

How can organisations attract and keep young talent with a specific focus on Gothenburg, Sweden, and the millennium generation?

Master Dissertation

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Abstract

In 2019, the Chamber of Commerce published a report stating that 45 percent of the leaders in the area, and their companies, do not have a strategy to retain young talent within the organisation (Appendix 2.2). At the same time, recruiting and keeping talent is stated as one of the major challenges leaders faces today (Appendix 1.3). This paper aims to tackle the problem of recruiting and keeping talent, with specific focus on the millennium generational talent pool. As the perceptions surrounding the millennium generation are numerous and conflicting, it starts with mapping out and acknowledges these. This is later followed by presenting theories that will be used for looking at the primary data presented and to investigate the truth about this generation in the workplace. In the discussion section, a model is presented which is built on the most important elements according to this generation for finding an organisation that qualifies as a ‘good organisation’ to work for. The purpose of this is to gain a higher employee retention rate of millennials in these organisations by playing into what they are found to value and what is of great importance to them in an organisation.

INTRODUCTION

In 2017, the Chamber of Commerce in West Sweden published a report stating that around 30 per cent of the leaders in the area see recruiting young talent as a difficult task, and 80 per cent believed attracting and retaining competent employees to their companies to be their overall biggest challenge they face today (Appendix 1.3). In 2019, the Chamber of Commerce published an additional report where it showed that 45 per cent of the leaders asked said that their organisation do not have an official strategy for attracting and keeping young talent (Appendix 2.2). The aim of this paper is to start bridging the gap between the problem and the lack of solutions in the area of recruiting from the millennial generation. This is to tackle an issue that is widely present in the lives of leaders today. The area of young talent has been specified within this paper to mean individuals from the millennium generation, something which will be focused on in more detail later in the paper.

The problem statement at hand divides into two parts; firstly, the organisations need to attract the millennial employees, and secondly, they need to be able to keep them in the organisation. To establish an understanding on how this could be done we will start by looking at what the millennial employees are said to value, and then compare it to what is found in the data gathered for this report.

The structure of the paper will be as follows: the first section will look at the case of Gothenburg and diving deeper into the problem statement at hand. The literature review which follows will primarily function as a way of mapping out what is believed regarding this generation. This will then be developed by looking at the millennium generation and their values and beliefs, something which is thought to influence their feelings and interactions with the workplace. As this later will be compared to the primary data gathered for the research purpose of this report, the literature review will contain a thorough analysis of this.

The primary theories used in this report will be Herzberg's Two Factor Theory, Expectancy Theory, Attraction Selection Attribution (ASA) theory and Embeddedness Theory. The discourse surrounding these theories will then presented in order to achieve an understanding of the data collected. The data that is gathered for the sake of this report will be outlined in the next section, before then being discussed and analysed via the application of the theories. The conclusion is the final section, where a summary of the results, their implications, and the limitations of the paper will be presented.

Starting off the focus will be on Gothenburg, its development and why there is an importance to looking at the problem of recruiting and keeping young talent (specific focus on this area).

THIS IS GOTHENBURG AND ITS DEVELOPMENT

The purpose of this section is to focus on Gothenburg, its development, and why it is important to research the problem of recruitment and retainment of young talent in this specific area.

Gothenburg is the second largest city in Sweden considering number of citizens, with more than 1 million people living in the area in 2019 (Göteborgs Stad, 2019) and the interest in the city is ever increasing for both companies and people (Business Region Göteborg, 2018).

Over the last few years, organisations in Gothenburg have invested billions of Swedish Kronor in products and services (Business Region Göteborg, 2018). At the same time, the city is experiencing building plans to an extent that has never been seen before (Business Region Göteborg), with 1,000 billion Swedish Kronor expected to be invested in the city by 2035 (Warda, 2019).

Alongside this, there is a predicted increase of citizens by 10,000 each year, with 120,000 new jobs being created between 2016 and 2035 (Business Region Göteborg, 2018). By 2030, the labour region is predicted to involve 1.75 million people, a large step from the 1.17 million in 2018 (Business Region Göteborg, 2018). There has been a steady increase in citizens and jobs in Gothenburg, making these numbers less surprising. Between 2000 and 2018, there was an increase of 134,000 jobs and during the same period, there were 187,000 new citizens in the city (Business Region Göteborg, 2018). Taking this into account, it is possible to assert that the city has an attractive job market. It should also be noted that Gothenburg has a young population when looking at the Swedish standard, as well as a falling average age (Göteborgs stad, 2017). However, it is important to consider that, as the city has large universities as well, it can be presumed that some of the new citizens are moving here for educational purposes.

Alongside the increase of citizens, increase of jobs and expanding organisations, there are also a rising number of new organisations in Gothenburg. In 2017, Gothenburg saw a total of 7,343 new companies (Business Region Göteborg, 2018), this is the most recent numbers available for this paper. The number is a slight decrease from 2016 when there were 7,703

new companies launched (Business Region Göteborg, 2018). However, Gothenburg also has a decrease in business bankruptcies; in 2017 there was a total of 604 of business bankruptcies while the year before, 2016, had a total of 624 (Business Region Göteborg, 2018). At the same time as there is a decrease in bankruptcies in Gothenburg, there is an increase in Sweden's first and third largest cities, Stockholm and Malmö, during the same period (Business Region Göteborg, 2018). This is all looking advantageous for Gothenburg's future and business development.

The expansion of more established organisations and the creation of new organisations develops a need for companies to not only employ more people but to keep their current employees, as there is a growing level of attractive employers in the area that can steal talented employees and human capital from them. By knowing how to attract and retain a large part of the employee group, as the millennial generation today is, the organisations have an advantage in this competitive market.

Based on this development of the current organisations in Gothenburg and inflation of new ones, there will be a need to employ more individuals, and if the organisations get out ahead and promote themselves as a good employer for the millennial generation, they will maintain a competitive advantage for the future. It should also be noted that many of the advancements implemented to attract younger employees, the millennials, will also work in favour of the other employees in the organisation. However, there is still a lack of specific focus on young talent as employees in Gothenburg, which will be the focus of this paper.

PROBLEM STATEMENT

The Chamber of Commerce in West Sweden has published a report on views held by leaders working in organisations established within the area regarding various topics, for the first time in 2017 and again in 2019 (Appendix 1; Appendix 2). The reports are built on surveys performed with a large research population. In 2017, there was a total of 853 individuals participating and in 2019, there was a slight increase with 860 leaders taking part in the study (Appendix 1.4; Appendix 2.3). The large sample gives a good insight into the views held by leaders in the area.

In the studies, there are different matters being covered, some of which are relevant for this study. In the 2017 edition, one of the areas investigated was how the leaders found recruiting young talent. The answers are presented in table 1 below.

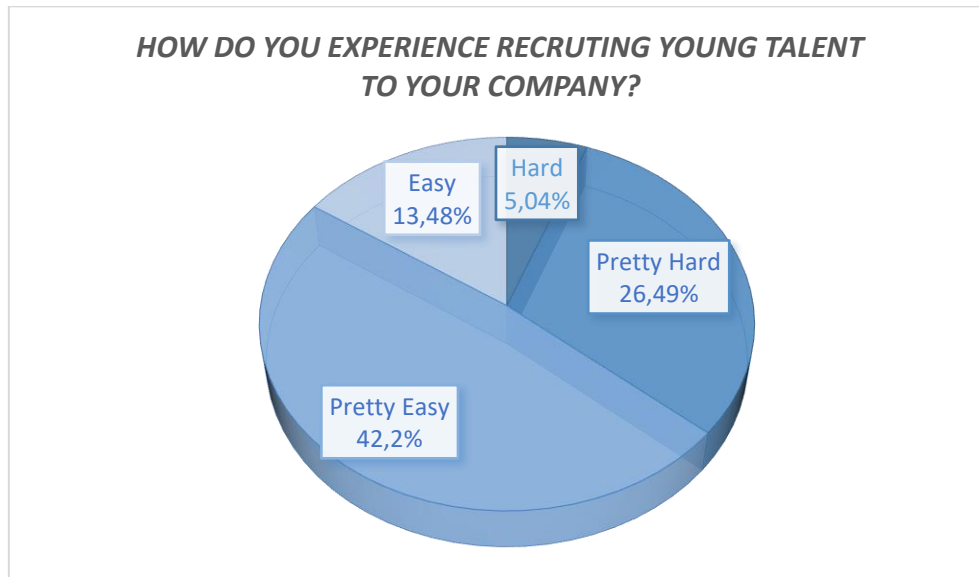


Figure 1. (Appendix 1.1)

From this, it is possible to see that around 30 per cent, over 1 in 4 leaders, views this task as something that is difficult for them (Appendix 1.1). This shows that recruiting from the millennial generation to some degree is seen to be a difficult task for organisations in West Sweden (Appendix 1.1). The highest percentage of answers fell under the category ‘pretty easy’ (Appendix 1.1), but just over 13 percent viewed it as an easy task (Appendix 1.1), making it something that needs improvement for Gothenburg to remain an attractive place for organisations to establish themselves. As the millennials are growing older, which will be explored in more detail further down, there is a need to acknowledge the problem found by leaders of recruiting from other groups than young talent. In 2017, leaders stated that attracting and keeping talent overall was the primary difficulty they faced (Appendix 1.3). Thus, creating solutions to successful ways of recruiting talent overall is something of great importance. What will be looked at in this paper is not only recruiting from the millennium generation, but also retaining this generation within the organisation.

As neither of the two reports published defined what age span the term ‘young talent’ was referring to, it might have had an impact on the answers brought forward. Some individuals might see young talent as people just starting their career in their twenties and others might be referring to individuals in their thirties. This ambiguity connected to the word makes it impossible for the readers of the report to have a full understanding of the result presented

regarding young talent. Millennials will here by referring to the ages between 24 and 39, something which will be discussed more later. Today, this means they form a larger group of what is counted as a young talent and the workforce in total. Thus, there is an importance to bring forward the recruiting issues which are not connected to the specific age group of millennials, but instead recruiting difficulties in general. This will work as a supplement to the information on the questions in the category of 'young talent'.

The most common problem the leaders in the 2017 report claimed to face was recruiting and keeping competent employees (Appendix 1.3), with 4 out of 5 people, or 80 per cent, viewing this as the most problematic task for them (Appendix 1.3). The sample size may also contain millennials, as the millennial generation is getting older and individuals that are 30+ years of age, or the employers recruiting them, might not consider themselves as young anymore. This reveals even more of a need to understand this group of people that organisations are seeking to recruit and populate their organisation with.

In the 2019 report, the ability to attract and keep talent continues to be one of the primary concerns for the organisations (Appendix 2.1). As many as 45 per cent of the people answering stated that they do not have a pronounced strategy for keeping young talent, which can be seen in figure 2 below which is based on data from the 2019 report (Appendix 2.2). In the same figure, it is revealed that only 28 percent have a clear strategy for competence development for their young employees (Appendix 2.2). However, what this is referring to is not evident in the report; the fact that they are in any way working with competence development is still positive, as working with this can be seen to have a good impact on the organisation in general and helps to build and maintain a more proactive and supportive organisation over generations. Though there are some organisations working with a strategy for keeping young talent, according to the report, there is still a large percent of organisations not working strategically on this area at all. Why this is the case is not evident in the report, but it could be a research topic for later studies. While 45 per cent of companies said that they do not have a strategy for keeping young talent. Companies are focused on competence development within the organisations, with 70 per cent giving this as a method of managing a shortage of competence within the organisation (Appendix 2.4).

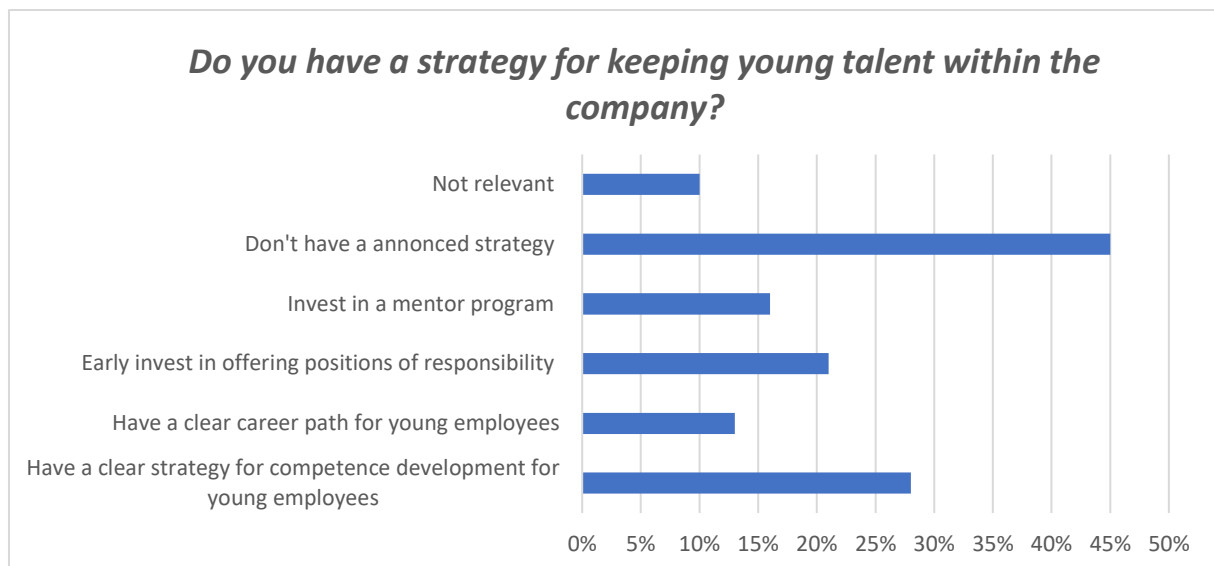


Figure 2. (Appendix 2.2)

The business leaders were also asked in the 2019 report about what they believe to be the most important qualities to in meeting the younger generations' requirements (Appendix 2.2). These results can be viewed in figure 3 below. The top three qualities given as an answer to this question were for the leaders to be able to create a team spirit, give feedback, and have open and honest communication (Appendix 2.2).

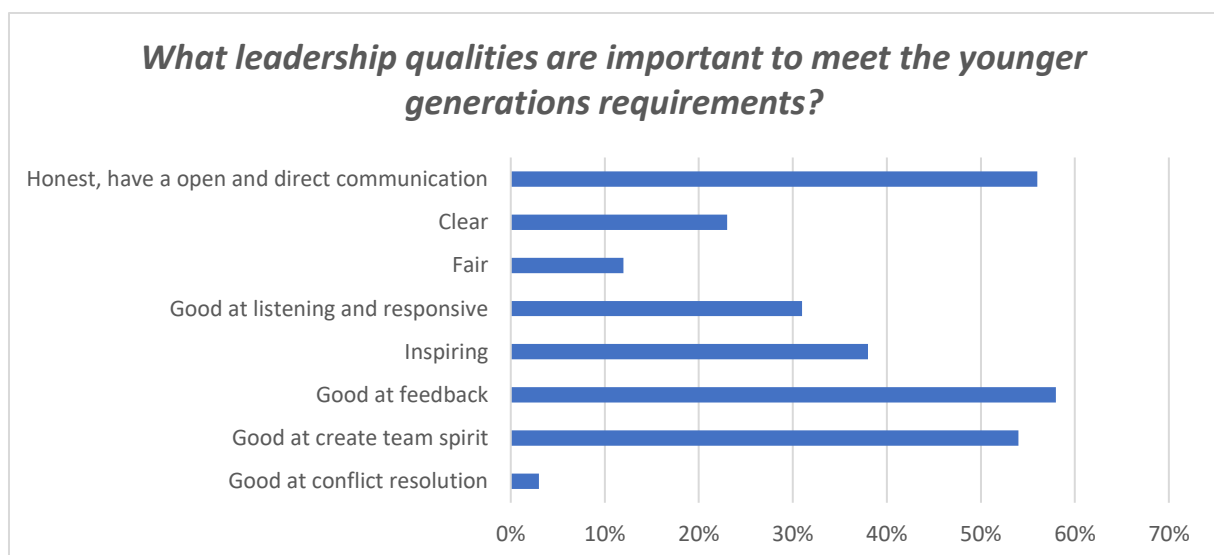


Figure 3. (Appendix 2.2)

Whether these are the qualities that are of the highest importance to the millennium generation will hopefully become evident in the data section later illustrated. If they are not, this will highlight incorrect behaviour and wrongful focus by leaders when working with this group of people. Therefore, it is important to investigate this and make sure that the organisations which have a strategy to retain young talent are focusing on the right things.

There is also a value for organisations that do not have a strategy yet, but might in the future, to know where to place their primary focus when initiating the development of said strategy.

There are other factors that influence the difficulty associated with recruiting and keeping talent other than simply a strategy focused on it. One example of such is that over half the surveyed leaders believed that recruiting competence was hard based on housing shortage within the Gothenburg area (Appendix 2.5). However, as shown above, the city has big expansion plans for the coming years, both in terms of building out parts of the city and building completely new parts of the city (Business Region Göteborg, 2018). This might also be a way of working with the issue that organisations face in recruiting and keeping talent. Factors like these need to be kept in mind when working with employees as there are several elements influencing whether an employee chooses an organisation to start with, and later, to make the choice of staying on with it. Taking this into account, the paper will focus on the controllable preferences of young individuals and how organisations can explore this to attract and keep employees.

LITERATURE REVIEW

The millennials are an ever-discussed generation of today. There are numerous views regarding this generation and their behaviours not just as employees. This paper will try to look deeper into which views are true in the area of Gothenburg amongst millennials. The millennial generation will be the focus of this paper, what makes them unique in terms of what qualities they carry, the values and ideas that they have, or are common for them as a group. This is to get a primary understanding of the generation, or what is said regarding it. The ideas surrounding the generation will later be explored and looked when viewing the primary data gathered for this paper.

THE MILLENNIALS – WHO ARE THEY?

There are some differences in understanding regarding which years the millennial generations are born in. The years that the millennials are said to be born between are commonly looked at as being between the early 1980s and late 1990s (Alsop, 2008). With this said, some define

them as the generational group born between 1980 and 2000 (DeVaney, 2015), while others state that they are born between 1979 and 1994 (Myers, 2010). This paper will put them in the order of first ones being born in 1980 and the last ones in 1995. This was decided as a result of these years recurring in the literature in this study field (Alsop, 2008) and because of the importance to have a set cut off point. There are also other names for this generation, the most commonly used was found to be generation 'Next' (Alsop, 2008) and 'Generation Y' (DeVaney, 2015). Though for the purpose of clarity this paper will stick to using millennials when referring to people born between 1980 and 1995. By setting the cut-off point for the generation to be between 1980 and 1995, it means that as of 2019 they are between the ages of 24 and 39.

To get an understanding of the millennial generation there is a need to look at them in contrast to other generations. Currently, in the job market, there are the Baby Boomers where there is, unlike with other generations, a clear agreement regarding what year they are categorized as being born between; 1946 and 1964 (Baker Rosa & Hastings, 2018). Between the Baby Boomers and the Millennials, there is Generation X, also known as the Overlooked Generation (Baker Rosa & Hastings, 2010). These three generations are the ones that make up the largest part of the workforce today. Baby Boomers are between the ages of 55 and retirement age. Something which differs depending on country, but in Sweden there is a set age of 66 (Pensionsmyndigheten, 2019). By counting the millennials between 1980 and 1995 as done here Generation X would be between the Baby Boomers' cut off point, 1964, and the Millennials cut off point at 1980. The generation following the millennials is generation Z which are born after 1995 and up until today (Fratričová & Kirchmayer, 2018). Making the first ones of these turning 24 in 2019 and recently entered the job market.

We can see by the ages that Baby Boomers and generation X are the two generations likely to make up the largest number of managers, leaders and bosses in organisations today. These are the two groups of employees and leaders that need to understand the differences present between their generations and the millennials.

Further, Hummert (2012) stated that there are two different ways when one wants to identify age groups. One can either look at the different stages one pass through life, or, as we are doing here, one can look at generational cohorts (Hummert, 2012). Every generational cohort is shaped by the events, circumstances, social influences and historical influences, which they are experiencing during their formative years (Backer Rosa & Hastings, 2018). For the

millennial generation, two of the most significant ones are the internet and globalisation (DeVaney, 2015). The internet itself is part of the millennium generation, as we know it today, was launched in 1982 (Hershatte & Epstein, 2010). This being two years after the first Millennials were born. The internet is something which the millennials are born with, often it leads to them being referred to as digital natives and seen as having technology as their sixth sense (Hershatte & Epstein, 2010). They are working with technology as a natural way of interacting with the world around them (Hershatte & Epstein, 2010), and technologies have shown to play a role in how this generation communicates, learns and even interacts with other people (Hershatte & Epstein, 2010). Something which is shaping them, and something they are bringing into their work-life.

The presence of different social media platforms has let this generation broadcast their opinions and views, create their own content for others to see (Myers, 2010) and it has created a way for them to keep in contact with friends and family around the clock. All were things which can be viewed as having an impact on what millennials are like, and what they prefer as employees.

There are several characteristics, both positive and negative, which have been ascribed to the millennium generation. First, looking at the negative qualities they have been narcissistic, high-maintenance, needy, entitled, impatient (Hershatte & Epstein, 2010), self-centred, unmotivated, disrespectful and disloyal (Myers, 2010). On the other hand, there are positives such as ambitious (Hershatte & Epstein, 2010), optimistic, civil minded, team-oriented and good at multitasking (DeVaney, 2015). Then there are qualities which are neither good nor bad, such as assertive, having a need for structure and reassurance (Hershatte & Epstein, 2010) which though they can be viewed as neutral, they would affect millennials as employees. These characteristics might clash with employees from other generations at the company. Examples of the differences between generations will be discussed later in the paper under the section; *Clash of the generations*.

It needs to be kept in mind that a generation is largely defined by people that are not part of the group. (Back Rosa & Hastings, 2018). Instead the millennium generation being defined by themselves they would be discussed and defined by individuals belonging to previous generations. As the different behaviour traits of the millennium generation comes naturally for them, they are not noticing it. The qualities ascribed to the millennials can be used to look at the generation. However, they are usually not supported by any substantial evidence (Myers,

2010). As qualities such as needy or ambitious are subjective by the person viewing someone, it is difficult to make a fair assessment regarding qualities held. Why people are ascribing others these qualities can be founded in differences between them and the other individual. This making it clear that the generational differences can be viewed as negative qualities when they are just different. The different qualities and ideas surrounding millennials as employees in the literature will now be explored, starting off by looking at their loyalty or lack thereof, to an organisation.

THE LACK OF LOYALTY

One of the negative stereotypes addressed to millennials is that they are disloyal to their organisation (Myers, 2010). Though this might not be how they see themselves, it could create problems such as tensions in organisations between generations which is founded in generational differences. Baby boomers, the generation born between 1945 and 1965 (Wesner & Miller, 2008), are on the other hand viewed as the opposite: highly loyal to the organisation (DeVaney, 2015) something that naturally would make them stay longer with an organisation. If this is the case it could create tensions regarding how these two generations view loyalty toward the organisation, and if this is something which one should have. The millennials have also been said to believe that the organisation have a duty to be loyal to them, for them to be loyal in return (DeVaney, 2015, Hershatter & Epstein, 2010). To see if loyalty is an actual problem or just a shortage in understanding, there is a need to clarify here if there is a lack of loyalty, and a tendency to switch jobs amongst millennials.

According to several studies done on the millennials, almost half of them state that they are planning to switch jobs within the next two years (Deloitte, 2017; Clifton, 2016). At the same time, 1 in 5 have changed jobs sometime during the last year (Deloitte, 2017; Clifton, 2016), and almost 50% say that they stay at most two years at a workplace (Peters, 2017). This is indicative of a lack of loyalty amongst the millennium generation, though it is not stated that this is a reflection on the organisation, or if they view themselves as not getting attached, creating loyalty, to an organisation that they have been employed at.

This behaviour amongst the millennials has not gone unnoticed. In 2010, when the oldest Millennials were turning 30, the agency for statistics in Sweden (SCA) published an article stating that younger people switch jobs, while older tend to stay (SCA, 2010). This knowledge of an organisation could affect their preference for hiring younger peoples as having to recruit

new employees frequently for a position means a high economic cost for them and a harder time with teambuilding. However, as will be explored in this paper there might be ways of getting younger employees to stay with organisations.

When looking at recruiting from a specific group of people one needs to look at the values and ideas held by this group (Fischerová & Půbalová, 2018). By playing into this the organisation can make themselves favourable employer for the target group, here being the millennium generation. The focus will now be turned to what the millennial generation is said to prefer/enjoy/want as employees. Whether this is accurate will hopefully be seen by the data collection. This is done to get a view of the generation's preferences, and in theory, if this is fulfilled it would mean that the millennium employee would be satisfied and happy at their position within an organisation. Something which would/could lead them to stay longer with the organisation. This is something which organisations that are recruiting from within this group of people could communicate to better attract talent.

THE HIGHER PURPOSE OF THE ORGANISATION

One of the ways which the millennium generation sets itself apart as employees have been found to be the importance they assign to the higher purpose of the organisation. There is a general understanding of the millennials that they work for companies that have a positive impact on society, alongside matching their own values (Hershatzer & Epstein, 2010).

Looking at values it can be defined as said by Kluckhohn to be; *...a conception, explicit or implicit, distinctive of an individual or characteristic of a group, of the desirable, which influences the selection from available modes, means, and ends of action''* (1951, p. 365).

