



Employee retention of generation Z in a contact center

NewCoCommunications

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Abstract

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The purpose of this research is to find out what are the factors how the company called NewCoCommunications, which is a calling center could retain employees that belong to the generation z. The thesis will be done for this company and the purpose is to help them to find the reasons why younger employees may leave the company.

The research consists of the theory part and the survey, which was done all of the employees of the contact center and it had total 49 respondents, but the focus was on employees of generation z.

Based on the research generation z thought that training, reasonable salary, paying attention to their feedback and benefits of the job are the factors that are affecting the employee retention.

Keywords

Generation Z, training, leadership, flexibility of workplace, salary, human resources

There is no confidential information in this thesis.

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1 Introduction

The Generation Z is a generation born between 1996-2010 and it has grown up with technology and are used to not stay in one workplace for a long time. This generation also prefers personal freedom and flexibility in their workplace and this research purpose is to find out what are all the factors that affect how the company could keep this generation in the contact center for a longer period.

The thesis will also find out what are the factors that why the employees of this generation feel like the employees are leaving this company, this thesis will be focused on: training, leadership, feedback, salary and benefits, support from the management, flexibility of the workplace, human resources, and the opportunity to grow in the company.

1.1 NewCoCommunications

The client for the thesis is a company called NewCo Communications, which is a contact center. NewCo Communications is offering customer service, business processes and consultancy for the customers. They have contact centers in Barcelona, Valencia, and Casablanca. Around 943 employees are working for this company and 9 different languages are spoken in this company. (Customer Service & Business Process Near and Offshoring N.d.) Many young employees are working in the company and the purpose of this research is to find out what are the factors that make young employees to retain in the company longer and how the company can create an environment for them that meets their expectations. The focus for this research is the Generation Z of Nordic countries that are working in the office of Barcelona.

1.1 Contact center.

A contact center is a site of business where employees take calls from both internal and external customers and engage with them via phone calls and emails (Call center N.d). Nice made a Wem global research, where they interviewed contact center employees that have had at least 2 years of experience in their current job. According to the research, approximately 45% of the employees quit in their existing positions and 31% of the employees are actively considering changing jobs. (Contact centers – from attrition to retention 2022, 9.) The main factor of the retention of young

employees is the salary, it has the main impact if the employee decides to stay on the current job or not, after this comes a clear progress in their career and this includes around 49% of the interviewed contact center employees. In addition of these two, the opportunity of flexibility at work has also impact if the employees are staying at their current jobs or not, this includes for example having the opportunity of working remotely. (Contact centers – from attrition to retention 2022, 10.)

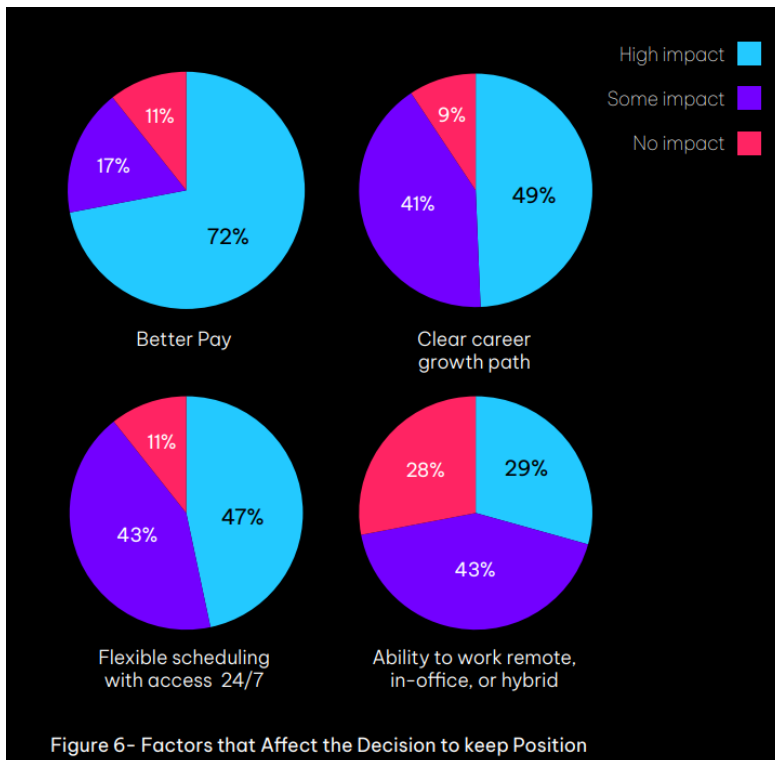


Figure 1 (Contact centers – from attrition to retention 2022, 10.)

1.2 Research question

The research question for this thesis will be 'What are the factors that are keeping the young employees in the contact center.' The aim of this question is to find out what are the main factors that are keeping the generation Z employees in the company and with a survey we will find out what are the factors that needs to be focused more on. These questions could include for example factors like management, salary, training, support, flexibility at workplace and the employees career growth path. This research will be done for Generation Z and for the Nordic market. The reason why this will be done for the Nordic market is that there is a lot of turnovers in the Nordic

market, especially in the Swedish market. There is a lot of young people working in the company and that also can affect the turnover, since this could be their first job and they just want to try something. Another factor is – the workplace is in Barcelona and there is a lot of turnovers in Barcelona as well, people are here for a certain amount of time and then they go back to their countries for example. But the main aim for this is to do research how the company could keep the young employees in the company for a longer period – since it is expensive to hire new people all the time.

2 Employee retention

Employee retention describes the company's efforts and measure that they take into consideration when trying to retain an employee. (Molinaro 2019, 1.) Retention of the company can also affect the health of the employees in a long term and in their success. The focus with retention in the company is that they are trying to remain their employees in the company for as long as possible. (Baruah & Das 2013, 1.) And if they can't keep their employees in a longer period in the company, losing an employee can put a heavy financial strain on a business and direct and indirect expenses are included in the financial burden. Direct costs include for example testing, interviewing, training, and orientation and when it comes to indirect costs, there are information losses and productivity losses. And because hiring a new employee takes time away from the employer's regular operations, both direct and indirect expenses are very important factors. (Molinaro 2019, 2.) Additionally, there are differences between generations in the workplace, and it is vital for the manager to be aware of these differences and according to research, the biggest contributors to employee turnover are age and work satisfaction gaps. (Molinaro 2019, 3.)

According to fresh HR insights, there are three different factors that makes up the employee retention. These factors are rewards, recognition, and respect. With the rewards that company could offer, the employees may feel happier, and this will give them extra motivation to do their work even better. Bonus is a good example of this reward, but it can include some other rewards as well, for example more materialistic rewards like gift cards etc. In addition to rewards, recognition is very important as well for the employees, especially if they get recognized more individually and this recognition will give more value to them for their work. It is also crucial for the employers to show respect towards the employees, because this also adds their motivation towards the work. (The Three Rs of employee Retention – Rewards, Recognition and Respect 2016.)

Also, according to Baruah & Das (2013) there is not only factor that affects the employee retention, and it is crucial for the company to take include all this factor into account. They also pointed out the recognition of the employee and the rewards, these two factors will give the employees the feeling that they are valuable in the company. In addition to these two factors, also the opportunity to have their own career path and the possibility of promotion are being in a big part of the employee retention. And this career path can for example include internal promotions, precise career predictions at the time of hiring the new employees and more specific strategies for their personal career growth. (Baruah & Das 2013, 4.)

As it was said in the previous paragraph, company should consider additional bonuses and promotions for the employees to stay in the company longer, because if the company does not show any recognition for example for the people who are doing their job well, they might end up leaving the company. Also, if the company notice a talent among the company and a person who will show their interest in their career growth and it is interested in other tasks in the company, the company should notice this as well.

2.1 Human resources and employee retention

There is a link between human recourses and employee retention, since human resources takes care of the hiring and recruiting new people, but also, they take care of the training. Other tasks that belong to human recourses are for example taking care of the employes wellbeing, the safety of the workplace and anything related to legal factors like making the contracts between the new hires. (Williams 2022.) So clearly human resources are very well connected to employee retention, since all the factors that they are dealing with in the company like training and recruiting people go hand in hand with the employee retention. Also, the employee's wellbeing is in a big part of the employee retention too.

