

Motivation and hygiene factors in a multigenerational workforce

A study on millennials and Generation Z in Finland.

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Abstract <p>As work dynamics continue to evolve, impacted by technology and global mobility, a shift in generational dominance continues to be felt across companies. Millennials, followed closely by Generation Z, continue to affirm their presence within the human resources pool, including taking leadership positions. Finland is no exception to this phenomenon, as evidenced by the nation's current Prime Minister, millennial Sanna Marin.</p> <p>The present study explores factors that millennials and Generation Z consider as motivators or hygiene factors. The primary objective of the research is to provide Human Resource practitioners with information that may help in their recruiting and retention efforts.</p> <p>A structured survey, including both closed and open-ended questions, was conducted in order to answer the research questions and realise the research objective. A deductive approach is taken to create understanding and offer suggestions to recruiting personnel. The sample included millennials and Generation Z participants while also featuring a diverse range of respondents, including native Finns and immigrants living and working in Finland. The emergence of the COVID-19 pandemic prompted a second data collection similar in content to the first, in order to establish whether the pandemic affected the preferences of participants compared to the pre-pandemic sample.</p> <p>Analysing the results of the study identified the concerns of currently working respondents and prospective employees, thus serving to form an image of an ideal employer. For example, money and benefits continue to motivate prospective employees. Thus, the results provided a glimpse of salaries and benefits that appeal to these younger generations. In conclusion, the participants offered suggestions for their future employers. The study concludes with recommendations for future research.</p>		
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<p>Tiivistelmä</p> <p>Sillä välin, kun työdynamiikka jatkaa kehitystä tekniikan ja globaalin liikkuvuuden vaikutuksesta, sukupolvien valta-aseman muutos tuntuu yrityksissä. Millenniaalit, Z-sukupolven seurattessa perässä, jatkavat läsnäolonsa vahvistamista henkilöstöhallinnossa, mukaan lukien johtotehtävien hoitamisessa. Suomi ei ole poikkeus tässä ilmiössä, kuten todistaa maan nykyinen pääministeri, millenniaali Sanna Marin.</p> <p>Tässä tutkimuksessa tutkittiin tekijöitä, joita millenniaalit ja Z-sukupolvi pitävät työtyytyväisyys- tai työtytymättömyystekijöinä. Tutkimuksen ensisijaisena tavoitteena on tarjota henkilöstöhallinnon harjoittajille tietoa, joka voi auttaa heidän rekrytointi- ja työllistämisyrittämissään.</p> <p>Tutkimuskysymyksiin vastaamiseksi ja tutkimustavoitteiden toteuttamiseksi tehtiin strukturoitu kysely, joka sisälsi sekä suljettuja että avoimia kysymyksiä. Luodakseen ymmärrystä ja tarjotakseen ehdotuksia henkilöstön rekrytoimiseksi tutkimukseen valittiin deduktiivinen lähestymistapa. Otokseen kuului millenniaaleja ja Z-sukupolven edustajia, mutta samalla monipuolinen joukko vastaajia, mukaan lukien Suomessa asuvia ja työskenteleviä syntyperäisiä suomalaisia ja maahanmuuttajia. COVID-19-pandemian ilmaantuminen sai aikaan toisen samanlaisen tiedonkeruun, jotta voitaisiin selvittää, vaikuttiko pandemia osallistujien mieltymyksiin pandemiaa edeltäneeseen otokseen verrattuna.</p> <p>Tutkimustuloksia analysoimalla tunnistettiin tällä hetkellä työskentelevien vastaajien ja potentiaalisten työntekijöiden huolet ja näin muodostettiin ideaalisen työnantajan kuva. Esi merkiksi raha ja edut motivoivat edelleen potentiaalisia työntekijöitä. Siksi tulokset antoivat välähdyksen palkoista ja eduista, jotka vetoavat näihin nuorempiin sukupolviin. Lopuksi osallistajat tarjosivat ehdotuksia tuleville työnantajilleen. Tutkimuksen päätti ehdotukset myöhempää tutkimuksia varten.</p>		
Avainsanat (asiasanat) Motivaatiotekijät, hygientehtävät, Suomi, nuoret aikuiset, sukupolvet, suuret ikäluokat, X-sukupolvi, millenniaalit, Z-sukupolvi		
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List of Abbreviations (OR) Symbols

HR	Human Resources
HRM	Human Resources Management
GEN Z/ GEN Zers	Generation Z
Generation Xers	Generation X
Baby Boomers	Generation W

1 Introduction

1.1 Background

Globalisation, technology, and international mobility have all been key words and revered as the movers and shakers in the current employment trends in the business world. This is additionally topped with volatile economies fuelled by increased uncertainty. According to Martine Haas and Mark Mortensen, today's teams are indeed different. They go on to the point that today's teams are more diverse, dispersed, digital and dynamic. (71.) Their article focused on creating enabling conditions for the teams in a bid to ensure success in their operations. One of the challenges mentioned that impacts the performance of the team is diversity. (2016, 71.) Age diversity has been an impactful type of development has been ongoing, and though it has been given some mention in companies, its impact is felt in the world of work today. This development is generational evolution.

It is common to find Baby Boomers, millennials and new entrants Gen Z working in the same environment and sometimes in same teams. Similarly, it is increasingly prevalent to have younger employees holding more senior positions than their older in age counterparts. It would be naïve, and perhaps even retrogressive to assume that their motivation and hygiene factors are similar.

That said, some of the factors, for example, a desire for work-life-balance, cut across the board through the various generations.

The impact of millennial workers is felt across the world. The emergence of the recent Gig economies like Uber, Air B&B, drop shipping, YouTube and many more have been mostly embraced by the millennials. The impact so much so that, in an interview with Bloomberg, European Commissioner Margrethe Vestager is discussing unionising the gig economies to ensure there is no exploitation of these workers on online platforms (Cranenbroek 2020).

It is estimated that nearly 45 per cent of the Finnish workforce will comprise millennials by 2020 Vähäsalo, T. (2018). This accounts for almost half of the entire workforce.

1.2 Motivation

Leadership and management in organisations could greatly benefit from understanding the generational differences within their staff. This may help in more informed during strategic decision making in areas such as forecasting, recruitment, identifying training needs and general work culture.

Moreover, it is a costly affair for companies when they invest in recruiting, training and onboarding new employees. This means that the premature exit of these employees than what the company had expected is an undesired cost.

The war of talent is a never-ending one. It then follows that, if companies keep losing their talent to competitors, it may be considered that they are “shooting their own foot”. Why this phrase is because the competitors would gain an advantage over them in terms of gaining knowledge.

Another costly burden they may have to bear is reputation and goodwill from customers and prospective employees. Platforms such as (Best Places to Work)-Glassdoor and Fortune 100 Best Companies to Work For® have provided employees with a channel to voice their opinions. According to Faiz Ahamad (2020), it is common for the tech-savvy millennials to visit these platforms while in the job search in a bid to have a sense of the possible future employer. This article alludes to the fact that reviews in such do play a part in the attractiveness or lack of it in a company. The second consequence of these avenues is that due to their nature of public accessibility, multiple stakeholders have access. They include supply chain partners, competitors and importantly, customers too.

1.3 Research Questions

The inclination to position this research as purely aligned to human resource management (HRM) was overtaken by the review of the literature. Instead, the route headed in a more comprehensive approach in leadership and management as a whole. However, there is no denying that HRM is more often than not the initial and

sometimes final decision maker in recruiting decisions. Therefore, in order to attempt to come up with a matching structure which may be useful in these quotas, the research questions were formulated as below:

RQ1: What existing and emerging expectations motivate or demotivate millennials and gen z?

RQ2: What steps can organisations take to meet these needs to mitigate the consequences of negative turnover?

1.4 Research objective(s):

The first research question is to find out through various tools what the millennials and Generation Z expect from employment. This information is collected, considering both existing conventional trends and emerging trends. In addition, it aims to identify hygiene factors that may cause dissatisfaction in the workplace.

The second question is to perhaps provide management with a preliminary framework on aspects that they may consider adjusting or improving within their structures. This would help in strengthening their employee loyalty, better brand reputation and partnerships. Businesses will also be prepared to some extent for the entrance of Gen Z to the job market.

In addition, owing to the limited research on especially Gen Z, this will help to add a glimpse on to the academic work on this area in Finland. Therefore, there is room for more research to develop further.

1.5 Structure

Herzberg's two-factor theory advises the foundation of this research into looking at factors affecting these workers' satisfaction, both from an enhancing angle (motivators) and hindrances (hygiene). He further states that the presence of the hygiene factors, does not necessarily result in the increased motivation of the employees but lack of them, can cause job dissatisfaction. For example, providing coffee in an office

may not necessarily cause an increase in productivity or loyalty. However, lack of it can lead to dissatisfaction; hence we can say coffee may be considered as a hygiene factor.

The first section of the literature review covers the definitions of different generational cohorts. This will be helpful to bring into context the generational aspect. This is followed by the motivation, then hygiene factors aimed at connecting issues that affect the different generations.

Baby boomers (Generation W), Generation X, millennials (Generation Y), and Generation Z are all categories by age/ year of birth. Though there are wide variations in age and upbringing, they collectively form the various talent/human capital represented in today's organisations." Working today often means joining a team with a range of ages" (Gausepohl 2016). Gausepohl adds that issues like baby boomers working past retirement and the addition of tech-savvy millennials make the differences more pronounced (ibid).

Additionally, a look at the highlights of the existing trends from secondary data and then through conducting a survey, the article seeks to understand some of the needs and values that the Generation Y and Z (both native Finns and newcomers) hold when considering employment here in Finland.