Values are also personal and individualistic, meaning that we cannot presume that people working for the same organisation or even family members would necessarily have the same values (Weber, 2017), though it might be the case. Thus, it is still something worth exploring as the individuals belonging to the same generation will share some major events that shape their Personal Value Orientation (PVO). Examples of such for the millennium generation would be the terrorist attacks happening around 2000 (Weber, 2017) and the debate on global warming. Alongside this, an individual's PVO is also shaped by individual life experiences, personality and family alongside other forces (Weber, 2017).

There is little known on the ethical perspective that the millennials hold regarding the world (Weber, 2017), but there is a common will amongst millennials to work with, or for, an organisation that drives positive change (Heshatter & Epstein, 2010). A critical factor for an organisation to stay attractive as an employer for millennials would then be to implement Corporate Social Responsibility (CSR). CSR refers to different organisational actions as well as policies which are context specific and take into consideration stakeholders (Wisse et al., 2015). Example of such would be donations and developing socially responsible products and services (Wisse et al., 2015). Usually, when looking at CSR influence, a macro perspective is taken when looking at the effects it had on the organisational or institutional level of businesses (Wisse et al., 2015). Though this is the case, it could also be looked at on a micro level when looking at the influence it had on the individuals (Wisse et al., 2015), as the focus here will be on how attractive CSR is making an organisation for millennium employees.

88% of millennials say that they will choose an employer based on this when asked regarding the influence it had on employee attraction amongst millennials (PricewaterhouseCooper, 2008). Almost as many as 86 %, said that if their employer is stepping away from their CSR values and they do not match with their own they would consider leaving the organisation (Pricewaterhouse, 2008). These numbers are showing on the importance to the millennial employee that the organisation not only have a higher purpose, but it needs to match their own alongside their values. Further, they also want organisations overall to be open to comments and criticism (DeVaney, 2015). Therefore, if they are stepping away from their values or acting un-ethical, this is something that millennials could be presumed to believe it is okay to critique, even as an employee at the organisation. Something which could be related to the way that they are brought up with the internet and the ability to comment and criticise. This provides a chance for this generation to express themselves freely and an ability to be direct. It can be viewed as something that they bring into organisations as they are considering this as a normal way to interact with the individuals of the organisation as well as the organisations at large.

It is also essential to look at what values are the most important to the millennials so that the organisations know where to place their focus. Values that might be important to the organisation, and other generations, might not be the same as the ones which are important to bring forward to attract and keep young talent.

One of the major things which the millennials have shown to care about is the sustainability of their organisation (PricewaterhouseCoopers, 2008). The business they work for needs to have a sustainability plan, and this being something that the company prioritize makes it an attractive employer (PricewaterhouseCoopers, 2008). An employer's concern for the environment is something which 58% of the millennial employees consider to be an important issue for their employer to be active within (PricewaterhouseCoopers, 2008). This makes it clear that an employer which wants to attract millennial employees, and keep them, should place a focus on CSR in relation to the environment.

Social problems, things such as crime, discrimination, abuse and poverty etc. is also something which the millennium generation cares about (McGlone et al., 2011). McGlone & Winters Spain's study on the millennials showed that there is a clear impact on this type of CSR regarding if millennials would consider working for an organisation (2011). When asked the millennials showed a clear preference for working for the organisation after they were aware of the positive social impact that the organisation had (McGlone et al., 2011). This is not surprising as a large part of this group, 61%, feel that they personally have a responsibility to make a positive impact on the world (McGlone et al., 2011). This impacts the way they view employers is a natural progression.

Another important value to millennials is diversity, something which they are more accepting of than previous generations (Myers, 2010). The millennials are also more team-oriented than previous generations (DeVaney, 2015., Myers, 2010) as this is something viewed as often being more fun and a way of avoiding risks associated with work tasks (Myers, 2010). Together with these values and preferences held by the millennials they also tend to want to have an impact on the organisation, and a need to feel like they are contributing and making a difference when doing meaningful work (Myers, 2010).

Millenials said preferences

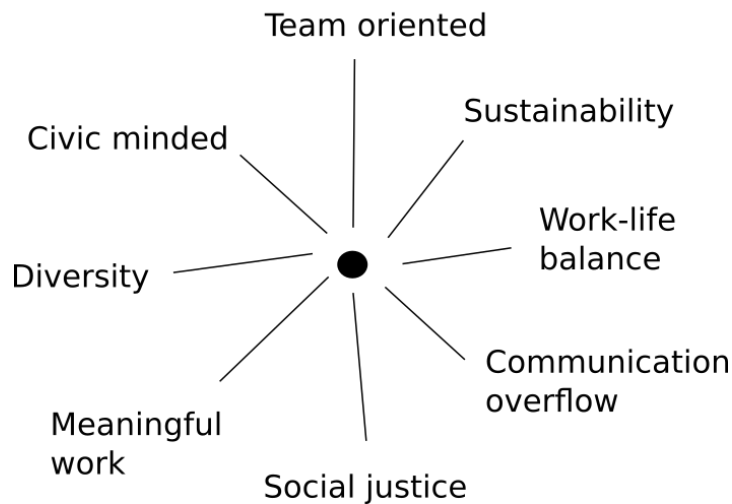


Figure 4.

This is something which an employer should keep in mind as being something that possibly can attract and keep employees of this generation.

In summary, organisations should be aware of the values held by millennials so that they can play into them to their advantage so to have the ability to attract and keep young talent. Further exploring regarding millennials will be examined in the data section as this is one of the subjects that data has been gathered on. The values and preferences held by millennials might be different within Sweden or Gothenburg, this needs to be evaluated for this paper, something which will be done in the data collection. No findings were found regarding the case of this in Gothenburg or the west of Sweden.

OPEN COMMUNICATION

Working with a generation puts a need for leaders to alter their way of working with their employees and look deeper into what are important to the employees to create a good working environment. One of the main things that the millennials are said to value is communication, something which they are brought up with a constant flow of (Myers, 2010). This preference is something which they have shown to bring with them into the organisation and their working life (Myers, 2010).

Looking at millennial's own communication skills, there are mixed views regarding them. Myers states that they have good communication capabilities and are good with information

technologies as well as having good technological skills. Hartman and McCambridge agree with Myers' view on their technological skills, however, they claim that their communication skills are poor (2011). The reason behind the idea of this generation lacking skills within this area is not given, but the importance of them developing these skills are acknowledged (Hartman and McCambridge, 2011). Different communication-related skills that are said by Hartman and McCambridge to be lacking, an example of communication skills used by the duo being team-work and critical problem solving (2011), are acknowledged by other scholars as being their strengths (Myers, 2010). This is showing the differences regarding the understanding of this generation.

Another communication aspect of great importance when studying the millennium generation is their preference for lots of communication and feedback (Baker Rosa & Hastings, 2018; Myers, 2010). This is something that can be traced to the generation's upbringing with the internet, the closeness of it can be viewed as the shaping factor for feedback and communication (Myers, 2010). It also might have a background in that they, or at least many of them, have received this type of encouraging feedback communication from parents, teachers and coaches throughout their childhood (Myers, 2010). This creates a need, or a preference, for the next authority figure, their bosses/leaders, to have the same way of working with it. Alongside this, there is also a need for this communication to be supportive (Myers, 2010).

In the workplace, they are said to be expecting lots of this feedback to take place alongside a close relationship with their supervisors (Myers, 2010). This need for feedback and communication is found to be higher than previous generations (Baker Rosa & Hastings, 2018), something that might create difficulties and irritation between employees. The need for a high communication flow and openness also means that they are unlikely to accept an organisational policy regarding the information on a 'need to know' basis (Myers, 2010). One way for organisations to handle this is the proposed encouragement of open dialogues between generational cohorts (Mishra et al., 2014). Lack of feedback might lead to uncertainties amongst the millennial employees as this is something they are used to receiving. If an organisation creates more openness to satisfy their younger, millennial employees, one can argue it will give opportunities for more frank communication as well as problem-solving between millennial employees and their supervisors (Myers, 2010), something which there is a need of to create a functional organisation. Lastly, based on this information it could be a suggestion to work more with communication technology as this

generation has an advancement with this type of communication (Myers, 2010). This is something which will be explored later when looking at the data.

It can be seen here, that there are generational differences that might not be the first to be noticed, such a thing as the large need for open and frequent communication. Something which can create problems between generations in the workplace. We will now briefly explore the surrounding generations, and why it might be problematic having contrasted different generational cohorts in organisations at the same time. The lack of knowledge and understanding can be viewed as one of the major contributing factors behind the problems with attracting and keeping millennials in an organisation.

WORK-LIFE BALANCE, FLEXIBILITY & DECREASING IMPORTANCE OF SALARY

An additional value that is frequently mentioned as having an impact on millennials as employees is their said preference for a work-life balance (Ratanachina and Sithisarankul, 2016; Baker Rosa, 2018), which is referring to the focus within this generation to create a harmony between their work life and their mental health and well-being (Ratanachina and Sithisarankul, 2016). This is something which is not commonly ascribed to the previous generations to focus on, this can be seen as an additional possibility for a generational clash show in the section below.

The need for work-life balance for the millennial generation would create a difference in them as employees. One thing that this might influence is their presumed preference for more flexible work hours and for them to have a choice of where to work (Myers and Sadaghiani, 2010). This is playing to their showed preference of having an ability to create a work and play balance as well (Myers and Sadaghiani, 2010). If they can work when and where they want, they would be able to choose to focus on activities, family, friends etc. that is part of their well-being outside work. This is the idea of making their job fit into their life instead of the other way around; making their life fit into their job, something which sets them apart from the previous generation.

It has also been said that the millennials are less concerned with money than the previous generations (Hershatter and Epstein, 2010), and neither do they view their money, or their income, as their only or even primary, source of happiness (Myers, 2010). This puts light on

the idea around their said focus on work-life balance. If this is showed to be true it creates a need for other types of rewards, or complementary rewards and motivation factors, to keep this generation motivated as part of the workforce.

In summary, this generation is said to hold strong views regarding different areas. They are believed to value a work-life balance more than previous generations, less concerned with salary/money, value open communication, in need of a high amount of feedback, are more inclined to switch organisations and therefore often viewed as disloyal and lastly, they are concerned with the higher purpose of the organisation which is having an impact on who they would consider working for.

CLASH OF THE GENERATIONS

We have now explored what is said regarding the millennium generation as employees in the workplace and the characteristics they have previously shown to have. These characteristics run a risk of complicating and disrupting interactions in organisations between millennials and employees from other generations, which can have a negative effect on both co-workers, the relationships, and the organisational processes (Myers, 2010). The focus will now be on what these differences are and where some of the potential clashes between generations are presumed to be.

First, we can identify characteristics given to other generations.

Baby Boomer [1946 – 1964] (Baker Rosa & Hastings, 2018) are attributed traits such as workaholic, idealistic, competitive, loyal, materialistic, seeking personal fulfilment, values, titles as well as the corner office (DeVaney, 2015).

Generation X [1965 – 1979] are said to be self-reliant, are good at adapting, do not trust authority, are cynical and just like the millennials they are good with technology (DeVaney, 2015).

These two generations possess different values than the millennials, something that might create problematic situations in the workplace. One would be the work-life balance that millennials are said to value (DeVaney, 2015) and that building a career has been shown not to be the primary motivator for most millennials (Myers, 2010). This is something which

might not go down well with the high work ethic, sometimes categorized as a workaholic, that the Baby Boomers have (DeVaney, 2015). The differences in attitudes could result in someone belonging to the Baby Boomer generation looking at a millennial employee that does not put work first as being lazy. There might also be a lack of acceptance of colleagues because of this (Myers, 2010), like laziness, or presumed such, is not an attractive quality in a co-worker or employee. The risk that comes with the difference in work ethic could have a negative impact on the membership negotiation for millennials in an organisation (Myers, 2010). This is something that would be especially hard if the millennials are marginalized in the company.

An additional difference between the millennials and the Baby Boomers is, as previously presented their loyalty to the organisation they are working for (DeVaney, 2015). Millennials as employees have been said to be disloyal (Myers, 2010), or only loyal to an organisation that has proved to be loyal to them (Hershatte & Epstein, 2010). Baby Boomers are often looked as loyal to an organisation (DeVaney, 2015), which they might prefer others to be when hiring for a position. This could create difficulties when holding a view of millennials, true or not, to be less loyal.

There might also be differences in workplace behaviour connected to technology, as millennials tend to like to use the internet in the work-life to a greater extent, and they tend to be good at it (Hershatte & Epstein, 2010). One part of this is that they have a desire to broadcast their opinions (Hershatte & Epstein, 2010), something that might not go down well with other generations at an organisation if these opinions are directed at the organisation. Alongside this, there is a belief within the millennium generation that companies should be open to receiving comments and criticism (DeVaney, 2015).

Some organisations are of the belief that to really get millennials to thrive within an organisation and get the chance to utilize their abilities, there is a need for them to change their rules and policies (Myers, 2010). Myers (2010) also believes that millennials within an organisation may cause a change in the organisation.

- 1) It might result in other generations starting to look at themselves and the values they hold when this new group places more focus on family and friends (Myers, 2010).
- 2) The more senior workers within the organisation might consider that it is the newer, younger, colleagues that should make sacrifices and take on responsibilities for projects and outcomes (Myers, 2010).

- 3) If millennials push to get a work-life balance within a company, it could lead the management to alter the official discourses at the organisation that place a focus and even normalise an unhealthy amount of work (Myers, 2010).

This type of viewpoints, or predictions, are showing that there can be both positive and negative effects with having a diverse generational workplace, however, it all is anchored in an understanding of differences.

The clashes between the different generations often come down to differences and a lack of understanding between individuals. That is something that can be worked on with a focus on the millennium generation individuals based on the results shown in this report, something which will be done in the discussion further down.

PROBLEMS WHEN LOOKING AT GROUPS

There are limitations connected with any study area. One of the significant ones connected with this paper and its area of focus is the problems when looking at one specific group. The values held by individuals may, and are likely to, still differ within a group (Fischerová & Půbalová, 2018). A group is not homogeneous as there are different factors which impact a person's actions and beliefs even though they belonging to one given generation. This would be the case within the millennial generational group. One example of such is there is likely to be differences between millennials born earlier in the given generation period and later in the given generation period (DeVaney, 2015) as well as the personal differences between individuals. This is anchored in, amongst other things that there are even differences between these years that have shaped the millennials (DeVaney, 2015).

Something which is seen as having an impact on individuals is the geographical location they are born and brought up in. There are events, economic and social differences amongst other things connected with a geographical location, which will impact the individual exposed to it. This paper is looking at Gothenburg, West Sweden, in specific, there might be things found to be true for the millennials in this area that are not for another geographical location.

Still, generations have shown to share common traits (Baker Rosa & Hastings, 2018) and one way of looking at workforces and talent pools is through a generational lens (Festing &

Schäfer, 2014), which is here chosen to be done.

TALENT MANAGEMENT

Human Capital can be argued to be one of the most important resources that an organisation has. There are different understandings of how to best utilize this and these different ways often go under the term Talent Management (TM). Talent Management can shape and affect employee's behaviour and the outcome of the organisational. It is important to look at it in relevance to the effects that the generations might have (Festing & Schäfer, 2014).

There is some ambiguity regarding what TM means (Lewis & Heckman, 2006), therefore there is a need to first clarify what it means before discussing how it can be used. In this case, its usage will be in relevance to working with the millennium generation.

One way of looking at TM is as a way of managing the talent flow which is processing through the organisation (Lewis & Heckman, 2006). Here the focus is placed on the movement of individuals with talent within and throughout an organisation. It can be looked at as the collection of Human Resources (HR) areas, examples of such being recruiting the right individuals, development and succession management (Lewis & Heckman, 2006). This idea of TM goes hand in hand with, or is even the same, as HR (Lewis & Heckman, 2006) to some extent. These are all important aspect when working with new people or in this case a group of such: the millennials. An alternative way of looking at TM is by focusing on a large part on the talent pools, what is needed for the organisation and how these jobs can be filled (Lewis & Heckman, 2006). Here one of the main things is to look at the workforce and get a good understanding of what it is (Lewis & Heckman, 2006). This can be challenged by letting TM go the way of looking at the talent available generically, this leading to looking for talented individuals, even though they do not fulfil something specific the organisation is looking for at his very moment (Lewis & Heckman, 2006). Here it becomes evident that there is not one singular definition of how to look at TM. Though this is the case, the different practices of it have shown to have a positive impact on organisational performance (Lewis & Heckman, 2006). Example of such being the profit that the organisation makes, something which is affected by staffing practices which can be seen to be part of TM (Lewis & Heckman, 2006). The strategic performance, which TM is concerned with, is closely

connected with the organisational performance, which amongst other things is focused on the economic performance (Lewis & Heckman, 2006).

From what we have seen before, millennials set themselves apart on things such as what comes naturally to them in work ethic, talent and values. All of which should be kept in mind when developing, or in any organisation's cases changing TM practices. Therefore, there is an importance of working with specific TM practices when recruiting and managing individuals belonging to the millennial generation.

There are different theories on how one can work with talent management. One is the idea presented by Tichy, Fombrun and Devanna (1982), their idea is to get the HR departments of the organisations to get a more strategic functioning by understanding the business strategy that the organisation holds and then work to direct the HR as well as its practices to support it (Tichy et al., 1982). Together with this, the organisation can take a Resource Based View (RBV) (Barney, 1991, 2001). With the RBV Barney advocates for resources which are valuable, rare and they should be hard for competitors to imitate (1991, 2001). Here one would look at the individual, a young professional in the case of this paper, to be the resource. An individual possessing different qualities and knowledge, the talent, can be all three criteria for the resources that Barney states (1991, 2001). However, for this to function the organisation needs to know how to attract these individuals to begin with, and then keep them within the organisation.

THEORY

There are numerous theories that can be used to make sense of Talent Management and how to handle recruitment and the keeping of talent. Though this is the case, there are few made specifically with the millennium generation in mind. Therefore, the theories discussed here will have to first be presented and then discussed in relevance with this alteration. The paper has chosen to discuss five different theories to cover the problem. They will be discussed in relevance to each other, with focus on their pros and cons.

The different theories that will be used are:

- Job Embeddedness Theory – Mitchell et al
- Organisational Culture Theory [general idea]

- The Attraction-Selection-Attrition (ASA) model – Benjamin Scheider
- Herzberg's Two Factor Theory or Motivation vs. Hygiene
- Expectancy Theory – Victor Vroom

These theories are proposed to be a way of explaining different parts playing into the idea of job retention, which is the issue at hand explored in this paper.

JOB EMBEDDEDNESS THEORY

Terence Mitchell, Brooks Holtom, Thomas Lee, Chris Sablinski and Miriam Erez introduced their job embeddedness theory focused on what elements/factors make employees stay or leave an organisation in 2001 (Mitchell et al., 2001). They noted that work attitudes, which is commonly thought to play a role in this, are not something which has a significant role regarding if an employee chooses to stay with an organisation or not (Mitchell et al., 2001). Alongside this, they question the ideas by March and Simon of how easy it is to leave a job and how desirable it might be (1958). They look at the traditional idea that people who are dissatisfied at an organisation and in their employment are looking for alternatives (Mitchell et al., 2001). The idea of this is that if one puts the attitudes of an employee towards a job combines this with the alternatives the employee has, we could see how likely a employee is to leave their position (Mitchell et al., 2001).

Mitchell et al. set themselves apart from this by instead of focusing on what makes a person leave a job, and instead places the focus on what keeps someone in their job (2001). When researching this they noted three variables which play into the likelihood of retention. Which are the three ideas which the theory is founded upon, all which tie into different types of embeddedness a person has got with the organisation (Mitchell et al., 2001). This is a way of putting together an overview of the influences that are here seen to be present and influence an employee's retention (Mitchell et al., 2001). The different things are founded in the links that the person has got to people as well as activities, the similarity that is between the job and the community, how easy links can be broken and what would be given up if a person chose to leave the job.

What Mitchell et al. are referring to with embeddedness is the idea of employees being more integrated with an organisation which is resulting in them being less likely to leave. This can be because of several different factors, something which is discussed within the model

(Mitchell et al., 2001). This all resulted in three dimensions: Links, Fit and Sacrifice (Mitchell et al., 2001).

Links are different types of discernible connection and are looked at as being able to tie the person to the organisation. The more of these that are present, the harder it is for the employee to leave (Mitchell et al., 2001). These links can include social ones, psychological and financial. There is pressure present to stay on a job which can come from family, team members and other colleagues, which can make it harder to leave. Links differ over-time, and they often increase when a person gets older. Resulting in older employees staying on longer when they have new responsibilities e.g. having kids, getting married, etc. (Mitchell et al., 2001). What we can see from these different types of links is that they can either be formal as the relationship between a boss and employee or informal as friendship relations developed with colleagues (Mitchell et al., 2001), something which is important to acknowledge. The more of the different types of links that a person has, the harder it is for him or her to leave their current organisation (Mitchell et al., 2001).

Fit is defined as ‘... *an employee’s perceived compatibility or comfort with the organisation and with his or her environment.*’ (Mitchell et al., 2001. P.1104). this includes the personal values that a person holds, the career goals that he or she has, how the corporate culture and the plans of the individual for their future go together. How well demands such as job knowledge, skills and abilities go with the individual, the community and the surrounding environment and how well he or she fits in the organisation (Mitchell et al., 2001). Based on this, if a person is a good fit, they will stay longer with the organisation according to Mitchell et al., and if not he or she will leave in a short time frame. This is because having a good fit when it comes to these things the person will experience that he or she is more tied to the organisation, both professionally and personally (Mitchell et al., 2001). The organisational identity which is present differs from the fit that one has got to the organisation, fit is acknowledged by the authors to not be as broad or deep as organisational identity (Mitchell et al., 2001).

Sacrifice, the final dimension, is looking at the perceived cost in the material and psychological that is connected to leaving the organisation and the job (Mitchell et al., 2001). Mitchell et al. are arguing that the more of these there are, the harder it is for an individual to leave the position and organisation (2001).

What can be seen from this is that Mitchell et al. are noting some in common factors in job embeddedness with the idea of organisational commitment and job satisfaction, however, it also sets itself apart in some ways (2001). This is showing on the significance of their work.

The research done showed results supporting the premises of job embeddedness theory. Some of this being that embeddedness has a positive correlation with job satisfaction and organisational commitment and it is negatively related to job search on behalf of the employee (Mitchell et al., 2001). The employees that embedded in a position at an organisation have shown to be less likely to want to leave the organisation (Mitchell et al., 2001). This should not be confused with a less embedded individual being pushed to leave, but dissatisfaction is the factor that is argued to result in termination of employment. This means that a person who is not embedded at the organisation but is still satisfied, is not likely to leave the job (Mitchell., 2001).

These results are used as an argumentation for the usage of the theory in relevance to this papers research question. The model presented by Mitchell, Holtom, Lee, Sablinski and Erez will later be used when looking at the question of keeping millennium employees at an organisation and working with employee retention.

We will now move over to place the focus on organisational culture, as this is said to have an impact on the employees of an organisation.

ORGANISATIONAL CULTURE

The organisational culture of a company is playing a role in how people feel regarding their job. This can also be an attributing factor regarding if an employee is choosing to stay or leave the organisation, something which will be shown further down in the Attraction-Selection-Attribution model.

Culture has been viewed as being a hard-defined word, as scholars are not in agreement of its meaning and what it should entail. Kroeber and Kluckhohn reported as many as 164 different definitions for the word in 1961 (1961), and the word has been discussed many times since then. Nevertheless, there are some main ideas regarding its meaning. In a general sense of the word, the idea of it is that culture is a way of talking about collective identities (Kuper, 2000) or a collective consciousness phenomenon of a group (Jenks, 2005).

Hofstede and Hofstede, who also look at it as a collective phenomenon, adds that it needs to some degree be shared between people that are in the same social environment (2005). In the sense of organisational culture, the environment in question would be the organisation. Culture is also commonly viewed as being learned and not inherited (Gudykunst & Kim, 1997). This could mean that we can learn and relearn cultures, something which will happen when we become part of an organisation and the collective identity that is within this group. The culture held by a group is teaching the individuals within this culture the way they are supposed to act with norms, views, rules, etc. (Hofstede & Hofstede, 2005) which is then being their specific way of life (Giddens, 2001). There are many different types of cultures; subcultures, national cultures, organisational culture, which will be the focus here.

Organisational culture is defined by Schein as; *a pattern of basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered ... the correct way to perceive, think, and feel in relation to those problems.* (1985, p.9) It has been viewed as the values and beliefs which provide the norms that employees within that organisational culture would follow (Hogan & Coote, 2013). The idea of organisational theory has gotten popularity throughout disciplines such as organisational behaviour, management and marketing (Hogan & Coote, 2013). The need for looking at organisational culture is partly anchored in the idea that the organisational culture is affecting the economic activities of the organisation (Martinez et al., 2015), as well as having an influence over the market-oriented behaviour, employee attitudes, organisational effectiveness and it has been viewed as a social force that is very powerful (Hogan & Coote, 2013). The effect that it might have on employees, in this case, millennium ones, is of relevance here. For example, we can look at the idea of the ASA model (Schneider, 1987) which will be discussed further down. By viewing the organisational culture according to this model, it would not be surprising if this would additionally be affecting the retention of millennial employees, which would simultaneously affect the economy of the organisation. There is the view of organisational culture being to some degree the result of the economic activity (Martinez et al., 2015). The interlinkage between organisational culture and economy creates a need to keep it in mind when looking at any type of organisational activity.

