja pääsee tekemään tosi paljon uusia asioita vieläkin, 8 kuukauden jälkeen.	Team	Työkaverit.	Leader's taking out stress on others	Ymmärrän, että johtajalla on yleensä tosi paljon stressiä, ja se ei niin kuin tavallaan saisi purkaantua omille tiimiläisille. Se on ehkä yksi asia mitä olen huomannut noissa edellisissä työpaikoissa, että helposti heijastuu eteenpäin ja sitten tulee itselleen huono fiilis mikä sekintaas saattaa heijastua eteenpäin. Toisessa toimistotyössä missä olin aikaisemmin, niin siellä oli esimiehen esimies, joka hiillosti tosi paljon. Siitä saattoi tulla yleistä kritiikkiä huoneessa, annettiin suoraan siellä huoneessa sitten.	Salary motivates	Palkkaus	Feedback	Keskusteluita ja välillä ongelmia ja välillä jotain positiivisen palautteen antamista niin se on aika hyvä esimerkki, että kun heiltä vaikka saa jotain palautetta, että minä olen toiminut hyvin
		Personal development	No itsellähän tässä nykyisessä työpaikassa, niin olen päässyt keskittymään aika paljon exceleihin, mikä on jännä, sillä siitä ei ole oikeastaan aikaisempaa kokemusta. Se on myös hauskaa sitten jos on jokin haastavampi projekti, jossa joutuu oikeasti selvittämään asioita, että miten saa jonkun tietyn osan siitä toimimaan ja pääsee olemaan just eri ihmisten kanssa tekemisissä, että saa sen koko paketin kasaan. Ne on hauskoja työpäiviä ainakin itsellä.	Team	Työkaverit, se on tällä hetkellä tosi iso osa			Salary motivates	Sama koskee tuota palkkausta ja korvausta siitä työstä, sekin motivoi. Se motivoi myös, että tietää, että voi ansaita paljon enemmän myöskin. Ne ovat myöskin semmoisia asioita, esimerkiksi palkan puhuminen, mistä pitäisi puhua paljon enemmän. Kyllä ihminen ansaitsee sen korvauksen, jos hän on päässyt sellaiseen asemaan. Tai yleisesti haluan uskoa siihen, että ihminen ansaitsee sen korvauksen, ja muutenkin palkoista		

					<p>tosi tärkeää sen ilmapiirin ja kaiken kannalta, että on vaikka niitä yhteisiä juhlia ja semmoisia pieniä irtiottoja siitä työstä, että voi tiimin kanssa tehdä jotain.</p>					
Responsibility	<p>Nykyisessä roolissa oma esimies antaa hyvin paljon valtuutta, että huomaan ihan selkeästi sen, että jos jokin idea poksauttaa mieleen, niin todennäköisesti aina tulee vihreätä valoa esimieheltä, että lähde vaan toteuttamaan.</p>			Team	<p>En bra dag är det att man kommer på jobb och få tala med andra människor, får göra sitt jobb i sin egen takt och det att andra är tillgängliga.</p>					
Trust	<p>Siinä on se toisen luotto ihan täysin. Se motivoi todella paljon.</p>	Personal development	<p>pyritään tekemään asioita mahdollisimman hyvin, oppii, kehittyi.</p>	Team	<p>Hyvät työkaverit, hyvä tiimi kenelle tehdään</p>					
Trust: Leader	<p>Sitten mitä myös tulisi välttää, on semmoinen ylimääräinen käyttäys. Että ei jollain tapaa luoteta, ja tässä tulee taas se luottamuksen tärkeys, että kytätään ja ettei luoteta työntekijöihin. Se ajaa sitten muihinkin ongelmiin. Kun pelisäännöt on kaikille selkeät, niin ei tarvitse käyttää. Molemmat osapuolet tietää, että miten homma toimii. Jos ei tiedä, niin sitten kysytään.</p>	Success/Personal development	<p>Hyvä päivä on semmoinen, missä oppii uutta, saa onnistumisen kokemuksia, saa mahdollisesti epäonnistumisen kokemuksia, että pääsee oppimaan myös</p>	Team	<p>meidän osastollamme säilyy semmoinen hyvä tekemisen meininki ja pöhinä, niin silloin on aina olla hauskaa olla töissä.</p>					
Trust: Leader	<p>har personer egen rätt och att det är möjligt att adaptera till olika situationer och att leda med exempel.</p>	Personal development	<p>Ja sitten se, jos johtaja antaa mahdollisuuksia tehdä muutakin kuin sitä omaa työtätävää, jos on jotain projekteja tai vastaavaa, niin kyllä se motivoi, jos siihen annetaan se mahdollisuus esimiehen toimesta.</p>	Team	<p>vi har så positiv arbetsomgivning</p>					

Trust & Flexibility: Leader	jos mietti ylipäänsä motivaatiota, niin minun mielestäni tänä päivänä on motivoivaa, jos on sellainen työ, jossa pystyy tekemään esimerkiksi etänä, niin se on minun mielestä hirveän motivoivaa. Se liittyy kanssa siihen luottamukseen, että tänä päivänä se on OK, ja saat oikeasti ehkä paremminkin tehtyä töitä kotoa	Success	No siinä asiakaspalvelut yössä, kun on esimerkiksi asiakkaalla on joku hankaluus niin sitten kun sen saa ratkaistua, niin se motivoi, kun saa semmoisen fiilksen, että jes, sain tämän ratkaistua!	Team	Semmoinen, että pääsee juttelemaan monen kollegan kanssa, siitä tulee yhteisöllisyyden tunne						
Trust: Leader	Minun mielestäni semmoinen ymmärtäväisyys omia alaisiaan kohtaan on tärkeää ja se, että ei ole niin paljon mikromanageerointia, että ei koko ajan ohjata sillä omalla sanomisella tai tekemisellä johonkin suuntaan, vaan luotetaan siihen ja annetaan mahdollisuus työntekijälle näyttämään ne omat kyvyt.	Success	Jos on semmoisia helppoja mutta hyvällä tavalla vaikeita tapauksia mitä pystyy ratkomaan, että kaikki menee sujuvasti, niin siitä tulee hyvä fiilis	Team	meillä on tosi hyvä tiimi keräyspinnalla ja voi luottaa kaikkiin ketä on ja että on sama suunta						
Trust: Leader	jos et jotain osaa vielä tai, niin hän luottaa siihen, että opit sen omalla tahdillaan. Ei ole minkäänlaista painostusta mihinkään suuntaan, se on auttanut minun kohdallani tosi paljon	Success	ja semmoiset onnistumisen tilanteet niin motivoi.	Open communication culture	Avoin, rehellinen. Pystyy menemään juttelemaan jokaiselle, eikä sitten pelkää sitä, että siellä sitten puhuttaisiin jotain, jos olisi vaikka sairaslomalla. Tietää sen, että pystyy olemaan avoin asiasta, ja porukka ymmärtää sen sitten.						
Trust: Leader	johtajan tulisi välttää sitä mikromanageerointia ja kyllä ymmärrän sitä, että jos johtajat harrastaa sitä, koska siinä on se, ettei he välttämättä luota siihen, ettei hommia	Success	Sellainen ainakin, jossa tuntee onnistuvansa ja, että on tehnyt jotain oikein.	Open communication: Leader/Equal treatment	hyvä johtaja voi parantaa sitä ilmapiiriä sillä, että hän on kuuntelevainen ja semmoinen, että istuu alas, vaikka puoleksi tunniksi tai tunniksi kuuntelemaan						

