



Factors which impact urban millennial women's decision to leave employment

Sanna Suihko

Haaga-Helia University of Applied Sciences
Business Service Solutions and Languages
Research
2024

Abstract

| |
|---|
| Author Sanna Suihko |
| Degree Bachelor of Business Administration |
| Thesis Title Factors which impact urban millennial women's decision to leave employment |
| Number of pages and appendix pages 30 + 6 |
| <p>This qualitative research study investigates the different factors that influence the decision of urban female millennial employees to leave employment. The main objective of this research is to find out why urban millennial women are leaving their jobs. The limitation to millennial women is made because the author belongs to this reference group.</p> <p>The study was conducted between December 2023 and April 2024. The research was conducted with a qualitative approach to capture the subjective experiences, perceptions, and motivations that influence the decision-making process of female millennials who have left their jobs within the last three years or were at the time of the research contemplating on leaving their jobs.</p> <p>Through a survey, interviews, and data analysis the experiences of millennial women in the workforce during and post the pandemic was examined. The data analysis was based on the prior research published in the recent years. Factors such as work-life balance, organizational culture, and career advancement opportunities were explored.</p> <p>The results of the research show that millennial women are strongly affected by the salary and the employer's flexibility, when contemplating on changing their job. The findings of this study offer insights to Human Resource professionals, enabling them to create strategies that address the specific needs and concerns of urban female millennial employees.</p> |
| Key words Millennials, women, work-life balance, job satisfaction, flexibility |

Table of contents

| | | |
|-------|---|----|
| 1 | Introduction | 1 |
| 1.1 | Objective of the research..... | 1 |
| 1.2 | Research question and investigative questions | 2 |
| 2 | Background | 4 |
| 2.1 | Employee retention | 4 |
| 2.2 | Workplace culture | 5 |
| 2.3 | Invisible work and mental load | 5 |
| 2.4 | The impact of Covid-19 pandemic | 6 |
| 2.4.1 | Viral trends..... | 7 |
| 2.5 | Statistics and observations of prior research | 8 |
| 3 | Research survey and interviews | 12 |
| 3.1 | Survey..... | 12 |
| 3.2 | Interviews..... | 13 |
| 4 | Analysis of the results..... | 14 |
| 4.1 | Survey..... | 14 |
| 4.2 | Interviews..... | 21 |
| 5 | Conclusions..... | 25 |
| 5.1 | Summary of findings..... | 25 |
| 5.2 | Recommendations | 26 |
| 5.3 | Final comments..... | 26 |
| | Sources | 28 |
| | Appendices | 31 |
| | Appendix 1. Survey questions | 31 |
| | Appendix 2. Interview questions | 36 |

1 Introduction

As an urban female millennial going through re-education to find a new career, the author is interested to see what drives other women of the same generation to seek different jobs at a specific stage in their lives. The purpose of the study is to research why urban female millennials are leaving their jobs. By examining the factors influencing employee turnover and the strategies organizations can use to enhance retention and employees' job experience, this study seeks to provide suggestions on how businesses can better adapt and prevent valuable work force from quitting.

The millennial generation, born between 1981 and 1996, has been at the frontline of societal changes, challenging traditional norms and reshaping various aspects of life. Millennials have witnessed substantial societal shifts, technological advancements, and evolving expectations. They have also been at the frontline of reshaping societal norms, challenging conventional career expectations, and promoting a culture that values flexibility, purpose, and individuality.

Unlike previous economic changes, the Covid-19 pandemic has left a permanent mark on the nature of work, societal expectations, and individual priorities. As a result, understanding the motivations and challenges faced by millennial women after the pandemic is vital for policymakers, employers, and society in general.

Through a survey, interviews, and data analysis the experiences of millennial women in the workforce during and post the pandemic will be examined. This research is not just about understanding the problem but also about finding solutions that can support urban millennial women in their careers. In the following chapters specific aspects that influenced millennial women's decisions, such as work-life balance, remote work challenges, and the impact of the pandemic will be investigated. By the end of this research the aim is to contribute to a better understanding of the changing dynamics in the workplace, and to provide recommendations for creating a more inclusive and supportive work environment for urban millennial women. A mixed-methods approach will be conducted, combining a survey, interviews, and data analysis. The survey will gather quantitative data on this trend, while the interviews will provide insights into the individual experiences and motivations of urban millennial women, who have chosen to make changes in their careers. Additionally, existing literature and statistical data will be analyzed to validate the findings.

1.1 Objective of the research

From the Human Resources point of view, it is important to understand why employees are choosing to leave their current place of employment. The career changes of millennial women have

consequences for various stakeholders, including employers, policymakers, and the women themselves. Organizations may face talent retention challenges, and the broader economy could experience shifts in productivity and growth. Understanding the reasons behind this trend is vital for developing strategies that promote inclusivity, diversity, and sustainable workforce dynamics.

The pandemic has accelerated the adoption of remote work. Female millennials may now prioritize jobs that offer flexible or remote work options, as they may have experienced the benefits of a more relaxed work-life balance during lockdowns. The pandemic has changed societal values, and employees, especially millennials, are placing a greater emphasis on working for companies that align with their personal values. Female millennials may seek employers who demonstrated empathy, adaptability, and social responsibility during challenging times.

Career paths may have been disrupted for some employees during the pandemic. Female millennials might look for employers who can offer clear paths for career growth and development, as they seek to make up for any setbacks. The Covid-19 pandemic has reshaped working styles, and female millennials, like many other workers, may consider a range of new factors when deciding whether to change employment. These factors often revolve around work flexibility, company values, mental health support, and opportunities for growth in the context of the evolving work environment.

1.2 Research question and investigative questions

The broad main research question of this research is to find out why urban millennial women are leaving their jobs. As the supportive investigative questions, shown in table 1, the following points will be investigated: what are the key factors influencing the career choices of urban millennial women today? Which role do work-life balance, job satisfaction, and personal fulfilment play in shaping the career choices of urban millennial women? To what extent do workplace environments and corporate cultures impact the decisions of urban millennial women regarding their employment?

Table 1. Overlay matrix

| | | |
|-------------------------|------------------------------------|-------------------|
| Investigative questions | Theoretical framework (chapter) | Results (chapter) |
|-------------------------|------------------------------------|-------------------|

| | | |
|--|---|----------|
| 1. What are the key factors influencing the career choices of urban millennial women today? | 2 | 4.1, 4.2 |
| 2. Which role do work-life balance, job satisfaction, and personal fulfilment play in shaping the career choices of urban millennial women? | 2 | 4.1, 4.2 |
| 3. To what extent do workplace environments and corporate cultures impact the decisions of urban millennial women regarding their employment?) | 2 | 4.1, 4.2 |

In chapter 2 the theoretical framework to find answers for these questions will be investigated. The results will be discussed in chapter 4, where the findings of the survey and interviews will be examined further.

2 Background

In this chapter the background for the need of this research is examined. Employee retention, workplace culture, along with invisible work and mental load will be discussed. Also, the impact of the Covid-19 pandemic and some of the viral trends created by it, which are affecting the labour market will be explored. Statistics about Finnish women, as well as observations of prior research will be examined.

2.1 Employee retention

Merriam-Webster online dictionary defines retention as the act of retaining, or the state of being retained. Employee turnover means the organization's loss of employees over a period, and correspondingly, employee retention means the organization's ability to prevent employee turnover (Nyyssölä May 2023). Even way before the labor market crisis brought on by the Covid-19 pandemic, workplace retention has always been a big concern for organizations. Companies invest a lot of time and resources in recruiting and training employees, so understanding why individuals leave can help with retention policies and practices (Holliday March 2021). High turnover rates are often the result of factors such as limited advancement opportunities, insufficient compensation, and uneven work-life balance. Retention challenges have evolved over time, influenced for example by economic conditions, technological advancements and most recently, the Covid-19 pandemic.

High turnover rates can have economic implications for organizations, including recruitment costs, training expenses, and potential productivity losses – not to mention the negative impact on the employee's work morale. A constant revolving door of employees is also a clear sign to customers, partners as well as competitors, that there might be something wrong with the organization (Baker & Sutner April 2022). Reasons for workplace retention have changed as remote work, economic uncertainty and different priorities have altered the dynamics of the labor market. The ability to keep skilled and motivated employees remain an important factor for the success and sustainability of any business.

Female millennials face unique challenges related to balancing career aspirations with family responsibilities, and understanding these dynamics is vital for creating supportive workplace environments. Investigating factors affecting career advancement for urban millennial women can highlight areas where organizations can improve.

2.2 Workplace culture

In this sub-chapter flexibility, communication, and acknowledgment as part of the workplace culture are discussed. Workplace culture has a significant impact on employee wellbeing, which can often make or break the organization's success. Supportive workplace culture can motivate the employees to push themselves for the company, while indifferent workplace culture can drive away the talent (Holma & al. 2023).