Moreover, a comparison survey will be conducted on the millennial and Generation Z categories to see whether there is any significant variance in behaviour. Though it barely scratches the surface, this study provides insights that management may consider during their recruitment strategy and perhaps modification on policies if needed.

It is paramount also to note that the parameters used in the research are in tune with the currently existing and emerging trends, and they do keep evolving constantly. Therefore, it does not boast for a full final solution but only a step from past and input to bridge for further future research.

2 Literature Review

This chapter will focus on the framework that forms the theoretical structure that the research was anchored upon. The literature on definitions of the various generations already present in the current job market and prospective generations that will be the newer entrants is investigated.

In addition, a more in-depth look into the existing research as to what motivators and hygiene factors include. This review will help visualise the intention of this thesis as well as show a connection between the various ideas presented.

2.1 Baby Boomers (Generation W)

Baby Boomers were born between the years 1946 and 1964, after World War II. This means the oldest baby boomers reach age 74 and the youngest reach age 56 in 2020. Schools were overcrowded in the early years of the boom, and the competition for jobs was extreme. Because of the early competition, they learned “to compete for resources and success”. According to Kane, this is one of the reasons why baby boomers became motivated and very hardworking generation. (2019a.)

We can see the baby boomers as a work-centric, independent, and competitive generation. Usually, they enjoy long workweeks, and they often define themselves by their accomplishments. Due to these characteristics, baby boomers may criticise younger generations for their lack of work ethic and commitment to the workplace. Baby Boomers are known to believe in hierarchal structure so they may have a hard time adapting to changes and arising workplace flexibility trends. The next generation (Generation X) resulted in being 25% smaller than baby boomers as the birth rate dropped when women started to work. (Kane 2019a.)

2.2 Generation X

They are the people born after the Baby Boomers, between the years 1965 and 1980. They are now in 2020 between 55 and 40 years old. They tend to be more ethnically diverse than Baby Boomers. They have had better education also. Because a large number of the women joined the workforce at the time of Generation Xers' birth, this generation became independent. (Kane 2019b.)

According to Kane, Generation Xers value responsibility and freedom in work. This generation has adapted as they are the first generation to grow up with computers. Many of the Generation Xers saw their "workaholic parents lose hard-earned positions" and as a result, the Xers came up with different work ethics and are less committed to a single employer. Unlike the previous generations, Generation Xers adapt well to change and are more willing to change jobs. Kane states that Generation X works to live while previous generations lived to work. Even though they are ambitious, they value work-life balance. (2019b.)

Cathy Asaro Gonzalez's study on differences in work ethic as a function of generational cohorts presented Generation X and Generation Y sharing similar views about the significance of leisure activities. In contrast, Baby Boomers "do not share the same attitudes and beliefs about active and productive use of time." (Asaro Gonzalez 2006, 108.)

2.3 Millennials (Generation Y)

Many of us have seen 'millennials' written everywhere over the last ten years. They have been on the surface, and it has a good reason why we should know about this generation. Researchers use different time ranges when talking about generations' birth years. In this study, birth years of 1981 – 1994 is used when considering millennial generation.

They are tech-savvies since they grew up with technology and are plugged in 24/7. Like the previous generation, millennials value work-life balance. Kane states that millennials also like to have flexible schedules. Millennials are perceived as a family-

centric generation as they prioritise family over work. Millennials seek new challenges at work, and they are ambitious. They are seen as confident and achievement-oriented. They aim for a job that has meaning. This generation is also team-oriented since most of the millennial children had a free time activity that had something to do with teams (team sports, playgroups etc.) According to Kane, this generation wants to be not only included but also involved. (2019c.)

Jason Fountain's (2014) study on differences in generational work values compared, for example, extrinsic values. The results were that millennials rated high income as 'most important' at a significantly higher percentage than baby boomers or Generation Xers, which was, according to Fountain, contradictory to Twenge's (2010) conclusion that extrinsic values peaked with Generation Xers, whereas declining with millennials. (Fountain 2014, 81-83.)

2.4 Generation Z

Varied researchers use different time ranges regarding generations' birth years. For example, the Pew Research Centre defines Generation Z's time range from 1997 onwards. They believe that 1996 is "a meaningful cut off between millennials and Gen Z, for a number of reasons, including key political, economic and social factors that define the millennial generation's formative years." They state that most millennials were five to 20 years old when 9/11 terrorist attacks shook the world, and many of those millennials were old enough to understand the historical significance of that moment. In contrast, most individuals of Generation Z have little or no memory at all of the event. Pew Research Centre also mention that millennials grew up "in the shadow" of wars of Afghanistan and Iraq. (Dimock 2019.)

Seemiller and Grace define Generation Z being born from 1995 to 2010. They mention two reasons for choosing 1995 as a starting year for Generation Z. The first reason is when we are looking at significant societal events, people born in 1995 were only in kindergarten when 9/11 happened. They also stated that "This doesn't mean that first-grade millennials remember the details of the event, but somewhere around that period, a post-9/11 generation began". The other reason they chose

1995 as a starting year of Generation Z, is that 1995 was commonly referenced as a start year in numerous market research reports, when they investigated Generation Z in 2013–2014. (Seemiller & Grace 2019, 25.) In this study, this definition is used.

When discussing generations, experiences of the oldest and youngest members of a generation can vary a lot due to generational birth ranges spanning 15 to 20 years. According to Seemiller & Grace, the individuals born near the beginning or end of a generational birth range are referred to as “cuspers”. For example, the oldest individuals of Generation Z may have some characteristics and behaviours of a millennial, and the youngest millennials may have similarities with Generation Z. (Seemiller & Grace 2019, xix.)

2.5 Hygiene and motivation factors

The current millennial is less conservative during the job search as evidenced by aspects such as self-initiated expatriates, openness to remote work, including a gig economy ecosystem. In some quarters they are referred to as a commitment-phobic. Not only is this cohort adopting some of these terms, but also the careers have been given different synonyms. Vähäsalo (2018) uses terms as protean (able to change easily or frequently) and boundaryless careers.

Hitee Singh (2019) looks at motivation in two categories, namely; intrinsic (emanating from within the individual), or extrinsic (external environment influence). These factors play a role in the employees’ perspectives. The research further groups different aspects under each category. For example, pay, career growth and job security under extrinsic. On the other hand, skill variety, meaningful work, and total living space under intrinsic factors. (19-24.)

Seifert says that the theories that seek to explain student behaviour, emotions and beliefs are thought to elicit different patterns of expression such as the pursuit of mastery, failure avoidance, learned helplessness and passive aggression (2004). Singh also observed several theories of motivation including, Need, Process, Environment and Contemporary Theories of Motivation (2019, 12-16). These traits and more that the research explored helped to assess the differences at depth.

Wendy Campione (2015) in her article “Why Aren’t Millennials Staying?” discusses a significant challenge facing organisations in the retention of these employees. An interesting aspect of the conventional belief that job satisfaction and ‘good pay’ being correlated is mentioned but also a quick reiteration that this is not necessarily the current reality. Further, to this, is an observation that though organisations may have attractive proposals to attract millennials, do they have in place structures for retention? The author continues by adding a bold statement that unlike the more patient and persistent baby boomer counterparts, millennials;

“are protesting with their feet and often not just walking away from their jobs, but also from their educational training and heretofore chosen career”. (12.)

This statement further emphasises the importance of the subject, if organisations will be able to mitigate high costs that they incur as a result of neglecting the challenges.

Katznelson’s article presents a model with five motivational orientations suggesting a new perspective on re-motivating young adults on the margin of the labour market and educational system. At the same time, the author discusses the challenges connected to promoting a focus on motivation at a time when the liberalisation of education is increasingly central to the welfare state strategy (2016).

Goodwin and O’Connor state in their article that

“the complexity of youth transitions is now becoming more widely understood as the focus has now shifted from looking merely at issues of youth culture and/ or the move from school to work, to encompass other significant elements such as the transition out of the family home to independent living” (2009, 22).

As a result, young adults are being exposed to independence and some extent self-reliance at a young age. Subsequently, they tend to come into the job market with this sense of non-dependency.

Blazek and Hraňová indicate that they are keen on the diversity of motivations behind different actors, decisions to be involved in a participatory video. Also, they

seem to observe the dynamic shifts of such motives and the range of ultimate benefits the participatory video provided. (2012.)

Some factors like work-life balance rank highly across the various generations, whereas new motivators have emerged while others have faded. *7 Surprising Ways to Motivate Millennial Workers* points out that though they are rich in education and cultural diversity superior to their generational forerunners, they are “notorious Job-hoppers who dislike bureaucracy and distrust traditional hierarchies” (Goudreau 2013). It is, therefore, essential to adopt a strategy that strives to minimise negative turnover.

Herzberg’s two-factor theory of 1959 was based on the theory that job satisfaction (motivators) and dissatisfaction (hygiene) factors influenced employees’ performance. This model can be applied with a focus on the generational development factors to work towards achieving favourable outcomes for the companies. (Kuijk 2018.)