	<p>tehdä oikein tai oikeaan aikaan, mutta jos haluaa luoda semmoisen hyvän työympäristön missä on tehokkaita työntekijöitä niin minun mielestäni täytyy luottaa siihen, että on oikeanlainen tiimi ja että he suorittavat työtehtävänsä.</p>				<p>sitä omaa alaista oikeasti, että mitä liikkuu päässä ja mitä voitaisiin tehdä paremmin, ja semmoinen avoimuus puolin ja toisin on tosi tärkeätä minun mielestäni.</p>					
Trust: Leader	<p>mikromanageointi on minulle tosi iso ei, mistä en pidä ollenkaan.</p>			<p>Team, open communication culture, low hierarchy</p>	<p>Täällä on hyvä meininki ja kaikilla on kivaa ja kaikkien kanssa voi jutella ja hyvin semmoinen tosi avoin myös oman tiimin ulkopuolella semmoinen, että kaikki on kavereita. Ei ole semmoista, että tuolla on nuo johtajat, enkä uskalla sille mennä puhumaan. Eikä tule semmoista fiilistä, ettei voi mennä johonkin koska he ei ole minun tiimissäni. Kaikki on keskenään kavereita ja on semmoinen tekemisen meininki.</p>					
Trust: Leader	<p>vapaus työntekijälle tehdä asioita niin kuin jollain tapaa omalla tavalla, mutta kuitenkin luottaen, että se suoritustaso on hyvää, jos on siihen mahdollisuus tieteenkin. Kaikissa työpaikoissa ei ole mahdollisuutta tehdä niitä asioita eri järjestyksessä tai eri aikaan, mutta minulla kun on sellainen työ, niin se on minun mielestäni tosi tärkeätä, että saan tehdä niin eri järjestyksessä ja vapaasti,</p>	<p>Advancement</p>	<p>etenemismahdollisuudet on paljon suuremmat kun ollaan näin alussa ja voi ilmestyä uusia positioita mitkä sopisi itsellensä.</p>	<p>Open communication culture</p>	<p>minullakin on minun tiimissäni semmoisia kenen kanssa voi jutella ihan mistä vaan. Mitä olen ymmärtänyt niin, perinteisillä työpaikoilla on se, että ei välttämättä puhuta omista ongelmista ja sitten henkilökohtaisesti elämästä, niin se on minun mielestäni tosi tärkeätä, että pystyy puhua työkavereiden kanssa, että miten menee ja mitä kuuluu</p>					

	että voin aika kivistä luoda sen mun oman viikon.									
Trust	täysi luotto, että muut tietää, että teet hyviä asioita ja pystyt käymään ihan avointa keskustelua	Advancement	se jotenkin motivoi, että kasvetaan koko ajan ja on koko ajan hommia, ja koko ajan halutaan parantaa eikä vaan seistä paikallaan, niinkyllä se motivoi.	Acceptance of diversity, open communication culture	hyvä työympäristö on minun mielestäni semmoinen, missä ihmiset saa olla omia itsejään, että ei tuomita ketään, siitä että ovat erilaisia. Ja minun mielestäni on tärkeää, että työkaveri voi olla semmoinen ystäväkin, että se ympäristö on semmoinen avoin, esimerkiksi sellainen mikä meillä on. Minä en ole kokenut semmoista aikaisemmin, olen tajunnut, että se on tosi tärkeää, koska sitten se tiimipelaaminen myös toimii paljon paremmin.					
Trust/Clarity	Luotetaan toisiin, ollaan avoimia, on selkeätä se, että mitä tehdään, saa kysyä jos ei tiedä mitä tehdään, ei ole semmoista hirveätä hierarkiaa, mutta tiedetään kuitenkin kuka sitä johtaa, ettei kuitenkaan ihan haahuilla	Advancement	det hur det utvecklar sig och hur det växer och allting omkring det motiverar jättemycket	No open communication	kun asioista keskusteltaisiin ja huomattaisiin ne asiat mistä puhutaan, eikä sitten niin, että jokin tietty asia ei ole linjassa sen kanssa mitä joku johtaja on päättänyt.					
Micromanagement	Se mistä en välttämättä tykkää, no tietyt asiat vaatii semmoisen todella pilkun viilaamisen, mutta semmoinen johtaja kuka on todella, no tarkka pitääkin olla joissakin tilanteissa, mutta jos se menee	Advancement	varsinkin meidän yrityksessä on tosi motivoivaa, koska ollaan niin nuoria ja kehittyvä yritys, että saattaa tulla semmoisia positioita mistä ei edes vielä tiedetä	No open communication	Semmoista yliajamista, että tuhotaan se avoin keskustelukulttuuri, sitten semmoista niin kuin avoimuuden korostamista sellaisella kullisilla, tai silleen, että sanotaan, että meillä on avoin kulttuuri ja kaikkea pitää					

	semmoiseksi ylineuvomiseksi tai semmoiseksi pätemiseksi, niin se ei ehkä enää ole semmoinen mistä tykkään.				keskustella ja muuta, mutta sitten kokemukset ja todellisuus siitä avoimuudesta on ihan jotain muuta kuin se, mitä annetaan olettaa. Pitäisi olla niin, että on sama tavoite, sama suunta ja voidaan käydä vuorovaikutusta ja keskustella.					
Micromanagement	se, että esimies ei luota siihen sinun päätöksentekoon, vaan että se koko ajan yrittää jotain, tai no se menee siihen mikromanagementtiin. Se oli todella iso ongelma siellä edellisessä paikassa, että ihan päivittäistä touhua. Ja vaikka ihan avoimesti pääsi siitä juttelemaan, että tämä ei ole OK, niin ei se kritiikki mennyt perille, vaan jatkui ihan samalla tavalla ihan loppuun asti.	Clarity	Semmoinen ympäristö missä kaikin puolin se työn tekeminen on mukavaa ja että ohjelmat millä tekee töitä on yksinkertaisia ja että saa hyvän perehdytyksen, ettei tarvitse työkalujen kanssa kamppailla. Myös se, että asiat on selkeitä	No transparency, no open communication, manipulation, public humiliation	Kuvaillisin pahinta työympäristöä missä olen ollut semmoisena, että avoimuus on piilotettu tai paperille lyöty tarra vaan, joka sitten oikeasti pitää sisällään paljon manipulointia ja ettei kuulla asioita yhtään eikä edes haluta kuulla. Ja sitten se, että vuorovaikutus ja yhteen hiileen puhaltaminen on semmoista, että jokainen hakee vaan omaa etuaan. Tai niin, että vähän suolaamisen kulttuuri, jos toinen ei ole huomannut mitään tai muuta, niin halutaan julkisesti nöyryyttää jotain toista, ne ovat tällaisia räikeimpiä esimerkkejä.					
Micromanagement	esimieheltä tuli tosi paljon mikromanagementtia, ihan jatkuvaa hiillostusta.	Lack of training	Olen ollut sellaisessa tilanteessa, että minun on laitettu johonkin projektiin ilman perehdytystä ja sitten minun piti mennä johonkin tällaiseen forumiin keskustelemaan tästä aiheesta enkä tiennyt asiasta mitään ja minun piti pysyä siellä täysin ammattimaisena. Se tilanne on ehkä pahin, että laitetaan syvään päätyyn, ja ajattelee, että	Acceptance of diversity	Sellainen missä hyväksytään millainen olet, ja ilman mitään tuomitsemista ja draamaa ja negatiiviseen sävyyn puhumista toisista, niin se on jo mielestäni aika hyvä.					