The experience of hybrid and remote work during the pandemic has highlighted the importance of flexible work arrangements, such as remote work and compressed workweeks. Organizations that embrace flexibility are seen as progressive workplaces, where employees feel trusted and empowered (Hamingson 2023). In a globalized world where geographical boundaries are disappearing, flexible workplace arrangements that are not tied to physical spaces can emphasize inclusivity and collaboration, despite of location. Positive and supportive workplace culture promote employee wellbeing and retention, creating long-term organizational success (Riekhoff 2022).

Effective communication is the key to successful remote and hybrid work environments, where face-to-face interactions may be limited. The pandemic forced organizations to adopt new communication technologies and practices for better interactions between their housebound employees (Hamingson October 2023). Tools such as virtual meetings and collaborative platforms have made it possible for remote employees to still feel like part of the team, being able to participate in real-time with their in-office and other remotely working counterparts.

Acknowledging employee contributions is important for morale and motivation. By creating a culture of recognition, organizations inspire commitment in their employees. Professional development opportunities enhance employee engagement and retention (Holma & al. 2023). Organizations can encourage their workforce to learn, grow and expand their skills through for example training or mentoring programs, and offer advancement opportunities, to align an employee's individual career hopes with organizational goals.

2.3 Invisible work and mental load

In the recent years, the concept of invisible work both at home and at work has become more familiar to the public. On average, women spend two extra hours per day of unpaid domestic labor at home compared to men – when added up to over a year, that is more than a month of extra chores and family management required for a home and family to function (Weisholtz January 2020). In

nearly all countries men have more leisure time each day than women (OECD 2014). The burden of invisible labor also seems to follow women into the workplace, often affecting their careers.

Mental load is mentally exhausting cognitive work that comes as a component of invisible labor. It includes for example managing resources and schedules, planning, coordinating, and giving reminders and requests. It has traditionally been the women's role to be the household project manager, who must keep their brain space dedicated to keeping track of everything. (Weisholtz January 2020.)

Invisible labor at the workplace includes for example helping team members feel connected and supported, keeping the office comfortable, and helping to promote diversity, inclusivity, and equality. Women spend more time than men in the workplace on unpaid tasks related to social or administrative activities - such as performing so-called office housework tasks, organizing team events, and mentoring new employees. It seems that the reason invisible labor in the workplace falls on women is because of gendered assumptions and social conditioning. (Weisholtz January 2020.)

Women do not receive professional credit for doing these tasks, as this kind of work is rarely truly valued by the employers. This is because nurturing and volunteering is expected of women and refusing to do these unpaid extra tasks may lead to penalties, such as getting fewer recommendations for promotions. Performing invisible labor in the workplace on top of paid work puts women at a higher risk of burnout. (Weisholtz January 2020.)

2.4 The impact of Covid-19 pandemic

The beginning of the pandemic created a need for quick adaptation to remote work, as organizations had to take the social distancing recommendations for the safety of their employees into consideration (Isotalo & al. 2022). While many industries were able to adapt to remote work, there were some where it just was not a feasible option. The organizations that could not operate remotely suffered economical hits and had to lay off some, or all their workforce. According to Työterveyslaitos online seminar material about the impact of Covid-19 on employment from 2021, 35% of the service sector employees had been laid off during the pandemic (Työterveyslaitos 2021).

The widespread job losses created financial instability for many individuals, and a lot of the "non-essential" employees, for example those in the hospitality and travel industries, had to re-think their whole career path again (Isotalo & al. 2022). At the same time some "essential" employees, for example professionals in the healthcare and grocery store sector, were overworked under the hazardous conditions. According to the results of Mitä kuuluu? well-being survey for healthcare sector

employees from 2022, the Covid-19 situation had increased their work-related stress levels and concern towards their personal well-being (Työterveyslaitos 2022).

Many of the severely affected industries were female-dominated fields, like the before-mentioned hospitality, travel, and healthcare industries - but also education, art and culture, and the sales and marketing sectors (Isotalo & al. 2022). This meant that a lot of female employees had to suddenly make swift career decisions - some to secure sufficient income, some to keep themselves safe, and from being overworked.

2.4.1 Viral trends

In this sub-chapter three popular viral trends that shook the job markets during and after the pandemic, are explained. According to Wikipedia, a viral phenomenon refers to a video, image or written content spreading to numerous online users within a short time period. During and after the Covid-19 pandemic, many people realized that a slower pace of life was actually very beneficial for them. Employees started wondering out loud why they work so hard to make money for somebody else, and their online videos quickly started trending online – or, as the saying goes: they went viral.

The term *quiet quitting* went viral on TikTok in 2022, after being mentioned in a video by career coach Bryan Neely (Klotz & Bolino September 2022). However, the actual action of employees unenthusiastically doing just the bare minimum requirements to keep their job and receive a salary is by no means a new one. Quiet quitters are often dissatisfied and disengaged employees, who refuse to be flexible or perform extra tasks.

In a Harvard Business Reviews article (Klotz & Bolino September 2022) When quiet quitting is worse than the real thing, the authors state: “For many companies, a workforce that is willing to go beyond the call of duty is a critical competitive advantage”. In the same article it is suggested that organizations with unhappy employees should first examine their managers’ behaviour, to find out if there is a problem with their leadership abilities. It is speculated that these unmotivated employees might be in need of more purposeful tasks at work.

Not long after the previous viral trend, the term *act your wage* went viral, courtesy of the users of online communication platforms such as Reddit and TikTok (Stathis January 2024). Similarly to quiet quitters, employees who act their wage are not putting in any extra labour – they only perform the duties they feel the employer is paying them for.

In a Reader’s Digests article (Stathis January 2024) Everything you need to know about “act your wage”, Kudoboard CEO Rubens states that when millennial employees started sharing their

dissatisfaction about work, they realized they were not alone with their feelings. What emerged was a picture of employers who don't appreciate their employees and essentially see them as expendable resources (Stathis 2024). It seems that this phenomenon is not just about the salary, but also about the employees need to feel valued at work.

The mass trend of employees quitting their job, dubbed as *the Great Resignation*, started in 2021 during the pandemic in the USA (Jeanneau & Lawless July 2023). The term simply refers to the great volume of employees who left their jobs for various reasons – such as economic, physical, or mental health, work-life balance, or career opportunities. People were inspired to quit jobs they deemed insufficient in some way, after seeing videos online of others explaining the reasoning behind their own quitting.

While the full force of this American viral trend did not hit Europe immediately, in the recent years there have been record numbers of resignations and job vacancies all around Europe as well (Jeanneau & Lawless July 2023). In a VoxEurope article (Jeanneau & Lawless July 2023) Great Resignation or Great Rotation? Finding better work in Europe after Covid, the European version of this trend is dubbed as The Great Turnover. In the article it states, that “while Europeans no longer hesitate to turn their backs on employers, it is not because they reject work. Rather, it is because they have become more selective about the conditions under which they work” (Jeanneau & Lawless 2023).

2.5 Statistics and observations of prior research

In this chapter the statistics, and prior research that has been conducted on various factors influencing employment decisions among Finns in general, are examined.

According to Tilastokeskus 2.8 million or 50,6% of Finns are women, and 73% of Finnish women live in urban areas. In 2022 1.3 million women between the ages 15-74 were working. Between the ages 20-64 that was 77.7% of the population (Tilastokeskus 2024). Taking these facts into consideration, urban millennial women make out quite a substantial portion of the Finnish employees. This makes them an impactful group, whose moves in the labor market can have national importance.

76% of women between the ages 15-74 work full time, while 24% work part time. 80% are employed in continuous work, while 20% work in temporary jobs. Out of all the entrepreneurs only 34% are women (Tilastokeskus 2024). The most female dominated industry is health and social services, with 85% or 171 000 of the employees being women. The corresponding percentages in

service industry is 73% and in education sector 69%. Because of the popularity of health care and service industry jobs among women, five women from these sectors were interviewed for this research.

In 2022 the average pay for women was €3456 per month (Tilastokeskus 2024). According to research spanning through 6 decades published by Eläketurvakeskus (ETK) in 2022, women's salaries increase 3,0% when they change jobs (Riekhoff 2022). According to a study Terve Suomi by Terveyden ja hyvinvoinnin laitos (THL) published in November 2023, within the previous year up to 20% of women between the ages of 20-39 have felt discriminated against at work, or in the process of applying for a job (THL 2023). These factors might help explain why women in particular are more likely to switch jobs than men (Holma & al. 2023).

According to the survey-based research Miksi me lähdemme by the makers of the podcast Lähtijät in 2023, over 70% of experts in different fields had considered changing jobs within the previous 12 months – among women that number was even higher, with 76%. An alarming 64% of the respondents reported to have been over exhausted from work, and 62% stated having trouble sleeping because of work. The most significant reasons for thinking of leaving were mentioned to be managers poor managing skills, company values, and the general atmosphere at work. Other top factors stated were salary, too much work, and the lack of advancing possibilities (Holma & al. 2023).

In the Miksi me lähdemme study it was calculated that the exit process of a leaving employee, and hiring plus training process of a new one, combined can cost anywhere from 6 months to over a year's salary, depending on the role (Holma & al. 2023). Most of the expenses come from the income loss created by the exiting employee, rather than the recruitment process. 53% of managers stated that excessive turnover of employees disrupts the work and is challenging to the team (Holma & al. 2023). Considering these factors, it would seem like a better financial option for the organizations to hold on to their existing employees, even if it requires some initial investments - such as salary increases or adopting more flexible working methods for example.