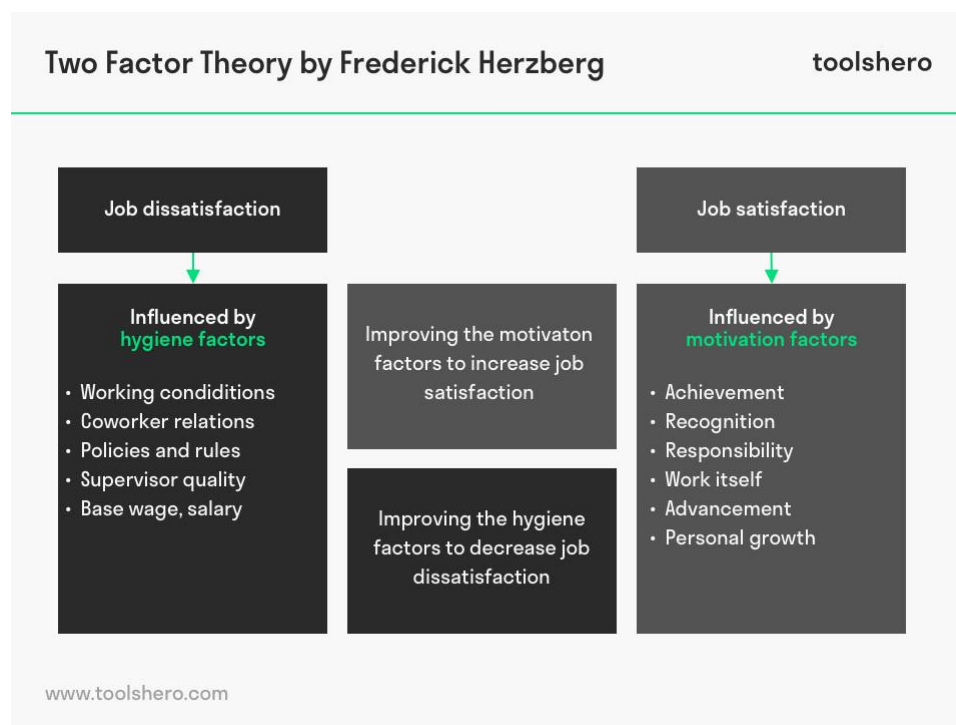


Figure 1. Two-factor theory (Kuijk 2018)

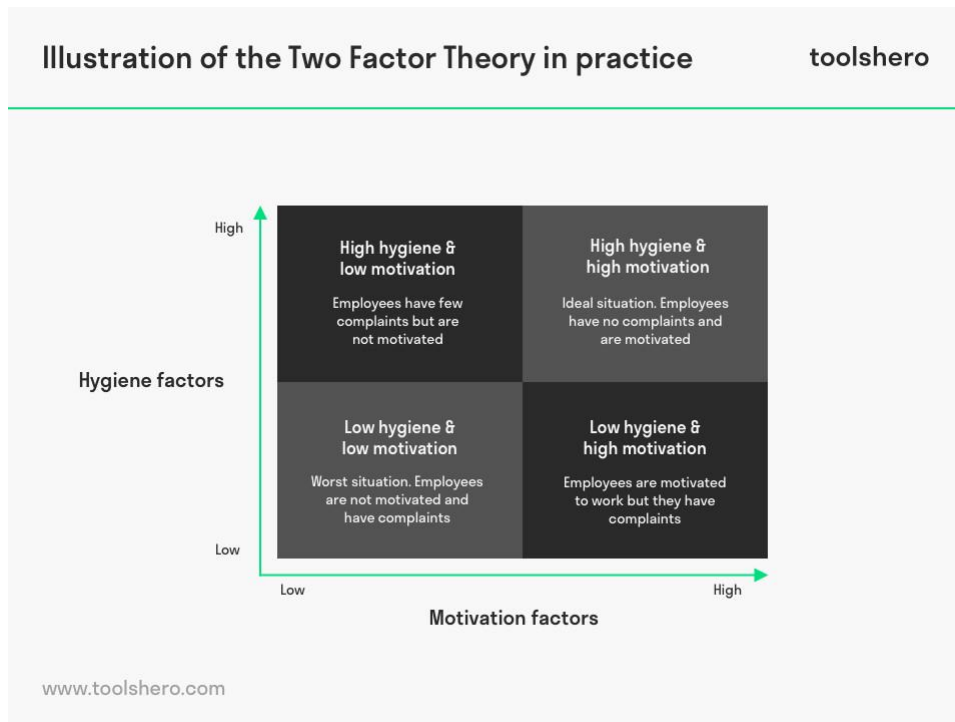


Figure 2. Two-factor theory in practice (Kuijk 2018)

As per the figures above, Kuijk suggests that adjusting the hygiene factors has short term effects, whereas changing the motivation factors results in more lasting effects (2018). Figure two above is broken down as below;

- a. High hygiene, high motivation – an ideal situation where employees are highly motivated and sparsely have any complaints.
- b. High hygiene, low motivation - employees barely have any complaints but have low motivation. They see the job simply as a pay cheque.
- c. Low hygiene, high motivation - employees are motivated; their jobs are challenging, but they have complaints about work or salary or work conditions.
- d. Low hygiene, low motivation- the worst possible position, employees are unmotivated and have a lot of complaints.

Conventionally, the theory analysing human needs were heavily reliant and based on Maslow's hierarchy of needs. More recently, though, other suggestions have been made. According to Guy and Pentz, Maslow's hierarchy of needs is challenged by shifts in this traditionally accepted model of needs' definitions and the order in which they occur. This is especially more noticeable in some of the developed societies where first-level requirements do not pose a threat. The needs are almost inverted

with millennials focusing on ideas of meaning and purpose in the esteem and self-actualisation sections of the hierarchy. (2017.) With a definite shift in this age of the fourth technological evolution, it is becoming increasingly important to understand how to motivate the multigenerational workforce.

Further to this, research shows that indeed, there does exist a new set of needs which motivate the millennials in the workplace. Kurter (2018) in a Forbes article *5 Ways Millennials Are Shaking Up the Workforce Bottom Up*, investigates some of the motivators for them. They include an appreciation of culture built on emotional intelligence, authentic transparency, remote work revolution, strong professional and personal life balance, and savvy high-tech influence. Kurter further adds that employees feel more motivated if they feel valued and cared for. A glance at these needs already points to a somewhat different trajectory compared to, for instance, Maslow's needs hierarchy as far as leadership and management are concerned.

Companies are increasingly looking to understand this phenomenon as evidenced by research by Tiina Vähäsalo for a company based here in Finland. From her research, she observes the fluidity of the environment surrounding the millennials at the workplace. This is an aspect the author uses to expound more on issues like how millennials, for example, prefer "gaining experience from a variety of jobs and developing their value in the labour market instead of relying on a single organisation...". (2018, 33.) This is reiterated on findings, that millennials seek heterogeneousness and room for progressiveness (46). Secondly, congeniality with co-workers came in as part of motivators (48). More motivators came as "good work-life balance", "regular feedback, trust and support from their supervisor" "flexibility and transparency in the organisation" (50-53). This paper gives a lot of insight into the changing expectations or motivators. In addition, it is recently written and hence gave an authentic direction on the compass for this research.

An evaluation of Herzberg's theory by Joseph Gawel discusses some factors according to this theory. They include company policy, supervision, salary, interpersonal relationships categorised under Hygiene (dissatisfiers) factors. On the other hand, recognition, responsibility, and advancement were categorised under Motivators. (1996.)

3 Methodology

This section reviews the research setting and methods employed in the study, as well as the philosophy applied and justification for the chosen methods. Further to that, it evaluates the context will look at the situation in which the research occurs and why it is the most relevant. Data collection methods and analysis of the same will continue to frame the methodology. Aspects of verification, choices and time horizons will provide the section with a complete view of the methodology.

Quantitative methods are principally employed together with a few open-ended questions through the use of surveys to standardise the analysis.

3.1 Research approach

Research philosophy

Generational evolution and employment dynamics have been varied over the last approximately three decades. This study, therefore, uses the Pragmatism philosophy. Studying human behaviour is not an exact science as context and situations are constantly changing. A review of The Prisoners Dilemma theory by Steven Kuhn uses a matrix to measure conflict between the individual and collective rationality (2019). The second part of the survey was aimed inspired by this theory. It was to compare if the responses would vary under different circumstances. The additional survey was launched with the same questions during the COVID-19 global crisis. This was to find out if the preferences and choices had changed and to what extent.

Approach

The research seeks to make an explanatory conclusion from the data that emerges from the surveys. Emmanuel explains that “deductive approach uses questionnaire

to create understanding of observation which allows you to compare different outcomes through empirical data". That said, Emmanuel further suggests that the same approach may be applied to qualitative research. (2019.) From the research questions, a suggestion needs to be offered as to the factors that recruiting personnel can take into consideration while hiring employees in these categories.

Context

Statistical sampling is the basis on which the research is anchored on. The aim is to be able to understand the millennials' and Generation Z's choices and perhaps thought process as they make employment decisions. This is motivated by the fact that the millennials make up the majority of the current workforce, and as they ascend to leadership roles in the companies, their new colleagues will be largely Generation Z.

Secondly, secondary data in the literature review section assist as a compass to help in navigating this subject. Though mostly historical, including the secondary data applies, Maslow's Hierarchy of Needs theory. Moreover, Herzberg's two-factor theory works hand in hand in this research. The data provides a foundation in the process of working to answer the research questions.

3.1.1 Data Collection

Surveys allow for an opportunity to amass extensive data which would be used to answer the research questions (Emmanuel 2019). Due to the nature of this research, a survey method is a viable option. Two surveys will be conducted using Survey-Monkey platform with a range of standardised questions. The first survey consists of 2 multiple choice questions, 1-star rating at the end, 3 comment boxes (one for age, nationality and one for the suggestions to a future employer), 2 checkboxes. In addition, there are 2 five-level Likert items, where the respondents had to rate the factors based on their importance on a scale of 1 to 5. The survey questions can be

found in Appendix 2. The target is to gain responses from about 100 millennials (employed and prospective) and Generation Z who are in employment or looking to join their ideal companies.