			apua mitä tapahtuu.								
Clarity	<p>Myös se, että minulle annetaan se tietty tieto, että minkä lopputuloksen asiasta halutaan. On tietyt raamit, mutta ei haittaa, vaikka saa itse ideoita. Mutta se, että annetaan se tietty tavoite, mikä on sen tietyn projektin haluttu lopputulos ja jotkut tietyt raamit. Voi sitten itse miettiä, että miten lähtee sitä tekemään. Minua ei myöskään haittaa, jos on tarkat ohjeet koska jotkut asiat ovat sellaisia, että niitä täytyy hoitaa jollain tietyllä tavalla. Tykkään myös siitä, että saa itse kokeilla ja todeta sitten, että jokin toimii. Tietyissä määrin tietty vapaus, mutta jos tulee semmoinen tilanne, ettei tiedä mitä tehdä, niin voi mennä kysymään esihenkilöltä tai joltain toiselta, että miten tehdä.</p>	Lack of training	<p>että ei ollut varsinaisesti ketään perehdyttämässä, vaan että itse piti opetella. Se vie paljon energiaa ja kuormittaa niitä muita työtehtäviä mitkä oli enemmän selkeitä ja mitkä osasi.</p>	Care	<p>Man bryr sig om sina arbetstagare och det är inte bara att resultatet är viktigaste utan allting annat omkring det också, så det är också motiverande.</p>						
Clarity	<p>että hommat on selkeitä, selkeästi koordinoitu, selkeät ohjeet työtehtäviin.</p>	Lack of training	<p>että varmistaisin, että ihmisillä, jotka laitetaan tuommoiseen tilanteeseen, on jokin taustatieto eikä silleen, että tässä on nyt tällainen tilanne, että pystytkö mennä tuonne noin. Olisin perehdyttänyt ja ollut semmoinen kunnan tuki.</p>	Care	<p>vår chef är väldigt människonära och bryr om oss.</p>						

Unclarity	Varmaan tuota jotenkin semmoista epäselkeyttä. Että ohjeet on niin epäselkeät, niin sitten menee itsekin sekaisin, että mitä oli tarkoitus tehdä. Koen, että se esimies on kuitenkin siinä tavallaan kertomassa sen, että mitä tehdään. Niin sitten jos ohjeet on tosi epäselkeät, niin sitä ei lähtökohtaisesti tule mitään.			Safety, team	Ehdottomasti semmoinen turvallinen, jossa ei tarvitse pelätä millään tapaa ketään, esimerkiksi esihenkilöitä, se on tosi tärkeää. Sitten se, että tuntee olevansa osa sitä porukkaa. Ehkä se turvallisuus ja yhteenkuuluvuuden tunne on varmaan voimakkaimpia siinä.						
Unclarity	että tiedän kuitenkin jollain tapaa, että mitä teen töissä. Minua ahdistaisi semmoinen, ettei tiedä ollenkaan mitä tekee. Vaikka minullakin on aika vapaamuotoista se tekeminen ja järjestys niin minulla on tietyt semmoiset asiat mitä teen joka päivä. Kyllä se semmoinen rutiinomaisen tekeminen on minulle tärkeää, että tiedän mitä minä siellä teen.			Support	kyllä ne kollegat siinä motivoi, että jos on joku hankalampi asiakaspalvelutilanne, niin on ne kollegat eikä tarvitse yksin miettiä, jos on jokin vaikeampi juttu.						
				Teamwork, support, open communication culture, honesty, common objectives & goals	Hyvä työympäristö on semmoinen missä kaikki puhalttaa samaan hiileen, kaikilla on yhteinen päämäärä, tuetaan toisiamme, ja pystytään avoimeen vuorovaikutukseen, jossa sitten pystytään keskustelemaan asioista eikä pidetä sitä avointa keskustelua semmoisena vähän kulissiväliseksi. Ehkä se avoin ja rehellinen ja samaan suuntaan menevä						

				vuorovaikutus on semmoinen asia mikä on ehkä kaikista tärkein.					
				Relationship with leader	Såklart är han här vår chef men han är på riktigt mera som en kompis och vi kan på fritiden göra saker med honom och han försöker inte sätta en vägg emellan oss och därifrån ge instruktioner, utan han kommer på andra sidan väggen och är med oss och tar initiativ med våra problem och det tycker jag är mycket viktigt. Det har påverkat jättemycket här.				
				Relationship with leader	että häneltä tulee tuki ja että hän on yksi tiimin jäsen, joo hän on vastuussa tietyistä projektista tai tiimistä, mutta on tiimissä mukana, eikä semmoinen, että on tiimi ja on sitten johtaja. Vaan niin, että johtaja on osa tiimiä ja tiimin vetäjä ja nykyaikainen johtaja.				
				Relationship with leader. Flexibility	Semmoinen avoimuus ja jos on jotain kysyttävää niin voin kysyä ja semmoinen, että voi joustaa suuntaan ja toiseen. Avoin ilmapiiri, että ei ole semmoinen, että pelkää johtajaa, vaan niin, että voi kysyä, jos on jokin pienempi tai suurempi asia mikä huolestuttaa.				