And now when we think more about how the human resources are for example connected to employee retention, when they hire new people, it is crucial for human resources to take care of the fact that they have hired the right person with qualifications that will match the current job as well (Johnston 2022). Because if the hire is not right for the job or the qualifications don't match with the certain job, then it may cause more turnover for the company, and may affect the employee retention since they will have to look for another hire again.

Another very important factor linked between human resources and employee retention is communication between them. For the company to keep the employees in the company, a clear communication between the human resources and employees is very essential also that the human resources are listening to the employees as well and their needs. (Johnston 2022.) This is essential since it could be that employees may feel stressed, left alone or they have something else going on where they need support on. But if the employees have something or somebody that they know they can lean on, it will affect the employee retention in a positive manner.

2.2 The importance of employee retention

Retaining employees on board involves more than just reducing loss to the company when they depart. It also provides chances to raise several important indicators for the organization. One of the important indicators is the morale improvement, it means that employees who are staying in the company might have to take on greater tasks of responsibilities despite losing connections. This could also affect their drive towards to the work in a negative way. Another important factor is the positive employee experience, and it is connected to employee engagement. If an employee is motivated and cares about their job, it is a result of positive employee experience which increases the employee engagement in the organization as well. Also, employee morale and contentment are both crucial for an organizations' success, and both are directly related to the level of involvement. It can take a lot of strategies, techniques, and procedures for the company to keep their brightest employees. And what is comes to businesses that don't prioritize the employee retention and turnover reduction, can suffer from serious setbacks including the loss of productivity and knowledge of the employee. A company can avoid productivity losses by having effective personnel retention and more engaged employees who produce more work are typically found in firms with high retention rates. In addition to being more productive, organizations that have had time to develop are also more likely to have engaged employees who will strengthen customer connections. (Holliday 2019.)

It is important to focus on the employee retention, since naturally companies don't want to lose their employees because then for example the company may lose a lot of knowledge that the employees already gained in the company. In NewCo Communications, the turnover in the Nordic market is quite huge and naturally this will affect that NewCo have to hire more people often and train them. And knowing that knowledge is very important part of the job, and when somebody

who has a lot of knowledge leaves the company, also then a good support for the new employees is leaving as well and productivity regarding to the job leaves too.

There are different techniques available how the organization could understand how the employees are really feeling. One of these techniques is occupational health survey. With this occupational health survey, the organization can for example find out how satisfied the employees are with this organization, define priorities for the organization for example which factors to focus so that the employees will feel well in the company and the organization can gather feedback for the employees which can be for example anonymous feedback. Another technique is well-being measurement, which is about discovering the stress levels of the employee and what is causing this stress. With this technique the organization can also learn about the factors of the employees that relieves their stress, this is how the organization can plan their employees work more efficiently and maybe also prevent these stressful situations for them. (5 parasta työkalua työtyytyväisyyden selvittämiseen N.d.)

3 Generation Z

The Generation Z refers to the people who are born between 1996-2010 (What is Gen Z? 2023). The social web has been a part of Generation Z's childhood, and the digital world is important to their identity. Their existence is more closely tied to electronics and the digital world than any prior generation since they were born and nurtured in it. For this generation, it is very important to have a straightforward manner of communicating and a social network as well. (Dangmei & Singh, 2014, 1.) Understanding the preferences of Generation Z is essential for establishing effective channels of communication and fostering a positive workplace culture because job and workplace preferences vary between generations. When it comes to Gen Z's preferences for the workplace, they choose things like independence and personal freedom. Additionally, if they receive only little attention at work, this may lower productivity and morale. It is crucial for them to be heard at work and be informed. They also want the bosses to value their opinions and pay attention to their ideas. (Dangmei & Singh, 2014, 3.) According to a study, they choose working environments that foster mentoring, education, and opportunity for professional growth because they feel their formal education did not provide them with the necessary abilities to handle difficulties in real life. The characteristics that Generation Z looks for in a career include a work environment that supports their entrepreneurial abilities, a welcoming work atmosphere and the ability for flexible

schedules and they would be happier working for an honest and trustworthy boss. (Dangmei & Singh 2014, 4.)

3.1 Mental health of Generation Z

Mental health is important for every generation, and it is very crucial for the companies to take mental health awareness into account, no matter what generation it will concern. However, in this research, we are talking about Generation Z and how mental health can affect to their work. Because people are different, could be that some of the employees, especially when they are young don't have the courage to speak about their mental health. This is something that the companies should be aware of, because this also could affect to their employee retention, if the employee doesn't feel comfortable speaking about these factors, this may lead to sick leave or to even resigning from the job.

Generation Z includes people from a very young age cap and according to Jorgensen, this generation is the one that suffers the most from anxiety and depression for example. And because this generation includes very young people, it may be their first workplace and because of that they may feel more pressure and stress at work. So, thinking about this pressure that they may be feeling, it is important for the employer to support them and listen to their needs, so they feel welcomed in the company and if they ever have the need to talk to someone, that have been taken into consideration in the company as well. There are also some strategies for acknowledging this mental health more in the company and one of them is fighting the stigma of mental health, meaning that the management should talk about mental health very openly and tell that it is nothing be shamed about. It is vital that the Generation Z gets all the support that they need regarding to mental health and that is why it would be a good idea for the company as well to offer some mentorship programs. These mentorship programs can variate in every company, however it would mean that the company would have a mentor for the new employees, and they would support the new employees into coming to this job, because the job may be in a new country or in a new city and this can be scary for the employees that just started. (Jorgensen 2023.)

In addition to mental health of generation z, they also appreciate wellbeing at work which goes hand in hand with the mental health. Normally this generation seeks those kinds of employers who will be able to fulfill their needs for their well-being. In another words, companies should fo-

cus on arranging support for stress management and for mental health for their employees in order them to stay in the company and for generation z to not lose their motivation towards the work. (Ghoshal 2023.)

3.2 Key elements affecting young adults' retention.

The YZ generation was a subject of a project by Jamk that revealed their views on the factors that businesses and managers should consider when working with the YZ generation. According to the project, it is crucial for young people to have conversations, that are fair, informal, and open. The project also placed a focus on successful job experiences, fairness, appreciation, and a wealth of feedback. (Ekonen, Heikkilä, Hukkanen & Leppälä 2021, 3.) The project covered a variety of topics, including the impact of providing feedback on the employee. In addition to contributing to a viable work environment, feedback has an impact on employees' self-confidence and self-esteem. It was discussed, among other things, how feedback can be used to express gratitude to the employee along with the feedback itself. (Ekonan, Heikkilä, Hukkanen & Leppälä 2021, 13.) The young people also emphasized the value of interaction and involvement in the workplace, as well as the fact one-on-one communication-based approaches rarely succeed and that more comprehensive approaches should be adopted. It is also critical to find out what are the young workers wishes. (Ekonen, Heikkilä, Hukkanen & Leppälä 2021, 17.)

Understanding the demands of Gen Z, what they require for development and how they function is crucial for business executives. The first of the Generation Z's five defining characteristics is the digital trait. Gen Z have grown up with technology and with different kind of devices, so it has been part of their life for very long time. (Understanding Generation Z N.d,10.) Another trait for Gen Z is the global trait. This implies that everything for them, from music to food, is global, and that this globalization is connected to the technology they are aware of. (Understanding Generation Z N.d, 11.) Along with this two, there comes the social feature. Because of social media sites like for example Facebook and Instagram, this generation are affected by a network that is larger in both size and location and because of the technology, their network is always connected. Generation Z is also known for changing careers frequently. This generation also has received more formal education than the generations before. (Understanding Generation Z N.d, 12.)

It is also crucial for the companies to take into consideration that generation z is known for these kind of job hoppers as they tend to move their jobs often and not settle in something that they really don't feel comfortable staying at for a long term. And according to a study almost 70 percent of the people who are under the age of 40, are likely to change their jobs and even the industry that their working at during their career. Another factor that was mentioned in this study was the values that these young employees are having towards their career, and it is very important that the company shares the same values as the employee. It is mentioned that in the study that around 40% of the respondents declined the job offer that they received because the company didn't share the same values as the employee. (Mitä millenniaalit ja z-sukupolvi odottavat työnantajalta? 5 vinkkiä nuorempien sukupolvien sitouttamiseen 2022.)