The survey questions are formulated based on current and emerging human resource trends for the year 2020. Platforms such as Great Places to Work and Glassdoor provide insight as to what employees value. This is because they offer an independent stage where current and past employees can rate those workplaces based on some pre-defined parameters. The scope includes opportunities to rate CEO's, salaries and even a section on whether they would recommend a friend to work for the companies.

The second survey can be termed as a type of a litmus test for the first one as the context has drastically changed during the research. This part of the study aims to check if the initial responses will change in light of the considerable uncertainty brought about by the emergence of the COVID-19 virus that continues to have an immense impact both in Finland and around the globe. The number of sample participants is lower at this point, as only five millennials, and five Generation Z are targeted.

3.1.2 Data Analysis

The analysis will be conducted using Microsoft Excel spreadsheet, where all the data will be coded and used to generate graphs and tables. This will ensure that a more in-depth look into the responses will be applied in the analysis stage. During this breakdown of data, invalid respondents are identified and excluded from the results. This will be done based on whether they fell out of the intended age bracket. Moreover, responses with ambiguous answers, for instance, with characters or symbols will be excluded as only wording and numbers could be transcribed.

Verification of the results

The more we delved into the literature review, the more we realised that there was minimal previous research on the topic. This meant that a lot of our research would significantly lean on an exploratory approach. Nevertheless, the authors looked at mentioned sites like Glassdoor and Great Places to Work in order to attempt to benchmark the survey questions and have relevancy to current trends. Kelly Main (2018) discussed the upcoming trends of 2019, thus providing us with great value, as one survey question uses parameters from it.

Ideas from these sites are used to formulate the questions after which small pilot research will be done by asking a few colleagues to have a look and give critical feedback. After this, a few tweaks will be made based on the feedback, and the survey will be launched. As the research is theory-based, a setback is inevitable due to the lack of an HRM industry expert to verify the relevance of the survey. The exploratory aspect of the research is highly felt at this point.

Choices

The research involves divided segments; therefore, an inclination to include both quantitative and qualitative portions.

In addition to having a standardised questionnaire, there will be an additional section where respondents could add open-ended ideas. This was necessitated by the need to leave room for ergonomic responses from the respondents.

Time horizons: Cross-sectional

This choice was advised by the time frame that was available to this particular study. The research questions are very contextual and situational. This means that the aspects that are considered essential or vice versa can keep changing depending on several variables. Besides, this is evidenced in this research where two similar surveys were conducted over a span of 5 months, targeting the same participants but under different circumstances. Moreover, the cultural context is specific to Finland, whereas

if the same questions were to be answered in other parts of the world, the results might significantly differ. Therefore, it is important for future work on developing the same topic to consider economic, social, geographical, political, and emerging trends commensurate with the target audience.

4 Results

In this chapter, research results from the surveys are described. The data from the surveys are analyzed by using Microsoft Excel spreadsheet. The results are coded by hand and thus generated the charts. The categories are divided and can be found from different subchapters. Chapter 4.1 and its subchapters focus on the results of the first survey, which was conducted before the COVID-19. In contrast, section 4.2 and its subchapters concentrate on the survey results of the pandemic period.

The first survey was launched in Mid-November 2019, whereas the second survey was launched on 25th March 2020, albeit with a significantly lower number of respondents. Owing to the fact that the survey was circulated widely, the results did not include the ones that were invalid.

4.1 First surveys results

The survey reached eighty-five (85) respondents in total, but two of them were out of the intended age bracket; hence the results will consist of only the remaining 83 valid respondents' answers. Thus, the charts are made with the data of these 83 respondents. The upcoming subchapters will give us an insight on the informants' demographic information (gender, age, nationality, and occupation) and ideas of an ideal employer. We can get insight on informants' fears, desirable salaries, and benefits—finally, insight on the attitudes towards company perks and suggestions they had to their future employers. The variables are looked more in-depth with the figures of the data, which will support the results found from the questionnaires.

4.1.1 Demographic information

From Table 1, we can see summarised demographic information of the informants. First, respondents had a multiple-choice question about their gender; the options were male, female, other and prefer not to say. There was no significant difference in gender distribution. 44 out of 83 respondents define themselves male, which resulted in being 53% of all respondents. Out of the rest 39 respondents, 38 categorised themselves as female, resulting in being $\approx 46\%$ of the total sample. One person preferred not to say ($\approx 1\%$).

Besides gender distribution, Table 1 also summarises the distribution of age, nationality and occupation. Intended age bracket was 18 – 38, information about the decision can be found from chapter 3. When examining age distribution, the outstanding percentage of the respondents were under 25-year-olds. The median age of the respondents was 22. Median is used instead of arithmetic mean because distribution is asymmetric. The largest age group was 22, with 16 respondents, resulting in 19% of the total. The age group of over 30 (30 – 36) was only 8,4% of the total amount, the age distribution among the group of 25 – 29 was surprisingly even.

The third question asked respondents to fill in their nationality. One out of the remaining 83 respondents skipped this question even though the question was obligatory, and thus is not valid in this question; hence the results are generated based on the remaining 82 responses. Key to note is that though the nationalities were varied, all the respondents were residents of Finland. Respondents came from twenty-two nationalities, including native Finns. Even though native Finns were the most significant individual group, people from other countries were the majority group reached through this questionnaire. People reached were, e.g. Indian, Russian, Vietnamese, Chinese, British, Lithuanian, Nepalese, Romanian, Ecuadorian, North American, Turkmen, Zimbabwean, Nigerian, Kongo, Cuban, and Slovak. Along with the mentioned nationalities, five (5) out of 82 described themselves as binational.

As seen in Table 1, we can say that the majority of the respondents were university students. The multiple-choice question in the survey had options such as student, entrepreneur, full-time employment, part-time employment, freelance/gig/projects. With these options, there was also an option to specify by choosing “other”. Though

a majority of the respondents were students, the survey also reached respondents who are in a full-time job. Almost 10% of the respondents chose other and specified the choice of theirs. Specified options included combinations: student + internship, student + freelance/gig/projects, and student + part-time employment. Majority of them were students while being in part-time employment.

Table 1. Demographics summarised

Distribution factor	Number of informants	Total % (N=83)
Gender		
Female	38	45,8%
Male	44	53%
Prefer not to say	1	1,2%
Other	0	0%
Age		
18 – 24	55	66,3%
25 – 36	28	33,7%
Nationality		
Finnish	38	45,8%
Other nationalities	44	53%
Unknown (skipped the question)	1	1,2%
Occupation		
Student	57	68,7%
Full-time employment	13	15,7%
Other	8	9,6%
Part-time employment	3	3,6%
Entrepreneur	1	1,2%
Freelance / gig / projects	1	1,2%

4.1.2 Ideal employer

Table 2 represents the summarised data conducted from the responses of the fifth question. Respondents were asked to rate the elements on a scale of 1 to 5 based on their importance. The numbers in the brackets represent the number of people who chose a particular level of importance. The arithmetic mean was then calculated. On a scale of 1 to 5, one represents 'not at all important' whereas five represents 'extremely important'. With the help of the scale of 1 to 5, the arithmetic means were calculated.

The majority of the informants valued short-term contracts as not being that important, whereas long-term contracts were relatively popular among the group. Nearly half of the informants see flexible hours as a very important factor when picturing their ideal employer. The answers on entrepreneurial opportunities fluctuated a lot, only 8% find the element extremely important. We can see in Table 2 that 86% value the opportunity to work or travel abroad, and slightly over 90% find collaborative culture/teamwork valuable. Same results can be found from autonomy/self-supervision, in which 95% value this highly. Almost half of the respondents see a good salary extremely important element when thinking of their future employer. Nearly all the informants highly appreciated work-life balance, whereas the majority of the informants think multicultural environment as moderately important.

Table 3 compares the arithmetic means of the factors between the millennials and Gen Zers. Both of the generations value long-term contract over short-term. The millennial informants appreciate more multicultural environment. Table 3 shows us that people from the Generation Z appreciate slightly more work-life balance than millennial informants.

Table 2. Ideal employer factors

	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Total	Arithmetic mean
Flexible hours	1% (1)	15% (12)	31% (26)	48% (40)	5% (4)	83	3,4
Long-term contract	11% (9)	18% (15)	31% (26)	31% (26)	8% (7)	83	3,1
Short-term contract	28% (23)	23% (19)	41% (34)	8% (7)	0% (0)	83	2,3
Entrepreneurial opportunities	23% (19)	21% (17)	22% (18)	27% (22)	8% (7)	83	2,8
Opportunity to work OR travel abroad	8% (7)	6% (5)	27% (22)	41% (34)	18% (15)	83	3,5
Collaborative culture/team-work	4% (3)	6% (5)	16% (13)	42% (35)	33% (27)	83	3,9
Autonomy/self-supervision	0% (0)	6% (5)	27% (22)	52% (43)	16% (13)	83	3,8
Good salary	2% (2)	0% (0)	8% (7)	41% (34)	48% (40)	83	4,3
Work-Life balance	1% (1)	0% (0)	6% (5)	28% (23)	65% (54)	83	4,6
Multicultural environment	7% (6)	11% (9)	34% (28)	33% (27)	16% (13)	83	3,4

Table 3. Arithmetic means of factors based on the two generations

	millennials (28)	Gen Z's (55)
Flexible hours	3,6	3,3
Long-term contract	3,1	3,1
Short-term contract	2,3	2,4
Entrepreneurial opportunities	2,9	2,7
Opportunity to work OR travel abroad	3,5	3,6
Collaborative culture/teamwork	4,1	3,9
Autonomy/self-supervision	4,0	3,7
Good salary	4,4	4,3

Work-Life balance	4,5	4,6
Multicultural environment	3,7	3,2

4.1.3 Fears

In the next question, the focus was on the fears the respondents may have regarding the future of their career. It was formed as a multiple-choice question, and the informants could choose many factors from it. In Table 4, the answer choices can be seen and how many respondents chose a particular element. The percentage has been calculated from the total amount of respondents taking part in this section. Majority of respondents fear of having a bad boss/supervisor and stressful colleagues. A global recession was the third biggest fear regarding their future career. Not getting a promotion and family constraints were at the same level with fear of making a mistake. Only 13% out of 83 respondents have a fear of robots/AI (artificial intelligence) taking their job.