				<p>Relationship with leader</p> <p>Ottaa kaikki huomioon, alaiset luottamuksellään voi kertoa omista mietteistään, että on tavallaan semmoinen tyyppi, että ihmiset uskaltaa luottautumaan esimieheensä ja avata jos jokin on mielen päällä. Sitten varmaan hyvä esimies on semmoinen kuka luo tavallaan omilla keinoillaan semmoista yhteisöllisyyttä, vaikka alussa olisikin vähän rakoilevaa, niin sitten on semmoisia keinoja, jolla saadaan porukka toimimaan. Että tavallaan esimies nappaa sieltä, että tuon vahvuus on tuo ja toisen tämä, yhdistellään nämä tässä näin, saadaan se toimimaan se kokonaisuus</p>					
				<p>Relationship with leader</p> <p>Minun mielestäni semmoiset keskustelut, että tarkistetaan työntekijöiden kanssa, että missä mennään, niin se on mielestäni tosi motivoivaa. Siinähan saan sen tilaisuuden selkeästi keskustella siitä, puolin jos toisin. Palautteenantoina, mutta se ehkä liittyy jos tuohon, että kun keskusteleen niin voi kohdata ja jutella kaikki halki.</p>					
				<p>Relationship with leader</p> <p>Esimiehen tuki, se on hyvä että joku on vierellä jos tulee semmoinen hetki ettei vaan pää toimi, niin on joku siinä vierellä</p>					

					keneltä voi kysyä.					
				Relationship with leader	Ainakin luomalla läheiset välit tasapuolisesti kaikkien kanssa, ei suosita ketään millään tavalla, kaikilla on samat kortit siinä vaiheessa. Monta kertaa kuukaudessa jos tarvitaan niin voidaan kaksin kesken jutella. On avoin molempiin suuntiin, jos ylhäältä päin tulee jotain niin sitten pystyy perustella sitä sitten, että miksi ollaan muutettu joku työtapaa tai vastaava.					
				Relationship with leader	meidän esihenkilöä kiinnostaa meidän hyvinvointi.					
				Relationship with leader	Ja hän alkoi pitämään pikkukokouksia kahdestaan, jossa pystyi juttelemaan asioista ja puhumaan hänelle luottamuksellisesti, ilman että ne asiat leviävät muualle. Se ehkä myös motivoi, että häntä kiinnosti					
				Relationship with leader	Johtajalla on ehkä keskeisin rooli tuossa avoimen kulttuurin luomisessa ja sen, että kun raportoidaan eri asioista, niin nähdään se mitä sanotaan, eikä sitä, että kuka sanoo vai onko se omassa linjassa oman mantran kanssa. Ehkä se, että osataan reflektoida sitä asiaa.					

				Unequal treatment	Heillä oli tiivis yhteishenki mutta he tunsivat kaikki ennalta, niin oli tosi vaikea päästä siihen mukaan. Muistan, että kun oli pitkä pöytä ja siihen istahti, niin kaikki hiljeni. Niin ei siinä tule semmoinen tervetullut olo ollenkaan. Ja sitten siitä tuli vaan hirveä stressi tosi nopeasti. Siellä ei ollut fiilistä ollenkaan mennä töihin.					
				Unequal treatment: Leader	Kanske just det att man föredrar vissa					
				Unequal treatment: Leader	"hyvä veli" – kerho (korrupt aktivitet) stämning					
				Unequal treatment: Leader	että johtaja on kaikkia kohtaan tasapuolinen ja että ottaa kaikki huomioon. Muiden suosimista ja tottakai on eri työtehtäviä ja eritasoisia työtehtäviä mutta tiimin sisällä että jotain suosittaisiin tai että olisi selkeitä tiimin sisäisiä maratta-kerhoja.					
				Unequal treatment, bullying: Leader	Esimies, esimiehet. Aiemmassa työpaikassa oli just sellaista, että esimiehiltä tuli tosi paljon semmoista painostusta ja eriarvoista kohtelua ja melkein semmoista kiusaamista. Käytös oli semmoista jopa kiusaavaa, ja se oli ihan hirveätä työntekijänä.					
				Appreciation	myös se, että saa sitä arvostusta myös muualtakin päin.					
				Appreciation	myös se, että on semmoinen ilmapiiri, että arvostetaan					

				<p>Comparison</p> <p>minua henkilökohtaisesti motivoi se, että on olemassa tiimi, jossa on ihmisiä, jotka tekee samaa työtä kuin minä, niin voin jollain tapaa verrata minun omaa toimintaani heihin ja näen sen jos omasta mielestäni olen hoitanut jonkun asian fiksummin, niin en voi kieltää ettei se motivois minua tekemään niitä asioita vielä paremmin</p>					
				<p>Comparison</p> <p>Det att jag har jättemycket saker på gång hela tiden och jag vet att jag kanske sätter mer prestation i några saker än andra kolleger</p>					

Appendix 4: Translations

	Original version	Translated version
Interview 1	<p>“Sitä, että omat esimieheni ottaa minun ideoitani ja minun näkemyksiäni vastaan. Se on minulle tosi tärkeätä, että minua kuunnellaan ja annetaan minun puhua ja kertoa minun ideoitani.”</p>	<p>“The fact that my superiors accept my ideas and my views on things. It is really important to me that I am listened to, and that I am allowed to speak and share my ideas.”</p>
Interview 5	<p>”Täällä pääsee myös oikeasti vaikuttamaan asioihin tosi paljon. Jos on jokin idea tai mielipide, niin sitä kuunnellaan, ja sitä lähdetään ihan vaikka heti tekemäänkin, jos on hyvä idea.”</p>	<p>”Here you can really influence things a lot. If there is an idea or an opinion, it is listened to, and we even start doing it right away if it’s a good idea.”</p>
Interview 1	<p>”Minun mielestäni semmoinen ymmärtäväisyys omia alaisiaan kohtaan on tärkeätä ja se, että ei ole niin paljon mikromanagerointia, että ei koko ajan ohjata sillä omalla sanomisella tai tekemisellä johonkin suuntaan, vaan luotetaan siihen ja annetaan mahdollisuus työntekijälle näyttämään ne omat kyvyt.”</p>	<p>“In my opinion, it is important to be understanding towards one’s own employees. And the fact that there is not so much micromanaging, meaning that one does not always steer in a certain direction by one’s own words or actions, but rather trusts and gives the employee the opportunity to show their own abilities.”</p>
Interview 4	<p>”Sitten mitä myös tulisi välttää, on semmoinen ylimääräinen kytäys. Että ei jollain tapaa luoteta, ja tässä tulee taas se luottamuksen tärkeys, että kytätään ja ettei luoteta työntekijöihin. Se ajaa sitten muihinkin ongelmiin. Kun pelisäännöt on kaikille selkeät, niin ei tarvitse kytäillä. Molemmat osapuolet tietää, että miten homma toimii. Jos ei tiedä, niin sitten kysytään.”</p>	<p>”What also should be avoided is excessive lurking. That somehow there’s no trust, and here comes the importance of trust again. If you lurk and don’t trust your employees, it’ll lead to other problems. When the rules are clear to everyone, there is no need to lurk. Both parties know how things work. If you don’t know, you ask.”</p>
Interview 3	<p>”Myös se, että minulle annetaan se tietty tieto, että minkä lopputuloksen asiasta halutaan. On tietyt raamit, mutta ei haittaa, vaikka saa itse ideoita. Mutta se, että annetaan se tietty tavoite, mikä on sen tietyn projektin haluttu lopputulos ja jotkut tietyt raamit. Voi sitten itse miettiä, että miten lähtee sitä tekemään. Minua ei myöskään haittaa, jos on tarkat ohjeet koska jotkut asiat ovat sellaisia, että niitä täytyy hoitaa jollain tietyllä tavalla. Tykkään myös siitä, että saa itse kokeilla ja todeta sitten, että jokin toimii. Tietyissä määrin tietty vapaus, mutta jos tulee</p>	<p>”That I am given certain information about what outcome is desired. There are certain frames, but you can come up with your own ideas as well. The specific goal is given, which the desired end result of that specific project is, and some specific frames. You can then think for yourself how to go about doing it. I also don’t mind if there are exact instructions, because some things need to be handled in a certain way. I also like the fact that you can try things yourself, and then find out for yourself</p>