The Miksi me lähdemme research results were summed up by its makers with the following quote: "Employees are longing for better managing, more time to focus on meaningful work, and the freedom to be in charge of their own tasks. They demand a sufficient monetary compensation for their work input and expect management to be fair (Holma & al. 2023).

According to the latest results from February 2024 of Miten Suomi voi? research project conducted by Työterveyslaitos, employee well-being at work had deteriorated since last September. 32% of

employees under the age of 36 and 24% over the age of 36 had contemplated resignation from their current job position (Työterveyslaitos 2024).

Comparing to the previous results of the Miten Suomi voi? project from the year 2021 and even just the past summer of 2023, employees now felt considerably less excitement towards their work (Työterveyslaitos 2024). They also felt more bored at work, felt less satisfied, and evaluated their ability to work to be lower than they did in 2021. It had become increasingly common for people to work while sick. Working remotely had been linked to employees feeling lonely and bored at work – at the same time the benefits are mentioned to be better work-life balance and less burden at work (Työterveyslaitos 2024).

According to working life study Työelämätkutkimus 2024 made by Barona in November-December 2023, currently 38% of working Finns were thinking of changing jobs, and in employees under the age of 40, the percentage is even higher at 44%. In the 2024 study it was found that the employee perception of their own well-being had declined from 2023, and the uncertainty about the continuation of employment seemed to weight heavy on people (Barona 2024).

The Työelämätkutkimus 2023 and Työelämätkutkimus 2024 studies made by Barona found that the biggest reasons for job changing were salary, the content of the job, and career advancement opportunities (Barona 2023). In the 2024 study a new popular reason for switching jobs was support for employee well-being at work (Barona 2024).

Both studies found that in the job search phase the most important criteria for the employees contemplating leaving were the salary level, the employer's contributions to the work community, and the content of the work itself. The most important reasons for switching to a completely different industry were salary, motivation towards work, and concern for one's own well-being (Barona 2024).

The 2024 study shows that 56% of employees felt their work burden had increased in the past year, and over 51% said they were exhausted from work. Many cited that the effect of the inflation on their personal economy (69%), and the worry about the state of world (55%) were creating challenges on their personal well-being (Barona 2024).

The 2024 study results show that flexible working arrangements were valued even higher than before, with 77% of employees saying they appreciate having the option (Barona 2024). Employees now seemed to look for jobs where employee well-being is supported, and where diversity at work is successfully executed.

Excessive workload was highlighted in the healthcare sector and service industry, where 68% (healthcare) and 62% (service) of employees felt their well-being at work was poor (Barona 2023). There was an alarming 8% growth from last year in the job switching willingness of healthcare industry professionals, with now 46% of the sectors employees contemplating leaving their position (Barona 2024). Not far behind were the travel and restaurant industry (45%) and trade service sector (43%) (Barona 2024).

The studies show that women wish their jobs to be meaningful, social, and to have an opportunity to develop their skills. Some of the factors highlighted in women's answers where they were looking for change were supervisors, meaningfulness of the work, supporting of the well-being at work and flexible working opportunities (Barona 2023). 71% said they feel the need to learn new skills within the next few years. The most important development targets in terms of new skills were professional substance skills (37%), digital skills (28%), management skills (24%) and language skills (23%). Lack of time was cited as the biggest obstacle (33%) to learning new skills (Barona 2023).

The CEO of Barona Lassi Määttä summed up the results of the 2023 study by stating, that the energy crisis and price inflation seem to be reflected in the thoughts and intentions of the workforce. The willingness to change jobs or the entire industry has only increased, and to him it would seem to show, that the Great Resignation phenomenon did not remain a momentary trend, but rather a permanent part of working life (Barona 2023).

3 Research survey and interviews

In this chapter the purpose and implementation of the research survey and interviews is explained.

3.1 Survey

In February and March of 2024, a survey about millennial women's consideration of changing jobs was conducted online through the survey tool Webropol. The poll was distributed through Whatsapp, targeting the author's millennial female peers from school, as well as current and previous places of work.

The purpose of the survey was to map out urban millennial female job changers' thoughts about job satisfaction before and after their job switch. The timeline was limited to the past three years (2021-2024), a year or so after the start of the Covid-19 pandemic in March 2020. This was done to rule out the heaviest restriction times, because in most parts the decision of those layoffs and dismissals were not up to the workers' own free will.

The different factors of job satisfaction that keep repeating in the survey questions, are for most parts taken directly from prior research results, mentioned in the chapter 2. The factors were elaborated with following examples and/ or definitions:

- employer's reputation – for example in media or social media,
- employer's values – could include the general atmosphere at work, as well as the values of workplaces for example in sustainability, diversity, equality, and inclusivity,
- flexibility – flexible work hours, compressed work week, remote or hybrid working possibility,
- salary and benefits – could include E-Passi (an app to provide allowance for lunch, sports, transportation and/ or culture, partly paid for by the employer), occupational health care, or vacation time,
- work location – for example commute transportation.

The survey started with the basic information of it being a part of a thesis research, and that the poll was about mapping out millennial women's thoughts about changing jobs. The first page also included a disclaimer, that by filling out the survey and sending it, the respondent will allow the information they provided to be used for the purposes of the research. It was assured that the information would not be used for any other purposes, and that the information would not be stored after the grading of the thesis. It was also stated that the survey was voluntary, anonymous, and that a singular respondent's replies could not be linked back to the respondent.

The intent of the author was to create a relatively short and light poll, so that it could be filled in in about five minutes – to try and ensure as many replies as possible. There were ten mandatory questions, and three optional questions. Mandatory information about the respondent's background was enquired: year of birth, city of residency, sector of current job, and if they had contemplated about switching their job within the last three years.

3.2 Interviews

During February and March of 2024, five interviews were conducted with as many millennial women, who had changed their jobs within the past three years. The purpose of the interviews was to gain a deeper and more personal picture on the subject of millennial women changing jobs.

Three interviews were held with former restaurant industry workers, and two with former healthcare industry workers. Both sectors were greatly affected by the Covid-19 pandemic, but in completely different ways, and still have not fully recovered since. The hospitality and restaurant industry workers took a big economical hit because of the restrictions, while the healthcare and social service employees as essential workers continued to work hard throughout the pandemic.

Three of the interviews were held face-to-face, and two on WhatsApp video call. The interviews were about twenty minutes long each. Before starting each discussion, the interviewed were verbally informed about the purpose of the research. Also assured was that their personal information would not be given out to any third parties, and that the information would only be used anonymously in the context of analyzing the results of this research. The interviewed agreed to allow the researcher to hold on to the notes of the meetings, until the grading of the thesis was completed. The data is to be destroyed after the fact. The real names of the interviewed have been changed for privacy reasons.

4 Analysis of the results

In this chapter the results of the research survey and interviews are analyzed.

4.1 Survey

The survey was answered by 36 women born between 1984 and 1996. As can be seen in figure 1, the most active respondents were born in the late 1980s and the early 1990s. There were no answers from women born in 1986, 1983, 1982 or 1981.



Figure 1. The respondents' year of birth

As figure 2 shows, the vast majority of the 36 respondents reported living in the capital region of Finland – cities stated the most were Helsinki, Espoo, and Vantaa, with mentions of also Hyvinkää, Järvenpää, Kirkkonummi, Kerava, and Sipoo. Some were living in other urban cities in Finland such as Turku, Tampere, Vaasa, and Kuopio, and 2 were living abroad in Germany and India.

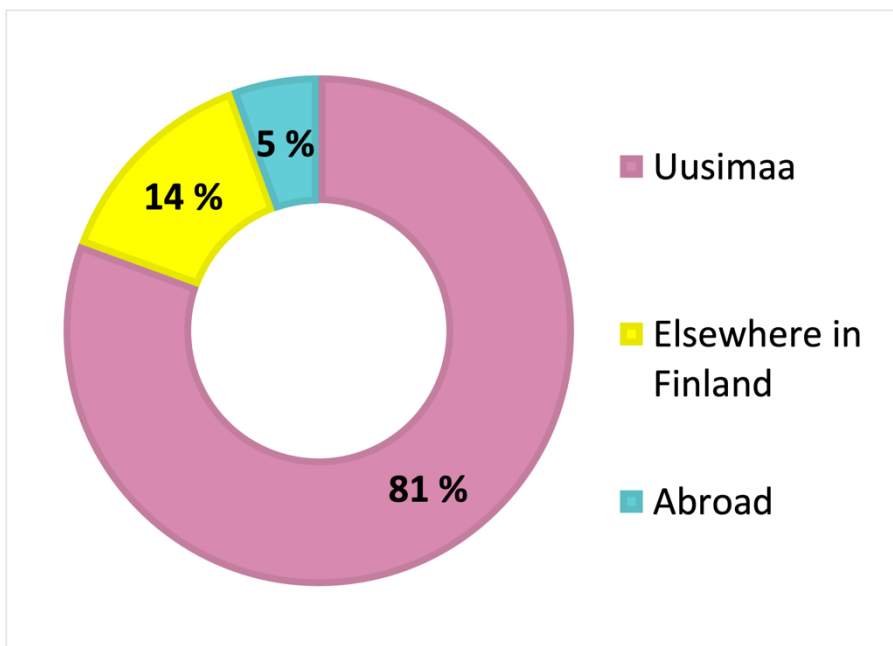


Figure 2. The respondents' residency

The work sectors among the respondents were divided quite broadly, as seen in figure 3. Most reported working in advertising or marketing, sales, administration or data, hospitality, and healthcare or social service sectors. In the "other" section mentions were given to sectors like education, industrial and legal.