Things the subjects mentioned when they had an option to list other concerns which were not in the question itself included health, growth, family, and getting a job. Few of the informants were worried not to find a relevant job, also that they would not find a job from the field they want to work in. One subject was concerned to get stuck in one place and that they would not be able to grow. One of the respondents mentioned the fear of long-term sickness, which would affect employment. Also, subjects said that they are concerned about that only short-term vacancies are available and that they are struggling to find a long-term job. One was worried about unstable work, clarifying it that because of the changes in the workplace. Other fears also included getting fired/not having a secure working place, and not having enough time for family. One of the informants who chose the 'other' option, specified it by stating "shit job", this was a subjective interpretation, and thus authors cannot take a stand on this comment that what the respondent meant by stating this. Two of the informants used the 'other' option to point out not having any fears regarding the future of their career.

Table 5 again compares the two generations and fears regarding the future career of theirs. Nearly 20% of Gen Z's were afraid that robots or artificial intelligence (AI) would take their job, whereas only 7% of the millennials were worried about the same thing. Almost 40% of the younger generation is also concerned about family constraints. Half of the millennials and 65% of Gen Z's are afraid of having a bad boss/supervisor. Nearly 40% of the millennials are fearful of not getting a promotion, whereas only 27% of the Z generation have the same concern. Making a mistake or failing in a task is a fear of nearly 40% of the Gen Z's, from the millennial category little over 10% have the same concern. Generation Z's are slightly more concerned about having stressful colleagues than the millennials. A global recession is a relatively common fear among the two generations, as can be seen in Table 5.

Table 4. Fears

Answer choice	Responses	% of the total (N=83)
Robots/AI (artificial intelligence) taking your job	11	13%
Family constraints (Partner moving abroad/young children etc.)	24	29%
Bad boss/supervisor	49	59%
Not getting a promotion	25	30%
Making a mistake/failing in a task	24	29%
Stressful colleagues	42	51%
Global recession (company closing down)	35	42%
Other	12	14%

Table 5. Comparison of fears between the two generations

Answer choice	millennials	Gen Z's
Robots/AI (artificial intelligence) taking your job	7% (2)	16% (9)
Family constraints (Partner moving abroad/young children etc.)	14% (4)	36% (20)
Bad boss/supervisor	46% (13)	65% (36)
Not getting a promotion	36% (10)	27% (15)
Making a mistake/failing in a task	11% (3)	38% (21)
Stressful colleagues	39% (11)	56% (31)
Global recession (company closing down)	39% (11)	44% (24)
Other	14% (4)	15% (8)

4.1.4 Salaries and perks

Money motivates us; thus, it was important to ask a question regarding benefits and salaries. In the seventh question, informants were asked to choose the most appealing salaries and benefits in a multiple-choice question. There were five options including *Fixed/monthly salary + bonus*, *Hourly wage*, *Commission + bonus*, *Training opportunities (company supports skill development)*, and *Perks (laptop, company car, new phone, house/mortgage, club membership etc.)*. Along with the formed options, there was a sixth option to choose 'Other' and specify it.

Fixed/monthly salary + bonus combination was the most appealing choice from all of the options. 81% of the informants found this combination appealing. 3 out of 83 chose all of the formed options. 18% of the total 83 informants chose only one of the options, the most popular was fixed/monthly salary + bonus among these choices also. Almost 60% found it appealing if a company supports their skill development, 55% liked the idea of receiving perks, e.g. laptop, phone, and company car. The least

attractive option was commission + bonus; only 19% of the respondents found this choice appealing. The hourly wage was appealing to nearly 30% of the informants.

The things the subjects mentioned when they had an option to list other things concerning salaries and benefits which were not in the question itself were “More pay for evenings and weekends. Aka 1,5 – 2x hourly wage”, “Salary = your inputs, thus infinite”, “If I have my own business, satisfied employees that generate value for the company and for the customers with opportunities”, and “Paid holidays”.

4.1.5 Emerging 2019 company perks

The last rating question was about the emerging 2019 company perks. The following company perks were based on an article by Kelly Main (2018). On a scale of 1 to 5, respondents had to rate the following company perks. All the elements and data can be found in Table 6. Results consist of 83 answers. ‘Pawternity’ meaning time off when getting a new puppy, received responses from side to side. 60% of the informants see it as not at all important, or that it is just slightly important. 3 out of 83 found ‘pawternity’ extremely important. ‘Egg freezing & fertility treatments’ is a bit more popular compared to pawternity. According to the article, some well-known companies are offering egg freezing and fertility treatments for the employees, e.g. Spotify, Snapchat and Starbucks (Main 2018). Not in the top in the list is also pet health insurance, as over 50% of the informants rated this element as 1= not at all important, or 2= slightly important. There was a slight difference between the reception of ‘life coaching & counselling services’ and ‘international retreats’, the majority of the respondents though chose to rate between 3 and 5.

The majority of the informants like the idea of spa, gym & wellness services since almost 80% of the informants rated the element as 3 to 5. Nap rooms are not that popular among the group, as all in all 70% think nap rooms are not at all important, or that those are only slightly important. The previously referenced 70% consists of also the ones that see nap rooms moderately important. Elder care received mostly positive attitudes towards it as above-mentioned spa, gym & wellness services. Majority

of the informants like the idea of having a wedding leave, only 29% view it as not at all important or slightly important.

Table 6. Company trend results summarised

	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Total	Arithmetic mean
Pawternity	38% (32)	22% (18)	23% (19)	13% (11)	4% (3)	83	2,2
Egg freezing & fertility treatments	23% (19)	20% (17)	29% (24)	18% (15)	10% (8)	83	2,7
Life coaching & counselling services	8% (7)	13% (11)	30% (25)	34% (28)	14% (12)	83	3,3
International retreats	10% (8)	14% (12)	34% (28)	30% (25)	12% (10)	83	3,2
Spa, gym & wellness services	5% (4)	18% (15)	23% (19)	41% (34)	13% (11)	83	3,4
Nap rooms	23% (19)	16% (13)	31% (26)	18% (15)	12% (10)	83	2,8
Elder care	8% (7)	15% (12)	29% (24)	29% (24)	19% (16)	83	3,4
Wedding leave	12% (10)	17% (14)	24% (20)	23% (19)	24% (20)	83	3,3
Pet health insurance	31% (26)	23% (19)	29% (24)	11% (9)	6% (5)	83	2,4

4.1.6 Suggestions for a future employer

The survey consisted of one qualitative question, which was not obligatory. Over 70% of the informants chose to provide us suggestions for future employers, although three (3) of them does not show create value as they answered by saying that they do not know, even though they had an option to skip the question. Only 22 informants chose to skip the question. The majority of the respondents provided more than one suggestion in their answers.

Provided qualitative answers are not entirely in the form in which the respondents have written them since some full stops have been removed to list them with ease and some obvious misspellings have been corrected. Quotation marks have been used to denote respondents' suggestions.

The answers included things like being open-minded, understanding, and supportive: *"be open-minded and less care about nationality and more about skills", "Be open-minded and not be afraid of failure!", "Be open-minded and do what you believe is right.", "Be understanding and flexible", "Encourage people to work and continue trying even after failing. Better to have short and efficient workdays rather than long workdays that result in inefficiency", "Be more understanding since everyone you meet is going through something you know nothing about, so be kind always", "Be supportive", "Be supportive to your juniors and always be loyal"*. Someone also mentioned *"Being open to new ideas"* which can also be viewed as open-mindedness. One respondent suggested employers *"To understand and evaluate employees on individual standards, as not all people function the same."* Other suggested employers to *"Remember that your employees are human beings with bad days, different personalities and preferences"*.

Importance of working environment was brought as well: *"If the environment isn't relaxed then don't expect people to stay long term. You shouldn't have to stress because of your boss. If they respect you, you work better", "Good working environment with enough resources and working equipment available", "Focus on a healthy working environment, flexibility, conflict management (overseeing instead of solving when*

they occur)", "Working environment", "To build up a creative and trustworthy working environment", "That work environment should be comfortable for everyone", and "To create a working environment where I'd feel like at home". Someone also brought up the worth of employees along with openness in communication: "Make employees feel that it is their place as well. Their contribution and opinion are valuable for the company. Be open to discuss and solve any issues regarding work", while other mentioned employers should "Be nice in spite of your surroundings".

Happiness and well-being, along with health were also things informants mentioned: "Focus on the well-being, physical and especially mental, of the employees to guarantee more efficient and happier workers", "More mental health days", "Good occupational health care is important", "Happy employee, a happy company", "Make the employees happy and in return, they will may you happy with the product/customer satisfaction", but someone also mentioned, "Take care of your workers". Someone mentioned healthy company and what to do to succeed: "To acknowledge employees' differences as a company asset, and also support their personal growth and welfare because a healthy organization is a key to success."

Flexibility, along with trust, was mentioned more than once: "People wants to be more flexible", "Be flexible and trust your employees. Offer your employees also something refreshing such as new ways of work, morning yoga with the whole office etc.", "Employer should be flexible enough and have a deep interest and understanding leading all kind of people professionally", "Trust to the employees, flexibility".