	<p>semmoinen tilanne, ettei tiedä mitä tehdä, niin voi mennä kysymään esihenkilöltä tai joltain toiselta, että miten tehdä.”</p>	<p>if something works. There’s freedom to some extent, but if a situation arises where you don’t know what to do, you can go and ask your supervisor or someone else how to do it.”</p>
Interview 4	<p>”Että ohjeet on niin epäselkeät, niin sitten menee itsekin sekaisin, että mitä oli tarkoitus tehdä. Koen, että se esimies on kuitenkin siinä tavallaan kertomassa sen, että mitä tehdään. Niin sitten jos ohjeet on tosi epäselkeät, niin sitä ei lähtökohtaisesti tule mitään.”</p>	<p>”That the instructions are so unclear, that you get confused on what you were supposed to do. I feel that the leader should be telling me what to do in a sense. If the instructions are really unclear, basically nothing will come of it.”</p>
Interview 1	<p>”Että annetaan ihmisten olla semmoisia mitä ne ovat ja hyväksytään, että ihmiset ovat tosi erilaisia kuitenkin ja erilaisia luonteenpiirteitä ja se myös näkyy heidän työnteossansa. Saattaa tehdä ihan eri järjestyksessä, tai että joku kuormittuu jostain toisesta asiasta paljon enemmän kuin joku toinen. Niin semmoinen, että täytyy ymmärtää, että kaikki ei ole samanlaisia eikä tee niitä asioita samalla tavalla.”</p>	<p>”That we let people be the way they are, and accept that people are really different, with different traits, and that this is reflected in their work as well. Someone might in a completely different order than someone else, and someone might be burdened much more by something, than someone else. One needs to understand, that not everyone is the same, and doesn't do those things the same way.”</p>
Interview 2	<p>”En bra arbetsmiljö är en sådan där alla får jobba på sitt eget sätt, så klart om man har några vissa sätt som man skall jobba enligt så gör man så, men det att hur man kommer till den punkten är personligt och hur personen själv tycker och hur den tycker att är bra. Att ge rum åt människor att göra på sitt eget sätt.”</p>	<p>”A good work environment is one where everyone can work in their own way. If you have certain ways to work according to, then you’ll do so, but how you get to that point should be personal. To give room for people to do things in their own way.”</p>
Interview 1	<p>”Tavallaan nautin, jos tulee joku ongelmatilanne, oli se sitten mikä tahansa, että pääsen selvittää sitä koska sitten se taas vähän haastaa, kun on jotain semmoista vähän uutta.”</p>	<p>”I enjoy if some kind of problematic situation arises, in a way. No matter what it is, because new things are challenging.”</p>
Interview 7	<p>”Haluan itsekin ainakin omassa asemassa kehittää asioita, että haluan että minulle tarjotaan mahdollisuuksia olla vaikka eri projekteissa, tai olla vaikka eri osastolla, koska se tuo jotain mielenkiintoa ja erilaista sisältöä siihen päivään.”</p>	<p>”At least in my own position, I want to develop things, and I want to be offered to be in different projects, or even work in a different department, because it brings some interest and different content to that day.”</p>
Interview 4	<p>”Sitten jos tuntuu siltä, että nyt ei enää kehityskaari mene millään tavalla eteenpäin, niin sitten pyytää esimieheltä esimerkiksi lisää</p>	<p>”If it feels like the development curve no longer moves forward in any way, I would ask my leader for more work, so that I’m</p>

	hommia. Ettei tavallaan jää siihen täysin samaan, pyrkii koko ajan kehittämään itseensä.”	constantly trying to develop myself and not stay in the same spot.”
Interview 2	”Det att man får utveckla sig själv och sitt jobb är en sådan sak som motiverar mig jätte mycket.”	”The opportunity to develop yourself and your job are things which motivate me very much.”
Interview 6	”Että kasvetaan koko ajan ja on koko ajan hommia, ja koko ajan halutaan parantaa eikä vaan seistä paikallaan, niin kyllä se motivoi.”	”It’s motivating when there’s constant growth and things to do, and that we want to improve all the time and not just stand in one place.”
Interview 1	”Varsinkin meidän yrityksessämme on tosi motivoivaa, koska ollaan niin nuoria ja kehittyvä yritys, että saattaa tulla semmoisia positioita mistä ei edes vielä tiedetä.”	”Especially in our company, it is really motivating, because we are such a young and evolving company, that there might arise positions that we don’t even know about yet.”
Interview 3	”No siinä asiakaspalvelutyössä, kun on esimerkiksi asiakkaalla on joku hankaluus niin sitten kun sen saa ratkaistua, niin se motivoi, kun saa semmoisen fiiliksen, että jes, sain tämän ratkaistua!”	”Well, in customer service work for example, when a customer has a problem and you get it solved, it motivates you and you get the feeling of ”yes, I got this solved!””
Interview 3	”Semmoiset onnistumisen tilanteet niin motivoi”	”Situations of success are motivating”
Interview 8	”Hyvä päivä on semmoinen, missä oppii uutta, saa onnistumisen kokemuksia, saa mahdollisesti epäonnistumisen kokemuksia, että pääsee oppimaan myös”	”A good day is one where you learn something new, have moments of success, possibly experiences of failure, so that you also get to learn something”
Interview 2	”Att jag får se människor, vi har ett jättebra team så det är alltid jätteroligt att komma in till kontoret”	”That I get to see people, we have a great team, so it’s always great fun to come into the office”
Interview 4	”Ehdottomasti työkaverit, sitten ylipäänsä semmoinen tavallaan työyhteisön hyvä henki, että kun tulet työpaikalle niin tavallaan ei ole semmoista fiilistä että ei olis kiva tulla työpaikalle, vaan, että se työyhteisö on vastaanottavainen ja rento ja mukava, ja että luotetaan toisiin, niin se on tärkeitä.”	”Definitely colleagues, and in general a good spirit of the work community. When you come to work, you don’t have the feeling of it not being nice to come to, but that the work community is receptive, relaxed and comfortable, and that there is trust, which is important.
Interview 1	”Olen ollut useammassakin työpaikalla samalla alalla, niin siellä se tekeminen on ollut sellaista, että tuomitaan paljon sitä erilaisuutta ja se on vähän semmoinen negatiivinen ilmapiiri kaikin puolin. Jos vaikka teet virheen, niin sen sijaan, että sinua autettaisiin ja kannustettaisiin, niin	”In my previous jobs there was a lot of judgement of diversity and a negative atmosphere in every way. If you made a mistake, you were judged by being laughed at, which creates a lot of pressure, instead of being helped and encouraged.”