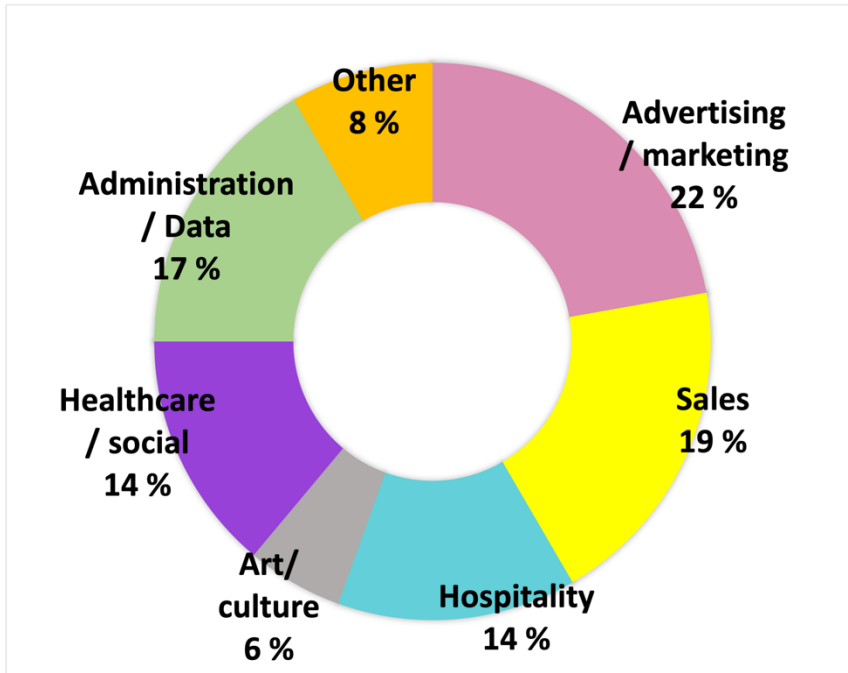


Figure 3. The respondents' work sector

When asked if they had changed or had been thinking about changing jobs in the past three years, 67% stated they had already switched jobs, 14% said they were in the process of switching, and 11% said they had thought about changing jobs.

To the question of what maximum of three factors had influenced them most when considering changing jobs, out of the total of 88 votes, salary and other benefits was the first reason with 26 votes, as shown in figure 4. Remote or hybrid possibility was second with 13 votes, and the values and atmosphere of the workplace third with 12 votes. A bit less popular reason was too much or too little work with 10 votes, better chances for promotion with 9 votes, family reasons with 7 votes, and graduating to a different field with 5 votes.

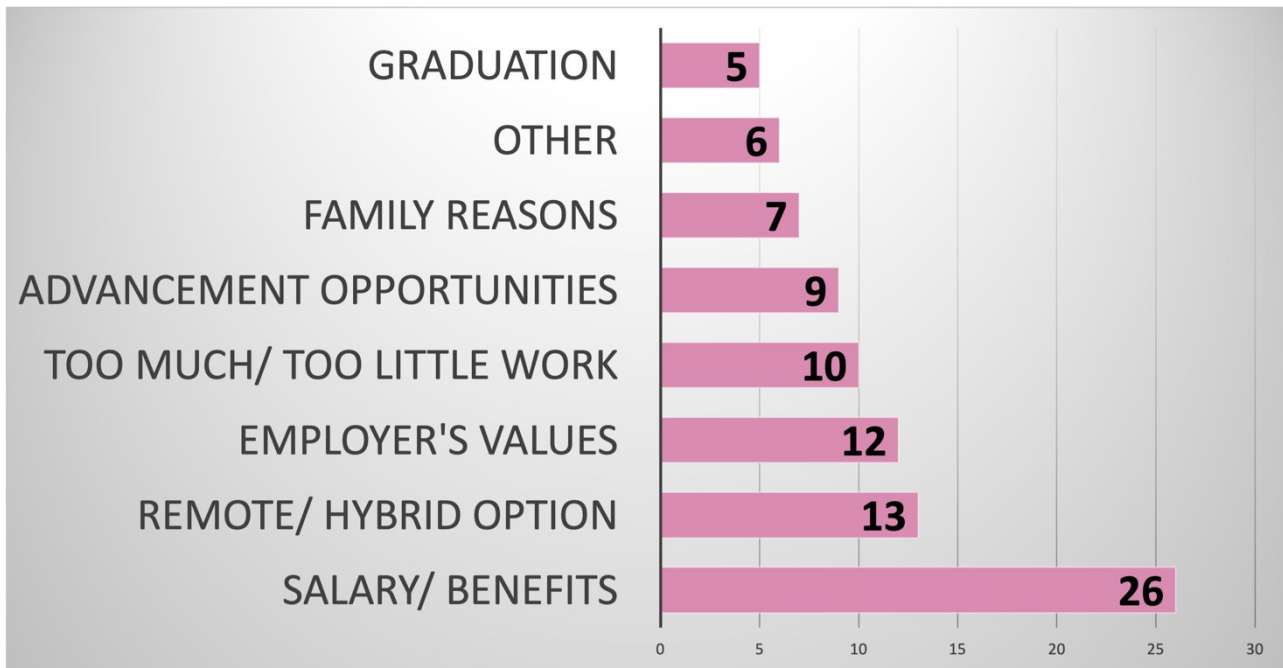


Figure 4. Factors for considering changing jobs

Other reasons mentioned were Covid19, getting bored, moving, and being laid off with a combining of 6 votes.

When asked to freely elaborate their answer to the previous question of what factors had influenced them most when considering changing jobs, the responses were very varied. There were mentions of moving to a different city, losing a job because of Covid-19, and starting a family. Some stated they left their previous job for a remote or hybrid working possibility, pay raise or a higher position elsewhere. A few said they just lost interest, needed a physically and mentally easier job, or that there was a poor general atmosphere at work.

Next the respondents were asked to rank six factors of importance from one (most important) to six (least important), when searching for a new job. The results are shown in figure 5.

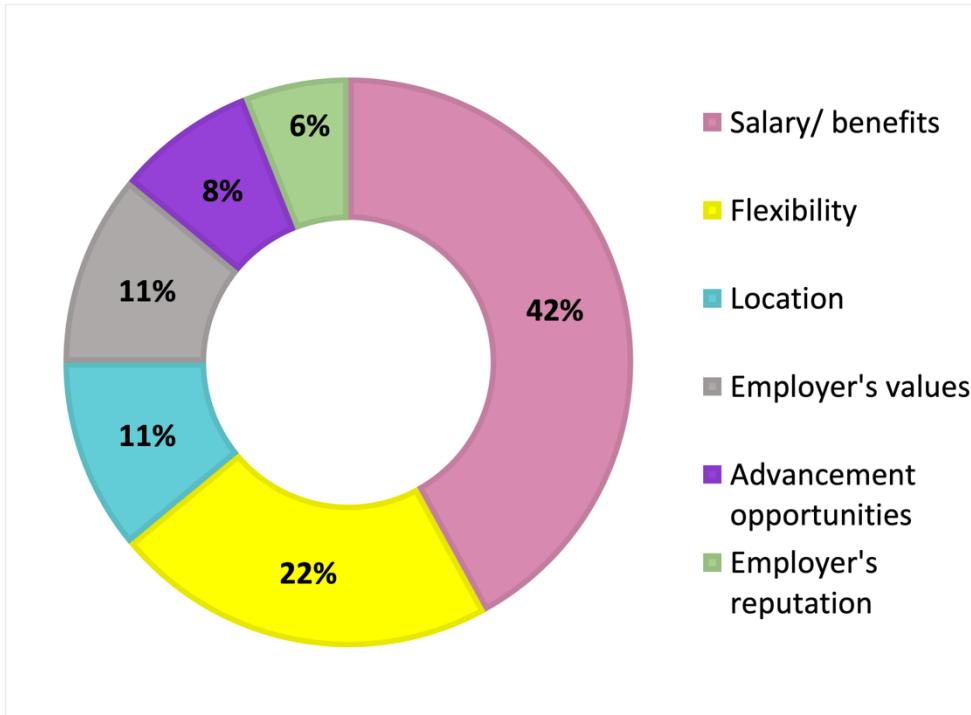


Figure 5. Most important factors when searching for a new job

Not surprisingly salary and other benefits, such as healthcare and holidays, was the clear first pick for most, with 42%. Number two with 22% was flexibility, meaning for example flexible working hours and remote or hybrid working option. The third place was shared by advancement opportunities and employer's values (such as equality and sustainability), both with 11%. Fourth with 8% was work location. In the last place was employer's reputation, with only 6% considering it as an important factor in their job search.