As it was said, Generation Z tends to move their jobs often and this was also noted on the survey that was done by Henkilöstöliiga. In the survey it was very clear for this generation that if they don't find the job suitable for them, they will change to another company without a doubt. This generation is also not known for having long term jobs in the same company and they require changes. Another important factor regarding to freedom of this generation is that 30% of the respondents of the survey didn't find regular working hours not important, but instead 30% of the respondents find that work flexibility is very important. (Hellman & Savolainen N.d, 9.)

3.3 Leadership of different people

An important quality of the leaders is that they must have a good knowledge of humans and their tasks may be that they need to know individual differences of the humans that are affecting to the current job, this will be a crucial part of how the work will be done. (Jabe 2017,24) It is good to take into consideration that the employees of different generations and different personalities may need different kind of leadership, not all the employees work the same way and this need to be noticed in the company. For example, there can be people who doesn't have work experience at all, and it is their first workplace, and it can take a bit time to get used to the habits and rules of the workplace. And for some people, they can have a lot of work experience in a similar field for example and it can be that they don't need so much time to learn these tasks at work.

As it has been said above, it is important to know the ages of the employees and their behaviors and needs in the workplace. For example, people that are 20-28 years old, may have a differ-

ent perspective of life. The positive quality of people around this age is that they are willing to try and do new things and, they are thinking a lot about their future. It is said that the leaders could make use of the enthusiasm of the mindset of people around that age and listen to their fresh ideas at work. (Jabe 2017, 35.)

Now when we think about people that are in the ages of 18-25, they may have very different lifestyles. Some of them can still be studying and finding their first job after the studies, but the most important thing is that they have very big expectations regarding to the job and especially about how they will be managed in the company. Another factor is that they need to feel welcomed to the company and the leader should be more like a coach or a mentor that will guide the new young employees and take into consideration their needs, situations of life and motivate the employees for a good performance at work. This may not happen in every workplace and that is why young employees may not stay in the workplace for a long period of time because of the lack of support. (Jabe 2017, 54.)

In addition, that the leader should take into consideration the need of Generation Z and motivate them like it was said in the previous chapter, it is also important to focus on them individually as well. If the leader will focus on them more individually and focus on the strengths of the Generation Z one by one, they will feel more appreciated in the company. It is also known that this generation is driven by making changes in the world and in the workplace so it also applies to their leader, because this generation may expect that from their workplace and for their leader. Another factor that Generation Z really appreciates is the flexibility in the leadership, this means that when the leaders have more flexible leadership style, more likely the Generation Z will stay at the workplace. They also value tasks at work, that have a meaning so if the management could offer a work like that, that would also affect in their retention. (15 Ways Leaders Can More Effectively Manage Gen – Z workers, 2023.)

3.4 Importance of flexibility in a workplace

Everybody have their work preferences, for example for some employees it is very important that they can work from home or at least have the hybrid model of working. What comes to Generation Z, there have been a survey by Deloitte Global, where they found out the hybrid and remote

references of Generation Z. In this survey they had 14 483 respondents, that belonged to Generation Z.

The most important preference for Generation Z was that they would like to have the liberty of choosing the place wherever they want to work and, they preferred the working remotely option. But with this remove option, they would still go to the workplace and meetings occasionally, but they prefer the option that they can choose whether they want to work from home or from some other place. Another preference for Generation Z that was a bit smaller percent of the respondents was the hybrid work model. And this hybrid work model meant that their company would decide how often they need to be at the workplace. The smallest percentage of the respondents preferred having the opportunity to work fully remotely and not going to the workplace and this was only 2 of 10 people of the Generation Z. (2023 Gen Z and Millennial Survey 2023, 16.)

There were also listed health benefits of working remotely or with the hybrid model. One of the benefits were that while working remotely or hybrid mode, the employees have better work life balance, and they have more time to spend time with their families and with their friends. They also have more time to spend with their hobbies and their responsibilities that doesn't include work. Another benefit was that the employees don't have the same distractions when they work remotely that they would have had at the workplace, and this keeps them more focused at work. (2023 Gen Z and Millennial Survey 2023, 17.) As it was said in the previous paragraph, Generation Z prefers of choosing the workplace that they are working at, and it is important for the company to consider that this Generation doesn't necessarily want to sit on their desk all time. With the current technology, employees can use their phones and tablets for some work tasks as well, some companies are even beginning to look how they can increase this flexibility in their workplace. (Bridges N.d.)

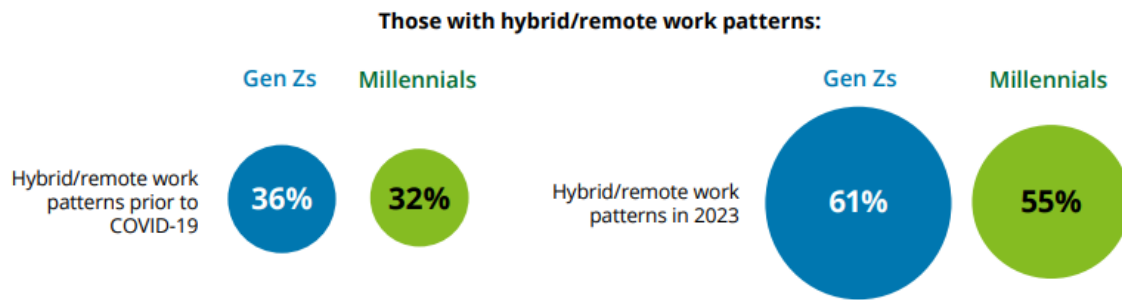


Figure 2. 2023 Gen Z and Millennial Survey N.d, 15.)

We can also see from statistics above from Deloitte that there has been a huge difference with the hybrid/remote work pattern, during covid it was only 36% of Generation Z that preferred re-remote/hybrid model work and now it has increased to 61%. (2023 Gen Z and Millennial Survey N.d, 15.) It can feel easier to do remote work nowadays, since people got used to it during covid and it is more of a norm rather than exception working remotely nowadays. With the remote option the company also shows their trust to their employees, and this will be a big part of employee retention as well.

3.5 Career growth

The career growth is one factor that could affect the retention of Generation Z and companies should think more about how they can support the Generation Z in their career growth journey. It is also important for companies to have a different kind of mindset with this generation, since this generation is not usually just seeking for a role, where they can't develop their skills at all. This generation also wants their employer to treat them more individually and focus on their skills one by one. Deloitte also had ideas on how the companies can focus on the career growth of Generation Z and how they can retain this generation in the workplace. One of the points that were made by Deloitte was that everything changes all the time so that is why the company should focus on how they hire and train this generation, because it can vary a lot. Also, according to Deloitte, the companies should create a profile of a great employee or hire intelligent and bright people and then after they are employed in the company, the company should figure out a role for them. (Betts, Gomez & Mawhinney N.d, 21.)

Among the career growth, personal growth in the workplace can be such as important as career growth for Generation Z according to LinkedIn and this generation are also very willing to learn new things/skills as well. This personal growth and personal skills and interests can easily be combined and if the companies will do this, the employers will more likely retain more employees in the company. This is one strategy for the companies who want to focus on retaining their employees but also, they would give their employees the opportunity to grow inside the company. (Moot 2023.)

One of the factors that generation z really appreciates at workplace is that companies really take into consideration their passions and personal interests as it was mentioned above as well. To make this happen, companies could offer personalized training programs and programs that are connected to their personal interests. Supporting their individual career growth, it is very important factor for the leaders to think about as well when thinking about employee retention of this generation. Generation z is a generation that usually has long term goals at work and that is why the management should be notice this as well. (Ghoshal 2023.)

So, all in all, leadership, flexibility, and the career path in the workplace are affecting to the employee retention of Generation Z. They prefer the flexibility and the feeling of having more freedom at the workplace, so they can decide where to work. They should also focus on the leadership on the company, because if they manage the employees all the same way, it may affect to the employee retention in a negative way. There could be many other ways as well that company could affect to the employee retention of Generation Z and one of the ways could be preparing the Millennials to manage Generation Z or at least train them for the current job.