	sinut tuomitaan, vaikka nauretaan tai vastaavaa, joka sitten taas luo paljon paineita."	
Interview 2	"Om det är allmänt jättedålig omgivning och atmosfär så skulle det vara jättesträckt för mig även om jag inte har något med saken att göra. Det är en sådan sak som i långa loppet såklart skulle vara jättedåligt. "	"If it's generally a very bad environment and atmosphere, it would be very sad for me even if I have nothing to do with it. It is the kind of thing that would be very bad in the long term."
Interview 3	"Semmoinen avoimuus ja jos on jotain kysyttävää niin voin kysyä ja semmoinen, että voi joustaa suuntaan ja toiseen. Avoin ilmapiiri, että ei ole semmoinen, että pelkää johtajaa, vaan niin, että voi kysyä, jos on jokin pienempi tai suurempi asia mikä huolestuttaa."	"A kind of openness. If there's something to ask, I can ask, and things can be flexible in both directions. An open atmosphere, where you don't have to be afraid of the leader, but where you can ask if there's something bigger or smaller on your mind which worries you"
Interview 8	"Johtajien tulisi välttää semmoista yliajamista, että tuhotaan se avoin keskustelukulttuuri, sitten semmoista niin kuin avoimuuden korostamista sellaisella kullissilla, tai silleen, että sanotaan, että meillä on avoin kulttuuri ja kaikesta pitää keskustella ja muuta, mutta sitten kokemukset ja todellisuus siitä avoimuudesta on ihan jotain muuta kuin se, mitä annetaan olettaa. Pitäisi olla niin, että on sama tavoite, sama suunta ja voidaan käydä vuorovaikutusta ja keskustella."	"Leaders should avoid the kind of overdrive which destroys open discussion culture, and acting as though openness is important or stating that the culture is open, when the experiences and the reality is something completely different from what is allowed to be assumed. There should be a common goal, the same direction and a possibility to interact and discuss."
Interview 2	"Såklart är han här vår chef men han är på riktigt mera som en kompis och vi kan på fritiden göra saker med honom och han försöker inte sätta en vägg emellan oss och därifrån ge instruktioner, utan han kommer på andra sidan väggen och är med oss och tar initiativ med våra problem och det tycker jag är mycket viktigt. Det har påverkat jättemycket här."	"Of course he is our boss here but he is really more like a friend, and we can do things with him in our spare time. He doesn't try to put a wall between us and give instructions from the other side of the wall, but he comes to the other side of the wall and is with us and takes initiative with our issues and I think that is very important. It has had a huge impact here."
Interview 3	"Että häneltä tulee tuki ja että hän on yksi tiimin jäsen, joo hän on vastuussa tietyistä projektista tai tiimistä, mutta on tiimissä mukana, eikä semmoinen, että on tiimi ja on sitten johtaja."	"That the leader gives support and that they are a member of the team. Yes, they are responsible for a certain project or team, but is part of the team, rather than there being a team and a separate leader."
Interview 4	"Minun mielestäni semmoiset keskustelut, että tarkistetaan työntekijöiden kanssa, että missä mennään, niin se on mielestäni tosi motivoivaa."	"I get motivated by discussions where leaders check with their employees how it is going. That's where you get the opportunity to

	Siinähan saat sen tilaisuuden selkeästi keskustella siitä, puolin jos toisin”	clearly discuss things, in one direction or the other.”
Interview 7	”Johtaja voi luoda motivoituneen työympäristön sellaisilla ihan pienillä arkisilla asioilla, että kannustaa ja kehuu siinä päivittäisessä työssä, niin se on pelkästään semmoinen asia mikä antaa vähän jotain motivaatiota ja kiinnostusta siihen työhön. Tunnustus auttaa siinä motivoitumisessa.”	”A leader can create a motivated workplace environment with small everyday things, such as encouragement and praising one’s daily work. That’s one thing which increases motivation and interest towards the work itself. Acknowledgement helps with motivation.”
Interview 4	”Hyvä johtaja ottaa kaikki huomioon, alaiset luottamuksellaan voi kertoa omista mielteistään, että on tavallaan semmoinen tyyppi, että ihmiset uskaltaa luottautumaan esimieheensä ja avata jos jokin on mielen päällä.”	”A good leader takes everyone into account, the employees can speak up about their own thoughts with trust, which means that they can trust their leader and open up if something is on their mind.”
Interview 7	”Aiemmassa työpaikassa oli just sellaista, että esimiehiltä tuli tosi paljon semmoista painostusta ja eriarvoista kohtelua ja melkein semmoista kiusaamista.”	”In my previous workplace, there was a lot of pressure and unequal treatment and almost bullying from the leaders’ side”
Interview 3	”Että johtaja on kaikkia kohtaan tasapuolinen ja että ottaa kaikki huomioon.”	”That the manager is equal towards everyone and takes everyone into account.”
Interview 1	”Hyvä työympäristö on minun mielestäni semmoinen, missä ihmiset saa olla omia itsejään, että ei tuomita ketään, siitä että ovat erilaisia. Ja minun mielestäni on tärkeätä, että työkaveri voi olla semmoinen ystäväkin, että se ympäristö on semmoinen avoin, esimerkiksi sellainen mikä meillä on. Minä en ole kokenut semmoista aikaisemmin, olen tajunnut, että se on tosi tärkeätä, koska sitten se tiimipelaaminen myös toimii paljon paremmin.”	”In my opinion, a good workplace environment is one where people are allowed to be themselves, and no one is judged for being different. In my opinion, it's also important that a co-worker can be a friend, and that the environment is open, like the kind of workplace environment that we have. I haven't experienced anything like this before, and I've realized that it's really important, because teamwork also works much better this way.”
Interview 8	”Että tekee tehtäviä jotka on oleellisia ja edistää sitä yhteistä tavoitetta ja päämäärää, miksikä ollaan sitten ikinä tekemässä.”	”That you’re doing tasks which are essential and which promotes the common goal and objectives, whatever it is you’re doing”
Interview 5	”Ehkä siitä väliltä, mutta jos pitää jompikumpi valita, niin varmaan paremmalla palkalla. Jos on jokin oman alan homma, niin haluaa kuitenkin omasta osaamisesta saada enemmän. Vaikka se työympäristöönkin isossa asemassa, niin ei silti halua huonolla palkalla tehdä sitä, kun tietää että sillä työllä ansaitsee enemmän.”	”Maybe somewhere in between, but if you have to choose one or the other, probably with a better salary. If it's something in your own field, you still want to get more out of your own expertise. Even if the work environment is an important factor, you still don't want to do the