Things regarding hiring came out as well: "Not care too much about past or non-experience", "Inexperienced employees will never get experience if a company only hires experienced employees", "Hire people based on their work skills alone and give people a chance to prove themselves", "Only hire the best",

Listening was also mentioned quite many times: "Don't be a superior employer who bosses her/his staff around. Be a thorough listener, PLEASE" "Just listen to your employee... they are not prisoners", "Listen to your employees... Their happiness drives the company", but also "Listen to your heart".

Honesty was valued and was brought up: *“Be honest and straightforward with your underlings”, “Be honest and aware of your surroundings”,* while someone mentioned, *“Be honest and treat workers with respect”*. This will bring us to someone’s suggestion about respect: *“Respect and be respected”*. Honesty was also mentioned regarding a review of the employee: *“An honest review of an employee’s hard work is always beneficial”*.

One respondent also editorialised already mentioned emerging perks and suggested that: *“This is a quite vast question, but regarding previous perks, for example, I’d say monitor job markets and it’s reflections which perks cause attention and positive movement in the job market. Then apply these perks with a fit to the company’s needs and gain benefits out of the perks trends.”*

Some respondent editorialised climate change and its impact on business: *“Climate change is a reality, not only should profit be a priority in disregard of the environment global warming.”* One respondent brought up globality *“Think globally.”*

One respondent referred to Nordic Business Forum and gave some advice regarding failures: *“If Nordic Business Forum taught me anything, it’s that employers should not penalize failures, but use them as learning and teaching opportunities. That’s a message I’d like to get across to future employers”,* one informant also editorialised management: *“People-oriented management is important”*. Payment practices were also mentioned *“Pay accordingly. Don’t be greedy.”*

One respondent suggested employers to *“Take a risk”* while other one said *“Dream”*.

Other suggestions included appreciation, praising, knowing employees and politics along with quality over quantity: *“That you don’t need to be so harsh towards your employees, praising your employees won’t make them ‘soft’.”* Quality was brought up, *“Look for quality instead of quantity”,* and appreciation *“Appreciate your employees!”* Partiality was mentioned *Don’t be partial to any employee. Always to try to give opportunities on the basis of efforts and worthiness of employee”,* someone mentioned politics, *“Politics should not be a part of an organization”* and lastly, *“Know well your employee”*.

4.2 Second surveys results

This chapter and its subchapters view the results of the second survey, which was conducted during the COVID-19 pandemic. It was performed right after the Finnish government decided to close all the restaurants, cafes etc. As it has been mentioned earlier in section 3.1.1 Data Collection, the intention was to find out if the responses would differ due to the uncertainty of the future. As chapter 4.1, this chapter lists the findings from the survey. It is divided into smaller sections, consisting of demographics, ideal employer factors, fears, salaries and benefits, emerging company perks and suggestions for the future employer.

4.2.1 Demographics

In this section, the closer look at the demographics of the respondents is taken. As in the first survey, this survey had the same questions. Demographics include gender, age, nationality, and occupation of the respondents. The second survey was targeted to 10 millennials and Gen Zers. Figure 3 shows us the gender distribution of the participants. It reached 10 participants, 5 of them being male and five of them being female.

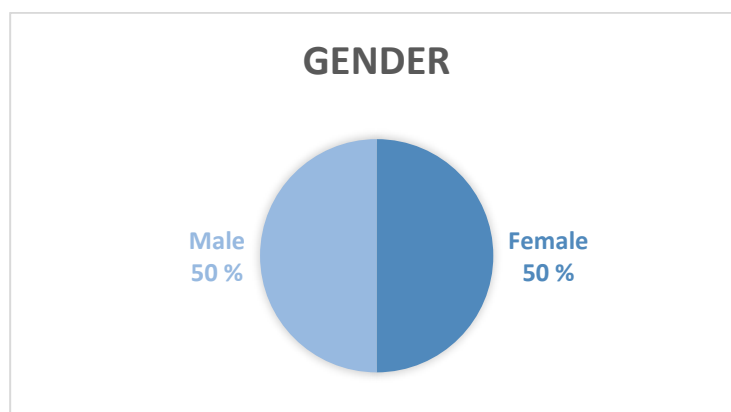


Figure 3. Gender distribution

Figure 4 explains the age distribution, and we can see that all but two were different aged. 40% of the respondents were under 25 years old. The survey reached two people who are over 30 years old, the oldest being 36. All the respondents fall into the two generations; hence all of them are inside the intended age bracket. The results will consist of all ten respondents.

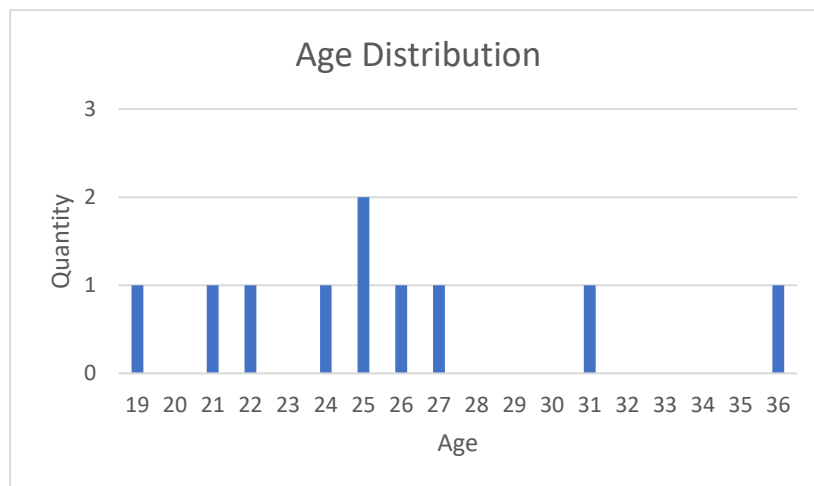


Figure 4. Age distribution

Most of the respondents were native Finnish, resulting in being 60% of the total, as we can see in Figure 5. Other nations included Nigerian, Zimbabwean, Turkmen and North American. All of the respondents, as were also targeted in the first survey, are currently living in Finland. As can be seen in Figure 6, most of the informants are students, but it also reached people who are in full-time employment or part-time employment. One respondent is working in a part-time job while still studying.

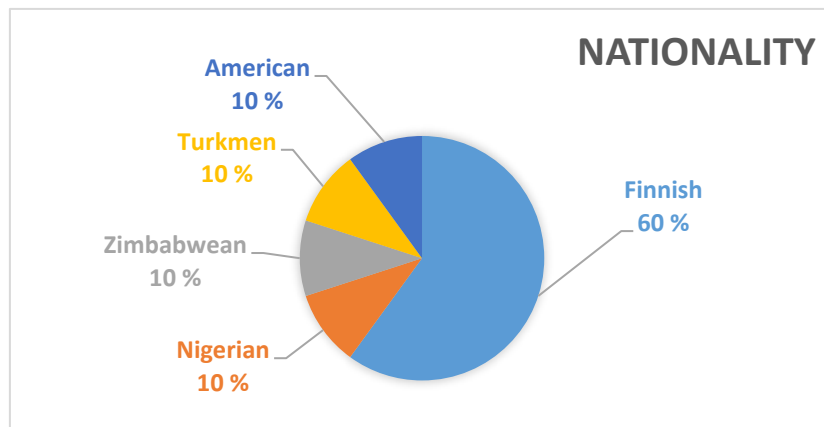


Figure 5. Nationality

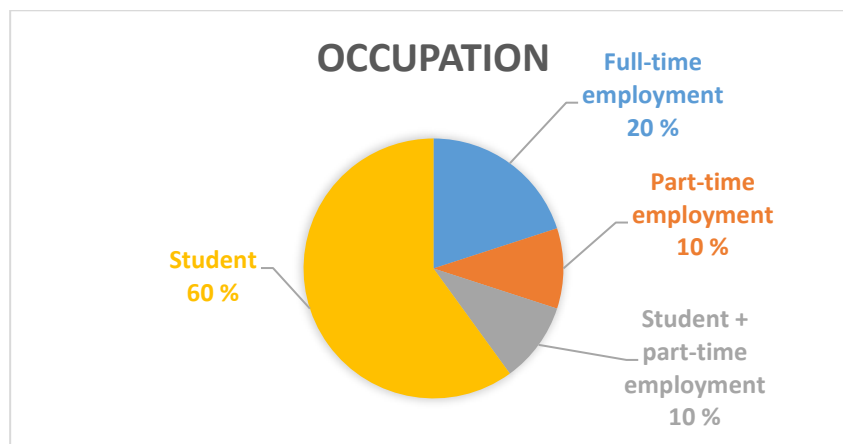


Figure 6. Occupation

4.2.2 Ideal employer factors

Again, respondents had to rate the elements of an ideal employer which can be seen in Table 7.

Work-Life balance got the highest ratings from the respondents, as all the respondents rated the element as very or extremely important. The collaborative culture had the second-highest arithmetic mean, where most of the respondents thought it is

very or extremely important factor when thinking about an ideal employer. Autonomy/self-supervision was on the same level with a good salary; the responses were identical in a way that 2 viewed it as moderately important, whereas the rest of them saw it as very or extremely important. Long-term contract received slightly more variance in the responses, but the factor was important to some degree for everyone. Flexible hours and a multicultural environment were at the same level of importance. Also, in this case, everyone viewed the elements important since no one responded that these are not at all important.