Millennials and Generation Z are not that many years apart and they are also quite similar, so that is why it would be a good reason for the company to make the millennials to manage Generation Z. Even though they have their similarities, regarding the expectations of work, Generation Z tend to be more realistic than millennials and for Generation Z it is very important that the managers listen to their ideas. It would be good for the company to think about this fact that millennials could be the right generation to manage Generation Z, since millennials could secure them a good future for the company with highlighting their skills. (Bridges N.d.)

3.6 Training

There are many ways of learning, however it is crucial for the companies to provide a good quality training for the employees to retain them in the company. For some employees, the job may be their first job and they may feel stress about it, however with a good training the employees will feel more confident stepping into the job world for the first time. Especially with the generation z it is vital to provide them support and a training that will boost their confidence regarding to the job. (Z-sukupolvi pelkää työelämän stressiä 2023.)

It is necessary to have the training in the beginning of the work, however also necessary to have them occasionally during the work as well and with this constant training the companies will retain the employees of Generation Z even more efficiently. Also, it is vital to focus on which type of training the company will provide for their generation z employees. For example, around 38% of Generation Z wishes that the companies would focus more on training the employees people skills rather than technical skills. This can include for example training about leadership and team management. (Understanding Generation Z N.d, 23.)

Generation Z consists of people that are in a very young age, it is indeed crucial to make trainings inside the company with all subjects included. It may be that some people of this generation only started working until now and that is also why these trainings could give them more confidence on their career path and this would also be a big part of the employee retention as well. Without constant training, the employees might lose their confidence towards the work, especially if the job tasks are changing a lot during their career. Also, without these trainings, they can feel lost about what they are doing and, they can have a barrier to ask more support from their colleagues for example.

There are many other characteristics that comes to training the Generation Z and one of this is being authentic. Generation Z really appreciates training that is not based on just researches and studies and they prefer the training to be more unique and what keeps the training more interesting according to Generation Z is real situations that have happened. It is suitable to keep in mind as well the values that this Generation shares since values for this generation are in a crucial part when they decide to accept the job offer, but in the training as well. In the training they are interested in hearing more of the values of the company and they are fully aware of social equality.

This means that this generation doesn't accept any racism or sexism and if this will happen in real life for example, this generation is the one who will be the one defending on these described issues. (Andriotis N.d.)

4 Development of research goals and research assignments

The research issue is about how to retain young employees at their current jobs. In this research the survey that will be made will be send to young employees who are working in NewCo Communications. The questionnaire reveals, among other things, whether their expectations for the workplace have been met and the goal is to thoroughly understand what influences and employee to remain in the company and where the business should make a little more of an investment. In this questionnaire all the factors that have been mentioned in those previous chapters will be considered.

5 Impelementation and results

5.1 Methods

This research was done as quantitative research. Quantitative research means that the research will be based on numbers, and it will answer the question "how often or how much?". Quantitative approach is also objective, which means that the researcher will not affect to the results in anyway and will stay neutral to the result of the research. (Vilkka 2007, 13.) In quantitative research there are these factors called variable and indicator. With this variable factor it could mean for example the respondents age, gender, or something that we want to know about the respondents. And the indicator helps to gather this information with for example surveys or interviews. (Vilkka 2007, 14.) In the online survey that will be done for the research, the most important variables will be the age of the respondents, since the research will be done for the generation z, and it is important to focus on the retention of generation z. Another variable will be the time that they have worker in the company. And as it was mentioned, this research will be done via online survey questionnaire.

5.2 Data collection and analysis

Survey questionnaire is an effective way to gather data from the respondents and over the years, the survey research has been used to gather data from individuals and from the groups as well. There are many options how the respondents can receive the questionnaires like for example in print form via email or electronically via email. (Ponto 2015, 3.) Every year, many questionnaires are sent to the respondents and of the survey methods the online surveys are the one that have the most benefits. For example, with online surveys the answers from the respondents will be gathered more quickly and it is way faster for the respondents to answer the survey online. Another benefit of the online survey is that basically the online survey can be sent anywhere and with that it is also easier to reach the target audience. (What is a survey? Benefits, tips, best practices & free survey tools N.d.)

5.3 Google Forms

Google form is a platform, where it is possible to create surveys and send them to the respondents. With Google Forms the results of the respondents can also be analyzed by the one who made the survey. This platform is also quite efficient, since the respondents can answer the survey wherever they like, for example via their mobile phones or in their computer. (Google Formsin avulla saat tärkeät tiedot käyttöösi nopeasti N.d.)

This survey was implemented for the employees that are working in the Nordic market. The target for this survey was the people who are born in the years of 1996-2002. Although, there was option for everyone to answer the survey but in this research the focus is the Generation Z. The survey questionnaire was done via Google Forms, which is an efficient way to gather information from many employees. The survey was sent to previous teams' channels for the Nordic markets and many times.

5.4 Cross tabulation

When the survey questionnaire has been answered by the respondents, it will be reviewed as a cross tabulation. Cross tabulation is a method for examining the distribution of variables and their dependencies. (Ristiintaulukointi N.d.) For example, in this research we have a question " I have stayed in this company because I am satisfied with the salary". This question will be analyzed be-

tween the time how long people have stayed in the company. For example, with this question we can see, are the employees for example who have stayed more than a year in the company happy with their salary that they have now and will it be enough for them to stay in the company for a little longer.

6 Ethics and reliability of development work or research

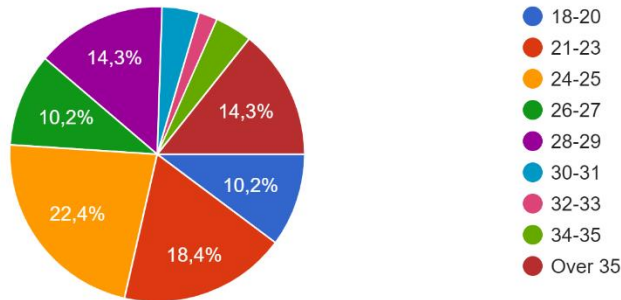
Respecting the privacy of the individuals who will be the subject of the research is crucial when discussing ethics. For the research, every piece of information that will be obtained from the respondents is crucial, so it is critical to treat everyone fairly and respectfully. Additionally, it is essential for the researcher to act honestly when dealing with the responses of the respondents and avoid from altering the outcomes in any way. Also, there could be times when the researcher disagrees with the respondents, but this cannot harm the research. (Vuori N.d.)

For this research of employee retention there will be taken into consideration the privacy for example. With the survey that will be done, these respondents names will not be shown anywhere and there will not be any other information in the survey than the respondents ages and gender. Also, all interviewees will also be treated equally and with respect and the main purpose for this research is gather a lot of information about the respondents' experiences without affecting the outcome in anyway.

7 Results

There were 49 respondents in the survey that was made with Google Forms. There were options: strongly agree, agree, neutral, disagree and strongly disagree. There were also different age group options that the respondents could choose, the age groups were: 18-20, 21-23, 24-25, 26-27, 28-29, 30-31, 32-33, 34-35 and over 35. The focus in this research will still be on the Generation Z, which will be the ages from 18 to 27 in this survey. There were 19 questions in this survey and 17 of them were multiple choice questions and two of them were open questions.

What is your age?
49 vastausta



The first question was to find out the ages of the respondents. As we can see, most of the respondents (22,4%) that are working in the company are 24-25 years old. The second biggest group is employees that are 21-23 years old, and it is 18,4% of the employees. There are also the same amount people working in the company that are over 35 and 28-29 years old and this will be 14,3% of the respondents for both age groups. 26-27 age group and 18-20 also have the same percentage that is 10,2%. There are also some other age groups that didn't answer the survey that efficiently which are the age groups 32-33 and 30-31. In the next tabulation the most important results are highlighted with a blue color in every tabulation.