		job for a bad salary when you know that you can earn more with that job.”
Interview 1	”Paremmalla palkalla ei niin ideaalisessa ympäristössä.”	”With better pay in a not so ideal environment.”
Interview 1	”Kyllä silti se taloudellinen tasapaino ja turva on minulle niin tärkeä, että kyllä minä voisin vähän kärsiä siitä, että se työympäristö ei olisi niin kiva. Jos kuitenkin saisin siitä ihan hyvän korvauksen, koska minulle on kuitenkin se palkka ja se, että saa sen palkkion siitä työstä tosi tärkeätä, sen takia, että pärjään ja koen oloni turvalliseksi muutenkin kokonaisvaltaisesti.”	”The financial balance and security is so important to me that I could suffer a little if the work environment wouldn’t be so nice, if I would get a really good compensation for it. For me the salary and the fact that I get that reward for that work that I do is really important, so I can manage and feel safe overall.”
Interview 8	”Kyllä minä mieluummin tekisin semmoisessa arvostavassa ja avoimessa ja rehdissä ja reilussa ympäristössä matamalla palkalla, kun jaksaa sitten olla paljon mielekkäämmin ja kuitenkin uskon siihen, että kaikki haluaa tehdä parhaimman mahdollisen työpanoksensa.”	”I would rather work in an appreciative, open, honest and fair environment with a lower salary, because that way you have enough strength to manage in a meaningful way, and I believe that everyone wants to do their best possible effort towards their work.”
Interview 7	”Mieluummin olen matalapalkkaisessa paikassa, esimerkiksi nykyisessä työpaikassa, jos on hyvä olla. Jotenkin tuommainen epämiellyttävä ympäristö niin, se kompensatio pitäisi olla tosi korkea, että siellä jaksaisi pidempään.“	”I’d rather be in a lower paying position, for example my current job, where I can thrive. The compensation should be really high in an unpleasant environment, in order for me to be able to carry on for a longer time.”
Interview 7	”Tottakai minua motivoi myös se kompensatio mitä saan siitä työstä.”	”Of course I’m also motivated by the compensation I get from the job.”
Interview 1	”Sama koskee tuota palkkausta ja korvausta siitä työstä, sekin motivoi. Se motivoi myös, että tietää, että voi ansaita paljon enemmän myöskin. Ne ovat myöskin semmoisia asioita, esimerkiksi palkan puhuminen, mistä pitäisi puhua paljon enemmän. Kyllä ihminen ansaitsee sen korvauksen, jos hän on päässyt sellaiseen asemaan. Tai yleisesti haluan uskoa siihen, että ihminen ansaitsee sen korvauksen, ja muutenkin palkoista pitäisi puhua paljon enemmän.”	”The salary and compensation that I get from work also motivates. It is also motivating to know that you can earn much more as well. Salary should be talked about much more. A person deserves the compensation if they have reached a certain position. I generally want to believe that a person deserves the compensation, and that salaries should be talked about much more.”
Interview 3	”Semmoinen avoimuus ja jos on jotain kysyttävää niin voin kysyä ja semmoinen, että voi joustaa suuntaan ja toiseen.”	”A kind of openness, and if there’s something to ask then you may ask and that there’s flexibility in both directions.”

Interview 4	”Jos mietti ylipäänsä motivaatiota, niin minun mielestäni tänä päivänä on motivoivaa, jos on sellainen työ, jossa pystyy tekemään esimerkiksi etänä, niin se on minun mielestä hirveän motivoivaa. Se liittyy kanssa siihen luottamukseen, että tänä päivänä se on OK, ja saat oikeasti ehkä paremminkin tehtyä töitä kotoa.”	”If you think of motivation over all, I think it is very motivating if you have a job that you can do remotely. It has to do with trust, that these days it is OK, and you might work better from home as well”
Interview 8	”Että kokee sen työn merkitykselliseksi mitä tehdään ja sellaiseksi, että osaa oppia ja kehittyä ja pystyy haastaa itseään muilla asioilla”	”That you feel that the work is meaningful, and that you can learn, develop, and be able to challenge yourself with other things”
Interview 4	”Jos lähtee ihan peruspilareista, niin tietenkin työssä pitää motivoida tavallaan se, että mitä teet, se sinun työtehtävä, sinulle on selkeätä se, että mitä sinulta odotetaan ja mitä sinä siellä teet, ja sitten se, että sinulla on semmoinen fiilis, että se työ on merkityksellistä jollain tapaa, että haluat tulla tekemään sitä päivittäin”	”If you start from the very basics, then of course you have to be motivated at work by what you do. It is clear to you that what is expected of you and what you do there, and that you have a feeling that the work is meaningful in some way, and that you want to come and do it every day”
Interview 7	”Minusta tuntuu, että tällä hetkellä ollaan sellaisessa murrosvaiheessa työpaikoilla, koska minun sukupolveni tulee töihin ja minusta tuntuu, että me vaadimme erilaista kohtelua. Minun ikäiseni ja nuoremmat ovat tosi tietoisia siitä, että mikä meille kuuluu ja mikä on oikein ja mikä on väärin. Niin sitten minusta jotenkin tuntuu, että johdon täytyisi yrittää pysymään mukana siinä, että ei enää voi johtaa samalla tavalla kuin 10 vuotta sitten.”	”I feel like we're in such a transitional phase in the workplace right now because my generation is coming into the workforce, and I feel like we're demanding different treatment. People my age and younger are very aware of what belongs to us, what is right, and what is wrong. So somehow I feel that the management should try to keep up with the fact that it is no longer possible to use leadership styles in the same way as 10 years ago.”
Interview 7	”Jotenkin se, että täytyisi osata kohdella kaikkia samalla tasolla ja jotenkin päästä sisään tähän meidän sukupolvemme maailmaan ja miten me koemme näitä asioita. Minusta tuntuu, että se auttaisi siinä johtamisessa varmasti, että ymmärtää, että miten me olemme tosi tietoisia asioista tänä päivänä.”	”Somehow, the fact that you would have to know how to treat everyone equally, and somehow get into this world of our generation and how we experience these things. I feel that it would certainly help with leadership, if leaders understood how we are aware of things today.”
Interview 4	”Semmoinen nykypäivän johtaminen, joka korreloi siihen työhyvinvointiin. On mukava tulla työpaikalle, kun työpaikalla ollaan valveilla ja mennään trendien mukaan.”	”A kind of present-day leadership, which correlates with well-being at work. It is nice to come to work, when people at the workplace are woke and follow the trends.”