One can look at organisation culture through numerous theories. One of the most widespread is Schein's Organisational Culture Theory (Schein, 1992). Instead of looking at culture as one

single construct, which is commonly done, he divided it up into several layers (Hogan & Coote, 2013). There are Values, Norms and Artefacts (Hogan & Coote, 2013).

- **Values** – act as basis or philosophy that help people within the organisation decide how they are to act. This will function as a guide or an overall framework. By these values decisionmakers within an organisation can influence organisational culture, this done by emphasizing chosen values (Hogan & Coote, 2013).
- **Norms** – can be highlighted by acting on certain behaviour or patterns that lead the organisation to build certain norms as a corresponding effect on the behaviour. Once again managers can influence the desired organisational culture (Hogan & Coote, 2013).
- **Artefacts** – can, according to Schein (2012), be a manifestation of these norms and values (Hogan & Coote, 2013). What is referred to as artefacts here are organisational rituals, the vocabulary used, stories told and physical configurations (Hogan & Coote, 2013).

By dividing up organisational culture we can see that there are different parts influencing each-other. These different parts can all clash with the millennial generations. If the values, norms or artefacts are not functioning with the millennials, they might not choose to stay with the organisation. This is not to say that the organisation should try to develop their entire culture around millennials, but it is something that is needed to keep in mind if they want to attract and keep millennial employees. There is the idea that the millennials coming into an organisation might shape it (McGlone et al., 2011).

ASA MODEL

The millennium generation is known for its values and beliefs. It's been shown before that they separate themselves from previous generations on this point. This is important to keep in mind when looking at them as employees. One way of explaining the importance of this can be to use the Attraction-Selection-Attrition (ASA) model as introduced by Schneider in 1987.

Schneider introduced the idea that what shaped organisational behaviour is not the external environment, the technology or the organisational structure. Instead, he placed focus on the people and said their attributes are the fundamental determinants of the organisational

behaviour (Schneider, 1987). By this thought he created the ASA model as a way of understanding the creation of human capital (Schneider, 1987). According to this model, organisations are increasingly moving towards homogeneity in the sense of knowledge, skills, abilities and other types of competencies by the process of attracting, selecting and retaining individuals (Ployhart et al., 2006). Individuals are here said to naturally be attracted to working in an organisation with similar people and views. It is also by this principle that organisations choose their employer, this being their similarity to the current employees (King et al., 2016). Together with this, individuals within an organisation that do not possess similarities or closeness to the company personality are predicted to leave the organisation (King et al., 2016).

The model is grounded in the structures, processes and culture of an organisation which is seen to be found in the collective personality of the people in the organisations. This makes it a person-based model of the organisation (Ployhart et al., 2006).

The model predicts that the organisation will move towards homogeneity throughout steps/processes (Ployhart et al., 2006). The organisation is thought to attract people, employees, to the organisation who possess similar characteristics that the organisation has today which also can be looked at as the organisation climate (Ployhart et al., 2006). Together with this, the organisation chooses employees based on needs and the fit. This means that the individual leaving the organisation predictably are not a good fit for their previous employer. This is resulting in attribution (Ployhart et al., 2006). Processes like these ones are what lay as the foundation for the homogeneity hypothesis (Ployhart et al., 2006). This hypothesis is indicating that individuals who belong to the same organisation will be more similar in their personality than people who are working for other organisations (Ployhart et al., 2006).

Schneider looks at the average personality, constructed/shaped in this way, as a way of separating different organisations (Ployhart et al., 2006). This model is proposing that the longer an individual has been in the organisation, the higher the likelihood is that the individual belongs to the organisational personality.

Personality homogeneity is viewed as making people within the same organisation have similar personality characteristics (King et al., 2016). This can be a challenge when keeping individuals with different backgrounds, from different generations, different occupations etc. around. The risk of having a strong personality at a company that does not fit with the norm

could lead to a talented employee that the organisation wants to keep around, choosing to leave the organisation.

The ASA model has a bottom-up process where the first behaviour and impact which should be looked at is that of the employees. It all starts with the individual employees, these should first be viewed when looking for the personality consensus, and then the eyes can be turned to the organisation, and how the employees are resulting in a human capital homogeneity at the higher levels of the company (Ployhart et al., 2006).

Based on this model millennial employees would need to have a similar personality at different levels, such as beliefs, to the company personality to stay in the organisation. This would also mean that organisations would need to adapt their personality, or what goes into it, to make this group of employees stay. Whether this is the case or not will be looked at when presenting the data. If the millennials are seen to place a large importance on what is here seen as the company personality, organisations would need to keep it in mind when working to get millennial employees to stay. Naturally, it can be presumed that the more time an individual has spent in the company, the more of the organisational culture the person will pick up on. The Millennials have earlier been mentioned as tending to switch organisations often, this might affect how they experience this.

HERZBERG'S TWO FACTOR THEORY

Herzberg's two-factor theory was introduced long before the first millennial was born, in 1959 (Sanjeev & Surya, 2016) in the book: '*The Motivation to Work*' (Bassett-Jones & Lloyed, 2005). The theory has been widely criticized since then and a longstanding debate resulted in claims that the theory is dead (Sachau, 2007).

Still, the theory is widely embraced by managers today (Sachau, 2007), something that might be because of the simplicity of the model alongside the complexity of today's job market. The theory has been ascribed more than one name, the two most commonly used are presented; Two Factor theory or Motivation vs. Hygiene theory. The meaning of the two is that according to Herzberg's et al. there are motivating factors and dissatisfying factors (Sachau, 2007). The motivation factors that an employee is given will make them perform well in a company (Sachau, 2007). The hygiene factors are factors that is necessary for a person to

function at work, but it is not what makes them perform and enjoy work (Sachau, 2007). The motivators are thought by Herzberg's et al. to be the things which cause job satisfaction amongst the employees (Sachau, 2007). Example of such being getting recognition for your work, having the ability to advance and to keep learning,

Instead of thinking the lack of these factors would result in direct dissatisfaction, what Herzberg's found out was that dissatisfaction was caused by aspects such as unfair policies in the organisation, an unfair salary, job insecurity, bad supervisors and different, unpleasant, conditions (Sachau, 2007), however these things alone did not lead to satisfaction and motivation at an organisation (Sachau, 2007).

This means that for employees to work well as an organisation they need to have the hygiene factors, which when taken away leads to demotivation, and have the motivating factors for the employees to sustain effort (Bassett-Jones & Lloyd, 2005). Opposite of what is often believed, this makes a weak link between financial reward for a job and satisfaction (Bassett-Jones & Lloyd, 2005). One way in which Herzberg's et al. phrased the theory was to compare it to medical hygiene. He is looking at it as if person is that a person is not automatically healthy by having a good medical hygiene, but it can be a way for illness to stop accruing (Herzberg et al., 1959). In the same way, the things put as hygiene factors for Herzberg et al. in an organisation do not make the people satisfied, but it prevents them from being dissatisfied.

From what has been stated the theory has been criticized, some of this being that it was developed a long time ago and the market has changed a lot since then (Bassett-Jones & Lloyd, 2005). The theory was built on a biased research methodology (Sachau, 2007) and there is a large disagreement within the field regarding how many factors play into this (Story et al., 2008).

The theory is looking away from money etc. as the main motivation factor makes it relevant to keep in mind and use when looking at the millennium generation. It is also representing Content Theory and here showing on the complex interaction which can be seen to take place when it comes to internal and external factors (Bassett-Jones & Lloyd, 2005).

What functions as motivating factors and hygiene factors in the sense of the millennial generation will be explored when presenting the data.

EXPECTANCY THEORY – VICTOR VROOM

Victor Vroom introduced his Expectancy Theory in 1964 (Bassett-Jones & Lloyed, 2005).

The theory is looking at internal factors that a person has and how these results in a person's different behaviour (Bassett-Jones & Lloyed, 2005). Vroom looked at three different factors that he thought played a role in people's motivation to work. They are; valence, expectancy and instrumentality (Story et al., 2008).

Valence is defined by Vroom as "*effective orientations toward particular outcomes*" (1964, p.15). To possess positive valence, the outcome of action needs to be the one which the person prefers attaining, and if the valence is zero the individual does not care if he or she is attaining it (Vroom, 1964). Then, of course, there is a negative valence which means that the person would not like it (Vroom, 1964).

Vroom is using expectancy to the idea that a casual belief held by a person will be followed by a specific outcome (Lee, 2007). The expectancy that a person holds is also the estimation that he or she has that the probability will lead to the desired outcome (Lee, 2007). An example in relation to a millennium worker would be if he or she does well on a presentation, he or she will get rewarded for this and might get a pay raise at a salary discussion the next week. This is something which is looked as being based on the individuals' confidence held in relation to capacities to have an impact on the outcome of something (Lee, 2007).

This is followed by the idea of instrumentality (Lee, 2007), which is the perception that a person has been regarding that a specific performance will result in a specific outcome (Lee, 2007). So here the focus is on receiving an anticipated reward (Lloyed & Mertens, 2018).

These three criteria need to be present for an individual to be motivated (Lee, 2007). It needs to start with the person having a behavioural outcome valence, secondly, there must be a belief on the side of the person to be instrumental to be able to reach the valent outcome (Lee, 2007). Lastly, the person at hand must think that they are able to perform the act or behaviour that is instrumental in the case to get the outcome (Lee, 2007).

Since the model was introduced in 1964 (Vroom, 1964), it has been empirically tested, widely dissected and debated by scholars (Lloyed & Mertens, 2018). One of these being Lloyed and Mertens who have introduced a version where they take the Model of Motivation and add in an extra factor to it in form of the social context (Lloyed & Mertens, 2018). They are arguing

that the social context is having an influence over the employee and the individual's motivation (Lloyed & Mertens, 2018). This is done based on that the social context is argued by them to often be overlooked when theories tend to place the focus on the different contributors to motivation (Lloyed & Mertens, 2018). The argument they make behind the need for the social context when developing a theory with a focus on human motivation is that workers are social beings and human beings tend to conform to group norms (Lloyed & Mertens, 2018). Therefore, they argue that social factors play a role in each of the different premises introduced on the motivational theory (Lloyed & Mertens, 2018).

The outcomes calculated in three different factors presented by Vroom's Model of Motivation (1964) can be affected by the fourth criterion presented by Lloyed and Mertens (2018), altering the results otherwise counted for by the model. This goes together with the fact that every employee has a life outside the position in the organisation, something which is affecting their actions and preferences (Lloyed & Mertens, 2018). There is also the influence from other workers in the organisation, which Lloyed and Mertens argue to be a premise when figuring out or deciding what is the motivation for an employee (Lloyed & Mertens, 2018). Using Lloyed & Mertens (2018) further developed version of the model, they argue for a few different new advantages to the model for its practitioners.

First, this is a chance for better understanding the complexity behind the motivation of workers, this will help with the organisation in the future (Lloyed & Mertens, 2018). It also creates a more inclusive model when considering other factors such as geography, culture and industry etc. when looking at what motivates the workers (Lloyed & Mertens, 2018). This is something which can be seen to be needed when designing the jobs in the beginning, as it will make it easier when motivating the workers further down the road (Lloyed & Mertens, 2018). Lastly, the improved model is here argued to be necessary with an ever-developing world with loads of diverse social interactions. If the managers can educate themselves regarding the motivation with the social context in mind, this could work as an advantage for them (Lloyed & Mertens, 2018).

From this it becomes clear that there is a significance in Lloyed and Mertens work, if it is not actually adding an extra factor when using the model, one should keep in mind the social context when using it.

Two other scholars who need to be mentioned when discussing the Model of Motivation are Lyman Porter and Edward Lawler. Porter and Lawler's model is based on Vroom's, but it is

still adding something to their field. They expanded on the original theory to make it account for the personal abilities, skills, and make inclusion on how satisfaction and performance go together and lastly look to the influence that previous relationships have on an individuals' expectancy (Lloyed & Mertens, 2018). By looking at theories like Vroom's, Lyman and Lawler's, as well as Herzberg's we can see that what motivates employees within an organisation can have an impact on whether they choose to stay with the organisation or leave.

CURRENT SUGGESTIONS ON HOW TO HANDLE MILLENNIUM EMPLOYEES

There are suggestions on how to handle millennial employees and how their engagement with the organisation should be approached (Saratovsky & Feldmann, 2015). This is something which could impact their tendency to leave the organisation as shown together with organisational loyalty. Saratovsky and Feldmann (2015) suggest four different approaches for an organisation to engage its millennial employees, and by this satisfy them in the workplace.

First, there is a need for the organisation, according to Saratovsky and Feldmann (2015) to engage the millennials by letting them take an active role in sense of their own leadership role. The second is anchored in their need for transparency, by being transparent and letting the millennials access information, the organisation (Saratovsky & Feldmann, 2015) the organisation will be accommodating the generation and they will hopefully be happier with the organisation's approach to information. This need might be anchored in the generations want to affect their surroundings, but also all the information that is available to them by the internet. Though it is not necessarily, or probably not, the information that they are owning or using in their work. But is rather based on the presumed shared feeling amongst this generation to know what is going on.

Third, they are basing on the millennial's technological skills and communication need. By creating platforms that are more engaging for the employees they are engaging the generation both online and offline, making them more engaged and hopefully more satisfied (Saratovsky and Feldmann, 2015). Lastly, approach, it is to provide an environment where the millennials have a chance to develop solutions and execute strategies (Saratovsky and Feldmann, 2015). By these the millennials should feel like their work is meaningful, something which is believed that they have a need of (DeVaney, 2015), and at the same time giving them a

chance to feel like they are part of the team and a good fit for it (DeVaney, 2015).

PHILOSOPHY OF SCIENCE

For the purpose of this report a Social Constructivism and Pragmatistic approach will be taken. This is to get an understanding of how the theory will be used, and the approach that will be taken towards the problem at hand. When looking at a problem, and getting the answer to it, pragmatism is approaching it by focusing on different strategies which give unsettling answers to the question of why something is (Bromley, 2008). By doing this it creates a path for how one can find a way to the explanation of the problem at hand (Bromley, 2008). As Bromley puts it *...pragmatists take the world as it seems to be an offer coping strategies that dispense with wilful deceit. That is, pragmatism is concerned with mastering a complex world* (2008, p.1). Pragmatism gives its users several insights, some of which are reasons for acting, understanding the knowledge we are believing to possess, what constitutes an explanation, truth and how outcomes can never be with objective descriptions regarding the truth (Bromley, 2008). Pragmatism is using and looking at, different components and factors to do this, the main one being reasons.

When looking at reasons the focus is placed on the giving of reasons, asking for reasons and that statements that are done are seen to be reasons and the surrounding conditions for these reasons. Alongside this, there is a focus on how reasons are placing a supporting function to specific actions (Bromley, 2008). When asking what one should do, we will automatically start looking at the thoughts that a person possess regarding imaginable outcomes (Bromley, 2008), which is all connected with reasons. This makes reasons out to be referring to how individuals engage in thoughts regarding their thoughts concerning what they were looking to find out to start with when making a choice (Bromley, 2008) according to pragmatism.

Pragmatism acknowledges the inability to write down any objective descriptions of how our actions will reflect on the future and the results it will bring (Bromley, 2008). Though, there is still a focus in pragmatism to consider and focus on the reasonable outcomes that might come of actions (Bromley, 2008).

As pragmatism is looking at how questions that are focusing on ideas and concepts are helpful in one way or another when concerned with finding out the truth (Bromley, 2008), this is the approach which will be taken here.

Many things today are argued to be socially constructed, examples of such being: countries, gender, illnesses and the self to mention a few (Kukla, 2000). Social constructivism argues that we as humans are constructing what we experience to be our reality, something which is done by our own activity in the world (Kukla, 2000). Just as the name suggests, our world is, according to this idea, socially constructed (Kukla, 2000). This is also referring to facts, the knowledge we possess and share, the truth and the facts that are behind this world (Kukla, 2000). By stating that this paper takes a Social Constructivist view, it acknowledges that what here is viewed as a fact is socially constructed. So are the results, these are all factors which are affected by how the world, with all the things in it, is made up and perceived. The knowledge or facts that are presented here is not an objective truth and not something that stands on its own. Instead, it is part of a bigger picture of society and the creation of knowledge.

According to Social Constructivism, facts are not inevitable, something which is referred to as Constructivist Counterfactual Argument (Kukla, 2000). This means that the choices that a scientist or researcher make have an impact on the outcome of the result (Kukla, 2000). What plays in here is the idea of free will and a person's agency, which is resulting in different outcomes based on the person that is collecting the research (Kukla, 2000). This can be summed up by stating that when it comes to research, according to the view taken here with Social Constructivism, things that are covered by this line of thought are actually constructed if the things are made up by what is seen to be an intentional human activity (Kukla, 2000).

Together these two different approaches, Pragmatism and Social Constructivism, have worked as a guiding point for how to work with the research of this paper and what view to take on the world of research.

By taking a pragmatic approach, this research paper is concerned with how one can work with the theory and the data in the sense of how it can be used in practical implications. The idea is to find how this paper can find out the truth, and when trying to do this, focusing on the ideas as well as the different concepts that have been presented earlier in the literature to lead the way. There is also in the sense of the reasons behind doing something and asking questions, which is part of the idea of pragmatism and fits the need of this paper. As stated above, in a commentary to this a Social Constructivism approach will be taken. Just as pragmatism, this

is partly concerned with the reasons behind. Just as with pragmatism, it is looking at the world as not having any objective truth and that the outcomes of actions cannot be certain before the thing has occurred (Bromley, 2008). This pragmatistic idea will be used as a foundation for the thinking here. There is also the pragmatistic idea of the influence a researcher has over the research outcome (Bromley, 2008). If this paper would have decided to ask different questions, the outcome and result would probably have been different than what will be presented in this paper. This makes this paper part of something bigger and acknowledges that there is no such thing as an objective truth.

This paper is studying how humans believe and behave, something which will be different between individuals. Additionally, there is the idea of the influence of the researcher. The acknowledgement of the non-existent of any objective truth, the idea of many elements of the world being social constructs, together with the idea of looking at the practical implications of the use of the paper and the desire to find out an answer to the question stands as a foundation for the philosophy of this paper.

METHODOLOGY

The main aspect to look at when choosing what method to use when doing primary research is the problem at hand and what is it that is being investigated (Anderson, 2010). Qualitative research, which here is the chosen method, is primarily used when looking into a phenomenon in depth (Anderson, 2010). It is also a way of understanding the beliefs, attitudes, interactions, experiences and behaviours of people (Pathak et al., 2013). As this report aims to see if there is an approach that organisations in West Sweden can take to recruit and keep employees from the millennium generation, which counts as both behaviour and attitude of people to start with, qualitative research has been chosen as it is seen as the most appropriate form of primary research. Qualitative research is not easily reduced to numbers, which is one of its differences in quantitative research (Anderson, 2010). Instead, the focus is on first gathering it for later analysing and interpret what has been found (Anderson, 2010).

The researcher wanted to look for differences and similarities in attitudes regarding the questions and more elaborate answers were sought after. This would not be what quantitative research, for example surveys, would provide with ease. Which is here used as the argument for qualitative research over quantitative.

There are different ways of conducting qualitative research, two of the most common ones are focus groups and interviews. In this paper the latter has been used, interviews. This choice was done based on various grounds. First, it is founded on the earlier mentioned reason for qualitative research, diving deeper into a phenomenon that is being studied, this being the high turnover and difficulty attracting millennium employees in West Sweden. A further funding reason for the choice of method is that by interviewing people separately, instead of focus groups where several people are asked about topics together, here the participants of the interviews are not aware of other participant's answers and are therefore not affected by it. Something which can be used as an argument for using this type of method. This is connected to the idea of reliability and validity. Certain questions that the individuals participating where asked can be viewed as private and the risk of other participants being present could reflect in the answers. One example of this would be if the individual is planning to change jobs within the next year.

When conducting research two of the factors which researchers strive for is reliability and validity (Anderson, 2010). This has, of course, also been the case for this paper. The idea of the two is to provide objectivity and credibility of the research done (Anderson, 2010). Anderson defines validity as the truthiness of the data as well as its genuineness and being authentic, while successful reliability means that the data can be reproduced and has stability (Anderson, 2010). The validity and reliability of the interviews here are anchored in the sampling of participants.

When it comes to sampling for interviews there are different approaches that can be taken, and the task is both complex and has issues associated with it (Tuckett, 2004). Whether sampling is done well or not can determine the success of the paper (Tuckett, 2004).

Oliver Robinson suggests four different points that need to be looked at when conducting the sampling (2014). First, the setting of a sample universe, which is referring to the target population of the data gathering (Robinson, 2014). In the case of this paper, there are two factors which decide this if they are part of the age span that the report is gathering data on, this being the age of the millennial population. The second, if the subject in question is employed at an organisation located in the West of Sweden/Gothenburg. If he/she is not, their view of the matters concerned with the questions will not be relevant and should not be part of the data. By deciding on inclusion and exclusion criteria's the sampling universe becomes more and more homogeneous (Robinson, 2014).

The second point that Robinson (2014) is suggesting that one should look at is the sample size. The sample size is decided based on several things. There is a need for them to be of an extent big enough so that the subjects of the interviews can express different views and understanding of the subject at hand (Konstantina, 2018). At the same time, it needs to be small enough so that there is a chance to provide a thorough, deep, analysis of the data collected (Konstantina, 2018). Additionally, there are risks connected with both too many interviews done and too few. If there are not enough interviews carried out, there is a risk of lacking enough depth and breadth to the data (Cleary and Horsfall, 2014). On the other hand, if there are too many there is a risk of producing superficial and/or unwieldy volumes of data (Cleary and Horsfall, 2014). There is not a clear rule on exactly how much data is enough, and not too much, but there are guidelines.

When doing information collecting one is looking for patterns in the information, and when there is no new data presenting itself there is no need to continue collecting more. As the goal is to reach redundancy in the findings, which have thereby been done (Cleary and Horsfall, 2014). When looking for redundancy one proposed way is to analyse the new data gathered after each interview and compare this to the data that is already collected (Cleary & Horsfall, 2014), which was done for the purpose of this report. After the first couple of interviews, the author did a comparison on the interviews conducted and then continued to compare the new data gathered after every interview. A total of 14 interviews were completed, and after the 9th interview, no new answers were given. However, to make sure that nothing new would surface 5 further interviews were done. It seemed to be unlikely for new data to be proposed if even more interviews were conducted, and for these to have a significance to the report, the author chooses to stop. It should be noted that as one is looking for redundancy in the answers if the 14th person would give answers different from prior interview subjects this would not change the course of the data presented or the final report.

The third point by Robinson (2014) is that of needing to select a sample strategy for the data collecting. The different sampling strategies can be divided into two categories; there are the random/convenience sampling strategy and the purpose strategy (Robinson, 2014). In the case of this paper the first, random/convenience sampling, was the selected method. According to Robinson; *the best way of justifying the use of convenience samples in qualitative research is by defining the sample universe as demographically and geographically local and thus restricting generalisation to that local level* (2014, p.32). Which fits into the data collecting of this research paper and therefore have been used. This research paper is primarily focusing on

the Gothenburg area and with individuals that are selected on a few different premises: working in the Gothenburg area and being part of the millennium generation.

Robinson's last point is that of sample sourcing (2014). This part of the data gathering needs organisational, ethical and sensitivity skills (Robinson, 2014). When asking people to volunteer to become participants of the study there is also a risk for self-selection bias, which is the idea that the people that choose to participate in the interviews, or other forms of data collection, may be different from the people who do not choose to participate (Robinson, 2014). Example of such would be that people that are positive regarding a subject could be more likely to agree to participate. This would skew the data in favour of one point of view.

The people who have been subjects for interviews for this report are, as stated, all part of the millennium generation and both employed at an organisation in the Gothenburg area and living in or around Gothenburg. These were the two criteria that were decided for participants, as these are the two relevant variables in the research question. Before agreeing to participate in the interviews, the individuals were only aware of the subject of the research, attracting and keeping millennial employees, and not any of the questions. This to try to get as much of an honest opinion as possible from the participants, and not having people that have previously set ideas regarding the subject to agree to the interviews.

There is an importance of picking people that would both generate rich and focused information (Cleary & Horsfall, 2014). The interviewees were found through people employed at several organisations that were selected to be approached for the report. They were then later referred and asked to participate in interviews. The interviews were conducted over the phone and recorded to later be transcribed so that patterns could be found.

It should be noted that there are pros and cons assigned to all types of methods. In the case of qualitative research, it can be biased, small scale, anecdotal and lacking rigour (Anderson, 2010). To work with this the scholar needs to make sure that the research is working against these things, as qualitative data can be unbiased, in-depth, valid, rigorous and credible (Anderson, 2010), if it is done right. In the case of this papers data gathering and the analysis of it, the author has tried to address the issues mentioned above. In the case of this report, the author addressed these issues in some different ways. One way is the continuing of interviews with individuals until no new answers surfaced. The validity was conducted by looking at the consistency of the answers, by only looking at the answers that continued to be given the author made sure that the research has done addressed some of the previously mentioned

concerns with qualitative research. When tackling the issue of biased research, the report made sure that the questions were open and with no leading towards any kind of preference for the answer. This will hopefully avoid any bias amongst the answers. Though there could have been a larger number of participants with surveys, the interviews gave more in-depth research. Still, some width was given by making sure that there was a fair number of women and men and that the age span ranged within the preferred numbers.