When asked how satisfied they were with their current job compared to their previous one, most seemed to be moderately satisfied with the change, with the average on a scale between 0-10 being 7.3.

The next question explored which maximum of three factors most influenced the respondents current job satisfaction. Out of 91 votes, salary and benefits once again took the first place, with 24 votes, as can be seen in figure 6. Not far behind in the second place was flexibility with 21 votes. Employer's values came in third with 17 votes, followed closely by work location with 13 votes.

Other factors mentioned were colleagues, the meaningfulness of the job, and the often overlooked, simple but important fact that they have a job at all. Employer's reputation came in last, with only two respondents naming it as an important factor for them.

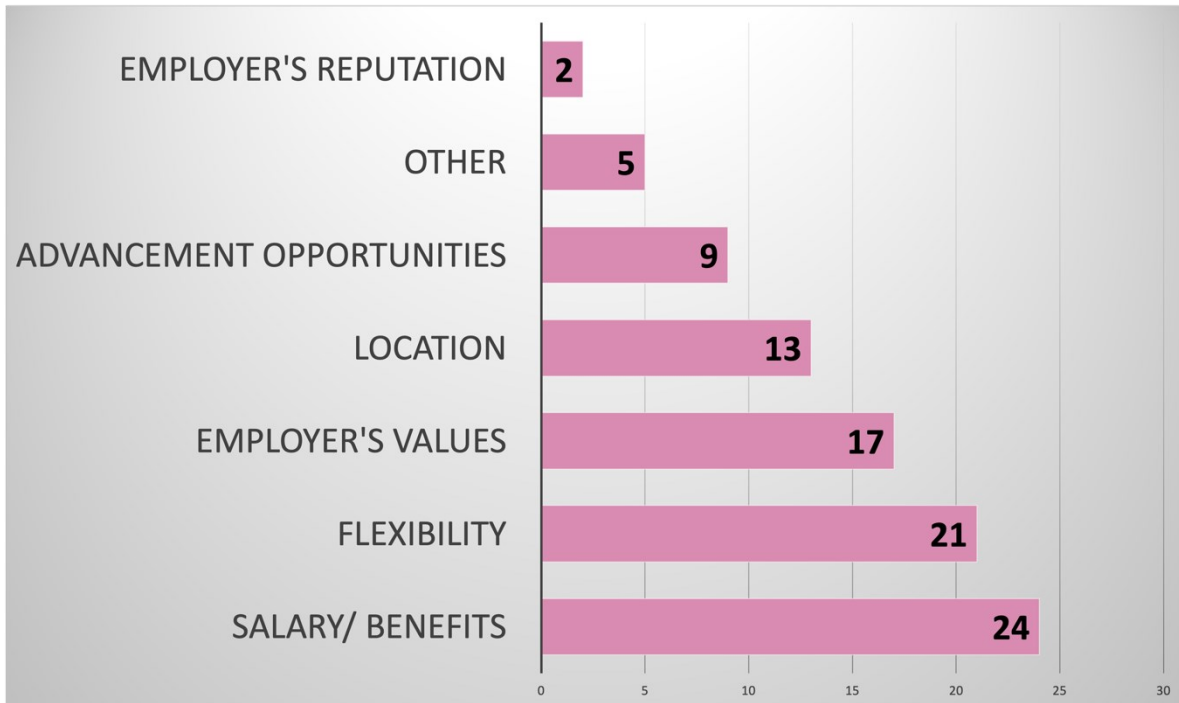


Figure 6. Current job satisfaction factors

When asked to freely elaborate their answers to the previous question concerning factors that most influenced their current job satisfaction, better salary and the possibility of remote work were strongly highlighted in the responses – the latter freeing people with children or pets from commuting, thus saving them time. Some mentions were given to the good working atmosphere and great colleagues, as well as the employer's values matching their own. One respondent stated they were just happy to have a job at all, after being unemployed for a while.

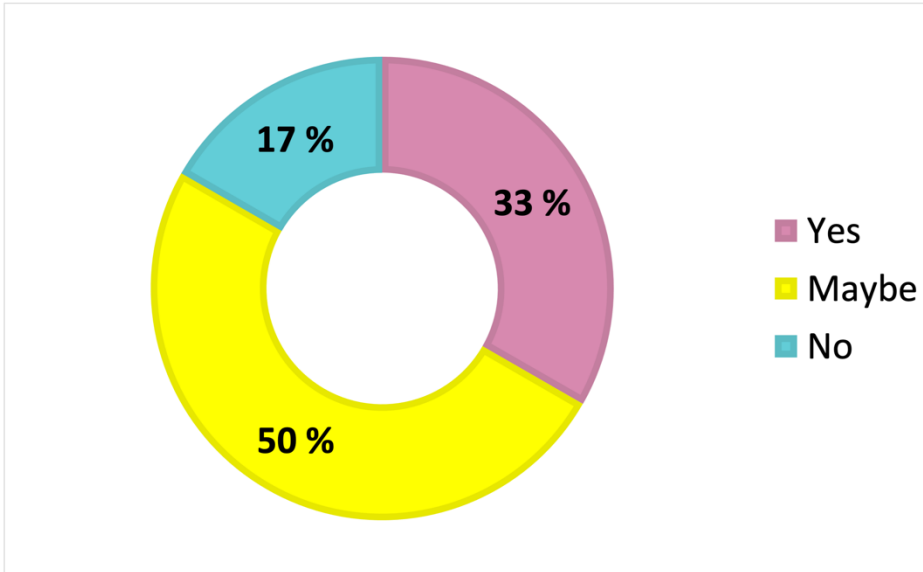


Figure 7. Likelihood of changing jobs again in the next 3 years

Regarding the consideration of changing their job again in the next 3 years, only 17% of the respondents were content enough at their current place of work to say no, as shown in figure 7. A third of the respondents thought a future job change was more than likely, while 50% were open to the idea.

The last survey question was to choose a maximum of three factors that might influence their decision to consider changing jobs again in the future. Out of 89 votes the clear first pick was once again salary and benefits, with 25 votes, as seen in figure 8. Advancement opportunities was ranked second with 17 votes. Third with 13 votes was remote or hybrid option, followed closely by too much or too little work with 12 votes. The shared fifth place with 10 votes each went to employer's values and family reasons. Only one vote was given to graduation, and one to other factor, which was stated to be the possible change of the working atmosphere.

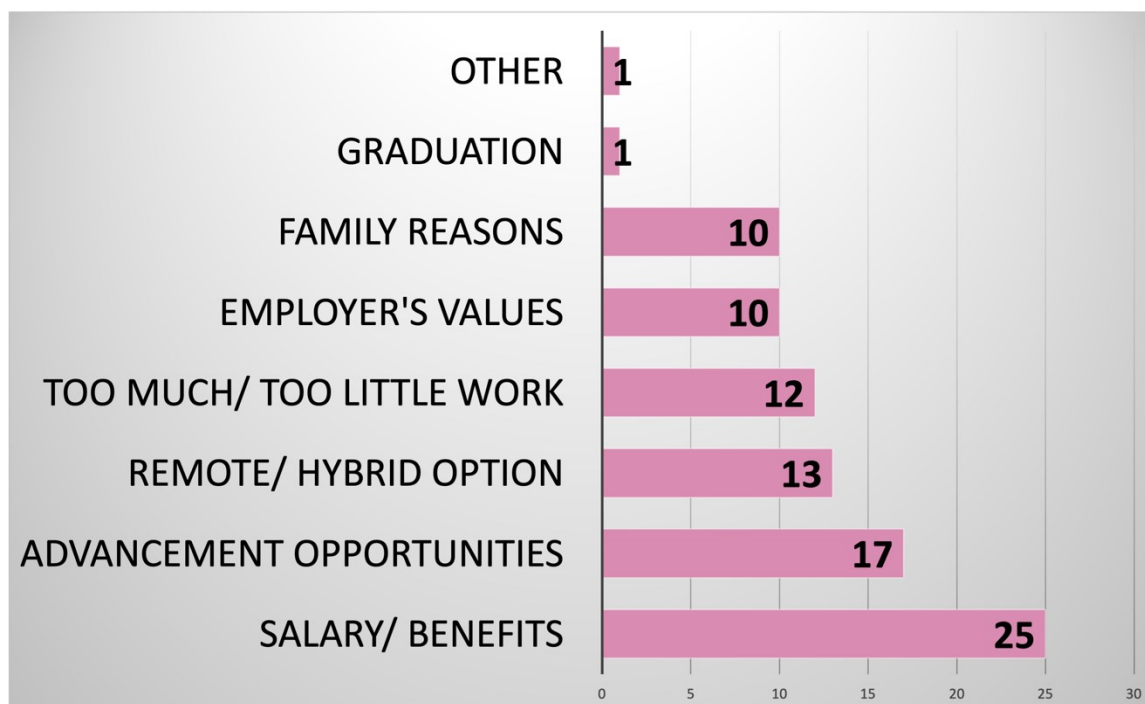


Figure 8. Most likely factors to consider for changing jobs again in the future

Finally, the respondents were asked to freely elaborate on their answer to the previous question of which factors would be most likely to make them consider switching jobs again in the future. Many stated that if a job offer with better salary, benefits or advancement opportunities came along, they would be enticed to take it, even if they enjoy their current place of work for now. There were also mentions of hopes for a better work-life balance with fully remote work. Many respondents agreed that if their employer's values would in the future no longer be aligned with their own, they would switch jobs. Some mentions were also given to the possibilities of moving to a different city or starting a family – factors which would make the respondents consider changing jobs again.