Opportunity to work or travel abroad was viewed as not that important than the above-mentioned elements, though 50% of the respondents considered it as very or extremely important. If we are looking at the arithmetic mean and based on the rate, we can say that this one was the first to receive the responses that said it is not at all important, when comparing to the higher ratings. The second-least important was entrepreneurial opportunities where 30% viewed the item as unimportant, though 40% saw the factor as very or extremely important. This leaves us with having a short-term contract, which was the least important of all the elements listed in Table 7 since almost half of the respondents considered it unimportant. On the other hand, 2 of the respondents saw this as a very important element.

Table 7. Factors of an ideal employer

	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Total	Arithmetic mean
Flexible hours	0% (0)	30% (3)	20% (2)	40% (4)	10% (1)	10	3,3
Long-term contract	0% (0)	10% (1)	50% (5)	20% (2)	20% (2)	10	3,5
Short-term contract	40% (4)	10% (1)	30% (3)	20% (2)	0% (0)	10	2,3
Entrepreneurial opportunities	30% (3)	0% (0)	30% (3)	20% (2)	20% (2)	10	3,0

Opportunity to work OR travel abroad	10% (1)	20% (2)	20% (2)	40% (4)	10% (1)	10	3,2
Collaborative culture/team-work	0% (0)	0% (0)	20% (2)	30% (3)	50% (5)	10	4,3
Autonomy/self-supervision	0% (0)	0% (0)	20% (2)	50% (5)	30% (3)	10	4,1
Good salary	0% (0)	0% (0)	20% (2)	50% (5)	30% (3)	10	4,1
Work-Life balance	0% (0)	0% (0)	0% (0)	30% (3)	70% (7)	10	4,7
Multicultural environment	0% (0)	30% (3)	30% (3)	20% (2)	20% (2)	10	3,3

4.2.3 Fears regarding the future career

The respondents were asked to choose fears regarding the future of their career. The answer choices along with the total responses regarding mentioned fear, also the percentage of the total amount, can be found from in Table 8. After the first survey was conducted, one flaw was noticed about this part of the survey, as there was no option to choose that the respondent does not have any fears regarding their future career. This option was then added to the second survey to minimise the use of 'other' option to specify that they do not have any fears regarding this particular topic.

The most outstanding fear of future career seems to be to have stressful colleagues, as 70% of the respondents chose this option. The second most common fear is family constraints, and we can see in Table 8 that 50% are fearful of these things. 40% of the respondents are concerned about a global recession, whereas 30% are afraid of having a bad supervisor/boss. Only 20% are worried about making a mistake or failing in a task. Fear of robots or AI taking their job is on the same level with fear of not getting a promotion. One respondent chose the added option, which was that they do not have any concerns. One respondent wanted to specify other fears, and it was that they are afraid of mental health problems caused by the stress and despair they are encountering in their work.

Table 8. Fears regarding the future career

Answer choice	Responses	% of the total (N=10)
Robots/AI (artificial intelligence) taking your job	1	10%
Family constraints (Partner moving abroad/young children etc.)	5	50%
Bad boss/supervisor	3	30%
Not getting a promotion	1	10%
Making a mistake/failing in a task	2	20%
Stressful colleagues	7	70%
Global recession (company closing down)	4	40%
No fears	1	10%
Other	1	10%

4.2.4 Salaries and benefits

As in the first survey, the respondents were asked to pick the most appealing salary options and benefits, which can be seen in Table 9. The respondents could choose multiple options, and the results of those choices can also be found in the table mentioned above. A notable amount of the respondents found training opportunities and perks appealing. The hourly wage was the least attractive of them all.

Table 9. Salaries and benefits

Answer choice	Responses	% of the total (N=10)
Fixed/monthly salary + bonus	6	60%
Hourly wage	1	10%
Commission + bonus	3	30%

Training opportunities (company supports skill development)	7	70%
Perks (laptop, company car, new phone, house/mortgage, club membership etc.)	7	70%
Other	0	0%

4.2.5 Emerging company perks

Elements, scale, ratings, and arithmetic means calculated can be found in Table 10 below. Pawternity was not popular among the group, as 50% of the total see it not at all important, thus resulting in being not on top of the elements rated. Same with the pet health insurance, but on the contrary, pet health insurance was seen as extremely important by two out of 10 respondents. Fertility treatments are slightly more appealing than the perks regarding pets; most of the respondents saw it as moderately important. International retreats ratings were distributed evenly, thus arithmetic mean is 3,0.

Nap rooms' ranks were also distributed quite evenly, though minority regard it as not at all important. 90% of the respondents rated it as important; most of them thought nap rooms are slightly important. Wedding leave was somewhat more popular than nap rooms, although 20% of the respondents viewed it as not at all important, on the contrary, 30% regarded it as extremely important. Elder care was thought mostly necessary, though 2 out of 10 respondents viewed it as not at all important. The most positive views received life coaching, as no one considered it unimportant, and already 50% of the informants saw it extremely important. Spa, gym & wellness services were just little below life coaching. 40% of the respondents viewed wellness services extremely important.

Table 10. Company perks summarised

	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Total	Arithmetic mean
Pawternity	50% (5)	30% (3)	0% (0)	10% (1)	10% (1)	10	2,0
Egg freezing & fertility treatments	30% (3)	10% (1)	40% (4)	0% (0)	20% (2)	10	2,7
Life coaching & counselling services	0% (0)	20% (2)	20% (2)	10% (1)	50% (5)	10	3,9
International retreats	20% (2)	20% (2)	20% (2)	20% (2)	20% (2)	10	3,0
Spa, gym & wellness services	0% (0)	30% (3)	20% (2)	10% (1)	40% (4)	10	3,6
Nap rooms	10% (1)	30% (3)	20% (2)	20% (2)	20% (2)	10	3,1
Elder care	20% (2)	0% (0)	30% (3)	20% (2)	30% (3)	10	3,4
Wedding leave	20% (2)	10% (1)	30% (3)	10% (1)	30% (3)	10	3,2
Pet health insurance	50% (5)	30% (3)	0% (0)	0% (0)	20% (2)	10	2,1

4.2.6 Suggestions for a future employer

The informants were again asked to leave any suggestions for a future employer. As in the first survey's results regarding the same question's answers, obvious misspellings have been corrected along with deleting some full stops to enhance the readability. As in the chapter 4.1.6, provided suggestions are in quotation marks. 80% of the respondents were willing to give advice, as 2 of them skipped the question.

Listening skills were mentioned several times, along with adapting to changes. Taking care of employees and well-being were also mentioned: *"Listen to your employees*

and their needs/feedback to enable work welfare”, “World and people’s needs keep developing so the ability to ask and listen to what employees need, will benefit, not only the individuals but the company as well”, “Agile to change” and “Take care of employees, ensure they have all facilities and then you can expect/demand high performance. Ask for feedback” along with “Be very mental/physical disability friendly.”

The respondents also mentioned flexibility and hiring process: *“Be flexible” and “Don’t only focus on experience when hiring but also skills.”*

One of the respondents hoped to employ others, *“Hopefully, I will not have a future employer, but if I were to employ others, hopefully, I would be a good employer.”*

5 Discussion

In this section, we take a retrospective look at the questions we intended to answer in our survey in line with the responses we received from the respondents. Secondly, we explain the managerial implications of these aspects. After that, the results will be assessed in light of the literature review, and finally, limitations of the research will be addressed.

5.1 Answers to research questions

RQ1: What existing and emerging expectations motivate or demotivate millennials and gen z?

The factor that had the most dominant high score was “work-life balance” followed by “self-supervision/ autonomy”. These actually rated higher than motivators like salary or long-term contracts. This trend is evident both in the preliminary survey and the second survey that was conducted during the COVID-19 pandemic.

Work-life balance has received many definitions and rightfully so as it can be very contextual. However, in the developed countries and Finland in specific, aspects such

as flexible working hours, a possibility for remote work and paid holidays are seen as to promote a healthy acceptable balance between work and personal life.

On the aspect of autonomy, this may be greatly influenced by the technological environment that millennials and Generation Z work within. In addition to this, it may be more common to be expressive in the workplace if one needs clarification on something. In this regard, one may feel “suffocated” by a supervisor who constantly micromanages them. They want to self-supervise and have room to be creative in handling their tasks only involving the manager if they face obstacles. Moreover, the nature of work has changed compared to the baby boomer period. People work more and more in teams and tasks are project-based. As such, the team has a sense of ownership and responsibility of a particular project. Subsequently, the desire to be autonomous ranks highly in these situations.

Stressful colleagues and “bad” supervisors were also aspects that emerged as possible extrinsic hygiene factors. This is because regardless of the fact that they are not task-related directly, they contribute to a pleasant work atmosphere or lack of it. If a culture of colleagues ganging up against each other or even bullying individually and in teams exists, then a tense environment may persist. This eventually leads to dissatisfaction in the affected employee and the possible exit. This works the same with supervisors, which lead to an exit of talent or in more severe cases, costly lawsuits.

RQ2: What steps can organisations take to meet these needs to mitigate the consequences of negative turnover?

Recruiters, HR managers and line managers in highly bureaucratic organisations may consider embracing a more flexible working system of operations. This may call for strategic level policy changes in order to accommodate these needs. By offering support to the staff members, they may reduce negative turnover and better efficiency in the performance of tasks.

Secondly, team leadership training is essential for team leaders, which can help with the smoother running of the teams. Moreover, the team members can go through

regular team dynamics training in order to help support them to be more efficient. In addition, what constitutes bullying within the workplace and its consequences must be clearly outlined within the organisation policy to deter such practices. This can be topped with a zero-tolerance to bullying in order to promote a more collaborative and supportive environment.

5.2 Practical Managerial Implications

As the technological revolution continues to soar in today's workplace, new options like remote work and teams become available. This in itself demands that HR practitioners and recruiters try to tailor solutions that will aid in the attraction and retention of their new and existing teams.