ETHICS

When doing research with data gathered based on individuals there is a constant presence of the ethical question. As a researcher and writer, there is an obligation to do your very best to find out as accurate of an answer as possible to the research question at hand, while keeping in mind the subjects, as present in the case of qualitative research, and the ethical concerns connected with them. In the case of conducting the interviews for this research the participants' identity was promised pseudonyms which have been done. They were also informed before taking part that they will be recorded and if they did not feel okay answering any question's they could skip that one.

As the paper is focusing on shared behaviours and attitudes amongst the millennials as a group, the one-off behaviour and attitudes were not put in the report as they are not of any interest. This results in further anonymity among the participants.

DATA

The qualitative research, in form of interviews, which have been done to get an understanding of the values, beliefs and attitudes held amongst millennials that have been conducted, has generated a lot of data to start getting an understanding regarding this group as employees. The data will here be divided into sections to later be discussed in the next part of the report.

The people participating in the interviews have been asked about several different areas. These areas will be used to divide up the data into sections. The answers that the participants have given are always a reflection of what they think, and there is running risk of people missing and not knowing how things affect them, or will affect them, before experiencing it.

Though this should be acknowledged, it is not something that can be worked against today as this is seen to be the most accurate way of finding out the answer to the questions focused on for this report.

We will be starting off with what makes a good organisation to be employed according to the interviewees.

A GOOD EMPLOYER ACCORDING TO THE MILLENNIALS

When asked regarding what makes a good employee organisation there was a wide variety in the answers. However, there still are some elements which are commonly mentioned, the primary one being that an attractive employer takes care of and values its employees. This is said to be done by seeing and hearing the millennial employee's and that they as employees have an ability to affect and that there is a close contact in all lines. There also needs to be respect around the employees, which to them is showing that the organisation is valuing them, and for it to be a valuable foundation where everyone is treated the same. An organisation with a hierarchy was something which was commonly brought forward as a bad organisational trait and an organisation which is flat was equal to a good organisation. Further, there is a need for the organisation to involve its employees and allow them to affect the business. It should not matter if they are just starting out or have been there for the last 20 years, a person should still be able to affect the business.

Though the organisations should not have a hierarchical structure, they should allow, according to the millennials here interviewed, for people to climb within the organisation. An organisation which provides its employees with the ability to grow and make use of their dedication to continue to grow and climb within the organisation is here considered to be a good employer.

The old organisation as a place for work only is something which the millennials do not consider to be attractive in an employer. Instead, an employer should provide its employees with an environment where they can have fun at work as well as take initiative to other activities. As mentioned by one person being interviewed; ... *It is a good thing if the employer is part of your social life as well, they should take initiative to activities outside work, like After Works for example* (Appendix 3.4).

The subjects for the interviews were asked what makes them stay at an organisation and what makes them leave, something which is playing into the idea of loyalty and the millennium generations view regarding it.

When it comes to loyalty this generation is aware of their reputation of the lack of it and that there is a tendency amongst them to switch jobs frequently. Which is a result of several factors, one being fulfilment; *...I believe the reason our generation change so often is anchored in fulfilment, we wonder if we are as fulfilled as we can be and if we feel like we are not, we leave to look for something else* (Appendix 3.2). Based on this the organisation needs to place a focus on making sure the employees feel fulfilled in the company and in their position. There are several other reasons, or reasons playing into this, which are said to be factoring into if they are choosing to leave or stay. The commonly mentioned ones are listed below.

Makes people stay

- Challenging work
- Fun and interesting tasks
- Prospect for growth
- Good colleagues
- Good salary

Makes people leave

- Bad boss
- Lack of growth prospects
- Lack of fulfilment
- Bad salary

If people do not have the listed factors for what makes them stay in an organisation and get faced with one undesired one, it can be predicted that they are more inclined to leave. By looking at these things, organisations can predict, and work against, their employees leaving and achieve a lower employee turnover amongst this group.

When looking at figure six we can see that amongst the people asked there is not as high of a number of people planning to change positions as there was in the PWC report (PricewaterhouseCoopers, 2008). Here, a bit less than half is stating that this is not something they are planning to do. Just below 30 per cent stated that switching jobs within the next year is something they are planning to do, with a bit below 50 per cent believing that they will not leave the organisation or position and the rest not being sure or wanting to answer the question. It was stated that sometimes them leaving has little to do with the organisation and job per se, instead, it is about their life in full; *When it comes to me staying at an organisation it is a lot about timing in life, where I am and what I need.* (Appendix

3.12). Issues such as this, the organisation cannot really work against. This needs to be kept in mind when an organisation is looking at their employee turnover.

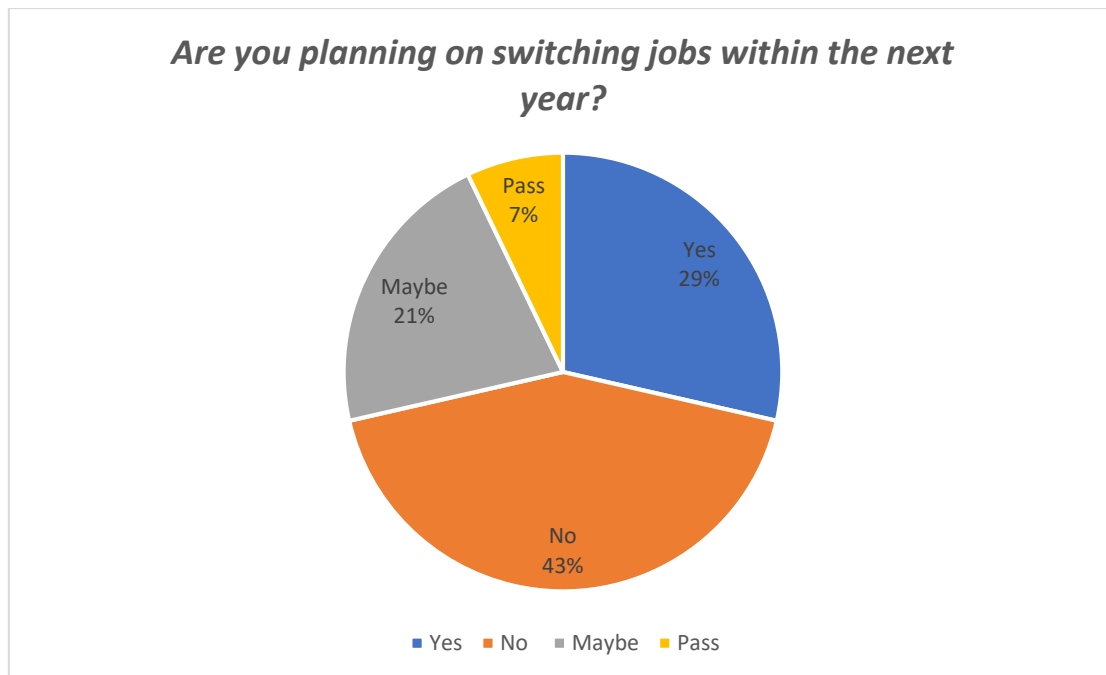


Figure 7. (Appendix 3)

These numbers are showing us two points. Firstly, the millennials are not particularly inclined to leave their organisation, secondly, there is still a need for organisations to work on keeping their employees. It should be added that only two out of the people answered that they did not view their current organisation to be an attractive employer. Naturally it will have an impact on if they are planning on changing jobs or not. It was also not stated if the people planning on changing jobs are thinking of doing so outside the organisation or not.

When asked regarding how it is to apply for jobs in the Gothenburg/West Sweden area, there were several different views regarding this. The majority viewed it as an unpleasant, difficult process. A total of four people considered it an easy process and three of them later added that they believe it to be easy because of the line of business they are in. The last one said to have got their last jobs through contacts, making it an easy process. It should be added to this like previously mentioned, Gothenburg today has a high number of organisations and continues to grow its work market with more organisations, something that will naturally impact employee experience of job searching.

EQUALITY, SUSTAINABILITY AND HIGHER PURPOSE

The interviewees were asked regarding the higher purpose of the organisation and two different policies; equality and sustainability policy, all which are playing into the literature surrounding this generation.

When it comes to equality this is something that is here becoming clear to be of importance to this generation. When asked regarding an employer's equality policy, this was something that not only seen to be of importance but vital for the organisation's attractiveness. We can see in the figure below that there is a need for organisations to put a primary focus on equality.

Approaching sustainability there were only two people who answered that they have it as a requirement to work for an organisation, while two additional people stated that it is something they view as highly meritorious. It can be a deciding factor, in a choice between two organisations. As one of the interviewed put it: *... I don't have a sustainability policy as a requirement, but it is highly meritorious for an organisation to have one. If I can't decide between two organisations it can be a deciding factor* (Appendix 3.1).

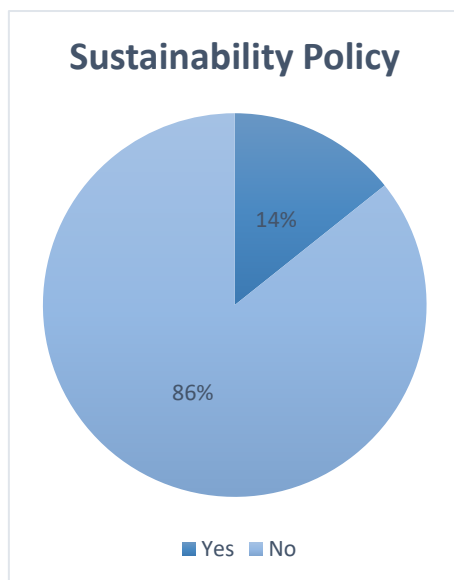


Figure 8. (Appendix 3)

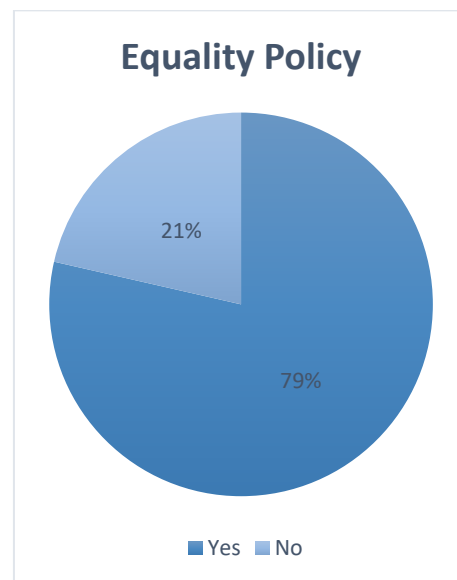


Figure 9. (Appendix 3)

There is a lack of trust regarding policies and organisations ability to not let it stay just a desk-product. This was something that a lot of the interviewed believed the organisations should

work with more than they are doing today, both in the sense of it overall but also making it more evident what they are doing to their employees.

The higher purpose, which previously has been shown to have great importance and influence on the millennium generation, is showing the opposite here. Only four people answered that the higher purpose of the organisation was something which they considered when deciding on the employer. The interviewees also said that they felt that they are too young and inexperienced early in their career to be picky, making them not consider things such as higher purpose when applying to organisations. Alongside this, there was a common lack of understanding of what the higher purpose of one's organisation is. This is leading this report to conclude that in Gothenburg the higher purpose of the organisation is not something which is a deciding factor for the millennium generations and will not have any significant impact on their work decision.

We will now dive into one of the most important factors for the millennium generation, maybe one of the most important, this being leaders. This is an additional factor which also has a high influence on the attractiveness of the job to a person.

LEADERS

When it comes to leaders there are clear preferences for how one should be. There is a clear preference for using the word leader and not a boss. As one interview subject phrased it; *a leader is in front of the group and shows the way, while a boss is behind with a whip. That is not something that makes for a good work-environment and not something that I would want* (Appendix 3.10).

A bad leader, or boss, has been shown above be one of the main reasons why millennials choose to leave an organisation. This puts importance to understand what differentiates a good leader from a bad one according to this group of people. There are a few qualities that should be present in a leader for the millennials to consider him/her a good one. The most commonly mentioned are listed below.



Figure 10. (Appendix 3)

The different qualities are playing into the same idea of a supportive relationship where there is a preference for honesty and respect. Though there is a preference for honesty, there is an understanding if a person is not allowed to take part in all information. According to one of the interviews a good leader is; *honest towards the colleagues, even though he or she cannot always say everything. There is a need for the person to be honest towards me, otherwise, I lose respect. The leader also needs to want me to do well, I think it is all connected, and if he or she gives me to critique that should be out of benevolence* (Appendix 3.1).

There are also significant elements in the relationship between a leader and the employees according to this study.

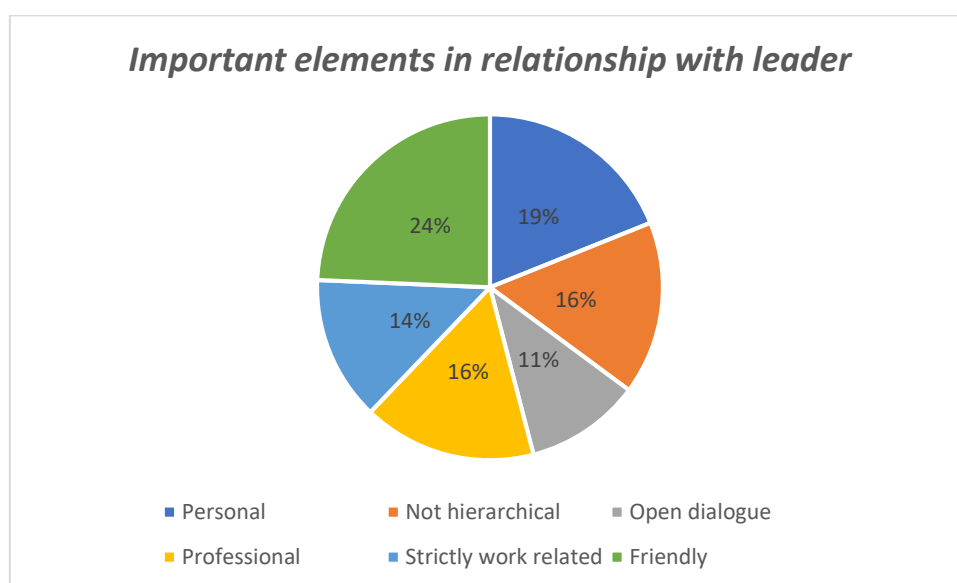


Figure 11. (Appendix 3)

The most frequently mentioned attribute being that the leader is friendly and that the relationship between the leader and the employee can be friendly as well. With an open dialogue, the millennials want to be able to criticise, challenge and discuss with their leader, even if they are new to the organisation or role, without this having an impact on their job or attitudes towards them.

Though there is a preference for having a friendly, motivating leader, there is still an understanding that a leader needs to understand that he/she is the person that has the last say in the matter. There needs to be respect between a leader and the employee, something that becomes clear in the data, but at the same time, not a hierarchical structure. This is something which is seen as old fashioned and not a good place to work in, with one stating: ... *I want to work for a flat organisation, I know a lot of employers say that they are like that, but then there is not really that mentality. I do not want to go through a lot of lines to implement something. Then I cannot make a difference to the organisation* (Appendix 3.14). This is reflected in the way that the individuals of this generation want their relationship with their direct leader to be, but also further up in the organisation. When it comes to being able to be oneself with everyone within the organisation, around 33 per cent of the individuals being interviewed stated that they do not feel like they can express themselves freely with everyone and that there is not an open climate for dialogue within the organisation. Something which might lead to millennials who want to have an impact on the organisation they work for to leave.

There are personality traits that are desirable in a leader if the person is not 'even' in their mood, where you do not really know where you have your leader, and the leader is lacking a positive outlook it will affect the team negatively by bringing down the environment. Thus, affecting the team in a negative matter and this may result in people leaving.

A leader, or any boss, has an important role to play in any team and organisation. This is the case, in even a greater extent than expected, for the millennium generation. If the work tasks are not fun or rewarding, a good leader was shown in the data to often to be seen to be the determining factor if a millennium employee chooses to stay or leave the team, and/or, the organisation. One of the people being interviewed said that he got a piece of advice a few years ago from an older friend saying that you should not choose the job but the boss, it is the most important. He first thought it was stupid, but now he understands; ... *a good boss is probably the most important factor in a job, it can decide if you stay or leave* Appendix 3.2,

Kim, pp.). Kim is not alone in this answer, others describe it as: vital, crucial and a determining factor. Only one person said that she had handled a bad boss before and realised a job can be pretty good with one. That individual stated that they grew from that experience and had noted that they will instead rely on their other co-workers to function as their supporting characters.

A leader's role is to support and make sure the group reach the goals. To be able to do this he/she needs to work with several different factors playing into the role.

FEEDBACK

This generation is brought up with constant feedback with the influence of social media. If you are not getting feedback, you are not aware of what you are doing wrong or right, something which is creating dissatisfaction and anxiety amongst individuals. Feedback is a way for the person to grow and develop as an employee, as one of the interviews stated it: *I want to get feedback now, loads of it, and not only supportive. It needs to be constructive. I am at the most formable stage of my career, use it!* (Appendix 3.2, pp.)

The ability to give feedback in a good way is seen to be one of the factors which characterise the behaviour of a good leader and can have a great influence on how satisfied an employee is with their job. In the case on the millennials interviewed here the main comments regarding the feedback is that there is a need for it to be continuous, concrete and constructive, instead of something which is only kept to a performance review every six months or even more seldom. Instead, the feedback is asked here by many of the individuals to be part of the weekly routine, even though it should not go to excess. A comment that was given several times is the lack of concreteness; *even if I know what I am doing well I want to get concrete feedback on what, there is a recognition in this that I want to be present in my work-life* (Appendix 3.12, pp.) What we can see here is that the feedback is not only regarding knowing that you are doing well, but also a need for the employee to know that the employer knows that he/she is doing well.

It is not only about the feedback one gives; it is also how the person chooses to give it. The individual that gets the feedback needs to be kept in mind, and how he/she will want to

receive it. There are differences between individuals in a group, this needs to be acknowledged.

Though the leaders showed that they were aware of the preference for a lot of feedback amongst younger employees (Appendix 1.2), there is still a dissatisfaction amongst the millennials asked here on the amount of feedback they are given today.

The interviewees were asked regarding their attitude towards rewards and how they preferred that a leader or boss work with it. It was frequently acknowledged in these interviews that rewards do not specifically have to do with money, instead of the only reoccurring type of reward stated by the interviews, apart for financial rewards, and was the high preference for different types of recognition, something that should be kept in mind. The employees of this generation according to this data wants to be acknowledged for a job well done, something which is more connected with praising words or any type of positive feedback. When this should happen differed between the people and the knowledge of differences between how employees want recognition was repeatedly acknowledged. Though this is the case, money is still a strong factor in how satisfied an employee with their, not least their salary.

SALARY

The millennium generation as an employee group is said to not be as focused on the salary. However, we are still living in a capitalistic society, so naturally, it will still play a role. The main question asked here is to what extent it does?

Salary is found here to be one of the primary ways, alongside factors such as feedback, that an organisation can show the appreciation for its employees. What can be seen from the figure below is that a high number of the answers stated that they view a bad salary, or particularly a salary which is below average in their field, as a reason to change jobs.

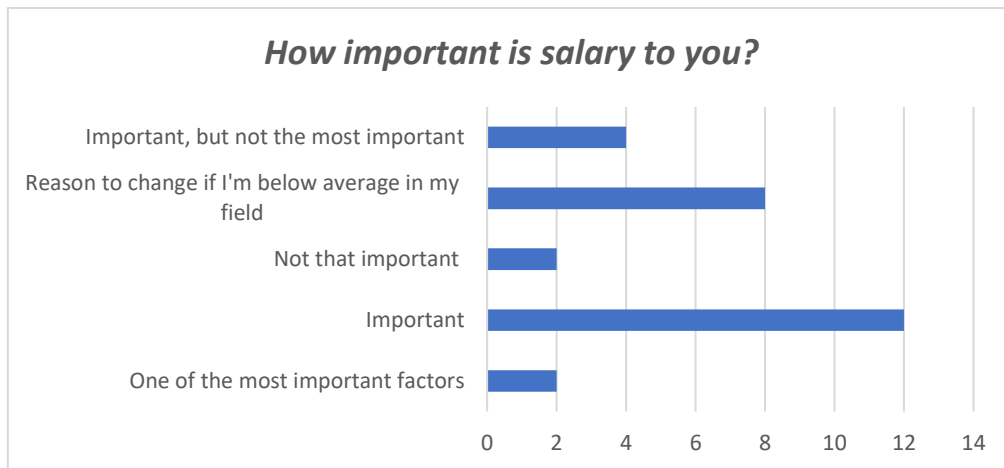


Figure 12. (Appendix 3)

Only two of the participants answered that salary is not an important factor for them regarding their employment, and the same number answered that salary is the most important factor. The majority still answered that their salary is something which has importance to them. It should be noted that most interviewee's answers qualified into more than one of the answers above. Changing jobs is viewed as an easier way to get a raise amongst the participants, instead of waiting to get a higher salary at their current position.

Based on these results, it will be concluded that salary still plays a major part in millennium employees staying with an organisation.

Apart from salary, benefits provided by the organisation is seen as the primary way of showing appreciation for the employees according to the data. In these interviews, a large part of the individuals stated that benefits are something that they value, which can be seen in the figure below.

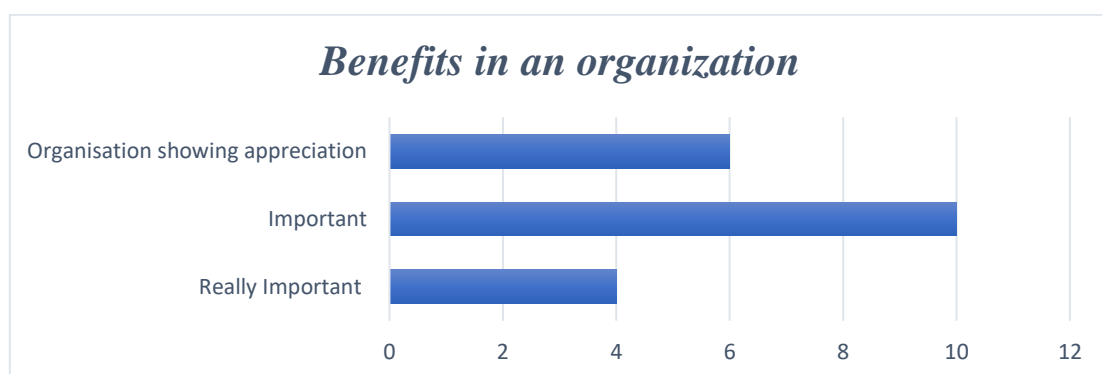


Figure 13. (Appendix 3)

None of the interviewed considered benefits as irrelevant, instead it is either considered to be important or highly important part of their employment at an organisation. One of the

interviewees answered that; ... *it is something that influences my decision of the employer, as a lot of competitive organisational employers are out there, their benefits sets themselves apart* (Appendix 3.1, pp.). The commonly used idea in the answers given that it is a way of the organisation to show appreciation and that they care about their employee's wellbeing is playing into the idea of keeping the millennial employees in an organisation. The two most commonly mentioned benefits were having flexible work hours in the form of flex-time, and wellness contribution/allowance. These two benefits are playing into the idea of the millennials wanting to have a work-life balance and wanting their employer to respect this.

THE IMPORTANCE OF OTHER YOUNGER COLLEAGUES

One of the most evident data findings is the preference amongst the millennials interviewed for other younger colleagues as well. As individuals making up organisations are social by nature (Welbourne et al., 2017) this is not surprising. The preference for millennials to have other younger colleagues is first and foremost anchored in the lifestyle differences between younger and older colleagues. The need for other younger colleagues plays less into the age and more into the life situation that one is in. If a colleague is younger, he/she is less likely to have kids and the person may spend their spare time more like other younger people. One complaint frequently given in the interviews is that it will become lonely without other colleagues of similar age and phase in life in an organisation, something which is playing into the social aspect of work, and even the activities outside of work. The most commonly mentioned thing is that older people will not spend their spare time in the same way when they have kids.

Many of the interviewees are aware that they may share more things that life phase or situation with people of a similar age; there are also views, communication preferences, values and how one works. Something which is commonly connected to the ease of this generation around technology and how they are brought up with the internet in a way the older generation have not.

One way of viewing it is that having a social relationship outside work with colleagues leads to a higher level of satisfaction at work, like one of the interviewed expressed it: ... *It becomes more personal, and it may lead to a higher level of satisfaction for me at work if I get to know more of my colleagues outside work and create friendships with them* (Appendix

3.5). In the case of the interviewed all but one viewed younger colleagues, or colleagues in a similar age in life, as an important part of their job and something they would miss if there are not any. It may be harder to find common denominator's with people in different phases of life, often meaning different ages. Making sure that millennials are not alone and that there is a group of younger people and that social activities are encouraged may be one way of keeping young talent in an organisation.

The preference for the social aspect is also something that is clear regarding work consultations. Only one person answered that they rather work alone than in teams, while the largest part viewed a mix between the team and individualistic tasks.