Interview 1	<p>“Että tulee sitä positiivista palautetta ihan hyvin, ja myöskin rakentavaa jos voi parantaa ja sitten voi avoimesti kysyä, että minkä asian olisi voinut hoitaa paremmin. Semmoinen tosi avoin keskusteluyhteys tosiaan koko ajan kaikesta.”</p>	<p>“That you get a good amount of positive feedback, and also constructive feedback if there’s something you can improve. And the fact that you can openly ask what could have been handled better. A kind of really open conversation about everything all the time.”</p>
Interview 7	<p>“Saan onnistuneen olon ja iloisen olon siitä, jos minun alaiseni kehuu minua tai päivää tai yleistä fiilistä, niin siitä tulee aina kaikista paras olo ja hyvä olo, että on tehnyt jotain oikein. Ehkä se on kaikista isoin juttu, mikä lämmittää itseään.“</p>	<p>“I get a successful and happy feeling if my subordinates praise me, or the day, or the general feeling. It always gives me the best feeling, and a good feeling that I have done something right. Perhaps that is the biggest thing of all, which warms my heart.”</p>
Interview 2	<p>“Man fick aldrig positiv feedback av saker man gjorde och man visste inte att gör man på riktigt något bra.”</p>	<p>“You never got positive feedback from things you did, and you didn't know you really were doing something good.”</p>
Interview 1	<p>“No nykyisessä yrityksessä motivoi just se, että me ollaan uusia kehittyvä yritys, ja meillä on semmoinen tietynlainen selkeä missio mitä me halutaan saavuttaa, eli minä tiedän mitä minä teen, kun tulen töihin ja tiedän, mikä on se meidän tavoite.</p>	<p>“What is motivating in the current company is the fact that we are a new and developing company, and we have a clear mission that we want to achieve. I know what I'm doing when I come to work, and I know what our common goal is.”</p>

Appendix 5: Interview Guide in Finnish

Kiitos osallistumisestasi tutkimukseen. Tämän tutkimuksen tarkoituksena on selvittää, mikä motivoi Z-sukupolvea työpaikalla ja kuinka johtajat voivat luoda sellaisen työympäristön, jossa sukupolven Z työntekijät tuntevat motivaatiota.

Tämän haastattelun aikana sinua pyydetään vastaamaan useisiin avoimiin kysymyksiin. Voit jättää vastaamatta joihinkin tai kaikkiin kysymyksiin. Haastatteluun kuuluu haastattelun ääninauhointi ja tallenne transkriboidaan sanasta sanaan. Osallistumisesi tutkimukseen on täysin anonyymi, eikä sinua yksilöidä erikseen missään tämän tutkimuksen esitelmissä tai julkaisuissa. Onko sinulla kysyttävää ennen kuin aloitamme?

Haastatteluopas

1. Taustakysymykset
 - a. Minä vuonna olet syntynyt?
 - b. Mikä on nykyinen työnimikkeesi?
 - c. Kauanko olet työskennellyt nykyisessä työpaikassasi?

2. Motivaatio
 - a. Mikä saa sinut tuntemaan olosi motivoituneeksi työssä?
 - b. Mitä tarvitset tunteaksesi motivaatiota työssä? (Mitä ilman et pystyisi tuntea olosi motivoituneeksi?)
 - c. Mikä motivoi sinua menemään töihin joka päivä?
 - d. Voitko antaa esimerkin ajasta, jolloin pysyit motivoituneena tehdessäsi jokapäiväistä työtäsi?

3. Työympäristö
 - a. Millainen on mielestäsi hyvä työympäristö?
 - b. Ajattele pahinta työympäristöä, jossa olet ollut osallisena. Mikä teki siitä pahimman? Miten tekisit siitä paremman työpaikan?/Mikä olisi tehnyt siitä paremman työpaikan?
 - c. Työskenteletkö mieluummin ihanteellisessa ympäristössä alhaisella palkalla vai ei niin ideaalisessa ympäristössä paremmalla palkalla?

d. Mikä motivoi sinua nykyisessä yrityksessä?

4. Johtajuus

- a. Kuinka johtaja voi luoda työympäristön, jossa tunnet olevasi motivoitunut?
- b. Tuleeko mieleesi esimerkki, jossa johtaja on luonut työympäristön, jossa olit motivoitunut?
- c. Mitä johtajien tulisi mielestäsi välttää luodessaan työpaikkakulttuuria, jossa olisit motivoitunut?

5. Kerro minulle hyvästä työpäivästä

Kiitos osallistumisestasi tähän tutkimukseen. Tässä olivat kaikki kysymykseni. Onko jotain, mitä haluaisit määritellä lisää tai jotain mitä haluaisit lisätä aiheeseen?

Appendix 6: Interview Guide in Swedish

Tack för att du deltar i denna forskningsstudien om Gen Z-motivation på arbetsplatsen. Syftet med denna studie är att utforska vad som motiverar Gen Z på arbetsplatsen och hur ledare kan skapa en arbetsplatsmiljö där Gen Z-anställda känner sig motiverade.

Under denna intervju kommer du att bli ombedd att svara på flera öppna frågor. Du kan välja att låta bli att svara på någon av frågorna eller alla frågor som ställs. Intervjun kommer att involvera ljudinspelning av intervjun och inspelningen kommer att transkriberas ord för ord. Dina bidrag till studien kommer att vara anonyma och du kommer inte att identifieras individuellt i några presentationer eller publikationer av denna forskning. Har du några frågor innan vi sätter igång?

Intervjuguide

1. Bakgrundsfrågor

- a. Vilket år är du född?
- b. Vad är din nuvarande arbetstitel?
- c. Hur länge har du arbetat för detta företag?

2. Motivation

- a. Vad får dig att känna dig motiverad på jobbet?
- b. Vad krävs för att du ska känna dig motiverad på jobbet? (Utan vad kan du inte känna dig motiverad?)
- c. Vad motiverar dig att gå till jobbet varje dag?
- d. Kan du ge mig ett exempel på en tid då du höll dig motiverad när du gjorde ditt dagliga arbete?

3. Arbetsmiljö

- a. Vad tycker du är en bra arbetsmiljö?
- b. Tänk tillbaka på den värsta arbetsmiljön du har varit en del av. Varför var det den värsta arbetsmiljön du har varit del av? Hur skulle du göra den till en bättre arbetsplats?

- c. Skulle du hellre arbeta i en idealisk miljö med låg lön eller en mindre idealisk miljö för mer lön?
- d. Vad motiverar dig i det företag du jobbar för i dagens läge?

4. Ledarskap

- a. Hur kan en ledare skapa en arbetsmiljö där du känner dig motiverad?
- b. Kan du tänka dig ett exempel där en ledare har skapat en arbetsplatsmiljö där du kände dig motiverad?
- c. Vad tycker du att ledare bör undvika när de skapar en arbetsplatskultur där du känner dig motiverad?

5. Kan du berätta om en bra dag på jobbet?

Tack för att du deltog i denna forskning. Det var alla mina frågor. Finns det något du skulle vilja definiera mer eller någon ytterligare information som du vill tillägga till ämnet?