4.2 Interviews

Three former restaurant industry employees were interviewed for this research. The interviews began with questions about their basic personal information, such as year of birth, city of residency, sector of previous job and how long they worked there, and the sector of their current job and when they started there.

The first interview was with 32-year-old Minna from Espoo, who had been working in bars and restaurants for 10 years. During the last years of her restaurant industry career, she was working part-

time as a waiter, while finishing her BBA degree. At the time of the interview, Minna had worked in the HR-department of a workforce recruitment company for a few years.

The second interview was with 35-year-old Kiia from Helsinki, who had worked in nightclubs, bars, and restaurants for 15 years. For the last years of her hospitality sector career, she was operating as a manager. Her employer had to shut down the restaurant for financial reasons during the pandemic, so she switched industries into sales. At the time of the interview, Kiia was working as a sales manager at a beverage company.

The third interview was with 36-year-old Siiri from Helsinki, who had 12 years of experience working in bars, cafés, and restaurants – both in Finland and abroad. After Covid-19 restrictions shut down the hospitality industry, she had her BHM degree to fall back on, and got a job as an assistant in a consulting company, where she was working at the time of the interview.

Also interviewed were two former healthcare sector workers. The first interview was with 33-year-old Jaana from Helsinki, who had worked as a nurse for eight years. She felt that the job was getting mentally and physically too heavy for her, after so many other healthcare professionals had already left the industry. She was able to get work managing client relations in an energy technology company. The last interview was with 35-year-old Tanja from Helsinki, who had been a nurse for 10 years. She, like many others in the field, had been overworked during and after the pandemic, and got a burnout as a result. After a recovery period, she got a job as an assistant in an insurance company.

The actual interview part included 8 main questions, with elaborating side questions each. First, they were asked what the main reasons for their job switch were – and if their decision was influenced by for example salary, remote or hybrid option, or advancement possibilities. Second it was enquired, if their previous workplace had had some challenges that influenced their decision, such as the workplace culture, their work responsibilities, or their possibilities in advancing in their career. Then they were asked, if they felt that in their current workplace responds differently to the sorts of challenges they faced in their previous job and were encouraged to elaborate their answer a bit further.

Next question was if they felt their current job enabled a better work-life balance than their previous one – for example in factors like commute, working time, flexibility, or remote work, and were asked to elaborate their answer. Question five was about their workplace values, and if they felt their current employer took better care of the equality and diversity at the workplace, than their previous one. They were asked to provide some examples. Then they were asked if their current job

offers them more possibilities in for example training, advancing in their career, salary, or benefits, and were asked to elaborate their reply.

Last two questions were about their job search to find their current employer. They were asked what tools or resources they thought were most useful when searching for a new job, and if they looked the employer up for example online before applying for the position. Finally, they were asked if they encountered any unexpected surprises in their process of switching jobs and were asked to elaborate how they dealt with them.

A big motivational factor mentioned by all five to look for a new career was to have a better salary, as they felt the salary received in their previous industries did not correspond to the amount of their hard work input. They also wished to have more flexible working hours, and the possibility to work remotely. They had grown tired of working night and weekend shifts with constant staff shortage and being overworked because of it and having a lot of responsibility without getting properly paid for it. They all felt they had missed enough family functions and time with friends and loved ones because of their work over the years and wanted a change.

Minna and Siiri also felt that in the restaurant industry there were not that many possibilities to advance their career much further, as the employers did not provide relevant training or encourage them to advance in their career path. Kiia said she wanted completely new challenges, since she had already held the manager position in a restaurant and felt there was nothing new for her to learn in the restaurant field.

Ex-healthcare professionals Jaana and Tanja both felt their previous employers expected their nurses to be experts in everything, but not willing to pay for the necessary training to learn new skills – nor give enough time off from work to be able to study properly. They said a lot of their working hours were spent on doing trivial tasks like filing reports, cleaning and serving food, and not doing the actual patient work. Jaana said she felt her healthcare education was going to waste.

All five stated that they felt that in their current jobs, their salaries were more in line with their respective work responsibilities. They also said they hadn't had to work overtime very often, and the three ex-waiters were happy that unlike in the restaurant sector, if on rare occasions they must, they are fully compensated for it. They hadn't had a shortage of capable staff, so they hadn't been forced to take on other employee's tasks or shifts – which, Minna mentioned, was a weekly nuisance in her previous job. Siiri pointed out that there's always someone to cover for her, so contrary to her previous job, there's no pressure to go to work ill.

The five interviewees felt that in their new fields, they had more chances to learn new skills and more possible career path options. Minna mentioned that in her line of work in HR, the employees

are often provided occupational well-being training events by the employer. With flexible working hours and the possibility to work remotely, they said their work-life balance was much better than before and felt like they had more free time now. They also mentioned having more benefits from their current employers, such as full occupational healthcare, lunch, activity, culture, and transportation allowances with e-Passi, free healthy snacks at work, and even free private gyms in the office buildings of some of the interviewees.

When asked about equality and diversity at their previous and current workplace, the ex-restaurant workers said they felt like the employees who were less experienced, young, or had an international background, were often in disadvantage when it came to work tasks and shifts. The more senior employees often got the first pick and were given more responsibilities – even if they had no other qualifications, than being hired earlier than the others. The interviewees praised their current jobs for having fixed tasks for employees, that were not based on for example gender or age.

All five of the interviewees mentioned using LinkedIn when searching for a new job. They were also asking around from their respective networks both online and face-to-face, to let them know if there were potential jobs available. Most of them stated they were hoping to utilize their skills from previous jobs if possible.

Siiri, Jaana and Tanja criticized the recruitment process of some companies, saying that to their surprise, many did not reply to job seekers' applications at all, or only with an obvious mass email. Jaana had had a video job interview, without being informed beforehand that it was a group interview. They were also yearning for salary transparency in the job announcements, with Tanja pointing out that the over-used promise of "competitive salary" does not really tell anything tangible to the job seekers.

Out of the five interviewees, two did not have any significant complaints about their recruitment phase. Minna felt lucky, as she had found her current job relatively easily through her school's work placement program, and Kiia was hired through recommendations by friends quite shortly after being laid off. Therefore, they were able to avoid long and arduous job seeking processes.

5 Conclusions

This research has explored the importance of job satisfaction after the start of the Covid-19 pandemic from the perspective of urban millennial women. The objective was to analyze the factors that impact urban millennial women's decision to leave employment. In this chapter the summary, recommendations, and comments about the subject of the research are presented.

5.1 Summary of findings

The main objective of this research was to find out why urban millennial women are leaving their jobs. Based on the background research as well as the results of this research, the answers were quite clear - millennial women switch jobs for better salary and more flexible working conditions.

One of the key findings for the author from the prior research discussed in chapter 4, was how expensive employee turnover can be to the employer. Considering this, it would seem economically beneficial for the employers to give their employees salary increases and bonuses at regular intervals, as that would in the long run cost them less than the recruitment process of new staff members. In this way the employees would perhaps not be quite so easily persuaded to jump jobs, in hopes of that 3.0% salary increase mentioned in sub-chapter 2.5.

The results of the research appear to match quite closely the results of the prior studies on the subject that were quoted in the theoretical framework part of this research. Even though many aspects weigh in the decision, the results clearly show that the salary is the most important factor, when millennial women are pondering about switching jobs. It would also appear that in the world where remote and hybrid working is becoming a norm, the physical location of the workplace does not matter as much to employees as it used to. According to this research, millennial women strongly prioritize organizations that provide flexible working possibilities in order to maximize a healthy work-life balance.

The most obvious limitation of this research is its modest scope. To get a broader picture of the subject, there would need to be a survey that could reach a greater number of millennial women. Another limitation would be the diversity of the interviewees, as they only represent a small portion of the millennial women of Finland in general – with their similar degree of education and largely similar professional background.

The research was successful in capturing the feelings of a small pool of its target group. Had there been more respondents to the survey, more accurate conclusions could have been made about millennial women in general.

5.2 Recommendations

Policy recommendations that the researcher would make to HR professionals based on the results of this research, would be to embrace salary transparency both in the recruitment process as well as among existing staff members, and to promote even more flexible working possibilities for the employees. Allowing the employees the freedom to work flexibly the employer demonstrates trust towards their staff's abilities, and respect for their time.