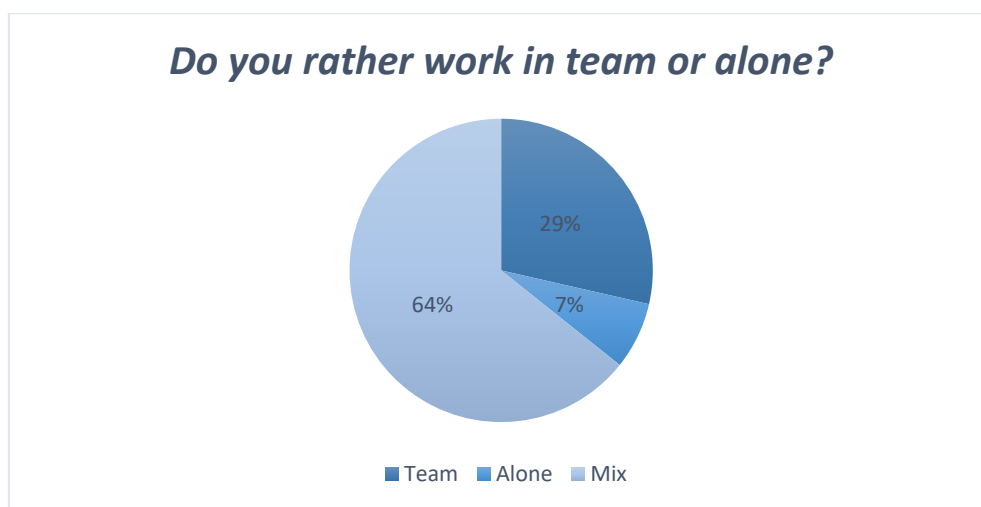


Figure 14. (Appendix 3)

Something which is not playing into the literature regarding the millennials fully, but it is showing that there is something there, as only 7 per cent viewed working alone as something they preferred.

DISCUSSION

Considering the previous sections and the information laid out, the aim is to now look at how the different theories earlier presented can be used in relevance to the data produced on millennials. To start off, Job Embeddedness theory and Attraction Selection Attribution model will be used to see if this can create a framework for how one can work with attracting and

keeping millennial employees within an organisation. As detailed previously, Job Embeddedness' three different parts: links, fit and sacrifice.

By looking at the links that the millennial may create to people and activities in the organisation, it is possible to once again explore how a higher number of younger people, i.e. other millennials, would create more links in the form of both people and activities.

According to embeddedness theory, if an employee in the organisation experienced benefits like social happenings and friendships from work, this would create more links to break when moving on, which would result in a weaker tendency of wanting to do so. Based on this, it could be suggested that organisations should play into the idea here presented that millennial employees want other millennial employees present at the organisation that would create a social network for them within the workplace. This would, hopefully, naturally create activities and a community that the employee in question would not want to leave. One way of creating more links between the millennial and the organisation, or different parts belonging to it, would be to arrange social activities such as sport events, and 'After Works' or other types of social gatherings on behalf of the organisation. If this becomes part of the employee's social life, they will feel more connected and have more links that will make them less likely to leave.

The more formal links made with individuals in the company such as managers and leaders should also be considered. As good relationships between the employee and the leader have been shown to have a great importance for the millennial, this is something that can be played into based on this theory. By focusing on what is of importance in the relationship between the leader and employee according to this generation, while simultaneously looking at what makes a good leader according to this generation, the organisation can create strong links here as well. The perfect leader in terms of qualities and relationships will be looked at further down in its own section to underline the importance that this is found to have to the millennial employee.

Moving on to fit, this also has an influence on whether an employee chooses to leave an organisation or stay with it. One aspect that can be inspected is the values held by millennials according to the data gathered; examples of such include equality and a lack of hierarchical structures so that they feel like they can affect the organisation. These values need to align with the values of corporate culture for an individual to feel like they are a good fit for the organisation. Another element that makes an organisation a good fit for millennials is clear

career paths. All the millennials interviewed here provided statements that they want to feel valued as employees by the organisation they are employed at. As many of the interviewed stated that they want to move upwards in their career, the organisation should be open and clear about available opportunities for the millennial employee. If they feel like there is nothing more to get out of the organisation, and nowhere to move within it, they might move on to another employer as the alternative may not fit with their career plan. There is an importance here, as always, to listen to the employee and be aware if they feel stuck in a position or that they are not challenged enough anymore.

The last part, sacrifice, might be the hardest one to apply to millennials at the workplace, at least in the case of ones who have not been part of the job market for any long period of time. If they are choosing to leave the organisation based on better conditions after a shorter period, they might not experience any great sacrifice in doing so. This is a result of the fact they might not have made any particularly strong links with the organisation at that time, meaning there is no secure sense of connection keeping them there. They might not be as concerned with stability as someone older with a family etc. would be either. Despite this, there are sacrifices that can be relevant in the case of the millennials. As previously stated in the data, out of the 14 people interviewed, 12 answered that they considered the organisation they work for to be an attractive employer. If they are making that statement based on a good relationship with their leader, a good salary and satisfying work tasks, which are all elements that are here shown to be important for most of those interviewed, leaving an organisation would mean sacrificing these things. However, at least a few of these benefits being sacrificed are possible to replace, and might even be replaced with better ones, in the next organisation. This would still a risk for the person choosing to leave. However, it stands that the better the conditions, salary, relations with colleagues, boss etc. are that the person sacrifices, the higher the risk is that they cannot be replaced in the next organisation. Therefore, by building on the advantages that can be considered as benefits which will be sacrificed when leaving the organisation, the decision will be harder and the chance that the employees will stay with the organisation will be higher.

Some of these changes come with a significantly higher cost; an example of such being if an organisation chose to tackle the high turnover amongst their younger employees by raising their salary, thus giving them a higher sacrifice, it is logical to conclude that there will be a significantly higher price tag, which might not be sustainable in the long run. There are other alternatives specifically oriented for the case of millennials. Some alternatives based on the

data in this report would be to educate leaders in what the most important aspects in the relationship with their employees are, such as the giving and receiving of feedback. Other potential changes would be to arrange social activities, to make sure that there are clear paths and communication regarding career opportunities, and to keep the work challenging; all creating job retention for the organisation while not having too large of a monetary cost.

In conclusion, it is clear that organisations could benefit from looking at different aspects interacting with the category of fit before hiring an individual. It could also be a good idea to map out the values commonly held by the millennials to use when promoting themselves to this generation later, also using this to keep them at the organisation. The organisation can help creating links by exploring different social events or providing the possibility for friendships by hiring more younger people. Lastly, regarding sacrifice, the organisation can make sure that the millennials leaving would be making significant sacrifices. By playing into what they are said to value, such as flexible work-hours, ability to work wherever they want, a decent salary, colleagues that are also friends and good leaders, to mention a few, they would be less inclined to leave the organisation, according to job embeddedness theory.

Corresponding with this, the Attraction Selection Attribution model can be used here to argue for leaning into the interviewees desire of more of 'their own', meaning other millennials, in the workplace. As the ASA model is arguing that the organisational culture, or group culture, of the organisation is created by the employees (Ployhart et al, 2006), millennials coming in with different values and ideas might find it difficult, especially if there are only a few of them. By hiring a more mixed age group, it will hopefully result in millennial employees feeling more like a part of the organisation and its culture, something which could result in higher levels of job retention.

This will naturally have an impact on the organisation as well. Some values held by the millennials have already been detailed but there are others that are worthy of mention. Millennials have shown to prefer an open climate where they can express themselves freely and not keep in mind the status of the company they are speaking with. This is a clear step away from the older hierarchical structure present in companies. If there are a high number of millennials in a workplace all sharing this preference, there is a chance, according to the ASA model, that the organisational culture will shift more towards this structure over time. Alongside these changes, there is a need for a larger amount of feedback for employees, which is incorporated into the preference for an open environment. The potential here is to be

able to pioneer for a more equality-oriented organisation, which was highlighted in the data as something millennials are also shown to value. Additionally, there is the social aspect, showcased by After Works or other activities, which has been found in the data to be highly regarded. If this is something which the organisation lobbies for, it might develop to become a part of the organisational culture. This results in the organisation adhering to fit, sacrifice and creation of links to the organisation as seen in embeddedness theory presented earlier.

As previously discussed, value differences between generations can create tensions in the workplace. Though according to the ASA model, this will lead to an inclusive organisational culture in the end. Still, there is a risk of a clash when bringing in individuals with differences in values; one being that if a millennial feels out of place in a workplace they might decide to leave before the organisational culture has the chance to shape and develop around them. Therefore, there is again the need for hiring more millennials to contribute to the workforce. Individuals will always have the desire to not feel alone and standing out is something that can be an uncomfortable feeling at work, creating a higher turnover amongst younger employees. By considering organisational elements such as culture and making sure the millennials feel included, the high turnover can be mitigated.

Millennials' need for progression within their careers, in addition to having development opportunities, is something which can and should be explored to create lower rates of job turnover. As evidenced by the data, a high number of people perceived being able to continue to grow professionally as a vital aspect to them staying or leaving an organisation. By keeping the millennials motivated with benefits like this, it can be concluded from the data presented that they will have less of a wish to leave the organisation and search for new jobs.

Another way of looking at the retention of millennials is by addressing the problem at hand, how to retain and attract millennials, by using Herzberg's et al. two factor theory that was earlier outlined. This will be done to further the suggestions on how to work with the problem statement of this report. The data shows that what makes millennials stay in an organisation was the presence of challenging work, fun and interesting tasks, prospect for growth, good colleagues and a good salary, while what makes millennials leave were found to be a bad boss, lack of growth prospects, lack of fulfilment and a bad salary. According to Herzberg, the lack of the 'hygiene factors' at work would lead to people choosing to leave their job, while even the most basic level of 'motivating factors' did not cause dissatisfaction (Sachau, 2007). The elements that caused dissatisfaction were the presence of unfair policies, bad salary, bad

supervisors and other unpleasant conditions (Sachau, 2007). These are things which are counted as hygiene factors, according to Herzberg (Sachau, 2007). On the contrary to what Herzberg is suggesting, the interviews' demonstration of what might make millennials leave an organisation, and are therefore millennials' hygiene factors, qualify under Herzberg's motivating factors, while it is confirmed that some elements that could be considered hygiene factors to be millennials' reasons to leave an organisation. An example of these areas are a average wage and a bad boss. The reasons behind the change to what qualifies hygiene and motivation factors could be numerous, with the most likely being a result of the market differences today in the world, more specifically the professional world, compared to when Herzberg's theory was first proposed in 1959 (Sanjeev & Surya, 2016).

Regarding policies and unpleasant conditions, a lot of the issues can have been affected both by the previous years and the geographical area the report is taking place in. Nowadays, Sweden has a stable economy and a high standard of living (OECD, 2017). There are also several rules and regulations in place regarding policies and conditions in the workplace. Herzberg gathered his data in Pittsburgh, USA, on accountants and engineers (Herzberg et al., 1959; Herzberg, 2003). The age of the individuals in the research gathered is not disclosed, though this is something which could have an impact on the results as well.

The conclusions that can be drawn from motivating and hygiene factors in the sense of job retention in millennials' case is that there is little, if any, difference between the two categories in the data gathered for this report. Instead of looking at the two separately, it is advisable to view them as a mixed category. This stance is based on the fact that what had previously been considered motivating factors are, through the gaze of millennials, seen to be hygiene factors. If they are not present, the employee has a need to leave as they do not feel fulfilled in the workplace and there are other alternatives, something which is especially clear for some occupations in the Gothenburg area.

As the motivating factors theorised by Herzberg have been shown to be hygiene factors for millennials, there is a need to delve deeper into what motivates this generation. By using Vroom's Expectancy theory and the idea of valence, expectancy and instrumentality as presented by Victor Vroom (Story et al., 2008), it is possible to map out what influences this group of employees and how to work with them. According to the data, the valence for this group needs to be clear; the importance of wanting specific outcomes as a part of their motivation factors are as crucial as ever for this group. As millennials want to be included in

the different areas of projects and the organisation, there needs to be a transparency for the individuals to have the ability to unite, react, or interact with structures within the organisation. This can be viewed as one of the leading factors of motivation for this generation, though there is a need for more research within the area before this can be resolutely concluded. In the case of millennial employees based on the data, motivation is viewed as a basic hygiene factor. Thus, it is important to handle it correctly as to create job retention. The data gathered for this paper can also be used to show the need of expectancy and instrumentality in relation to motivating millennial employees.

Expectancy in the case of the millennials, based on the research for this report, is anchored in feedback and the support given for the person to perform the task at hand. Other aspects, such as resources available to perform the task and possessing the ability to perform the task based on the skill set of the individual, also play a role in motivating this group of employees. The research clearly identifies the largest aspect of motivation to be support and feedback, based on the frequently mentioned importance of this in the interview responses. Lastly, in the case of instrumentality, there is a need for the organisations to highlight the potential paths of career progression for employees. This as a motivating factor when doing a job; if an individual is aware that a task well done is a clear stepping stone to furthering themselves in their career, it will encourage them to be motivated while providing them with reasons to stay in the organisation, thus illuminating further opportunities to develop.

In order to grasp the conceptual ideas of how to work with Expectancy Theory, with focus on millennials, further research needs to be undertaken to achieve a thorough understanding of what motivates this group. However, this is an initial step into effectively understanding how to handle millennials that will assist organisations in creating higher rates of job retention.

Developing on from how the theories and models have been used to look at millennials regarding job retention and attraction and based on the data, a model of how to work with this will now be proposed.



Figure 14.

The visualisation presented in the figure above shows the four areas which have the most importance for employee satisfaction to millennials, according to the research findings. They are *Relationships*, *Leader*, *Motivation* and *Development*. These things are presumed to lead to a lower rate of employee turnover for organisations when explored. Effectively utilising them in marketing and recruitment campaigns could be a way for an organisation to attract millennials.

Social Fulfilment Category

The first two parts, Relationship and Leader, look at how the ‘human relationships’ factor at a workplace is leading the way to a more satisfying environment for the millennial employee as relationships both between the leader and the employee, as well as between co-workers, are shown to be highly valued. The different relationships are of great importance for the millennial employee to feel satisfied with their position within an organisation, which is an excellent indication of the employee’s wish to remain with the organisation, as well as their reluctance to leave the organisation. There are three different relationships classified as significant:

- Informal relationship with other co-workers, often other millennial employees. This plays into the social aspect identified previously.
- Formal relationships with other employees. This is the foundation for an attractive and pleasant workplace, which is a focus for the generation in question.
- The relationship between the leader and the employee.

As organisations are starting to pay attention to the idea of social categorisation, whereby people are put into different groups based on features that the people share (Welbourne et al., 2017), it is not surprising that individuals want people like themselves in the organisation to feel that they fit in. Examples of social categorisation in an organisation that individuals can be divided up by includes their ethnicity, citizenship (Welbourne et al., 2017) or, in the case of this paper, their generational belonging. This creates what Tajfel and Turner (1985) refers to as in-groups and out-groups, which is the idea that a person partly views themselves based on the groups they are part of, known as their 'in-groups' (Tajfel and Turner, 1985).

Welbourne (2017) argues that individuals are looking for more people like themselves. This could help to explain how individuals of the millennium generation prefer having more young people in the workplace. Individuals that are part of the same in-group also demonstrate preferences, or favouritism, for other individuals belonging to the same in-group (Welbourne et al., 2017), which might affect the out-group negatively. This is something that the organisation needs to be aware of when it comes to generational groups, as there are diversity and inclusion challenges that organisations must address (Welbourne, 2017).

The importance ascribed to leaders by this generation has led to the idea of producing 'the perfect leader' for millennials based on the data provided in this report.



Figure 15.

There are two words used by almost all participants that are each other's opposites: personal and professional. The meaning behind this is that, although this group of individuals seem to prefer a personal relationship with their boss, they do not want to have a relationship with their boss outside of work. There is a need for the relationship to be friendly and trusting while remaining within the boundaries of professionalism; they are not friends outside the workplace and several of the interviewees clearly state that they are aware of the boss not having the ability to reveal everything to them. The understanding regarding this goes against millennials' need for transparency in relation to organisational matters that is identified in the literature as something that might be a problematic area. Nevertheless, the millennials here still want to have as much of an open dialogue as possible between them and their leader.

What is linking into this is the idea shared amongst the group that the relationship should be work-related. As one of the interviewed stated: *I believe that if you are too good friends with your boss, I believe it will be hard with things such as constructive feedback. I don't want my boss to be my best friend, but I do not want that they should be that with someone else in the department either. I do not want it to be any difference in treatment* (Appendix 3.3). This answer is reflecting a common view amongst the interviewees. Open dialogue is a serious aspect of the perfect leader for young people. The idea of the relationship between being both open and constructive reoccurs frequently in the answers: *I want a relaxed relationship where we can talk about everything, but they still need to be able to give me directives without any problem, this together with an open communication* (Appendix 3.8). This ties in with the concept of a leader who practices egalitarian leadership. The person in a leadership role needs to be in that position for the sake of wanting to lead people forward, not possess/exercise power over them. This clearly permeates the answers given regarding what constitutes perfect leadership. Together, these qualities in leaders and the leadership characteristics being exercised result in the perfect leader according to the millennial generation.

Employee Fulfilment Category.

The Leader factor from the social fulfilment category feeds into the millennial employee's feedback requirement, which is an important element of the first factor of the employee fulfilment category, motivation. A good relationship with a leader is anchored in open and honest relationships, but there is a need for feedback, both positive and constructive, to be part of the dialogue. The combination of transparency and feedback create a satisfying

working environment for millennial employees. Motivation for a millennial can also be other benefits such as salary, bonus, rewards acknowledgements, etc. If the individual feels that they are appreciated by the organisation, they will feel more motivated to be productive.

Motivation is also linked with the last element of the employee fulfilment category, development. The research data gathered by this paper clearly identifies development as an important aspect of the organisational environment for millennials. If the individuals are not feeling that there is an ability for them to grow, develop, continue to be challenged, etc. in the position or in the organisation, they are more likely to leave. They need to feel motivated in the workplace, and that motivation is based on feedback and a personal fulfilment from the tasks provided. The development opportunity is interlinked with the motivation the individual experiences. In the case of millennials, there is a shared satisfaction amongst them in feeling like they are evolving and moving forward in their career.

If any or more of these four things are lacking, the millennial individual is presumed to possess a higher potential for leaving the organisation. On the other hand, if all these things are part of the employee's workplace then there is a higher chance of the organisation retaining them. These organisational characteristics can also be used to market the company to the millennial generation. Creative digital marketing would be a preferential method of doing so, as this is likely to appeal more to a younger, tech-savvy generation.

To conclude, relationships between co-workers are important to millennials. There is also a shared understanding of the importance given to employee relationships amongst this generation. Therefore, the model proposed here places emphasis on hiring more young individuals together and encouraging the creation of a social network. The links created between these individuals will hopefully work as a tie between the individuals and the organisation at hand. The leader is of vital importance to the millennial professional as well. This underlines the importance of exploring the desired qualities and values held by the individual and the preferred relationship attributes between the two parties. The desired qualities and values are being personal, professional, egalitarian, friendly, work-related with a transparent and open dialogue. Motivation is largely based on millennials' need for continuous feedback and communication. This goes together with the final organisational requirement, development, which facilitates a proactive career path and the need of the individual to feel like they are developing. If they can realistically progress to the position they aspire to, while feeling motivated by the organisation as well as all the other required

elements, there is a higher chance that they will be attracted to and then stay with the organisation according to the data supplied by this report.

CONCLUSION

The aim of this paper has been to achieve a deeper understanding of how to attract and retain employees from the millennial generation. In order to do so, the focus has been on exploring what motivates this group, their preferences in the workplace, and their values and attitudes. To attain an accurate idea of millennials as a social group, the previously published literature has been thoroughly explored. The shared ideas, values and views amongst the millennial group that have surfaced in the report's research data have also been clearly outlined and presented for the reader. The literary analysis was then compared with the primary research undertaken, creating a comprehensive framework of behaviours, attitudes and values for both millennials and millennials within Gothenburg. Utilising this understanding of the social group, guidelines have been formulated in relation to millennial preferences in the workplace; the model developed clearly identified the most important organisational factors to be *relationship, leader, motivation and development*. Theoretically, an organisation that places strategic importance on exploring and building up these areas can reduce their employee turnover amongst this generation, both in Gothenburg and on a wider scale.

In the case of this research paper and all others, there will be limitations to what can be researched and concluded. It is important to acknowledge these limitations to ensure the paper gives as accurate and contextualised a summary as possible. Firstly, this paper has explored the question at hand with focus on and through the lens of Gothenburg, West Sweden. To resolutely conclude the legitimacy of the principles and framework put forward in this body of work, as well as their capacity for wider application, a larger geographical scope would need to be used. Similarly, the research method chosen for this report is qualitative. A complement to this would be to conduct a report based on quantitative research, giving the research a wider scope of reference. This relates to the risks associated with a small sample, such as the inability to gather accurate or meaningful information from the research methods. In this case, there was no new information given in the later interviews conducted, only answers that adhered to the first round of interviews, but there was a chance that new motivations or attitudes might have been revealed which would have complicated and

conflicted with the existing research. Overall, the research findings and implications revealed by this report clearly identify general themes and trends within millennial recruitment and retention discourse. The research limitations merely highlight the need to use the framework theorised as a guideline, tailoring it to fit an organisation's specific internal dynamics.

FURTHER RESEARCH

Moving forward, there are areas apparent throughout the report where further research is required. Society is now at the threshold of another generation entering the job market, 'Gen Z', where the oldest are 23 as of 2019. It would be in the interest of Gothenburg-based organisations to investigate the values held by this generation and what will attract and engage them within the job market. Another potential area of research would be to analyse age by dividing groups into smaller spectrums, instead of analysing by generation. As the oldest and youngest millennial have 15 years between one another, this might be too significant a gap to accurately investigate their preferences. A suggestion to combat this would be to look at five or ten-year age spans. These individuals may share more similarities in values and preferences than people that are part of the same generation but spanning across greater age differences.

There is always going to be differentiation between individuals, as various sociocultural and geopolitical influences shape humans into both unique people and unique employees. Despite this, there are still aspects of individuality that are shared between and across groups of people, which is the basis for this research. The aspects that hold importance to the millennium generational group detailed previously, and that contributed to the proposed model developed above, can work as guidelines for organisations. This will help to decide on what they should be communicating to fit the purpose of attracting millennial employees and what they should be placing strategic organisational focus on in order to later keep the young employees they attract.

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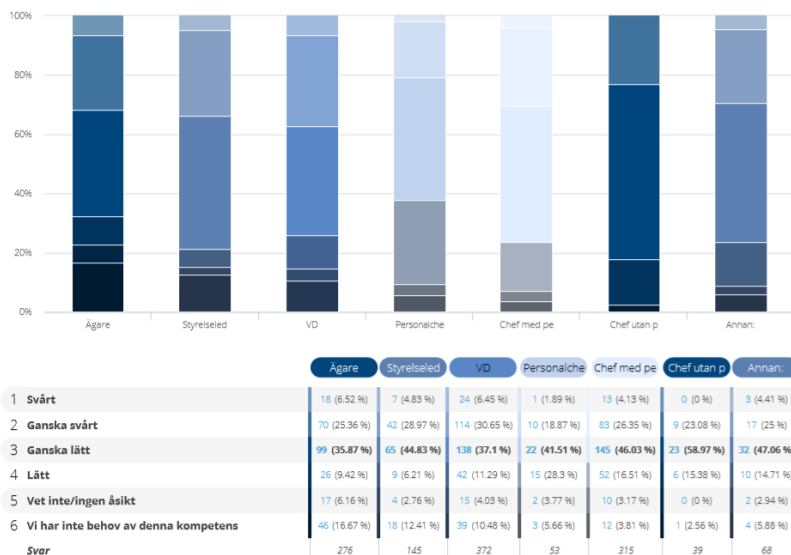
APPENDICES

Appendix 1 - LEDARKOLLEN 2017

1.1 HUR UPPLEVER DU DET ÄR ATT REKRYTERA FÖLJANDE KOMPETENS TILL DITT FÖRETAG?

JUNIOR KOMPETENS/UNGA TALANGER

Hur upplever du det är att rekrytera följande kompetens till ditt företag? Junior kompetens/unga talanger



1.2 AVGÖRANDE FAKTORER FÖR ATT ATTRAHERA UNGA MEDARBETARE

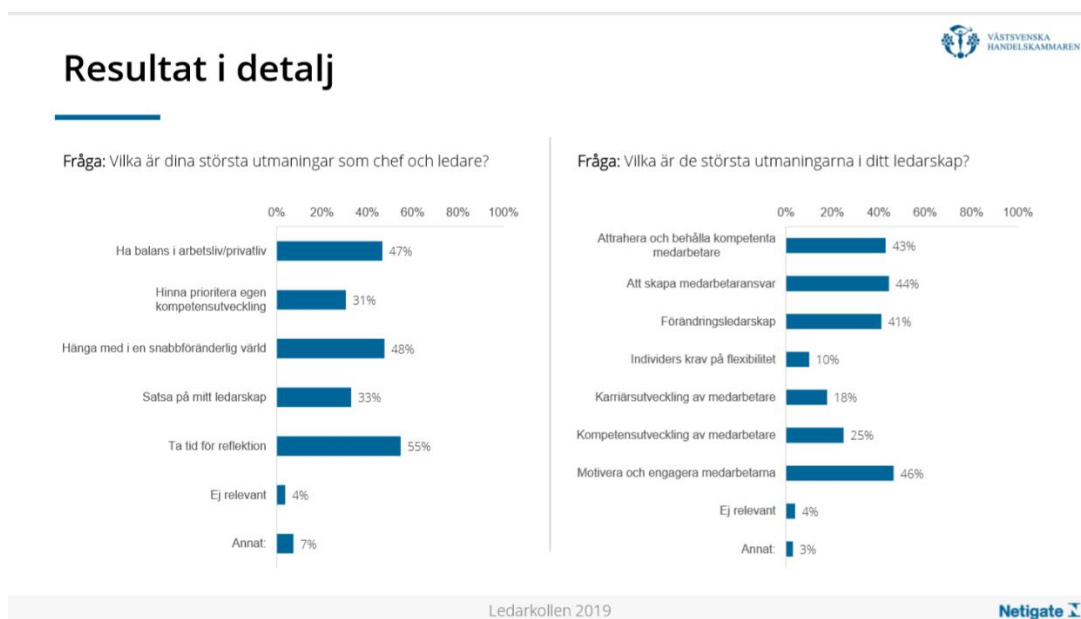


1.3 STÖRSTA UTMANINGEN I MITT JOBB



APPENDIX 2 - LEDARKOLLEN 2019

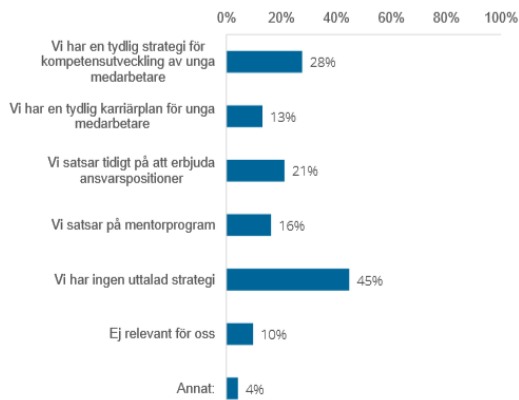
2.1 APPENDIX VILKA ÄR DINA STÖRSTA UTMANINGAR SOM CHEF OCH LEDARE? / VILKA ÄR DE STÖRSTA UTMANINGARNA I DITT LEDARSKAP?