How long have you stayed in the company?	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
0-6 months	100 %	44 %	18 %	20 %	14 %	50 %	0 %	50 %	14 %	33 %
7-12 months	0 %	44 %	45 %	40 %	29 %	50 %	100 %	0 %	43 %	37 %
1-2 years	0 %	11 %	9 %	40 %	57 %	0 %	0 %	50 %	29 %	22 %
More than 2 years	0 %	0 %	27 %	0 %	0 %	0 %	0 %	0 %	14 %	8 %

In the previous tabulation we can see how long the employees have stayed in the company and their age groups as well. The age group of 18–20-year-olds, which belongs to the Generation Z had 100% of staying in the company for 0-6 months. With another age group which belongs to this generation as well that is the age group of 21-23, we can see some separation on how long they have stayed in the company, most of them have stayed for 0-6 months and 7-12 with the percentage of 44% in both and some of them have stayed 1-2 years in the company. With the age group of 24-25 most of them (45%) have stayed in the company for 7-12 months and the years of 26-27

the variety of 80% in total have stayed in the company for 7-12 months and 1-2 years. In total if we include all the employees, we can see that 37% of the employees have stayed in the company for 7-12 months.

I'm satisfied with the current salary.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	2 %
Agree	20 %	11 %	36 %	0 %	14 %	0 %	0 %	0 %	0 %	14 %
Neutral	0 %	22 %	18 %	20 %	57 %	0 %	100 %	100 %	57 %	33 %
Disagree	80 %	56 %	45 %	60 %	29 %	0 %	0 %	0 %	43 %	49 %
Strongly disagree	0 %	0 %	0 %	20 %	0 %	0 %	0 %	0 %	0 %	2 %

Salary is also one of the factors that is affecting employee retention. And from the template we can see that from the age group of 18-20 80% wasn't satisfied with the current salary and chose the disagree option, 21-23 56% chose the disagree option, 24-26 with the percentage of 45% and 26-27 with the percentage of 60%. There were also some strongly disagree options in the age group of 26-27 with the percentage of 20%. In total most of the employees disagreed with the percentage of 49%.

I feel like I have the opportunity to grow within the company	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	0 %	0 %	29 %	0 %	0 %	0 %	0 %	6 %
Agree	80 %	33 %	36 %	40 %	29 %	0 %	100 %	50 %	43 %	41 %
Neutral	20 %	44 %	45 %	40 %	14 %	50 %	0 %	50 %	57 %	39 %
Disagree	0 %	11 %	18 %	20 %	29 %	50 %	0 %	0 %	0 %	14 %

One of the questions were about how the employees are feeling about the opportunities to growth in the company and for the 18-20 years old there were not that strong opinions in this but almost all of them answered agree option with the percentage of 80% and rest of them gave the neutral answer with percentage of 20%. 21-23 years old had some separations in their answers as we can see from the tabulation, most of them although answered the neutral opinion of 44% and

also 24-25 age group answered the most neutral answers with the percentage of 45%. 26-27 years had the same percentage of neutral and agree answers with the percentage of 40%. In total we can see that the employees answered the agree option the most with the percentage of 41%

I feel like I receive enough feedback from the management.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	2 %
Agree	60 %	78 %	64 %	60 %	86 %	50 %	100 %	50 %	43 %	65 %
Neutral	40 %	11 %	18 %	40 %	14 %	0 %	0 %	50 %	29 %	22 %
Disagree	0 %	0 %	18 %	0 %	0 %	50 %	0 %	0 %	14 %	8 %
Stongly disagree	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	14 %	2 %

The next question in this research for the respondents was if they feel like they receive enough feedback from the management. 18-20 years old most of them agreed with the 60% percentage and also with the age group of 21-23 they answered mostly the agree option with the percentage of 78%. With the people that are 24-25 years old also thought the same with the percentage of 64%, but we can also see that 18% of them chose the disagree option. 26-27 years old had the percentage of 60% of agree options and also some neutral answers with the percentage of 14%. In total respondents answered agree option with the percentage of 41% which was the highest result.

I feel valued, recognized, and appreciated at work.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	0 %	0 %	0 %	0 %	100 %	0 %	0 %	4 %
Agree	80 %	56 %	64 %	80 %	71 %	50 %	0 %	0 %	71 %	63 %
Neutral	20 %	11 %	36 %	0 %	29 %	0 %	0 %	100 %	14 %	22 %
Disagree	0 %	22 %	0 %	20 %	0 %	50 %	0 %	0 %	14 %	10 %

Another very important factor for this survey was if the employees feel valued, recognized, and appreciated at work. As we can see from the tabulation, we received most of the agree answers with the total of 63%. 18–20-year-olds had 80% of agreed answers, 21–23-year-olds had 56% of agreed answers, 24–25 with the percentage of 64% and 26–27 with the percentage of 80%. It can also be seen that 21–23-year-olds also disagreed with the percentage of 22% and 26–27 with the percentage of 20%. There were also some strongly agreed opinion with the percentage of 11% with the 21-12-year-olds.

When I started working for this company, I felt welcomed and comfortable from the first day.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Stongly agree	60 %	56 %	55 %	40 %	14 %	50 %	0 %	0 %	43 %	43 %
Agree	40 %	44 %	27 %	60 %	57 %	0 %	0 %	100 %	57 %	45 %
Neutral	0 %	0 %	18 %	0 %	14 %	50 %	0 %	0 %	0 %	8 %
Disagree	0 %	0 %	0 %	0 %	14 %	0 %	100 %	0 %	0 %	4 %

The next factor we wanted to find out if the employees felt comfortable when they started to work in the company. It seems that the majority of 60% felt comfortable by choosing the strongly agree option. Also, the age groups of 21-25 showed similar responses by choosing the same option. The age group of 26-27 had a bit difference, since the majority chose the agree option with the percentage of 60%. With the age groups of 18-27 we can see that none of them chose the disagree option. The strongly disagree option didn't also come to this tabulation, since no one chose it and that it was why it was left out of this.

I still feel welcomed and comfortable in this company.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	60 %	22 %	36 %	40 %	29 %	0 %	100 %	0 %	43 %	35 %
Agree	40 %	78 %	45 %	60 %	43 %	50 %	0 %	100 %	29 %	53 %
Neutral	0 %	0 %	18 %	0 %	14 %	50 %	0 %	0 %	14 %	10 %
Disagree	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	14 %	2 %

We also wanted to find out if the employees still feel welcomed to the company. Majority of 18-20 still feel welcomed in the company with the percentage of 60% strongly agree answers and 21–23-year-olds answered the agree option with the 78%, also 22% chose the strongly agree option. With 24-25 there were some separations with the results but none of them chose the disagree option, although 18% of the respondents chose the neutral one. 26–27-year-olds also chose only the agree and strongly options, agree option with the percentage of 60% and strongly agree option with the percentage of 40%. From this tabulation the strongly disagree option was left out, since nobody chose it.

I receive enough training and coaching for me to improve at my job.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	0 %	0 %	14 %	0 %	0 %	0 %	0 %	2 %
Agree	20 %	22 %	45 %	40 %	57 %	0 %	100 %	50 %	29 %	37 %
Neutral	20 %	22 %	27 %	20 %	29 %	0 %	0 %	0 %	57 %	27 %
Disagree	60 %	44 %	27 %	40 %	0 %	50 %	0 %	50 %	14 %	31 %
Strongly disagree	0 %	0 %	0 %	0 %	0 %	50 %	0 %	0 %	0 %	2 %

Next question in this survey was related to the training and coaching. From the age group of 18-20 60% of them disagreed that they receive enough training and coaching in order them to improve in their job, 21-23 disagreed with the percentage of 44%, 24-25 with a bit lower percentage of 27% and 26-27 with the percentage of 40%. With the agree options 18-20 age group chose 20%, 21-23 chose 22%, 24-25 chose 45% and 26-27 chose 40%. In total we have most agree options with the percentage of 37% but also disagree options with the percentage of 31%.

When I started working for this company, I received helpful and relevant information during my first day.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	60 %	44 %	27 %	40 %	14 %	50 %	0 %	0 %	29 %	33 %
Agree	40 %	44 %	45 %	60 %	43 %	50 %	0 %	0 %	43 %	47 %
Neutral	0 %	11 %	18 %	0 %	14 %	0 %	0 %	0 %	29 %	12 %
Disagree	0 %	0 %	9 %	0 %	29 %	0 %	10 %	0 %	0 %	8 %

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The results of the previous tabulation is about if the employees received relevant information during their first day of employment. As we can see from the tabulation, most of the generation z chose agree options. 18-20 chose the agree option with the percentage of 40%, 21–23-year-olds with the percentage of 44%, 24–25-year-olds with the percentage of 45%- and 26–27-year-olds with the percentage of 60%. There were also some strongly agree options that were chosen, for example 18–20-year-olds chose the strongly agree option with the percentage of 60%, 21-23 chose the strongly agree option with 44%, 24-25 with the percentage of 45% and 26-27 with the percentage of 60%. There were also some disagree answers with 24-25 age group with the percentage of 9%. There were not strongly disagree options in this tabulation so that is why it was left out.