With being transparent about the salary in the recruitment process, organizations can better attract talent. It also saves both the recruiters' and job seekers' time and demonstrates to the potential candidate that the company promotes transparency. Salary transparency among the existing staff is equally, if not even more important. Knowing the actual facts about the potential salary development can encourage employees to commit to staying on board.

What female millennial employees are expecting of their employers seems to be modern values, fair management, sufficient compensation, and flexibility. Harboring of old-fashioned values, micro-management, salary concealment, and rigid nine-to-five hours at the office appear to be at the top of the list of why women are contemplating switching jobs. It would be advisable for the HR department to conduct anonymous job satisfaction surveys among the staff regularly, to keep track on how satisfied the employees are with the current situation. This way it might be easier for the HR department to spot the possible problem areas at the workplace early on and take action to prevent the loss of employees as a result.

In conclusion, workplace retention remains a critical priority for organisations who wish to thrive in the modern competitive business environment. By adapting to new challenges and implementing effective retention strategies, businesses have a better chance to keep their workforce content and engaged, helping with the long-term success and sustainability of organizations.

5.3 Final comments

What the author learned from conducting this research is that millennial women adapted very well to the changing labour market, after the initial shock created by the Covid-19 pandemic. They seem to embrace new ways of working with open arms, as they clearly experienced the positive effects that the remote and hybrid working models had concerning their work-life balance during

the challenging times. This was made clear to the author both by studying the statistics, as well as by analyzing the results of the survey and interviews of this research.

Perhaps the biggest surprise to the researcher was how little family reasons seemed to weigh on the scales for millennial women, when thinking of changing jobs. Does it suggest that the Finnish job markets have become so modern and inclusive that women no longer need to worry about the effects that having children could have on their careers? Or might it suggest that women are prioritizing their professional careers over having children? That might be a subject for another research completely.

If the author would have to change something about this research project, it would be to limit the subject further - perhaps concentrating on the invisible work and mental load aspects, which were discussed in sub-chapter 2.3. These concepts were already vaguely familiar to the author but finding out more about them really piqued her interest towards them even further.

Sources

Baker, P., Sutner, S. April 2022. Ultimate guide to recruitment and talent acquisition. Definition: Employee Retention. TechTarget. URL: <https://www.techtarget.com/searchhrsoftware/definition/employee-retention> Accessed: 27 January 2024.

Barona 2023. Työelämätkimetus: työpaikan ja alan vaihtohalukkuus lisääntyneet entisestään – hyvintointia koettelevat toimeentulon haasteet sekä huoli maailman tilasta. URL: <https://barona.fi/barona/tiedotteet/tyoelamatutkimus-2023-tyopaikan-ja-alan-vaihtohalukkuus-lisaantynyt> Accessed: 20 January 2024.

Barona 2023. Työelämätkimetus 2023. Helsinki. URL: https://2579361.fs1.hubspotusercontent-na1.net/hubfs/2579361/Työelämätkimetus%202023_päätulokset.pdf Accessed: 20 January 2024.

Barona 2024. Työelämätkimetus 2024. Helsinki. URL: https://prismic-io.s3.amazonaws.com/barona/a974c323-a09c-4210-aaf1-e65b7ef4f63a_Työelämätkimetus+2024_Barona.pdf Accessed: 20 January 2024.

Eläketurvakeskus 2022. Tutkimus: Työpaikan vaihtaminen kannattaa. URL: <https://www.etk.fi/ajankohtaista/tutkimus-tyopaikan-vaihtaminen-kannattaa/> Accessed: 21 January 2024.

Hamingson, N. October 2023. Communication technology and inclusion will shape the future of remote work. Business News Daily. URL: <https://www.businessnewsdaily.com/8156-future-of-remote-work.html> Accessed: 27 January 2024.

Holliday, M. March 2021. What is employee retention? Benefits, tips & metrics. NetSuite. URL: <https://www.netsuite.com/portal/resource/articles/human-resources/employee-retention.shtml> Accessed: 27 January 2024.

Holma, L., Jones, U., Ruusuvuori, M. 2023. Tutkimusraportti: Miksi lähdemme? Mitä se maksaa? Syyt, seuraukset, hinta ja ratkaisuja. Lähtijät-podcast. Helsinki. URL: https://www.lahtijat.fi/files/uqd/f37f0f_40786e93ba3a45a98d2b02ac5c7dcc74.pdf Accessed: 20 January 2024.

Isotalo, E., Kyyrä, T., Lähdemäki, S., Pesola, H., Ravaska, T., Suhonen, T., Villanen, J. 2022. Koronakriisin taloudellisten vaikutusten kohdentuminen. Valtioneuvosto. Helsinki. URL: https://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/164325/VNTEAS_2022_56.pdf?sequence=1&isAllowed=y Accessed: 21 January 2024.

Jeanneau, L., Lawless, C. July 2023. Great Resignation or Great Rotation? Finding better work in Europe, after Covid. VoxEurope. URL: <https://voxeurop.eu/en/great-resignation-great-rotation-finding-better-work-europe-after-covid/> Accessed: 28 January 2024.

Klotz, A., Bolino, M. September 2022. When quiet quitting is worse than the real thing. Harvard Business Review. URL: <https://hbr.org/2022/09/when-quiet-quitting-is-worse-than-the-real-thing> Accessed: 4 February 2024.

Merriam-Webster. URL: <https://www.merriam-webster.com/> Accessed: 23 March 2024.

Nyyssölä, J. May 2023. Henkilöstön vaihtuvuus – mitä se on ja miten vähentää sitä. Clevry. URL: <https://www.clevry.com/fi/blog/henkiloston-vaihtuvuus-mita-se-on-ja-miten-vahentaa-sita/> Accessed: 28 January 2024.

OECD 2014. Balancing paid work, unpaid work and leisure. URL: <https://www.oecd.org/gender/data/balancingpaidworkunpaidworkandleisure.htm> Accessed: 3 February 2024.

Riekhoff, A. 2022. Good or bad (in)stability?: A cross-cohort study of the relation between career stability and earnings mobility in Finland. Eläketurvakeskus. URL: <https://www.julkari.fi/bitstream/handle/10024/143698/Good%20or%20bad%20instability.pdf?sequence=1&isAllowed=y> Accessed: 21 January 2024.

Stathis, J. January 2024. Everything you need to know about “act your wage”. Reader’s Digest. URL: <https://www.rd.com/article/act-your-wage/> Accessed: 4 February 2024.

THL 2023. Sukupuolten tasa-arvo – Työllisyys ja työsuhteet sukupuolittain. URL: <https://thl.fi/ai-heet/sukupuolten-tasa-arvo/tasa-arvon-tila/tyo-ja-toimeentulo/tyollisyys-ja-tyosuhteet-sukupuolittain> Accessed: 21 January 2024.

THL 2023. Terve Suomi -tutkimus: Joka viides nuori nainen on kokenut syrjintää työelämässä. URL: <https://www.sttinfo.fi/tiedote/70060977/terve-suomi-tutkimus-joka-viides-nuori-nainen-on-kokenut-syrjintaa-tyoelamassa?publisherId=69817778&lang=fi> Accessed: 21 January 2024.

Tilastokeskus 2024. Poimintoja tilastovuodesta - Kansainvälinen naistenpäivä 2023. URL: <https://www.stat.fi/tup/poimintoja-tilastovuodesta/kansainvalinen-naistenpaiva.html> Accessed: 20 January 2024.

Työterveyslaitos 2021. Korona-ajan kokemuksia työelämässä. Mitä kyselyt kertovat. URL: https://www.ttl.fi/sites/default/files/2022-01/FINAL_Esityskalvot_23.11.2021.pdf Accessed: 6 April 2024.

Työterveyslaitos 2022. Korona on lisännyt sote-työntekijöiden kuormitusta, mutta tilannetta voidaan parantaa. URL: <https://www.ttl.fi/ajankohtaista/blogi/korona-on-lisannyt-sote-tyontekijoiden-kuormitusta-mutta-tilannetta-voidaan-parantaa> Accessed: 6 April 2024.

Työterveyslaitos 2021. Naisten työnvaihtoaikeet ovat kasvaneet korona-aikana. URL: <https://www.ttl.fi/ajankohtaista/tiedote/naisten-tyonvaihtoaikeet-ovat-kasvaneet-korona-aikana> Accessed: 21 January 2024.

Työterveyslaitos 2024. Miten Suomi voi? URL: <https://www.ttl.fi/tutkimus/hankkeet/miten-suomi-voi> Accessed: 20 January 2024.

Weisholtz, D. January 2020. Women do 2 more hours of housework daily than men, study says. Today. URL: <https://www.today.com/news/women-do-2-more-hours-housework-daily-men-study-says-t172272> Accessed: 3 February 2024.

Wikipedia. Employee retention. URL: https://en.wikipedia.org/wiki/Employee_retention Accessed: 27 January 2024.

Wikipedia. Viral phenomenon. URL: https://en.wikipedia.org/wiki/Viral_phenomenon Accessed: 4 February 2024.