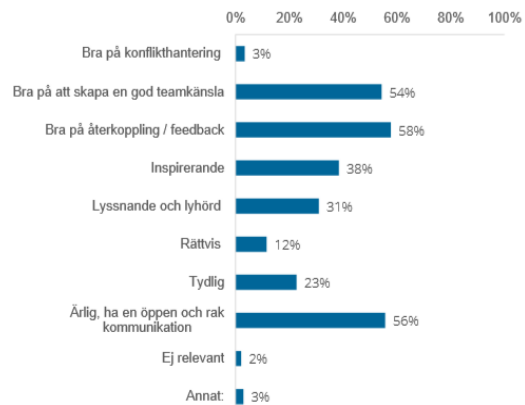
2.2 HAR NI EN STRATEGI FÖR ATT BEHÅLLA UNG KOMPETENS? / VILKA LEDAREGENSKAPER ÄR VIKTIGA FÖR ATT MÖTA DEN YNGRE GENERATIONENS KRAV?

Resultat i detalj

Fråga: Har ni en strategi för att behålla ung kompetens?



Fråga: Vilka ledaregenskaper är viktiga för att möta den yngre generationens krav?



Ledarkollen 2019

Netigate

2.3 BAKGRUND OCH SVARSFREKVENS

Bakgrund och svarsfrekvens

Syfte

Ledarkollens syfte är att försöka förstå vilka utmaningar ledare i västsvenska företag står inför och vilken kunskap som efterfrågas

Målgrupp

Ledare i Västsverige

Genomförande

Ledarkollen 2019 genomfördes mellan den 26 februari och 17 mars 2019

Svarsfrekvens

860 av 4097 respondenter deltog i årets undersökning
– svarsfrekvens 21%

Svarstid och svarssätt

Mediansvarstid för enkäten var 9 minuter och 53 sekunder. 12% svarade via mobil enhet och 88% via desktop

Frågor

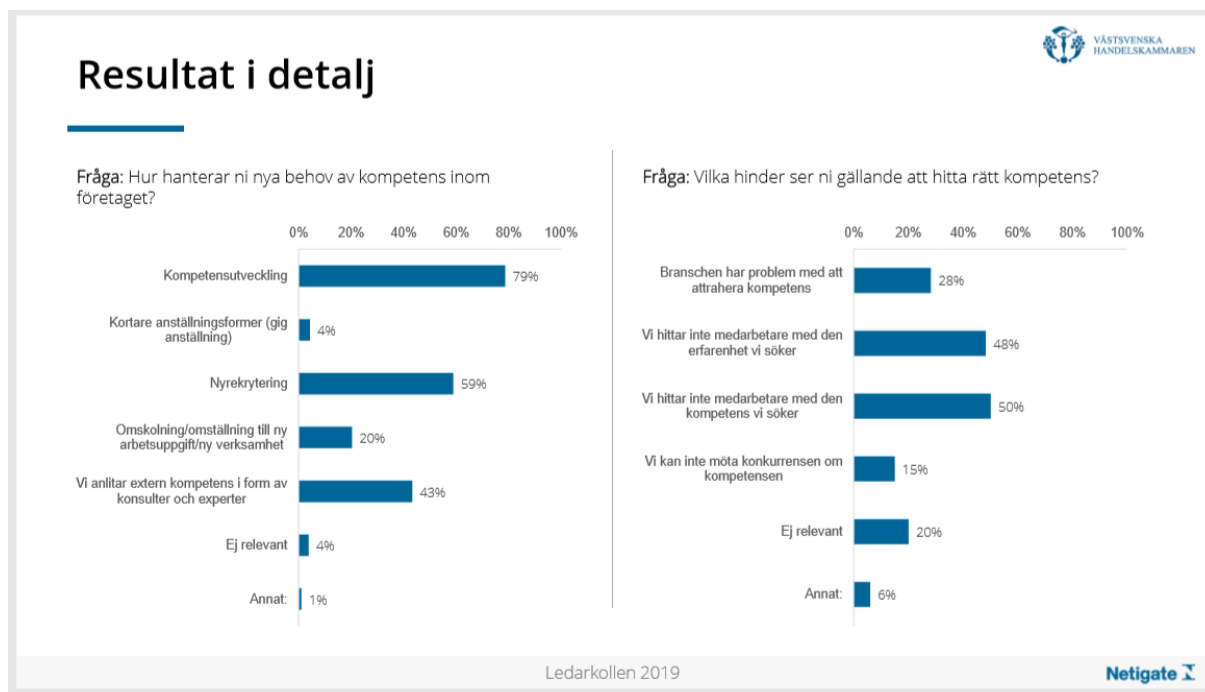
Undersökningen består av totalt 58 frågeobjekt



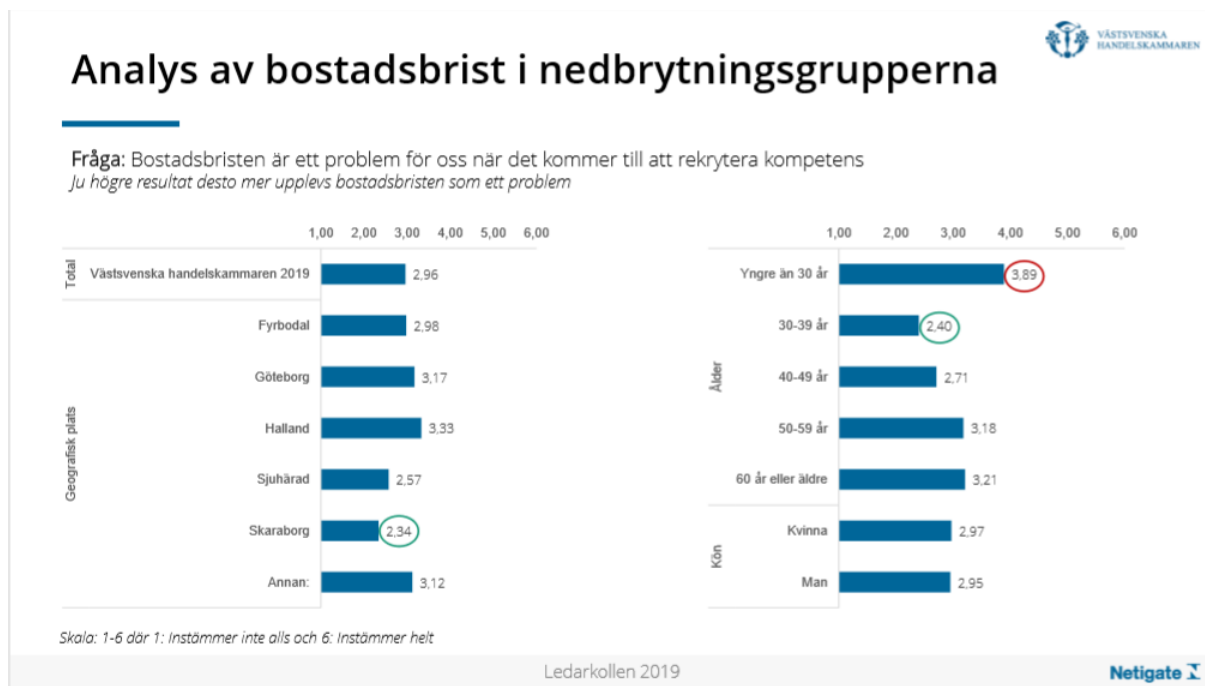
Ledarkollen 2019

Netigate

2.4 HUR HANTERAR NI NYA BEHOV AV KOMPETENS INOM FÖRETAGET? / VILKA HINDER SER NI GÄLLANDE RÄTT KOMPETENS?



2.5 ANALYS AV BOSTADSBRIST I MEDBRYTNINGSGRUPPERNA



APPENDIX 3. - TRANSCRIBED INTERVIEWS

3.1 INTERVIEW 1

Intervjuperson: 1

Vad får dig att trivas på jobbet?

Utmanande uppgifter, mycket eget ansvar, möjlighet att påverka,

Överlag även att det känns som att företaget bryr sig. Tar hand om sig och sina anställda. Att det inte bara är en pengamaskin, även om jag förstår att man måste göra vinst. Man ser till medarbetaren så att det mår bra, samma när det handlar om genus, kultur och personerna som jobbar där. Kön, ålder, bakgrund, land. Utrymme för förändring, kreativitet, innovation. Inte att man bara är nöjd i samma gamla, att man tar emot nya förbättring och förslag. Att man har med det, att det finns möjligheter.

Bra kollegor, möjlighet att knyta kontakter med sina kollegor. Att det finns utrymme för sociala aktiviteter, att folk kan få ta en fika.

Det viktigaste är nog att företaget tar hand om en. Att man kan ge uttryck för vad man tycker, utan att man känner att det kan slå tillbaka på en. Inte då tryggheten som är anställning för det har vi ganska så bra i Sverige. Men just tryggheten att man inte kommer få någon skit för att man säger vad man tycker, att företaget ska vilja stå bakom ett förslag om man kommer och berättar vad man tycker om de kan. Sedan är det mycket viktigt med den sociala biten med arbetskolllegorna.

Vad tycker du utgör en bra arbetsgivare?

Tar hand om sina medarbetare och ser till att det finns det här sociala så att man kan nätverka med sina kollegor. Men även att det finns bra och tydliga karriärvägar. Så de ska visa att vill man så går det att komma uppåt. Man vill få medarbetarna att kunna växa, det finns en plan för det.

Vad gör dig stolt att arbeta för en organisation?

Kanske att det är en bransch som bidrar med någonting bra, till exempel: vi förbättrar världen genom att ...

Vad betyder företagets rykte för dig?

Det betyder nog ganska mycket för mig, jag hade inte velat jobba för ett företag med dåligt rykte.

Ett dåligt rykte är till exempel att det är ett företag som det är mycket stor risk att det kommer gå dåligt. Det kan också vara att det är dåligt rykte i att de inte tar hand om sina medarbetare, dåliga värderingar.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Delvis, ja.

Hur är en bra chef?

Ärlig mot sina kollegor, även om hen självklart inte alltid kan säga allting. Man har ett förtroende för den personen. Ärligt mot mig. Att personen i fråga vill en väl. Får jag kritik vill jag att jag ska känna att hen vill mig väl, inte för att klaga på mig. Motiverande, och att man vill att man ska göra bra / växa. Leda för att man vill att de andra ska få växa, inte för att

personen ska få styra och glänsa.

Vad är ledarens roll enligt dig?

Någon som förstår sammanhanget och stötar de andra för att nå målet.

Hur viktigt är en bra chef för dig?

Bland det viktigaste, det kan ju få en att stanna på ett jobb även om allt annat är dåligt. Om man har en chef som vill en väl, motiverar och ser till att det är bra kan man ju stanna för det. Det kan ju vara värt allt liksom.

Vad för typ av relation vill du ha med din chef?

Jag vill att den ska vara ganska personlig, självklart kommer man aldrig kunna bli som kollegor för att det finns en del med att den andra kommer inte alltid kunna säga allting. Men ändå personlig, inte det där hierarkiska som typ Tyskland.

Hur tycker du att din chef ska jobba med feedback/rewards?

Absolut mycket av det. Både hur man kan bli förbättrad men även vad man gör bra. Mycket feedback. Rewards behöver verkligen inte vara pengar. Man ska uppmärksamma när någon gör någonting bra. Det är inte bara det negativa som uppmärksammas. Det kan vara en tavla där man får en stjärna, eller att man lägger en boll i ett rör. Sedan är det ju inte alla som vill ha praise inför gruppen. Det handlar mer om 'jag ser er',

Vad är viktigt för dig i din relation med din chef?

Det är tryggheten och öppenheten, och att det inte kommer slå tillbaka på mig. Att chefen vill mig väl.

Vad gör att du stannar i en organisation?

Det kan vara en utmaning och jag känner att jag kan påverka och bidra så att vi klarar den utmaningen. Det kan också vara så att man trivs väldigt bra, att det är kul det man gör och har bra kollegor. Eller att man känner att det man gör verkligen gör skillnad i världen. Helst ska man ha alla tre av dem, men minst en av de men då är det tufft och två är väl bra.

Vad får dig att lämna ett jobb?

Inte ser att jag har möjlighet att utvecklas, om mina värderingar skiljer sig väldigt hårt mot företaget.

Tycker du att det finns en bra genomsnittstid att vara på en organisation?

Svårt. Jag tror det beror på vad man vill lite. Vill man göra karriär och klättra fort ska man nog byta jobb ganska ofta i början. För att det är väldigt få företag som ger samma möjligheter som om man byter jobb och när det kommer till nya arbetsuppgifter och till lön. Har man visionen att göra karriär så skiljer det sig nog ganska mycket från om man vill ha stabilitet och familj. Tryggheten.

Det är nog väldigt individuellt beroende på vad man har för mål och visioner med.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Krav är väl ett starkt ord, men det är något som är väldigt meriterande. Det är något jag frågar

efter. Inte så att om det inte har det så skulle jag absolut aldrig kunna jobba för dem, men det är väldigt meriterande och kan vara avgörande om det står mellan två företag.

Har du ett krav på din arbetsgivare en den ska ha en jämställdhetspolicy?

Ja, det behöver inte vara uppnådd men det ska finnas en plan att man jobbar på det. Att det finns ett mål.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja, delvis.

Arbetar du idag på en organisation med mångfald?

Nej.

Känner du att du har möjlighet att utvecklas i ditt arbete?

Ja.

Har det en betydelse för dig att du har andra unga kollegor på jobbet?

Absolut. Det blir väldigt ensam om man är själv för det är stor skillnad på hur man tänker och hur man använder för medier, hur man kommunicerar, hur man vill arbeta, värderingar. Men också när det kommer till det sociala. Unga människor har ofta lite mer tid innan man skaffar familj och barn. Finns det inga kollegor i ens egen ålder blir det väldigt ensamt.

Har du idag någon relation med dina kollegor utanför jobbet?

Nej.

Hur viktigt är företagets lokaler för dig?

Hyffsat viktiga, 7/10. Jag skulle inte tacka nej, men det finns ju någon slags grund. 5 är väl en grund, att det ska vara rent, agronomiskt. Det ska vara fräscha lokaler, finnas rätt program, dator etc.

Har du några förmåner idag?

Flex, friskvårdsbidrag.

Vad betyder förmåner för dig?

Det betyder jätte-mycket. Jag tycker personligen att det är alldeles för lite, om man jämför med vad många andra har. Det finns ju mycket som man kan ge som inte kostar speciellt mycket. Det är något som det hänger på när det är en marknad med många konkurrenter.

Hur viktigt är lön för dig? (För trivsel och att du ska stanna på ett företag)

Det är ganska så viktigt för jag vill känna att det jag gör är uppskattat. Känner jag att jag får en lägre lön än någon annan i min bransch för samma jobb så skulle jag inte vara kvar. Jag vill ju minst ligga på snittet, men känner jag att jag gör ett bättre jobb än generellt. Jag behöver inte att det ska vara en fantastisk löneökning om det inte är rimligt. Men jag vill få rimlig lön för det arbetet jag gör.

Hur tycker du att det är att söka jobb i Göteborg?

Det är långprocess, med mycket olika steg och intervjuer etc. Ibland söker man inte ett jobb

för att det tar sådan tid, man får välja de absolut viktigaste för att man ska ha tid att göra en bra ansökan.

Har ditt företag ett sätt för att behålla ung kompetens?

Nej.

Jobbar du helst i grupp eller ensam?

I grupp. Jag är en personmänniska. Jag får ut mycket av att ha andra omkring mig. Både genom att de hjälper mig men också att jag kan hjälpa andra. Sedan tror jag att jag jobbar i grupp för att då blir jag utmanad. Då blir jag ifrågasatt.

Har ni ett öppet samtalsklimat?

Nej det tycker jag inte. Eller vissa delar är det absolut och vissa är det absolut inte. Det beror väl också på typen av ledarskap som kommer utifrån (Tyskland).

Mentorskap är något hon tror är smart. Då känns det som att företag tar hand om en. Det finns så mycket möjligheter idag om du byter jobb och de erbjuds inte inom företaget. Det skulle vara bra med en personlig kontakt till företaget, 'så här kan du göra'.

3.2 INTERVIEW 2

Intervjuperson: 2

Vad får dig att trivas på jobbet?

Att jag gör något som har en mening. Jag behöver att det händer mycket. Miljön.

Vad utgör en bra arbetsgivare?

Tar hänsyn till de som arbetar. Ta hand om dem. Öppen miljö. Balans i arbetslivet. Fördelar. Sätter din mentala hälsa framför jobbet. Det är en skillnad att jobba i Sverige än i andra länder. Förståelse av skillnader mellan människor - mångfald. Tolerans. Kultur.

Vad betyder ett företags rykte för dig?

Allt. Jag jobbar så mycket hellre för ett företag som har ett positivt rykte än ett negativt, självklart. Att jobba för ett bra företag i allmänhet är en del av det. Att företaget värderar sitt rykte är viktigt. Att företaget jobbar etiskt och moraliskt. Att jobba för ett företag som har ett dåligt rykte skulle påverka mig på det personliga planet. Jag vill att mitt företag ska försöka göra en positiv skillnad på något sätt.

Anser du att din nuvarande arbetsgivare är en attraktiv arbetsgivare?

Ja det gör jag. Men jag visste inget om dem innan jag började här. Men det är ändå först när du är inom ett företag som du ser vad som är bra och dåligt. Sedan finns det företag som är attraktiva från utsidan också, som Google och Spotify. De får ju massa spontana ansökningar bara för att de är de. I mitt nuvarande företag så saknar jag unga, de drar ner stämningen lite. Jag hade velat ha fler från millennium generationen.

Vad är de viktigaste kvalitéerna hos en ledare enligt dig?

Villig att få sina händer smutsiga också, någon som inte bara kommer att berätta vad du ska göra. Leder genom exempel. Stöttar. Förstå vad du gör som arbetare. Involverar dig. Det handlar om att dela kunskapen. Att vara starkare tillsammans då ensam.

Hur viktigt är en bra ledare för dig?

Jätte-viktigt. Det är livsviktigt inom ett företag. Idag väljer jag företag baserat på chefen. Jag vill inte ha Micro-management, det hade fått mig att lämna. Hen ska vara tillgänglig. Personen ska vilja göra dig bättre, inte hålla kvar dig på en plats.

Vad för typ av relation vill du ha med din chef?

Jag vill kunna påverka, kritisera, diskutera, ge förslag etc. utan att det är ett problem. Det ska vara en öppen relation. Kunna lyssna på varandra.

Hur tycker du att en chef ska arbeta med belöning och feedback?

Feedback kan vara en del av belöningen. Jag vill ha mer feedback än jag har idag, det händer för sällan.

Planerar du att byta jobb det närmaste året?

Vet inte, allt beror på. Om jag får ett bättre erbjudande från ett annat företag som mitt nuvarande inte kan matcha så skulle jag kanske lämna. Det handlar mycket om att känna sig uppfyllt på jobbet, om det inte finns så är det större risk att jag lämnar. Tror det är en stor anledning varför millennium generation byter jobb så ofta, vi vill ha något mer.

Vad gör att du stannar i en organisation?

Möjlighet att utvecklas är det viktigaste. Sedan vill jag känna att jag höjer mitt eget värde, bättre lön, utvecklas etc.

Varför lämnar du en organisation?

Otillfredsställelse, tristess, inte lika spännande som det brukar vara, dålig lön, om företaget inte utvecklas på det sättet som vi sa att vi skulle, ser inte öga mot öga med chefen.

Vad är en bra genomsnittstid att vara hos en organisation?

Minimum ett år, fast maxtiden varierar. Om du känner dig tillfredsställd med ditt jobb så borde du stanna.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Ja, det är om än viktigare för mig idag än när jag började på grund av företaget som jag jobbar för. Hållbarhet är högt uppe på listan idag.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Ja, det är jätte-viktigt. Fast när jag började detta jobbet så visste jag att jag inte kunde vara kräsen så jag frågade först efter jag hade fått jobbet.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja, till viss grad.

Har ni flextid?

Ja, fast det fungerar inte riktigt. Folk håller koll på varandra, även om de inte kan veta hur länge jag varit på jobbet kvällen innan om jag kommer in sent etc.

Arbetar du på en arbetsplats med mångfald?

Ja, fast det skulle kunna bli bättre. Desto längre upp i företaget du kommer desto mer män är det. Sedan beror det lite på vilken del av företaget du är inom.

Hur får du möjlighet att utvecklas i ditt arbete?

Inte säker, jag kan inte komma uppåt. Fast företaget i helhet ger möjligheter att utvecklas.

Vilken betydelse har det för dig att du har andra yngre kollegor på företaget?

Det betyder absolut! Det är få på företaget just nu. Det är lättare att prata med personer i min egen ålder ibland, det saknar jag. Och även aktiviteter utanför jobbet. Vill kunna umgås mer med kollegor.

Har du någon relation med dina kollegor utanför jobbet?

Jag har inga direkta kollegor, men jag umgås med en del personer från andra delar av företaget.

Hur viktigt är företagets lokaler för dig?

Jag vet att vi är generationen som gillar att jobba vart vi vill, inte nödvändigtvis i företagets lokaler. Jag behöver inte vara på kontoret för att göra mitt jobb, bara för en del möten. Så jag bryr mig nog inte särskilt mycket om lokalerna.

Har du några förmåner?

Ja, vi har ganska många. Några är riktigt härliga att ha, när man väl börjar använda de..

Hur viktigt är lön för din trivsel/för att du ska stanna?

Det är viktigt. Jag skulle vilja säga att det inte är det, men det är det.

Hur tycker du det är att söka jobb i Göteborg?

Det är en utmaning.

Har ditt företag ett sätt att behålla ung kompetens?

Inte som jag idag är medveten om.

Jobbar du helst i grupp eller ensam?

Det beror på. Jag gillar att jobba ensam, men ibland är det bra att ha någon att bolla med.

Har ni ett öppet samtalsklimat?

Ja det skulle jag säga, fast bara när det gäller jobbet. Inte icke jobb relaterade saker.

3.3 INTERVIEW 3**Intervjuperson: 3**

Hoppjärka. Dåligt om man inte byter företag. Jag tror att det kommer vara det nya att man byter. Konsulter ökar. Vi söker snabba bekräftelser.

Vad får dig att trivas på jobbet?

Flexibilitet, kollegor, utmaningar.

Arbetsuppgifter som är utmanande. Jag har en ny roll, får utveckla den själv. Inga fast ramar. Kollegorna är så himla viktiga. Balans mellan jobb och ledighet.

Vad utgör en bra arbetsgivare?

Respekt kring den anställda. Att man har en värdegrund på organisationen där alla behandlas lika. Chefer och medarbetare respekterar varandra.

Vad gör att du är stolt över att arbeta för en organisation?

Organisationen rymmer vad jag tycker är viktigt och att jag kan stå bakom vad de gör. Fattar och ger tillbaka till samhället. Välkänt företag, att andra vet vilket företag jag jobbar på. Det är kul

Vad betyder företagets rykte för dig?

Massor, det är mycket viktigt. Men samtidigt om jag trivs på företaget och det inte har jätte bra rykte så skulle det spela mindre roll. Det gör inte att hon lämnar.

Hur viktigt är företagets värderingar för dig?

Det är viktigt. När jag ska anställas men även att värderingarna håller i praktiken. Annars tappar jag respekten.

Anser du din nuvarande organisation vara en attraktiv arbetsgivare?

Ja. Vi är ett nystartat bolag. Man har möjlighet att göra karriär om man vill det och visar framfötterna. Företaget är bra på att satsa på unga. Nytt, nytänkande. Mycket runtomkring. Mycket event som skapar gemenskap.

Har du valt ditt arbete idag baserat på det högre syftet av organisationen?

Nej. Känner att jag är för ung för att välja företag specifikt. Det är svårt att få visa tjänster på andra bolag.

Vad är de viktigaste kvalitéerna hos en ledare enligt dig?

Förmåga att se individerna. Respektera sina medarbetare och finnas där. Stå för vad man säger. Flexibelt ledarskap. Se en individ i en utvecklingsfas. Att kan backa upp och ge stöd.