I still receive helpful and relevant information	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	40 %	22 %	9 %	40 %	14 %	0 %	0 %	0 %	14 %	18 %
Agree	60 %	78 %	73 %	40 %	71 %	50 %	100 %	0 %	57 %	63 %
Neutral	0 %	0 %	9 %	20 %	14 %	50 %	0 %	100 %	29 %	16 %
Disagree	0 %	0 %	9 %	0 %	0 %	0 %	0 %	0 %	0 %	2 %

From this tabulation it can be found out if the employees still feel like they are receiving helpful and relevant information. As we can see from the tabulation, 18–20-year-olds chose only strongly agree and agree options, strongly agree option were chosen with 40% and agree option with the percentage of 60%. Also, with the 21–23-year-olds they chose only strongly agree and agree options, strongly agree options with the percentage of 22% and agree options with the percentage of 78%. 24–25-year-olds had all the options chosen, strongly agree with the percentage of 9%, agree with the percentage of 73%, neutral with the percentage of 20% and disagree with the percentage of 9%. 26-27 ear olds had the same percentage of strongly agree and agree options with both the percentage of 40%. Also, from here as well the strongly disagree option was left out, because no one chose it.

The communication with HR is clear and helpful	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	9 %	40 %	0 %	0 %	0 %	0 %	14 %	10 %
Agree	80 %	56 %	27 %	40 %	71 %	50 %	100 %	0 %	43 %	49 %
Neutral	20 %	33 %	45 %	20 %	29 %	0 %	0 %	0 %	29 %	29 %
Disagree	0 %	0 %	18 %	0 %	0 %	50 %	0 %	100 %	14 %	12 %

One of the questions were if the communication with human resources is clear and helpful. From tabulation we can see that the Generation Z chose mostly to agree or neutral answers. There were also some disagree answers from the age group of 24-25 with the percentage of 18%. Other than that, for example 18–20-year-olds chose mainly agree options with 80% and neutral answers with 20%. 21–23-year-olds chose 56% agree options and 33% neutral options. 24-25 chose mainly neutral answers with the percentage of 45% and agree options with the percentage of 27%. 26–27-year-olds chose 40% agree options and 20% neutral options, also we can see that they chose 40% strongly agree options as well.

All my questions are answered in a timely manner with HR	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	20 %	20 %	14 %	0 %	0 %	0 %	14 %	8 %
Agree	80 %	56 %	55 %	40 %	57 %	50 %	100 %	0 %	100 %	51 %
Neutral	0 %	11 %	18 %	40 %	29 %	50 %	0 %	50 %	29 %	22 %
Disagree	20 %	22 %	27 %	0 %	0 %	0 %	0 %	0 %	29 %	16 %
Strongly disagree	0 %	0 %	0 %	0 %	0 %	0 %	0 %	50 %	0 %	2 %

From this tabulation we can find out if all the questions of employees are answered in a timely manner with the human resources. We received mainly agree answers, for example 80 % of the 18-20 agreed, but also 20 % of them disagreed as well. 21–23-year-olds chose mainly agree answers with the percentage of 56%, but also disagree answers with the percentage of 22%. Also 24–25-year-olds and 26–27-year-olds mainly chose agree answers, but 24-25 olds also chose disagree option with 27%. In total we gathered 51% of agree answers and 16% of disagree answers.

I am satisfied with other compensations and benefits I receive in this job.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	2 %
Agree	20 %	11 %	36 %	0 %	14 %	0 %	0 %	0 %	0 %	14 %
Neutral	0 %	22 %	18 %	20 %	57 %	0 %	100 %	100 %	57 %	33 %
Disagree	80 %	56 %	45 %	60 %	29 %	100 %	0 %	0 %	43 %	49 %
Strongly disagree	0 %	0 %	0 %	20 %	0 %	0 %	0 %	0 %	0 %	2 %

One of the subjects in the survey was if the employees are satisfied with other compensations and benefits that they receive in this job. As we can see from the tabulation, generation z chose mainly disagree answers. 18–20-year-olds chose 80% of disagree answer and most of the 21–23-year-olds chose 56% disagree answers as well. Also, majority of 24–25-year-olds chose to disagree with the percentage of 45%- and 26–27-year-olds with the percentage of 60%. There were not very high percentage of agree answers, but as we can see 20% of the 18–20-year-olds chose the agree option, 11% of 21-23 chose it as well and 36% of 24–25-year-olds. In total we got 49% disagree answers and 33% neutral answers.

I consider I receive enough support from the management for me to perform as expected in my role	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	0 %	11 %	0 %	20 %	14 %	0 %	0 %	0 %	0 %	6 %
Agree	60 %	89 %	73 %	80 %	57 %	0 %	0 %	0 %	57 %	65 %
Neutral	20 %	0 %	27 %	0 %	100 %	0 %	0 %	0 %	43 %	20 %
Disagree	20 %	0 %	0 %	0 %	14 %	0 %	0 %	0 %	0 %	8 %

In this survey we also wanted to know if the employees are receiving enough support from the management for them to perform as expected in their role. It seems that we have received mainly agree answers from the generation z. Especially 21–23-year-olds agreed with high percentage of 89%- and 26–27-year-olds with the percentage of 80%. We also received 20% of disagree answers in the age group of 18–20-year-olds. There were also some neutral answers, for example 20% of the youngest age group chose the neutral answer and 27% of the 24–25-year-olds as well.

I feel like the company pays attention to my feedback and opinion, and my voice is heard.	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	20%	11%	0%	0%	14%	0%	0%	0%	0%	6%
Agree	60%	56%	27%	14%	43%	0%	0%	0%	57%	41%
Neutral	20%	22%	36%	40%	43%	50%	10%	10%	14%	35%
Disagree	0%	11%	27%	40%	0%	50%	0%	0%	29%	18%

Feedback and paying attention to the employees is a big part of employee retention as well. As we can see from this tabulation, generation Z had very different opinions on this. We can see that 18–20 mostly agreed with the percentage of 60%- and 21–23-year-olds as well with the percentage of 56%. But we can also see that there were some disagree answers as well, 40% of 26–27-year-olds chose the disagree option and 24–25-year-olds with the percentage of 27%. In total we can see that we had 41% agree answers, but also 18% disagree answers between the employees.

The company gives me flexible work conditions (e.g. working from home)	18-20	21-23	24-25	26-27	28-29	30-31	32-33	34-35	Over 35	Total
Strongly agree	25%	38%	50%	20%	40%	0%	0%	50%	71%	43%
Agree	50%	50%	25%	80%	40%	50%	0%	50%	14%	40%
Neutral	25%	0%	25%	0%	0%	50%	0%	0%	14%	12%
Disagree	0%	13%	0%	0%	0%	0%	0%	0%	0%	2%
Strongly disagree	0%	0%	0%	0%	0%	0%	100%	0%	0%	2%

The company gives me flexible work conditions (e.g. working from home)	18-20	21-23	24-25	28-29	Total
Strongly agree	100 %	100 %	33 %	100 %	71 %
Agree	0 %	0 %	67 %	0 %	29 %

One of the factors very if the company gives flexible work conditions for the employees and with this one, I had to do two cross tabulations since it gave me strongly and agree answers two times and it was not possible to do one cross tabulation. So, in the last cross tabulation we can see the last part of strongly agree and agree answers. As we looked at the part that is marked in blue highlighted color, we can see that the employees of generation z mainly marked in strongly agree and agree answers. There were also 25% of the neural answers with the age group of 18-20 year olds and 24-25 year olds.