Work in itself is majorly dependent on humans, and therefore, they do have an impact. They tend to transfer their context to their daily activities more so to work whether it happens consciously or subconsciously. Therefore, a sense of flexibility is important to be more adaptable in problem-solving or adoption of policies.

In addition, teams are increasingly comprised of about three different generations all working together. This makes it more important to understand if the generational differences and/or similarities in order to minimize discrepancies in the policies. All the while, simultaneously striking an organic balance in the smooth management of the human resources of the company.

An increase in overall motivators and a reduction in hygiene factors may not necessarily lead to higher productivity as per the criticism of Herzberg's theory. However, it may have other benefits, including attraction and retention of talent, which if not handled with prudence, may be costly for the companies through negative turnover and reputation harm.

Nevertheless, this research will help to perhaps act as a compass for more research by employers depending on their need for the same.

5.3 Assessment of The Results in light of Literature Review

After analysing the data collected, there was an emerging pattern as to what the two generations that took part in the survey felt were motivators or hygiene factors.

Kuijk's (2018) analysis of Herzberg's theory emerges to fit well with the results. First, the salary metric found in the two-factor theory clearly played out as a hygiene factor owing to the fact that it did not rank as a top of priority in either category.

Supervisor quality (sometimes mentioned as a bad boss) and co-worker relations (stressful colleagues) also were mentioned as dissatisfiers- under the fears section were commensurate in both the literature review and the results. This can be illustrated as on Herzberg's Two-factor theory in Figure 1 compared to the results as in Table 4.

The multigenerational aspect shows the differences in the ages in the literature review to which a lot of research has gone into. However, the results still showed a lot of similarities in the preferences when it comes to satisfiers and dissatisfiers. This could have been due to closeness in age range, despite the separations perhaps the respondents being too close in the age borderline. The differences were much lower than the similarities.

On the other hand, satisfiers like responsibility, recognition, work itself come out prominently in theory. Subsequently, in the results, autonomy and work-life balance rank highly among the preferences for both respondent groups as job satisfiers.

5.4 Limitations of the research

The research was a generalisation of employed, self-employed and prospective employees. In this regard, the results though authentic, may not provide perhaps an industry-specific outlook.

Furthermore, existing biases could have affected the results, depending on the experiences of individuals. For instance, a millennial respondent may already have some work experience, and this may shape their response. On the other hand, most of Generation Z's have yet to join the working life; hence, they may give ideas based on their

ideal personal preferences. Also, the research had quite limited demographic since the group did not have people from various age gaps, and the majority of the respondents were from Generation Z's.

The scarcity of previous research available in this topic was also a challenge. In addition, the generations have a wide array of definitions as far as the time frames are concerned since some of the researchers define, for example, Gen Z's as the people who have born from 2000 onwards. In contrast, other sources have explained them to have born from 1995 onwards. This posed a challenge, especially when determining the age categories of the research.

Criticism of Herzberg's theory highlighted by Kuijk (2018) points out that human behavioural patterns tend to favour the aspects of their jobs that they like and a project that onto themselves. This could indicate that some processes or steps of their jobs that they may feel are boring or mundane; they will project dissatisfaction for them and vice versa. However, during extreme conditions, the more prominent external factors may play a more significant part of this effect in dictating motivation.

Besides, the second shortcoming of this theory is the assumption that scoring highly on motivators can be equated to higher productivity. However, Herzberg did not explore this aspect when coming up with the theory. This would, therefore, not answer questions that may arise in today's more complex world and humans too.

An investigation on employees at different levels of employment, for example, in seniority would also have helped understand whether the position one holds has an impact on their motivators.

6 Conclusions

The objective of this research was to really find out what factors millennials and Generation Z find as motivators or demotivators (hygiene factors) when in search of and during their employment. In addition, two generations were used to observe whether there was a difference or similarity as far as these patterns were concerned. The geographical context was Finland which is predisposed to different societal norms unique to itself.

As the research progressed, there was a new global challenge of the COVID-19 pandemic, which prompted the decision to relaunch the survey to check whether the disruption had any effect on the way the respondents felt.

An interesting observation was that in both surveys, even a threat as major as global recession ranked lower in importance compared to work life balance and autonomy. It is possible then to conclude that these two generations value these two features so profoundly that the issues of pay though still crucial, they are secondary according to the study.

Perhaps in a progressive society such as Finland that is welfare-oriented, it is possible that people are generally interested in more than monetary satisfaction. Laws that define minimum wages, fair pay while at the same time offering protection against labour exploitation may have a part to play in society's expectations. This is a macroeconomic factor that impacts the microenvironment within a company.

6.1 Recommendations for future research

By and large, the research was generalised across industries and the career ideals of a range of participants. For more industry or field-specific investigations, it would be best to tailor-make them, depending on the nature of work. These would then be compared against the backdrop of this and other similar research in order to identify similar patterns or disparities.

This study was anchored against the backbone of Herzberg's theory alone. Critics of the theory as we went along pointed out some weaknesses of the same. In light of this revelation, more longitudinal studies may be conducted with a mix of two or more theories which in turn will have an advantage of broader insight. In any case, companies operate under differing environments depending on a wide array of factors. They include; industry-specific aspects, the cultural orientation of the employees and that of the broader macro environment, geographical placement, political dispensation, among others. Our research focused on a generalised Finnish context, and as such, it is not one-size-fits-all research. Due to this, companies may be inclined to conduct more specific research to their companies but may use this as a guide.

The authors would suggest that in the future research, researchers also use mixed methods, maybe even conduct a quantitative survey and after that, interviews would come into the picture to ensure that also qualitative answers are studied in more detail. This method allows a very in-depth analysis to be made about the issue. Future research could use inductive approach instead of deductive, which was used in this research.

It is recommended to try to reach a bigger group of people from both of the generations for the sample being bigger; thus, the results would not be as generalized. This research had quite limited demographic since the group did not have people from various age gaps.

Having working experience or if the respondent is currently working may affect the preferences. Since most of the respondents were university students (who may not have that much working experience), it would be wise for future research to target also more people, who have already had working experience or are currently working. Preferences might change over time, so a longitudinal study would be wise to conduct. Also, it is recommended to investigate employees at different levels of employment, whether the position one holds has an impact on their motivators and demotivators.

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Appendices

Appendix 1. Data management plan guidelines

1. General description of data

Quantitative and qualitative data collected through web administered questionnaire.

1.1 What kinds of data is your research based on? What data will be collected, produced or reused? What file formats will the data be in?

Based on millennials and Generation Z cohort on factors that they consider motivating or discouraging for them before and during employment. Data will be in scales with a quantitative value (ordinal) and nominal data.

1.2 How will the consistency and quality of data be controlled?

By developing a consistent questionnaire, and targeting precise respondent groups by the parameters advised by the research.

2. Ethical and legal compliance

2.1 What legal issues are related to your data management? (For example, GDPR/data protection/personal data affecting data processing.) **N/A**

2.2 How will you manage the rights of the data you use, produce and share? **N/A**

3. Documentation and metadata

3.1 How will you document your data in order to make the data findable, accessible, interoperable and re-usable for you and others? Tell, if this is not relevant issue in your research.

We intend to create a password protected hyperlink to the raw data which will be stored in the JAMK UAS database for future use if needed.

4. Storage and backup during the research project

4.1 Where will your data be stored, and how will the data be backed up? Do not use memory sticks.

Storage in JAMK OneDrive cloud.

4.2 Who will be responsible for controlling access to your data, and how will secured access be controlled? Passwords etc.

Both the writers will have access and our thesis supervisor too Mr Steven Crawford

5. Opening, publishing and archiving the data after the research project5.

5.2 Where will data with long-term value be archived, and for how long? If there is no long-term value, don't archive it.

With the provided hyperlink, it may not need to be stored for more than six (6) months.

6. Data management responsibilities and resources

6.1 Who (for example role, position, and institution) will be responsible for data management?

After the final research submission, JAMK University of Applied Sciences will have responsibility for data management.

Appendix 2. Survey questions

* 1. Gender

- Female
- Male
- Other
- Prefer not to say

* 2. How old are you?

* 3. What is your nationality?

* 4. Occupation?

- Part-time / temporary employment
- Student
- Freelance / gig / projects
- Full-time / permanent employment
- Entrepreneur

Other (please specify)

* 5. What factors would best describe your ideal employer?

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Flexible hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long-term contract (over 2 years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Short-term contract (under 2 years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entrepreneurial opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunity to travel OR work abroad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborative culture / teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autonomy / self-supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-Life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multicultural environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 6. What fears do you have regarding the future of your career/job?

- Robots/AI (artificial intelligence) taking your job
- Family constraints (Partner moving abroad/young children etc.)
- Bad boss/supervisor
- Not getting a promotion
- Making a mistake/failing in a task
- Stressful colleagues

Global recession (company closing down)

Other (please specify)

* 7. What kind of salary and benefits most appeal to you?

Fixed/monthly salary + bonus

Hourly wage

Commission + bonus

Training opportunities (company supports skill development)

Perks (laptop, company car, new phone, house/mortgage, club membership etc.)

Other (please specify)

* 8. Emerging 2019 company perks. How would you rate them?

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Pawternity (one week leave when your pet gets young ones)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Egg freezing & fertility treatments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Life coaching & counselling services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International retreats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spa, gym & wellness services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Nap rooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Elder care (assistance with ageing parents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Wedding leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Pet health insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Other (please specify)

9. What suggestions would you give to a future employer?

10. How relevant was this survey for you?

Not relevant	Slightly relevant	Moderately relevant	Very relevant	Extremely relevant
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>