Ledarens roll enligt dig?

Ge stöd och visar vägen. Ska vilja följa personen. Kan ta in andras åsikter. Feedback. Coachande frågor.

Hur viktigt är en bra chef för dig?

a och o. Har man inte en bra chef så tror jag det är väldigt jobbigt på en arbetsplats. Även för hälsan på arbetsplatsen. Man måste bli sedd av chefen.

Vilken typ av relation vill du ha med din chef?

Professionell, ärlighet. Ska kunna vända sig till chefen. Inte bästa kompis med mig, men inte

heller med andra. Det ska vara en nivå så att chefen är schyst med alla, ingen skillnad mellan personer. Är man för bra kompis med sin chef tror jag det blir svårt för chefen att ge konstruktiv feedback. Det vill jag ha. Särskilt när jag är, formbar som ung. Utvecklas med feedback.

Hur tycker du din chef ska arbeta med feedback och rewards?

Mycket med feedback, något jag eftersöker. Inte bara positivt, även konstruktiv och gärna mer konkret. Om jag gjorde något bra, vad var det jag gjorde bra? Får man en belöning så ska man verkligen förtjäna det, och det är inte något som bara ska sägas men även utföras. Lovar hen en promotion så ska det hända.

Vad är viktigt för dig i din relation med din chef?

Respekt och tillit. Möjlighet att kunna skratta. Viktigt med personkemi. Tillgänglighet. Inte flera månader eller veckor mellan att man får tag på hen.

Hoppjerkor. Detta var något negativt innan, men nu är det något bra. Är man inte det idag så kan man tro att personen inte är driven och har blivit bekväm. Det har ändrats. Att stanna utan att byta författning är inte positivt. Mycket vanligt att man konsulter. Vi söker mycket snabb bekräftelse som egentligen inte tar mycket energi. Hela chefgenerationen måste ställa om sig på det.

Planerar du att byta jobb närmaste året?

Ja det tror jag. För att jag ser en problematik i att vara ung på min arbetsplats men äldre på samma avdelning. Det känns som att jag är ett hot och blir lite motarbetad.

Vad gör att du stanna hos en organisation?

Att jag trivs i rollen och utvecklas. Inte för monotont. Jag vill känna att jag kan leverera. Finns inget att utveckla så är det dags för mig att gå vidare. Det ska vara kul. Kollegor, det sociala.

Varför lämnar du en organisation?

Dålig chef, eller alla vara det. De skällde ut en, krävde att man vara tillgänglig hela tiden. Inget som hette work-life balans Jag skulle jobba 24h om dygnet, alltid ställa upp.

Vad är en bra genomsnittstid att vara på en organisation enligt dig?

Nej, men minst ett år men upp till fyra.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Inte ett krav, men det är en stor del. Jag skulle inte tacka nej pga. det.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Ja, det är a och o. Det ska vara en självklart. Har företagen inte det ligger de efter. Jag vill se att de jobbar med det.

Prioriterar din organisation att anställda får styra sin egen tid?

Till viss del. Flexitid. De tycker det är viktigt. Men man måste kunna prioritera det.

Arbetar du idag på en arbetsplats med mångfald?

Delvis, men inte riktigt. Mycket av ett kön och färg. Typiskt i min bransch. Men vi ser ju en positiv utveckling i det.

Känner du att du har möjlighet att utvecklas i ditt arbete?

Ja verkligen. Eftersom min roll är ny så kan jag det. Det betyder mycket för mig när det kommer till motivation. Jag hade inte varit kvar om jag inte hade varit det. Hade kanske varit annorlunda om det hade varit en lågkonjunktur-marknad.

Vilken betydelse har det för dig att du har andra yngre kollegor på företaget?

Jag är typ yngst. Jag har några som är relativt unga. Jag saknar att ha unga kollegor. Annan livssituation. Jag vill ha aktiviteter efter jobbet.

Har du någon relation med dina kollegor utanför jobbet?

Inte just min avdelning, men andra. Vi har AW ibland.

Hur viktigt är företagets lokaler för dig?

Jätteviktigt, det ska vara rent och snyggt och fräscht. Jag trivs bra då. Jag hade mått dåligt av dåliga lokaler.

Har du några förmåner?

Ja, ATK. Friskvård. Det är positivt vid en anställning men det är inte så att jag skulle välja arbete utifrån förmåner.

Hur viktigt är lön för dig och att få dig att stanna?

Viktigt men inte det viktigaste. Viktigare att trivas med chefen, med kollegorna, arbetsuppgifterna. Men är detta inte bra så spelarlönen större roll, då behövs den motivationen.

Hur tycker du det är att söka jobb i Göteborg?

Första jag sökte fick jag och andra genom kontakter. Lätt? Smidigt.

Har ditt företag ett sätt att behålla ung kompetens?

Vi försöker att medarbetarna ska stanna inom företaget och utvecklas. Vi har karriärmöjligheter, ganska tydliga.

Jobbar du helst i grupp eller ensam?

Beror på gruppkonstellation helt och håller. Är det en bra grupp så är det superkul. 2-4 personer. Annars vill jag jobba ensam för det går snabbare.

Har ni ett öppet samtalsklimat?

Både ja och nej. Inom vissa områden känner jag att jag kan göra det, men inte andra kanske. Inom min roll är det verkligen öppet.

3.4 INTERVIEW 4**Intervjuperson: 4**

Vad får dig att trivas på en organisation?

Kollegor, arbets-atmosfären, att det är högt till tak. Löneaspekten, viktig men inte viktigast. Jobb – livbalans. Trivsel är viktigare än lönen.

Vad utgör en bra arbetsgivare enligt dig?

Att allas åsikter är värda någonting, att man har möjlighet att påverka sin arbetssituation. Att få betalt för det man gör. Rimlig lön. Möjlighet att ha kul på jobbet, arbetsmiljö som gör det öppet för att ha roligt. Inte en konstant stress. Sker saker utanför jobbet som både kollegor men även jobbet tar initiativ till, typ AW. Att det blir en del av ens sociala liv.

Vad gör dig stolt att arbeta för en organisation?

Gör någon form av skillnad för samhället. En produkt som kanske har en inverkan.

Vad betyder företagets rykte för dig?

En del, ganska mycket. Särskilt när hen ska gå till företaget.

Hur viktigt är företagets värderingar för dig?

Mellan viktigt. Grundvärderingar ska ju vara bra. Men oftast känner hen att värderingarna något som bara sägs. Så inte så viktigt.

Anser du att din nuvarande organisation är en attraktiv arbetsgivare?

Ja, för att de ger en möjlighet att utvecklas. Jag som ung har inte setts som mindre. Ledningen har en tilltro till sina anställda. Mycket satsar på att medarbetarna ska trivas.

Valde du företag baserat på det högre syftet av organisationen?

Nej.

Vad är viktigaste kvalitéerna hos en ledare enligt dig?

Uppmuntrade. Få de anställda att testa saker de kanske inte ha gjort tidigare. Bra på att ge feedback, återkoppling. Konstruktivt.

Vad är ledarens roll enligt dig?

Som får medarbetarna att leva upp till potentialen de har. Egentligen ett stöd för medarbetarna.

Hur viktigt är en bra chef för dig?

Rätt så viktigt. Märks särskilt när det blir problem.

Vad för typ av relation vill du ha med din chef?

Min nuvarande har jag en vänskapsrelation. Känns inte som chef, mer att han har ansvar för vissa frågor. Det tycker jag fungerar väldigt bra. Vänskaps mer än hierarki.

Hur tycker du att din chef ska arbeta med feedback och rewards?

Kontinuerligt ska få feedback, inte bara en gång om året. Ger möjlighet att lära sig. Belöningssystemet borde också vara kopplat till prestationen. Belöningar kan vara så mycket, typ erkännande.

Vad är viktigt för dig i din relation med din chef?

Transparens. Vad det är som händer, varför etc.

Planerar du att byta jobb närmaste året?

Ja. Dels för att jag känner att jag kanske skulle vilja prova på något nytt, och lön.

Vad gör att du stannar i en organisation?

Kollegor, kul på jobbet, fortfarande utvecklas.

Varför lämnar du en organisation?

Inte utvecklas, ingen belöning för vad jag gör, inte får tillbaka vad jag ger till organisationen.

Anser du att det finns en bra genomsnittstid att vara på en organisation?

Pass.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Nej. Det är inte det som avgör.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Ja, absolut. Det fungerar inte bra i en miljö där det inte finns en mångfald.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja. Det har jag. Stämplar inte tid. Mycket fritt. Så länge jag gör vad jag ska göra. Det betyder mycket för mig. Betyder nog mer än jag tror, jag är så van. Får mer frihet i sitt privatliv också.

Arbetar du idag på en arbetsplats idag med mångfald?

Nej inte direkt, rätt så homogent i mitt team. Men bra med kön, 50/50.

Vad har du för möjlighet att utvecklas i ditt arbete?

Upplever att jag har mycket möjlighet. Stort företag gör att jag har möjlighet att röra mig inom olika områden. Chefen pushar att vi ska göra saker.

Vilken betydelse har det för dig att du har andra yngre kollegor?

Det betyder väldigt mycket. Annat liv.

Har du någon relation med dina kollegor utanför jobbet?

Det har jag, några har jag rekryterat. Lite aw, fira saker utanför jobbet.

Hur viktigt är företagets lokaler för dig?

Inte så jätte viktiga, någon standard.

Har du några förmåner?

Ja absolut. Friskvård, övernattningslägenhet. Det kanske inte betyder så mycket, men hade blivit sur om någon tog bort det. Det är inte det som får mig att välja arbetsgivare.

Hur viktigt är lön för din trivsel och för att få dig att stanna?

Rätt så viktigt. Det är ett sätt att visa om någon gör något bra. Vill ha en känsla av att man ligger rätt i lön.

Hur tycker du att det är att söka jobb i Göteborg?

Väldigt bra, arbetstagarens marknad. Mycket som finns att söka.

Har ditt företag ett sätt att behålla ung kompetens?

Det har väl de genom hur de arbetar genom personlig utveckling, men det är väl inte riktigt riktat mot unga.

Jobbar du helst i grupp eller ensam?

I grupp, mycket social och får energi. Vet vad jag kan och kan inte allt. Tror på gruppgrejen.

Har ni ett öppet samtalsklimat?

Det upplever jag verkligen. Både mellan kollegorna och uppåt. Betyder jätte-mycket. Hade inte velat jobba på ett ställe där jag inte får det.

3.5 INTERVIEW 5**Intervjuperson: 5****Vad får dig att trivas på jobbet?**

Många saker. Kollegorna, stämning, frånvaro av negativa saker (konflikter etc.), bra chef, det man gör har ett värde för företaget. Sedd och får uppskattning. Rimlig lön, personalförmåner. ← bidrar.

Vad utgör en bra arbetsgivare enligt dig?

Ordning och reda. Att de har koll på rutiner, vet hur man ska hantera sina medarbetare.

Vad gör dig stolt att arbeta om en organisation?

Syftet av organisationen. Det gör jag idag. Viktigt för mig. Tydligt. Det kan vara något som fyller en viktig funktion i personers liv.

Vad betyder företagets rykte för dig?

Socialt sätt har det en vis betydelse. Stolt när man berättar vad man gör.

Hur viktigt är företagets värderingar för dig?

Inte så jätte-intresserad av det utifrån för att det är svårt att bedöma vad man lägger in i de värderingarna när man inte är på insidan. På insidan kan man vara mer intresserad av det. Det kan likaväl vara en skrivbordsprodukt.

Anser du din nuvarande organisation vara en attraktiv arbetsgivare?

Ja. Intressant affärsidé, framtidsbransch, gott rykte, positiv uppfattning.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Nej. Ren slump.

Viktigaste kvalitéerna hos en ledare?

Finns tillgänglig för stöttning men inte lägger sig i på detaljnivå. Ger utrymme för att ta eget ansvar. Finns där för support.

Hur viktigt är en bra chef för dig?

Väldigt viktigt. Märker om det är något som inte är bra. Gör väldigt mycket. Är inte arbetet är roligt alla dagar så kan en bra arbetsgivare och chef väga upp för det.

Vad för typ av relation vill du ha med din chef?

Professionell men vänskaplig. Kan prata om annat med. Känner varandra lite grann. Socialt utbyte med. Inte allt för personligt. Kanske inte umgås på fritiden. Mellannivå.

Hur ska din chef jobba med feedback och rewards?

Inte så feedback orienterad, behöver känna det själv. Styr mycket av min egen värdering av mitt arbete. Tidigt får veta om man gör något som inte är uppskattat. Trevligt att höra någon gång ibland, specifik och konkret feedback någon gång emellanåt. Inte överdrift.

Vad är viktigt för dig i din relation med din chef?

En trygghet och möjlighet att kunna ta upp frågor/åsikter/koncerns etc. Vara ärligt. Stöttning.

Planerar du att byta jobb närmaste året?

Nej.

Vad gör att du stannar kvar på en organisation?

Allmän trivsel. Arbetsuppgifter och kollegor. God uppfattning om företaget och hur de hanterar sitt syfte och personal. Helhetsbedömning.

Varför lämnar du en organisation?

En dålig chef, dålig stämning. Tråkiga arbetsuppgifter eller sådana som man inte trivs med. Inte känner sig sedd eller uppskattad för jobbet man gör.

Bra genomsnittstid att vara på en organisation?

Jättesvårt, inte på organisation men i en roll. 2-3 år kanske i en roll. Kanske inte byta arbete men något.

Har du ett kvar på din arbetsgivare att den ska ha en hållbarhetspolicy?

Nej det har jag inte. Inget uttalat krav, men kan driva för det när jag är där

Har du ett kvar på din arbetsgivare att den ska ha en jämställdhetspolicy?

Nej.

Prioriterar din organisation att anställda får styra över sin egen tid?

Absolut, jätte-mycket. Det är viktigt för mig. För min trivsel, vill kunna lägga upp arbetet efter dagsform, förutsättningar, passa in med övriga livet.

Arbetar du idag på en arbetsplats med mångfald?

Ja, vi har jobbat på det. Blivit en väldig utveckling med mångfald den senaste tiden. Det är positivt. Inte en dealbreaker, men bra att vi främjar.

Har du möjlighet att utvecklas i ditt arbete?

Ja. Mycket. Fri roll som var ny när jag tog över den. Fått utforma eget efter tycke och smak.

Viken betydelse har det för dig att du har andra yngre kollegor på företaget?

Medelstor betydelse. Ser hellre en blandning, hade tyckt det var tråkigt om hon var den enda yngre.

Har du någon relation med dina kollegor utanför jobbet?

Ja, afterwork och sådant. Det blir lite mer personligt. Kan leda till högre trivsel på jobbet i förlängningen. Känner sina kollegor mer, och lär känna fler folk den vägen. Hitta nya nära vänner. Socialt värde.

Hur viktigt är företagets lokaler för dig?

Medium. Det ska vara helt och rent. Viktigt att ha ett eget rum.

Har du några förmåner?

Friskvård. Träning. Det känns som ett sätt för företaget att göra ett statement att de är måna om sin personal. Måna om att behålla sin personal. Ställningstagande.

Hur viktigt är lön för din trivsel och att du ska stanna på ett företag?

Ganska viktigt ändå, det är på något sätt ett betyg på hur det arbetet man gör värderas. Får jag inte tillräckligt kan jag vara missnöjd med rollen.

Hur tycker du att det är att söka jobb i Göteborg?

Knappt sökt. Inte jättebrett utbud inom hennes område.

Har ditt företag ett sätt att behålla ung-kompetens som du är medveten om?

Nej inte som jag känner till.

Jobbar du helst i grupp eller ensam?

Ensam. Mina uppgifter är det bra att ha hela överblicken av.

Har ni ett öppet samtalsklimat?

Ja. Man kan säga saker högt. Kan påpeka om man stör sig på något eller funderar över något.

3.6 INTERVIEW 6**Intervjuperson: 6****Vad får dig att trivas på jobbet?**

Utmanande arbetsuppgifter och roliga kollegor. Man måste ha roligt. Uppgifterna är i många fall viktigare än kollegorna.

Vad utgör en bra arbetsgivare?

Nytänkande och tänker på sin personal.

Vad gör dig stolt att arbeta för en organisation?

Att man gör skillnad, delaktig i det man gör. Intressant bransch. Det man gör skillnad.

Vad betyder företagets rykte för dig?

Inte så viktigt, mycket handlar om kundkontakt. Hade kunnat valt en organisation med dåligt rykte, det finns annat som är viktigare.

Hur viktigt är företagets värderingar för dig?

Jätte viktigt. Jobbar ett företag inte med värderingar idag så ligger det efter. Har man inget är det något som är fel. Inkludering och jämnlighet är viktigt.

Anser du din nuvarande organisation vara en attraktiv arbetsgivare?

Ja, mycket beroende på branschen. Ligger i framkant med allting. Mycket sökande.

Har du valt din nuvarande organisation baserat på det högre syftet av organisationen?

Inte direkt, de personliga förutsättningarna är viktigare.

Vad är viktigaste kvalitéerna hos en ledare enligt dig?

Visar delaktighet och stöttning. Sätter sig in i sina anställda.

Vad är ledarens roll?

Stötta och leda rätt. Viktigt att ha någon som är med och stöttar.

Hur viktigt är en bra chef för dig?

Oerhört viktigt. Personliga egenskaper. Bra personlig förstärkning. Kunna prata med hen.

Vad för typ av relation vill du ha med din chef?

Arbetsledare mer än kompis. Behöver lite distans. Kompisrelationen hämnar mitt arbete.

Hur tycker du att din chef ska arbeta med feedback och rewards?

Kontinuerlig uppföljning. Ofta frågor men följer inte upp (dåligt). Metoder och verktyg.

Vad är det viktiga för dig i din relation med din chef?

Förtroende, själv känner att man får den hjälp och feedback man behöver. Sätter upp en riktning och sedan följer den. Dagliga arbetet.

Planerar du att byta jobb närmaste året?

Nej.

Vad gör att du stannar i en organisation?

Utmaning och bra lönemässigt.

Vad får dig att lämna en organisation?

Om det går för lätt och dålig lön.

Anser du att det finns en bra genomsnittstid att vara på en organisation?

Nej.

Man kanske vill avancera när man just har börjat jobba, därav byter man jobb mer i början.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Nej.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Ja, det är jätte-viktigt. Lika mellan män och kvinnor!

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja, det har jag med. Men det beror nog lite på vart du jobbar.

Arbetar du idag på en arbetsplats med mångfald?

Nej. Mycket män, det märks. Mycket svenskar. Vita män i 45års åldern.

Det är viss kultur – beserwiskultur.

Får du möjlighet att utvecklas i ditt arbete?

Ja, men jag har får väl inte så mycket ledning.

Vad betyder det för dig att du har andra yngre kollegor på företaget?

Jätte-viktigt och saknas här. Hade önskat det.

Har du någon relation med dina kollegor utanför jobbet?

Nej, första gången det är så.

Hur viktigt är företagets lokaler för dig?

Inte så viktigt. Men utrustning är viktigare.

Har du några förmåner?

Flexitid, arbetstidsförkortning.

Vad betyder det för dig?

Det känns som ett sätt för företaget att visa att de bryr sig. Det betyder mycket.

Hur viktigt är lön för din trivsel och att du ska stanna på ett företag?

Bland de topp tre viktigaste för att jag ska stanna på ett jobb. Eller kanske topp ett. Det är det och arbetsuppgifterna kanske.

Hur tycker du att det är att söka jobb i Göteborg?

Sökte mig till Göteborg, bättre utbud.

Har ditt företag ett sätt att behålla ung kompetens?

Nej.

Det handlar väl om att få unga att kunna använda sin kompetens där det är många äldre. Har för få unga.

Jobbar du helst i grupp eller ensam?

Båda delarna.

Har ni ett öppet samtalsklimat?

Både delarna där, i min avdelning ja men inte inom företaget.

3.7 INTERVIEW 7

Intervjuperson: 7

Vad får dig att trivas på jobbet?

Varierande arbetsuppgifter (krävande och rutin) Bra kollegor, måna om att man ska komma framåt. ← hjälps åt.

Vad utgör en bra arbetsgivare enligt dig?

Transparans (involverad i vad som händer). Får ta del i besluten som tas över högre upp. Möjlighet att påverka sin egen grupp. Internationell struktur.

Vad gör dig stolt att arbeta för en organisation?

Det är en intressant bransch. Utnyttja min utbildning i mitt arbete. Håller på med unika produkter är kul.

Vad betyder företags rykte för dig?

Ganska viktigt, om inte annat när man ska söka sig vidare. Viktigt för arbetsmoralen att man är stolt över företaget.

Hur viktigt är företags värderingar för dig?

Inte så centralt eftersom det är lite svårt att säga. Viktigt runt personalen att man är mån om den. Sedan ur ett samhällsperspektiv kanske det inte är så för mig.

Anser du att din nuvarande organisation är en attraktiv arbetsgivare?

Ja, det tror jag. Typ ensam i branschen.

Har du valt din organisation baserat på det högre syftet av organisationen?

Inte påverkat mig. Organisationen har varit dålig på att understryka vad det är.

Vad är viktigaste kvalitéerna hos en ledare enligt dig?

Viktigt att man har en naturlig auktoritet. Kompetent. Duktig på att ta till vara på medarbetarna och företags intresse. Lyssnar på sina medarbetare och kan ta beslut om det krävs.

Vad är ledarens roll enligt dig?

Skydd mot omvärlden (eller inom företaget) så att vi får arbeta med de uppgifterna vi är anlagda. Hjälpa att prioritera. Tydligt ledarskap.

Hur viktigt är en bra chef för dig?

Avgörande, kan inte jobba på en arbetsplats där jag inte känner att min chef gör ett bra jobb.

Vad för typ av relation vill du ha med din chef?

Känna förtroende. Tillvarata ens intresse. Lätt att prata med hen. Kunna ta upp något privat om det är så att det påverkar jobbet. Personlig relation med avstånd, måste vara tydligt att man har en viss roll på arbetsplatsen. Lätt att prata.

Hur tycker du att din chef ska jobba med rewards och feedback?

Avstämningsmöten. Idag är det begränsat till dessa möten. Det räcker. Skulle inte vara rädd om att be om mer. Inga riktiga rewards system och inget som är viktigt för henne.

Vad är viktigt för dig i din relation med din chef?

Inget mer än tidigare nämnt.

Planerar du att byta jobb närmaste året?

Nej.

Vad gör att du stannar i en organisation?

Nöjd med kollegor, arbetsmiljö, känner mig uppskattad. Praktiskt perspektiv är bra (resa etc.). Nöjd med lön.

Vad gör att du lämnar en organisation?

Inte trivs med arbetsuppgifterna. Inget bra ledarskap (splittrat ledarskap, inte intresserad i medarbetarna).

Vad är en bra genomsnittstid att vara på en organisation?

Det beror på vad man är ute efter. Känner man sig fullärd så kan man gå vidare. Kanske 5 år.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Nej

Har du ett krav på din arbetsgivare att den ska ha jämställdhetspolicy?

Ja, det är viktigt för mig. Alla är kollegor och uppskattade för sin kompetens. Inte säker på vad man har för uttalade policys på detta företaget.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja. Det är viktigt för mig. Positivt med arbetstidsförkortning. Möjlighet att jobba deltid. Jag har det.

Arbetar du på en arbetsplats med mångfald?

Nja, rätt så bra fördelat mellan könen för att vara en ingenjörsarbetsplats. Men annat är det ganska homogent. Det är något man inte tänker på när man är en del av massan. Det är tråkigt när man reflekterar över det.

Har du möjlighet att utvecklas i ditt arbete?

Ja det tycker jag att jag har. Lite tveksamt. Just nu har jag inte riktigt sökt de möjligheterna. Lite begränsat på utbildningsfronten.

Har du andra yngre kollegor på jobbet?

Jag har inga, hade, och det är synd. Så att det är något jag saknar. Roligare att ha varierande ålder.

Har du någon relation med dina kollegor utanför jobbet?

Nej, bara yngre som har slutat.

Hur viktigt är företagets lokaler för dig?

Det är viktigt att de fungerar bra men inte exakt hur de är utformade. Det var skönt att ha eget rum. Bra utrustning.

Har du några förmåner?

Ja vi har sjukförsäkring, matsal och lite annat. Det påverkar en, det är fint att se att resurserna finns. Det är viktigt att det finns. Märker att man saknar det när det försvinner.

Hur viktigt är lön för din trivsel och att få dig att stanna på en organisation?

Viktigt. Jag vill känna att den lönen jag har är lik andra i min situation. Utöver det är det inte så viktigt. Måste vara tillräckligt bra.

Hur tycker du att det är att söka jobb i Göteborg?

Ganska lätt – har fått genom kontakter. Det finns mycket i min bransch. Bra arbetsmarknad.

Har ditt företag ett sätt att behålla ung kompetens?

Nej det har man varit lite dålig på att förmedla i sådana fall. Man har ju varit bra på att behålla den vid något tillfälle för att det finns många gamla. Svårare med de som börjar idag. Man är inte i framkant när det gäller tekniken. Kan nog göra många frustrerade. Inte rätt för unga kanske, inte rätt bransch. Långsamma processer. Vi ligger nog bra i de andra delarna (tider etc.) vilket kanske är mer för småbarnsföräldrar. Inte bra på att sticka ut som arbetsgivare och att sticka ut.

Jobbar du helst i grupp eller ensam?