7.1 Open question results

First of the open questions was *“What new could company do for the employees to stay longer in the company?”* There were a lot of similarity in the answers, many of them mentioned higher salary an equal salary for all the Nordic markets. One of the respondents suggested that the company could give a year/half yearly salary raise for the employees to stay longer in the company. The respondent also noted that the salary raise would ne suitable after some months since the tasks are getting more difficult. There were also some answers that other companies are offering better salary and less work and one of the respondents also suggested a yearly salary review.

Besides the salary, the respondents also wished to have better benefits and one of them noted that would be suitable if the employee doesn't lose the bonus if he is late from work a little bit. One of the employees wanted more benefits that are time based. There were also answers about training and the pressure of the workload, so the employees answered that they would like to get country specific training between the Nordic markets and more help with the difficult cases.

The second open question was *“What are the main factors that you think why people are leaving this company?”* With this as well, we received a lot of answers about the low salary and too much pressure in the workplace. One of the respondents answered that the new agents feel over-

whelmed and stressful in the beginning, because it is very busy. The word pressure was also mentioned in some of the answers and that it is too much to learn in such a short time. Some of the respondents said that this company doesn't have enough employees and that the agents need to deal with difficult cases but since the lack of training it is hard to do so. There were also some answers that the company doesn't take care enough of their long staying agents and that also some of the agents may move back to their home country and that is also one of the reasons why the employees are leaving the company. One of the respondents answered that it feels that only the statistics matters in the company and some said that it is underpaid and overworked.

8 Conclusions

In conclusion, if we look at all the result above, it seems that there is not a lot of satisfaction regarding to salary, especially with the 18–20-year-old age group, which had 80% of disagree answers about not being satisfied with the salary. With the Generation Z, this was the biggest age group that had the most disagree answers. There was also one theme that was brought up many times in these open question answers, which is salary, with proposals for annual or semi-annual wage evaluations for accounting for rising workloads and responsibilities. Employees also mentioned about their unequal pay between the Nordics markets and that should be more adjusted and that everyone will get the same amount of salary. Many employees are also saying that the salary doesn't match with the job and workload that they are doing. The salary answer was brought up in both open questions, so it has a huge role on the employee retention of Generation Z. Another factor that was mentioned was the pressure and the workload that these agents are getting, these are often related to fast work tempo and an emphasis on statistics. Few new agents especially, this pressure can cause stress and feelings of overload.

Another factor that we saw from the tabulation, and it was also mentioned in the open answers was the lack of training. The lack of training can cause more stress and challenges dealing with different cases. Especially with Generation Z, they had quite much disagreed answers with this one, especially the youngest age group, 18–20-year-olds had the percentage of 60% of disagreed answers. It seems in general that Generation Z wasn't satisfied with the training that they got in the company, but we must keep in mind that many of them haven't worked in the company for that long yet and some tasks may take a bit more time to learn. As we looked from the tabulation, the current salary and training were one of the biggest factors that the company should work

more on, since we can see from the open question results that people think that it is too much pressure and a lot to learn, then could be a good idea to focus more on the training part as well.

This thesis is focused on the Nordic market: Norway, Finland, Denmark & Sweden. Another conclusion that we can find out from the open answers is the inequality between the markets. This contains for example the salary, which is unequal between the markets, and this seems to be one of the factors that the employees wanted this company to focus more on. The employees also wanted the training in the beginning to be more country specific since every market works differently. In conclusion, the employees would want some equality between all the agents so this is a part that can turn the employees away from this current job, but it could also be something new that the company would consider doing.

Then addition to salary and training, there were also some disagree opinions if the employees are satisfied with the current compensations that they get from work. The majority of generation Z chose the disagree answer to this question, especially 18–20-year-old disagreed with 80%. One of the employees said in the open question that: *“the company should offer better salary and benefits, also that you don’t lose your 200€ bonus if you are late from work a bit”*. There were also some disagree answers in the question if the company pays attention to the feedback of the employees and from Generation Z we received the most disagree answers from the age group of 26–27 year olds with the percentage of 40%.

So, if we look at the results, we can make a conclusion that the four most important factors relating to employment retention of the Generation Z are the current salary and the inequality of it, not satisfied with the benefits, lack of training and not paying enough attention to the feedback of the employees.

There were also some factors that got more agree and strongly agree answers in this survey and based on the survey they work better in the company than the factors that was mentioned that the company should focus on more. These factors were for example if the employees feel welcomed and comfortable in the company, there were questions if they felt welcomed in the first day and if they still feel welcomed. With this one we didn’t get any disagree answers from the Generation Z, so based on results this factor works well in the company. Another important factor

is the information that the employees are getting during the first day and if they still get relevant information. We mainly received agree and strongly agree answers on this one as well, but 9% of disagreed as well.

HR communication and their time to answer the employees' questions got also good results from the employees, so we can say that this is not the factor that the company should put more focus on. HR wasn't even mentioned in the open answers, so in conclusion we can say that this factor works well in the company. The employees are also feeling that they are getting enough support from the management to perform in their expected role, this factor got also agree and strongly agree opinions so this we can say that works well in the company as well. We also wanted to know if the employees are feeling valued and appreciated at the workplace and we received mainly strongly agree and agree answers, but there were some disagree options chosen as well from 21–23-year-olds and 26-27 year olds, so could be that company should focus more on this art as well, because it affects to employee retention if you feel appreciated or not.

9 Deliberation

The research question was "What are the factors that are keeping the young employees in the contact center. 'And based on the results we can see that the employees are not happy with the current salary that they are getting, especially because the salaries are unequal. One of the employees said that *"salary does not match the amount of hard work. Also, inequality between different markets. A lot of people are leaving for jobs with less work and higher salary."* As it was said in the contact center paragraph, the main factor of the retention of young employees is the salary. Indeed, salary came across a lot of time in the answers and didn't receive so good rating from the employees of generation z. We can see from the answers that some of the employees may receive some better offers with more salary and less workload and that is one of the reasons that the employees are leaving. Contact center is a very changing place and employees may vary a lot, some may be there for a little while to figure out what they want to do next, and some may be longer, but still receive the same salary than the ones who just started. It could be a good affect to employee retention if the company would do this year/half yearly raises for the employees to stay longer, it seems that the hard amount of work these employees are doing doesn't match the amount of salary they are getting. It may be hard for a young employee to start in their first job example and see how much work that doesn't match the salary at all, because what we can see

from the answer the salary is one of the most significant reasons for the employees to leave this company. There is also a lot of inequality between the markets and agents based on the answers of the employees and they are still receiving the same or lower salary than other. Would be a good idea to consider these raises that are also equal to everyone or implement regular salary review, these salary reviews could help the employees feel more motivated towards their work and then they may not leave for other jobs. One of the employees also said *"you gain a lot of knowledge and take on more tasks / double the work pace compared to when you only worked for a few months, therefore a salary increase would be suitable."* Company could consider this, because as we can see many contact center agents are doing a lot of stressful work for an unequal salary based on their answers, also based on their answers the tasks get even harder all the time, so a salary review between the agents could be an important step to do in the company. So in answer to the research questions one of the factors that would keep the young employees in the workplace for a longer period of time is better salary and salary that matches the hard work that they are doing.

It is also important to know the employees' opinions and would be also considerable to do regular employee salary satisfaction surveys for the employees, it is understandable that salary can't be change just like that, but it is indeed important to know how the employees are feeling. And since this salary is such a huge factor in the employee retention for this company, these surveys could help to get the idea how the employees are feeling about the salary and with this survey they could feel also appreciated a little more.

Another factor that didn't receive very good results in the survey was the benefits and compensations that the employees are receiving in the job. One of the questions in this survey was what new company in order could to keep employees in the company and one of the employees answered *"Offering better salary and benefits, also that you don't lose your 200e bonus if you are late from a work a bit"* the benefits are just as important than the salary and the benefits and bonuses that you will get from work well, since it will make the employees feel more valued. Employees may feel not so appreciated, if this amount of money will be lost from your salary if you are a bit late from work. There may be another kind of bonus systems that the company could consider instead of focusing on being time on the job part, for example the bonus system could be based more on the performance part, and it could include some targets for the agents and goals as

well. In another words, if the company would be able to change the bonus system a little bit, may affect positively to the employee retention of the young employees.