Appendices

Appendix 1. Survey questions

Milleniaalinaisten työpaikan vaihtohalukkuuden kartoitus

Pakolliset kysymykset merkitty tähdellä (*)

Kyselyn tarkoitus on kartoittaa tietoa milleniaalinaisten (1981-1996) työpaikan vaihtohalukkuudesta ja tyytyväisyydestä. Kysely on osa tekijän Haaga-Helia ammattikorkeakoulun tradenomiopintojen opinnäytetyötä.

Täyttämällä kyselyn ja lähettämällä sen vastaaja myöntää luvan vastaustensa käyttämiseen opinnäytetyön analyysiä varten. Tietoja ei käytetä mihinkään muuhun tarkoitukseen, eikä tietoja säilytetä opinnäytetyön arvioinnin jälkeen. Yksittäisen vastaajan vastauksia ei voida yhdistää vastaajaan, kysely on vapaaehtoinen ja täysin anonyymi.

Syntymävuosi *

- | | |
|----------------------------|----------------------------|
| <input type="radio"/> 1996 | <input type="radio"/> 1988 |
| <input type="radio"/> 1995 | <input type="radio"/> 1987 |
| <input type="radio"/> 1994 | <input type="radio"/> 1986 |
| <input type="radio"/> 1993 | <input type="radio"/> 1985 |
| <input type="radio"/> 1992 | <input type="radio"/> 1984 |
| <input type="radio"/> 1991 | <input type="radio"/> 1983 |
| <input type="radio"/> 1990 | <input type="radio"/> 1982 |
| <input type="radio"/> 1989 | <input type="radio"/> 1981 |

Kotikunta *

Millä alalla työskentelet? *

- Mainonta ja markkinointi
- Myynti
- Palvelutyö
- Taide ja kulttuuri
- Terveystieteet ja sosiaalityö
- Tietotyö
- Jokin muu, mikä

Oletko vaihtanut tai harkinnut vaihtaa työpaikkaa viimeisten kolmen vuoden aikana? *

- Olen vaihtanut
- Olen vaihtamassa
- Olen vakavasti harkinnut vaihtaa
- Voisin harkita vaihtavani

Mitkä seuraavista (valitse max 3) ovat vaikuttaneet eniten päätökseesi harkita työpaikan vaihtoa? *

- Työtilanne, esim. liikaa/ liian vähän töitä
- Perhesyyt
- Valmistuminen eri alalle
- Paremmat etenemismahdollisuudet
- Palkka ja/ tai muut edut, esim. e-passi, työterveys, lomat
- Etä- tai hybridityön mahdollisuus
- Työpaikan arvot/ ilmapiiri
- Jokin muu, mikä _____

Kertoisitko tarkemmin syistä/ syistä, jotka ovat vaikuttaneet eniten päätökseesi harkita työpaikan vaihtoa?

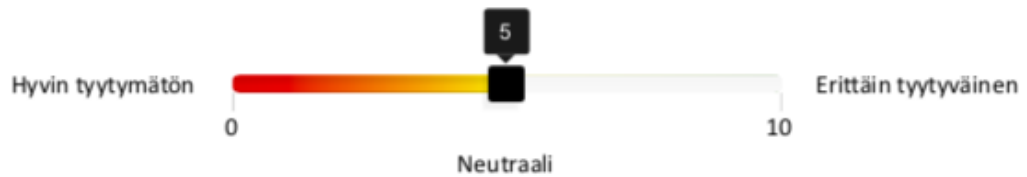
Kuinka tärkeitä seuraavat asiat ovat sinulle työpaikan valinnan suhteen?

(Laita vaihtoehdot tärkeysjärjestykseen - 1 tärkein, 6 vähiten tärkeä) *

| | |
|-------------------------|-------------------------|
| | <input type="radio"/> 1 |
| | <input type="radio"/> 2 |
| Työnantajan maine | <input type="radio"/> 3 |
| Esim. mediassa, somessa | <input type="radio"/> 4 |
| | <input type="radio"/> 5 |
| | <input type="radio"/> 6 |

| | | |
|---|-----------------------|---|
| | <input type="radio"/> | 1 |
| | <input type="radio"/> | 2 |
| Työpaikan arvot | <input type="radio"/> | 3 |
| Esim. vastuullisuus, yhdenvertaisuus | <input type="radio"/> | 4 |
| | <input type="radio"/> | 5 |
| | <input type="radio"/> | 6 |
| <hr/> | | |
| | <input type="radio"/> | 1 |
| | <input type="radio"/> | 2 |
| Sijainti | <input type="radio"/> | 3 |
| Esim. työmatkat | <input type="radio"/> | 4 |
| | <input type="radio"/> | 5 |
| | <input type="radio"/> | 6 |
| <hr/> | | |
| | <input type="radio"/> | 1 |
| | <input type="radio"/> | 2 |
| <hr/> | | |
| Joustavuus | <input type="radio"/> | 3 |
| Esim. liukuva työaika, etä- tai hybridimahdollisuus | <input type="radio"/> | 4 |
| | <input type="radio"/> | 5 |
| | <input type="radio"/> | 6 |
| <hr/> | | |
| | <input type="radio"/> | 1 |
| | <input type="radio"/> | 2 |
| Palkka ja/ tai muut edut | <input type="radio"/> | 3 |
| Esim. e-passi, työterveys, lomat | <input type="radio"/> | 4 |
| | <input type="radio"/> | 5 |
| | <input type="radio"/> | 6 |
| <hr/> | | |
| | <input type="radio"/> | 1 |
| | <input type="radio"/> | 2 |
| | <input type="radio"/> | 3 |
| Etenemismahdollisuudet | <input type="radio"/> | 4 |
| | <input type="radio"/> | 5 |
| | <input type="radio"/> | 6 |

Kuinka tyytyväinen olet nykyiseen työpaikkaasi edelliseen työpaikkaasi verrattuna? *



Mitkä asiat (valitse max 3) työpaikallasi vaikuttavat eniten tämänhetkiseen työtyytyväisyyteesi? *

- Työnantajan maine, esim. mediassa, somessa
- Työpaikan arvot, esim. vastuullisuus, yhdenvertaisuus
- Sijainti, esim. työmatkat
- Joustavuus, esim. liukuva työaika, etä- tai hybridimahdollisuus
- Palkka ja/ tai muut edut, esim. e-passi, työterveys, lomat
- Etenemismahdollisuudet
- Jokin muu, mikä

Kertoisitko tarkemmin työtyytyväisyytesi nykyisellä työpaikallasi eniten vaikuttavista asioista?

Harkitsisitko vaihtaa uudelleen työpaikkaa seuraavan 3 vuoden aikana? *

- Kyllä
- Ehkä
- Ei

Mitkä asiat (valitse max 3) todennäköisimmin vaikuttaisivat päätökseesi harkita työpaikan vaihtoa tulevaisuudessa? *

- Työtilanne, esim. liikaa/ liian vähän töitä
- Perhesyyt
- Valmistuminen eri alalle
- Paremmat etenemismahdollisuudet
- Palkka ja/ tai muut edut, esim. e-passi, työterveys, lomat
- Etä- tai hybridityön mahdollisuus
- Työpaikan arvot/ ilmapiiri
- Jokin muu, mikä _____

Kertoisitko tarkemmin valitsemistasi syistä, jotka todennäköisimmin vaikuttaisivat päätökseesi harkita työpaikan vaihtoa tulevaisuudessa?

Appendix 2. Interview questions

- Syntymävuosi
 - Kotikunta
 - Edellisen työn ala, kuinka kauan (vuosissa) työskenteli alalla
 - Nykyisen työn ala, milloin aloitti (kuukausi + vuosiluku)
1. Kertoisitko, mitkä olivat pääsyyt päätökseesi vaihtaa työpaikkaa? Vaikuttiko esim. palkka, etätyömahdollisuus, urakehitys...?
 2. Oliko edellisessä työpaikassasi päätökseesi vaikuttaneita haasteita, esim. työpaikan kulttuurin, työn vastuualueiden tai työssä etenemisen suhteen? Kertoisitko tarkemmin?
 3. Koetko, että nykyisessä työssäsi näitä (edelliseen kysymykseen vastatut edellisen työpaikan haasteet) lähestytään eri tavalla? Kertoisitko tarkemmin?
 4. Onnistuuko työn ja vapaa-ajan tasapainottaminen (esim. työmatkat, työaika, joustavuus, etäily) nykyisessä työssäsi edellistä paremmin? Kertoisitko miten?
 5. Koetko nykyisen työpaikkasi huolehtivan työyhteisön tasa-arvoisuudesta ja monimuotoisuudesta edellistä työpaikkaasi paremmin? Kertoisitko esimerkin/ esimerkkejä?
 6. Tarjoaako nykyinen työpaikkasi sinulle aiempaa työpaikkaa enemmän mahdollisuuksia, esim. kouluttautuminen, urakehitys, palkka, edut?
 7. Mitä lähteitä tai välineitä pidit hyödyllisimpinä tehdessäsi päätöstä työpaikan vaihdosta? Etsitkö potentiaalisista työnantajista etukäteen tietoa, mistä?
 8. Tuliko työnvaihtoprosessin yhteydessä jotain odottamattomia yllätyksiä, ja miten käsittelit niitä?