Some of the Generation Z employees also felt that the company doesn't pay enough attention in their feedback and opinions, and this is crucially important, since it is impossible to do positive changes in the company if the management doesn't pay attention to their feedback and this can also cause a turnover. It may be good to keep in mind to do also regular surveys in the company about the employee's feedback and how they really are feeling in the company, as it was found out in the open answers some of them may feel overwhelmed with the huge workload. One of the employees also said in the open questions that the company is focusing too much on the statistics part, so these feedback surveys or open forum discussion could be a good idea for the company to consider these factors.

Another factor that would keep the employees in the company based on the answers that we got from the employees would be more training and especially country specific one. Many of the employees of Generation Z didn't feel like they receive enough training in the company, especially when they start in the company. The company could add the country specific training in the start, it was even said in the open questions answers that some agents may feel stressed because when they deal with the hard cases and since of lack of training, they don't know how to perform these tasks.

The employees are not satisfied with the current salary as it was mentioned many times in this thesis, it may be that the salary isn't adding to the current workload that they are having, and especially younger employees may feel the stress load even more if it is their first job that they are doing. There were also some good things that came up in the research, the company is providing very good flexible opportunities for the employees, the human recourses are working well and they have a good support for from the management. They feel very welcomed in the company and the information is traveling well in the company.

If we think about the research question: 'What are the factors that are keeping the young employees in the contact center. " we can certainly say that the company needs to focus more on the salary, training, feedback, and benefits part, because if these are not adjusted the company my

lose more employees and especially if there are agents that have been there longer time, they may not feel that their work is appreciated. And if the company loses these employees, it causes turnover which can be expensive and time consuming for the company and the company will also lose a lot of knowledge when the agent leaves the company. The lack of training is also an important factor, since if the training is not informative enough, this may cause stress especially for the new agents and it will increase the workload since the agents may not have the knowledge on how to perform the tasks. And, if the salary is already low according to the agents and if the agent will lose 200€ bonus if they are late of work, this may not add appreciation between the company and the agent. In conclusion, we can say that these were the factors that company could be focusing more on the future, because it clearly affects the employee retention of Generation Z.

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Appendix 2. Open question survey answers

16. What new could company do for the employees to stay longer in the company?

49 vastausta

More training, hire more employees (so then we are not so stressed/exhausted with the cases/calls), more salary, flexibility to work anywhere, holidays approved early.

Continue to be flexible

Learning more about it

better possibilities to grow and to get better salary with the time

Higher salary

Better social engagements

Yearly salary review, clear scope of the position

More agents, plenty

16. What new could company do for the employees to stay longer in the company?

49 vastausta

Ask them to review their team leaders. Pay more salary because living is getting expensive here in Barcelona

salary

Higher salary, to match the market of contact center jobs in Barcelona. Most other contact support jobs has lees workload and still offers higher salary.

Raise the salary, or give a yearly/half year salary raise to motivate all employees to stay longer in the company. You gain a lot of knowledge and take on more tasks/ double the work pace compared to when you only worked for a few months, therefore a salary increase would be suitable.

More salary

Better compensations and benefits.

better pay

49 vastausta

Make the salary the same and not pay different depending on which country you work for

Salary

more trainings with actual cases. before we start

Even salary between the same markets

pay better

Giving higher salary

Listen to feedback from employees and take action accordingly.

Giving more feedback to workers

Better salary, flexibility with changing/modifying shifts

49 vastausta

Raise the salary, arrange some activities outside of work, change the holiday system

Put the salary up

Higher salary. Beware that all agree upon the information given during training etc

More education

Country specific training and maybe a little slower start.

Improve and equal the salaries for the support agents.

Increase the salaries.

Looking at the countries on the Nordic market, there are severe differences in pay. This is justified by the fact that "it is harder to find employees for the smaller markets", yet, accounting for the size of the teams and their respective market size, the workload is more or less the same. The workload is covered, as are the seats, which makes the argument unjustified and seemingly cheap. It is not a respectable way to treat employees and who wants to be at a workplace where one is not respected?

49 vastausta

Furthermore, as an employee, to hear this repeated after more than six months of consistent improvement and growth of the teams on the respective markets, makes one lose their respect and belief for what is otherwise a good management and Leadership. It gives off a foul smell of greed and being out of touch with reality. Even though that may not be the entire truth.
Always remember the Golden rule.

More benefits which are time-based like increase in salary yearly

Help more the newbies, more cheering environment, give more trust for the employees, help more with difficult cases, better salary and holiday policies.

Raise the salary, have more training

Hire more employees and make sure that the workload is the same for all agents and not that it is a one person job.

More training and more employees

Put the salary the same in all markets

49 vastausta

Make the instructions more clear how to perform the tasks, there could be different information from many different parts on how to perform a task

Change the holiday system back on how it was before..

More training

More benefits and increase the salary too

The training in the start should be country specific since every market have different things that they focus on

More help and support when new people are starting

Lack of opportunities to growth in the company, also very low salary comparing to other customer service jobs in Barcelona.

Clear career growth paths for the employees

Offering better salary and benefits, also that you don't loose your 200e bonus if you are late from work a bit..

More training and not pressure people so much in the beginning because everybody needs their own time to learn these tasks

More salary and more support for the newbies

put the same salary for every market

17. What are the main factors that you think why people are leaving this company?

49 vastausta

Salary

Low salary

Too much pressure/ too much focus of the statistics (->It feels that numbers only matters), too less employees, training are missing (-> You need to deal with different new cases which you dont know how to do it because of lack of training-> It can cause stress for some people).

Too much work and not enough employees.

ambience and salary

too high work load, low salary

Salary and maybe moving back to home country

Over worked and underpaid

17. What are the main factors that you think why people are leaving this company?

49 vastausta

Salary, work environment, poor management, feeling your work is been watched all the time

The pressure of trying to learn so fast also unequal salary between the Nordic markets

Salary and lack of support from the management, also people leave to their home countries since Barcelona is a place where people stay only for a certain time

The company doesn't have enough employees and that means the agents have a huge workload..

Mainly because of the salary I think also they find some better job offer or they want to leave Barcelona

salary.

Salary, reducing our benefits like holidays not enough employees

Holiday system, salary etc

Workload is too much especially in the beginning and people can't handle the pressure of that

17. What are the main factors that you think why people are leaving this company?

49 vastausta

Stress, poor salary, management

Mainly the salary and since we don't have enough employees to support the new employees that come to work

The people who have more workload and work more than the other should be rewarded and recognized somehow

The benefits and the salary are just not good enough

The pressure and amount of work..

They are overwhelmed because of the workload and the salary too.

There is a lot to learn and salary is too low

the salary between the markets also the workload

17. What are the main factors that you think why people are leaving this company?

49 vastausta

its Barcelona a lot of people only come here for a couple of months

because of the salary

it is a lot to learn in a short time, and pressure. I don't think it is for everyone, but when you get past the first 6 months it gets easier.

low salary

Lack of support from management and lack of opportunities to grow within the company.

Salary, lack of interest/motivation to customer service

They get bored or find some other job which has better salary

The salary is just not enough

17. What are the main factors that you think why people are leaving this company?

49 vastausta

Mainly salary and unclarity

workload per agent (specially call volume)

Salary and stress

stress

Salary that does not match the amount of hard work. Also inequality between the different markets. A lot of people are leaving for jobs with less work and higher salary.

From what I know only the salary

Stress and salary. I think new agents feel overwhelmed in the beginning if it's busy and other companies often pay more for customer support jobs

Workload, better offers elsewhere.

17. What are the main factors that you think why people are leaving this company?

49 vastausta

There is too many grey areas in regards to the information in which we rely upon during our work. Too many different answers when you ask for a specific procedure. There are many guidelines in this job but a lot of them are irrelevant, considering the lack of guidelines in the important areas, and this is a very big stress factor and gives the impression of lacking seriousness and therefore the feeling of doing a difference kind of disappears

Sometimes work causes stress and pressure, which can feel all-consuming

There is too much to learn and master and on top of that pressure to do it fast.

salary and not taken care enough of their long staying agents

Salary is the main one, now that the Swedish team have a functioning leadership. (Since Simon took over). That, and the ease of which to lose one's bonus when being sick or late. It's too harsh. Employees need to feel trusted, not like toddlers.

too stressful work for the money