Har lite grupparbete, men har teams. Mer överlämning än samarbete och trivs bra med det. Trivs bra med att arbeta själv.

Har ni ett öppet samtalsklimat?

Ja. Man vågar säga vad man tycker. Man kan hålla saker på en saklig nivå. Det värderar jag, mycket viktigt för ett bra samtalsklimat.

3.8 INTERVIEW 8**Intervjuperson: 8****Vad får dig att trivas på jobbet?**

Kollegorna, tillfredställande jobb. Kul. Möjlighet att utvecklas i jobbet, roligt att utföra jobbet.

Vad utgör en bra arbetsgivare?

Tar hand om sina anställda, ser och hör dem. Inte för svårt att påverka. Nära kontakt i alla led.

Vad gör dig stolt att arbeta för en organisation?

Bra struktur i företaget. Eftertraktat att jobba för organisationen.

Vad betyder företagets rykte för dig?

Till och från, men oftast inte så mycket. Så länge det inte är fakta.

Hur viktigt är företagets värderingar för dig?

Viktigt. Internationellt företag, så ja. Allas lika värde.

Anser du att din nuvarande organisation är en attraktiv arbetsgivare?

Absolut, på många sätt. Delvis att det är ett så globalt bolag. Bra arbetsplats i sig också. Bra sammanhållning, jobbar över gränser, avdelningar.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Nej.

Vad är viktigaste kvaliterna hos en ledare enligt dig?

Att de ser hela gruppen och tar in personer. Får med alla, allas egenskaper och kunskaper och lyfter fram det. Driver gruppen framåt, jobbar inte för sig själv utan för andra.

Vad är ledarens roll?

Driva gruppen. Se till att personer får utvecklas.

Hur viktigt är en bra chef för dig?

Super viktigt. Möjlighet att ha nära kontakt med sin chef. Att hen ser och hör en. A och O.

Vad för typ av relation vill du ha med din chef?

Avspänd, kan prata om allting men hen ska kunna ge direktiv. Rak hand med öppen kommunikation.

Hur tycker du att din chef ska arbeta med feedback och rewards?

Täta möten som handlar om mig som anställd och personligt. Bra med avstämning.

Vad är viktigt i din relation med din chef?

Att den inte bara ska vara arbetsrelaterad. Kunna se varandra som personer.

Planerar du att byta jobb närmaste året?

Nej.

Vad gör att du stannar i en organisation?

Bra kultur på företaget, bra kollegor, trivs med arbetsuppgifter och möjlighet att utvecklas.

Varför lämnar du en organisation?

Inte trivs med kollegor, inte utvecklas längre eller har några möjligheter.

Anser du att det finns en bra genomsnittstid att vara på en organisation?

Minst 5 år. Beror på yrke och arbetsuppgifter.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Ja det tycker jag de ska ha. Känns standard idag.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Absolut, det är superviktigt. Det får inte vara ojämnställt på något sätt.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja det gör de. Man får komma och gå som man vill bara man gör sina timmar. Det har jag med. Det är jätte-skönt, jag slipper en stress. Slipper konflikter angående det. Ansvar – ett moget sätt att arbeta.

Arbetar du idag på en arbetsplats med mångfald?

Ja, mycket etniciteter. Det är intressant och få inblick i andra kulturer.

Har du möjlighet att utvecklas?

Ja det får jag. Jag har så tät kontakt med min chef så det gör det. Utbildningar, program etc.

Vilken betydelse har det för dig att du har yngre kollegor på företaget?

Det tycker jag är viktigt. Jag blir lite svårt annars att hitta gemensamma nämnare.

Har du någon relation med dina kollegor utanför jobbet?

Ja lite med after work. Inte jätte privat så. Det hade varit roligt med mer. Stadie i livet.

Hur viktigt är företagets lokaler för dig?

Jätte-viktigt. Tänker mycket på miljön runt mig, jobbar bättre om det är bra miljö runt mig.

Har du några förmåner?

Lite kurser, semester, bonus och lite annat.

Hur viktigt är lön för din trivsel och att du ska stanna på ett företag?

Det är ganska viktigt. Skulle kunna tänka mig att byta om det inte finns rum för löneutveckling. Man vill ju hänga med sina branschkollegor i utvecklingen.

Hur tycker du är att söka jobb i Göteborg?

Det är bra enligt mig, finns ganska mycket möjligheter för mig.

Har ditt företag ett sätt att behålla ung-kompetens?

Nej det vet jag inte om de har.

Jobbar du helst i grupp eller ensam?

Själv med det jag gör fast ingår i ett team som jobbar med samma sak. Vi samarbetar och arbetar ihop men jag gör ändå mitt jobb. Bra mix.

Har ni ett öppet samtalsklimat?

Ja det skulle jag säga. Inte bara prata jobb och det är inte konstigt med det.

3.9 INTERVIEW 9

Intervjuperson: 9**Vad gör att du trivs på ett jobb?**

Kollegor är jätte-viktigt, bra chef som har ett bra sätt att arbeta. Att chefen bryr sig om mig som person. Feedback.

Vad utgör en bra arbetsgivare för dig?

Visa att det tycker om sina anställda, highlighta vad man gör bra. Ge det lilla extra (typ bonus). Något roligt att jobba med.

Vad gör dig stolt att arbeta för en organisation?

Står för min produkt och det jag gör. Om vi gör något som är jätte miljövänligt så skulle jag vara stolt över det för exempel.

Vad betyder företagets rykte för dig?

Både och, det är kul att det är bra men om det har ett dåligt rykte och jag tycker det är ett bra företag skulle jag ändå jobba där. Det spelar roll när jag söker jobb, då har jag inte den starka åsikten själv.

Hur viktigt är företagets värderingar för dig?

Jätte-viktigt, skulle nog inte kunna jobba för en organisation som har en värderingar jag inte har.

Anser du din nuvarande organisation vara en attraktiv arbetsgivare?

Ja det gör jag. Det går bra för företaget. Det är något som har ändrats under min studietid.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Nej det gjorde jag inte.

Viktigaste kvalitéerna hos en ledare enligt dig?

Litar på sina anställda. Finns inte det har jag noll tillit till hen. Lyhörd, lyssna och gärna en glad chef.

Vad är ledarens roll enligt dig?

Vägleda, stötta, pusha. 'Hur kan jag hjälpa dig nå ditt mål?'

Hur viktigt är en bra chef för dig?

Jätte-viktigt, har jag inte en bra chef så skulle jag inte stanna kvar. Det har jag varit med om förut.

Vad för typ av relation vill du ha med din chef?

Arbetsmässig relation, inte umgås utanför. Professionell relation.

Hur tycker du att din chef ska arbeta med rewards och feedback?

Kontinuerligt och hela tiden. Kan inte bli bättre om jag inte får det. Jag tycker att en chef måste tänka på hur hen ger det. Ska inte bara slänga ur sig det, tänka på hur och när personen behöver det.

Vad är viktigt för dig i din relation med din chef?

Att jag känner att min chef litar på mig. Jag vill gärna höra om det är ett bra jobb jag gör eller inte.

Planerar du att byta jobb närmaste året?

Ja och nej, inte aktivt söka men planen är att inte vara kvar mer än 2 år på tjänsten. Men blir jag erbjuden att byta tjänst på företaget hade jag tagit den.

Vad gör att du stannar i en organisation?

Arbetskolllegorna och kul att gå till jobbet. Utvecklas.

Vad får dig att lämna en organisation?

Om mitt jobb går ut över mitt privatliv på ett negativt sätt.

Bra genomsnittstid att vara på en organisation?

Ja och nej. För unga skulle jag säga att 2 år ungefär.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Nej, men det är positivt.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Ja det har jag.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja, men jag måste leverera enligt deras tidsplan. Har flextid. Det är både bra och dåligt. Jag ser hur mycket jag jobbar och kan ta ut tiden senare.

Arbetar du idag på en arbetsplats med mångfald?

På mitt närmaste team gör jag det, men inte på organisationen.

Vilken betydelse har det för dig att du har andra yngre kollegor?

Det betyder mycket, mitt liv ser så annorlunda ut mot personer som är äldre.

Har du någon relation med dina kollegor utanför jobbet?

Både och, vi går ut på AW. Men jag skulle inte ringa dem privat.

Hur viktigt är företagets lokaler för dig?

Väldigt viktiga. Skulle gärna ha haft en egen plats, har inte idag.

Har du några förmåner?

Ja, friskvård, leasade bilar och annat. Det tycker jag är viktigt och känns som att företaget vill oss väl.

Hur viktigt är lön för din trivsel och att du stannar på ett företag?

Personligen är det inte så jätte viktigt. Det är inte det som är det viktigaste för mig i dagsläget. Jag känner mig för ny för att begära.

Hur tycker du att det är att söka jobb i Göteborg?

Det är en djungel, jätte jobbigt. Jag tycker det är svårt att hitta jobben.

Har ditt företag en strategi för att behålla ung kompetens?

Ja det skulle jag säga till en viss mån. Graduate program. Men det är ju de personerna. Men för mig som ung och ny så satsar de inte så på skulle jag säga.

Jobbar du helst i grupp eller ensam?

Helst i grupp, tycker om att diskutera och prata. Tycker om att skoja, roligare. Kan bolla idéer. Guld värt.

Har ni ett öppet samtalsklimat?

Ja det tycker jag, och det är viktigt att jag kan säga vad jag tycker.

3.10 INTERVIEW 10**Intervjuperson: 10****Vad får dig att trivas på jobbet?**

Mina kollegor.

Vad utgör en bra arbetsgivare?

Lyhörd för de anställdas behov och önskemål. Vet om hur det är att vara längre ner och jobba på golvet.

Vad gör dig stolt att arbeta för en organisation? (people, profit, planet)

Jag vet att jag gör något bra och hjälper personer. Samtidigt som personer inte behöver betala för det.

Vad betyder företags rykte för dig?

Ganska mycket. Man vill inte jobba på ett sjunkande skepp.

Hur viktigt är företagets värderingar för dig?

Det är viktigt. Det är en så jävla stor organisation. Vet inte riktigt vart vi står. Offentlig sektor.

Anser du att din nuvarande organisation är en attraktiv arbetsgivare?

Nej inte direkt.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Ja det har jag väl gjort

Vad är en ledares roll?

Leda, visa vägen, ta alla till målet.

Hur viktigt är en bra chef för dig?

Jätte-viktigt. En dålig chef påverkar mycket med. Stämning. Små gräl.

Vad för typ av relation vill du ha med din chef?

Kan prata och få stöttning. Komma till hen och berätta om saker. Avspänt.

Hur tycker du att din chef ska arbeta med feedback & rewards?

Det är något som är av-saknat idag. Hade velat ha mer än idag.

Vad är viktigt för dig i din relation med din chef?

Komma och prata om saker som är svårt. Riktigt god kollega men samtidigt som personer visar vägen.

Planerar du att byta jobb närmaste året?

Nej.

Vad gör att du stannar i en organisation?

Inte många alternativ.

Varför lämnar du en organisation?

Inte roliga arbetsuppgifter. Saker runt om kring som fritid, hemma

Vad är en bra genomsnittstid att vara på en organisation?

inte mer än 10 år. Kanske var 5?

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Inte krav, men tycker om det.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Inte krav, men tycker om det. Något jag brinner för.

Prioriterar din organisation att anställda får styra över sin egen tid?

Både ja och nej. Flextid. Vi har en del tid vi måste vara där.

Har du frihet att styra din egen tid?

Ja på samma sätt.

Arbetar du på en arbetsplats med mångfald?

Nej

Hur får du möjlighet att utvecklas i ditt arbete?

Ja det skulle jag säga.

Vilken betydelse har det att du har andra yngre kollegor på företaget?

Nej jag är yngst. Kan sakna. Får idag frågor om teknologi.

Har du någon relation med dina kollegor utanför jobbet?

Nej, har haft på tidigare arbetsplatser.

Hur viktigt är företagets lokaler för dig?

Det är himla viktigt.

Har du några förmåner?

Flextid etc. Vi har ganska många.

Vad betyder de för dig?

Det är trevligt.

Hur viktigt är lön för din trivsel / för att du ska stanna?

Det spelar ingen jätte-roll, bara det är okej.

Hur tycker du det är att söka jobb i Göteborg?

Svinsvårt.

Har ditt företag ett sätt för att behålla ung kompetens?

Nej. De behöver inte vara så desperata – vet att de får folk.

Jobbar du helst i grupp eller ensam?

Både och, vi är ju ett team men jobbar individuellt.

Har ni ett öppet samtalsklimat?

Nej inte helt.

3.11 INTERVIEW 11

Intervjuperson: 11

Vad får dig att trivas på jobbet?

Kollegorna, varierat arbete. Lön

Vad utgör en bra arbetsgivare?

Lyssnar, tar in, värderar åsikter, olikheter. Jobbar för dig. Jobbar tsm inte mot varandra.

Vad gör dig stolt att arbeta för en organisation? (people, profit, planet)

Står för något bra, försöker göra något bättre. Gör något extra för medarbetare, miljön, utvecklas.

Vad betyder företags rykte för dig?

Inte så mycket. Jobbar för en organisation som har dåligt. Visste det innan.

Hur viktigt är företagets värderingar för dig?

Jätte-viktiga. Står för sina olika sociala åsikter.

Anser du att din nuvarande organisation är en attraktiv arbetsgivare?

Jo kanske, det är ett stort företag. Stor organisation. Stor omsättning.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Ja.

Viktigaste kvalitéer hos en ledare

Bestämda, målmedvetna, engagerade i gruppen, samarbete.

Vad är en ledares roll?

Föra gruppens tal, få gruppen att växa, skapa sammanhållning, förbättra, stå upp för värderingar

Hur viktigt är en bra chef för dig?

Jätte-viktigt. Betydande faktor om jag ska vara kvar eller inte.

Vad för typ av relation vill du ha med din chef?

Två relationer: diskussioner och argument, ren jobbsida. Utvecklas

Sedan en där vi är på samma plan. Inte så hierarkiskt. Man ska kunna vara vänner. Kunna prata.

Hur tycker du att din chef ska arbeta med feedback & rewards?

Belöning behövs inte. Feedback är viktigt. Ska lyfta det som har gått bra och det som har gått mindre bra.

Vad är viktiga för dig i din relation med din chef?

Kommunikation, samarbete, förståelse av behov.

Planerar du att byta jobb närmaste året?

Nej.

Vad gör att du stannar i en organisation?

Min chef och grupp. Stabilt. Utvecklas.

Varför lämnar du en organisation?

Dålig chef, dåligt samarbete i gruppen, nya utmaningar, slutat utvecklas, mår inte bra där längre.

Vad är en bra genomsnittstid att vara på en organisation?

Nej, det beror helt på jobb och bransch. Personligt. Tycker man ska vara längre än många är, får inte någon riktig erfarenhet om man är där för kort. 3 är för kort.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Nej, men vill självklart att vi ska jobba med det. Det har vi tagit upp.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Ja, det har jag. Men vi jobbar för lite med det nu. Skrämmande, förstår inte riktigt. Behöver jobbas mer med.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja, det gör de. Har flextid, uppskattas mycket.

Arbetar du på en arbetsplats med mångfald?

Ja, skulle kunna vara mer. Men ja.

Hur får du möjlighet att utvecklas i ditt arbete?

Möjlighet att utvecklas genom samtal med chefen, varierade uppgifter, olika delar av organisationen, ansvarsområde.

Vilken betydelse har det att du har andra yngre kollegor på företaget?

Det är jätte kul att ha det, men har inte haft det innan och det var minst lika kul att ha det då. Delar intresse med personer. Vi är många unga idag, vill ha en mix.

Har du någon relation med dina kollegor utanför jobbet?

Ja med vissa, träning och umgås i allmänheten.

Hur viktigt är företagets lokaler för dig?

Det är viktigt, vi sitter nästan alla i samma hus. Jobbar i en smal organisation. Möjlighet att fråga, öppet landskap.

Har du några förmåner?

Det är jätte bra, sporre att fortsätta jobba.

Hur viktigt är lön för din trivsel / för att du ska stanna?

Absolut en faktor, men inte en avgörande faktor. Annat som är viktigare. Läger inget fokus på den.

Hur tycker du det är att söka jobb i Göteborg?

Kan vara tuff konkurrens.

Har ditt företag ett sätt för att behålla ung kompetens?

Ja det finns väl något, mycket intern rekrytering. Aktiviteter utanför. Men finns väl inget uttalat specifikt för unga.

Jobbar du helst i grupp eller ensam?

En bra blandning, jobbar mycket själv och det är skönt. Kunna bestämma själv och jobba vart jag vill. Gruppen är bra med frågor.

Har ni ett öppet samtalsklimat?

Ja det har vi, det är mycket öppet och familjärt

3.12 INTERVIEW 12**Intervjuperson: 12****Vad får dig att trivas på jobbet?**

Kollegor, varierande arbete (händer saker hela tiden), kan inte veta vad som kommer ske. Utveckling. Mycket olika i perioder.

Vad utgör en bra arbetsgivare?

Värderar sin personal, och är bra på att visa det. Inte bara genom förmåner men även uppmuntran. Folk som är bra på att skapa team. Fått resurser. Erbjuder möjligheter, vad företaget kan göra för de anställda.

Vad gör dig stolt att arbeta för en organisation? (people, profit, planet)

Att man delar samma värderingar. Svårt att hålla med om allting som ett företag gör, men samma grundvärderingar hur man hanterar folk och så.

Vad betyder företags rykte för dig?

Det betyder nog mer än jag tänker. Hade tyckt det hade varit jobbigt med ett företag med dåligt rykte. När man söker en arbetsgivare så söker man en attraktiv.

Hur viktigt är företagets värderingar för dig?

Väldigt viktigt, jag vill kunna stå för vad mitt företag står för. Svårt att jobba för ett företag annars. Men behöver inte ha exakt samma, men de grundläggande.

Anser du att din nuvarande organisation är en attraktiv arbetsgivare?

Ja absolut, det har kommit in många nya. Mer av den yngre. Det har livat upp hela stället. Stor blandning. Blir dynamiskt. Mycket erfarenhetsklashar med färgstarka idéer. Så ett företaget kan ta sig framåt. Balansgång mellan generationer.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Nej, det har mer kommit att växa fram. Hade inte koll på företaget när jag sökte det.

Viktigaste kvalitéer hos en ledare

Lyhörd, tydlig, bestämd när det gäller. Kunna ta beslut, ledaren måste förstå att hen har sista ordet.

Vad är en ledares roll?

Ta beslut. Vara en förbild. Föregå med gott exempel. Set the standard

Hur viktigt är en bra chef för dig?

Trodde nog att det var viktigare än jag har upplevt att det är. Viktigt för att få ut mycket av mig som arbetstagare. Det blir lite mer 'andas och överlev' än att försöka gå efter något stort. Hade kunnat skina tillsammans med en bra ledare. Har lärt mig mycket av att ha en dålig chef. Men skapar ingen bra team-känsla.

Vad för typ av relation vill du ha med din chef?

Lättsam, men har respekt för hen och hen mig. Att jag är backad av hen oavsett vad i situationer. Behöver inte vara en vänskapsrelation och skulle nog vara lättare utan. Bättre att ha en person från en annan relation, inte hänga utanför. Professionell och respektfull

Hur tycker du att din chef ska arbeta med feedback & rewards?

Säg till om någon gör något bra eller dåligt. Notera. Lyft upp folk, beröm. Då presterar folk bättre. Feedback är en form av reward för min del. Jobba aktivt med det, viktigt för en arbetare att få bekräftelse. Även att man vet att man gör ett bra jobb så vill man höra det.

Vad är viktigt för dig i din relation med din chef?

Tydlig kommunikation, och uppsatta tydliga förväntningar. Svårt för mig att prestera om hen inte kommunicerat det. Jag måste även kommunicera mina förväntningar. Vet att det inte är lätt.

Planerar du att byta jobb närmaste året?

Nej, det tror jag inte.

Vad gör att du stannar i en organisation?

Mycket handlar om livstiming, vart man är i livet, vad man behöver. Det måste kännas intressant och jag behöver se att det kan ta mig vidare i min karriär.

Varför lämnar du en organisation?

Pågrund av nya steg i livet. Brist på utveckling, möjligheter, att jag inte får nya utveckling. Inga bra kollegor.

Vad är en bra genomsnittstid att vara på en organisation?

Beror så mycket på vad du gör och möjligheterna att utvecklas. Ser det inte riktigt på det sättet. Beror på vad man söker.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Nej, men vet att det finns nu för att jag har kollat upp det. Inget som mitt beslut att jobba på företaget står och faller på.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Det är fett viktigt att en organisation står för det och värderar jämnlighet. Jag vill se det, inte läsa det. Policies är inte så viktigt, det är handlingar. Mitt företag kan bli så mycket bättre på det.

Prioriterar din organisation att anställda får styra över sin egen tid?

Nej. Men i omgångar har jag det, det är mycket upp och ner.

Arbetar du på en arbetsplats med mångfald?

Ja, det jobbar företaget aktivt med också. Man kan bli bättre på det, men finns i åtanke.

Hur får du möjlighet att utvecklas i ditt arbete?

Ja det får jag, fri till att gå med i projekt. Frihet att starta upp saker. Finns inget riktigt tak i tjänsten. Känner mig inte begränsad.

Vilken betydelse har det att du har andra yngre kollegor på företaget?

Super-värdefullt är det. Att ha folk i samma livssituation, ha diskussioner om livet också. Livet och jobbet i relation. Kunna umgås privat är värdefullt med.

Har du någon relation med dina kollegor utanför jobbet?

Ja, vi är vänner.

Hur viktigt är företagets lokaler för dig?

tror inte jag har tänkt på det, men det är nog roligare i en fin miljö.

Har du några förmåner?

Ja. Det betyder super-mycket (vissa av de). Det är nästan förmycket.

Hur viktigt är lön för din trivsel / för att du ska stanna?

Det viktiga är löneutvecklingen. Jag vill ha en marknadsmässig lön. Jag vill kunna få bekräftelse, det är sättet arbetsgivaren kan visa deras uppskattning. Värdesätter annat typ kollegor mer.

Hur tycker du det är att söka jobb i Göteborg?

Var lätt för mig, men hört att det är svårt och inte det trevligaste. För mig är det lätt för branschen.

Har ditt företag ett sätt för att behålla ung kompetens?

Nej. Jag hade velat ha fler steg så att man kan klättra.

Jobbar du helst i grupp eller ensam?

Jobbar helst i team, men vill göra det ensam

Har ni ett öppet samtalsklimat?

Ja, verkligen. Högt och lågt och hit och dit. Det gör en arbetsplats roligt med.

Ledare mer insatt i vad man gör – eller den ledningen.

3.13 INTERVIEW 13**Intervjuperson: 13****Vad får dig att trivas på jobbet?**

Lära mig nya saker, på en lagom nivå, frihet att bestämma, inte standardisering, kreativt.

Vad utgör en bra arbetsgivare?

Litar på en, ge frihet, utvecklas och få mer ansvar efter hand, flexibelt.

Vad gör dig stolt att arbeta för en organisation? (people, profit, planet)

Det går bra för företaget, när det är nya spännande projekt, jobba med coola kunder.

Vad betyder företags rykte för dig?

En del, inte jätte-viktigt. Men det är viktigaste är att det är kul. Bara det inte är jätte-dåligt.

Hur viktigt är företagets värderingar för dig?

Inte jätte-viktigt. De måste lita på sina medarbetare. Eller det kanske är lite viktigt ändå. Har slutat på grund av det innan.

Anser du att din nuvarande organisation är en attraktiv arbetsgivare?

Ja förhållandevis. Inte drömjobb men spännande och har en bra chef.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Nej.

Viktigaste kvalitéer hos en ledare

Lita på mig, lätta att prata med. Nu har vi inbokat möte varannan vecka, jätte-bra. Lyssnar på en. Kan ta upp saker.

Vad är en ledares roll?

Att se till att man har en fokus så att man vet vad man ska göra, ser till att teamet fungerar. Inte lägger sig i allt för mycket, inget micro-management. Blir jobbigt i längden.

Hur viktigt är en bra chef för dig?

Väldigt viktigt, stor del av jobbet. Kommer man inte överens blir det svårt att trivas. En av de viktigaste faktorerna. Man vill ha någon rygg.

Vad för typ av relation vill du ha med din chef?

Öppen relation, inte jätte hirarkisk. Kunna skoja lite, känna att hen vill att det ska gå bra för en. Kunna gå till dem när det är problem. Inte känna att man måste bevisa något.

Hur tycker du att din chef ska arbeta med feedback & rewards?

Feedback är viktigt. Utvecklingssamtal. Ger feedback i vardagen.

Vad är viktiga för dig i din relation med din chef?

Lita på hen, kunna säga allt. Kunna kritisera utan att det blir något som hålls emot mig.

Planerar du att byta jobb närmaste året?

Det skulle inte förvåna mig.

Vad gör att du stannar i en organisation?

Känner att jag får göra nya saker, bra kollegor, inte för stressigt, inte klarar av saker vilket gör mig stressig.

Varför lämnar du en organisation?

Prova på något nytt, inte trivs med chefen, inte trivs med pendlingen, dåliga värderingar.

Vad är en bra genomsnittstid att vara på en organisation?

Beror på, kanske inte vara kortare än ett år. Kan inte se mig själv vara länge. Beror mycket på omständigheter.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Nej

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Nej, inte egentligen. Men jag har noterat det om det var fel på jobbet.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja, och jag får det. Få möten, får vara hemma.

Arbetar du på en arbetsplats med mångfald?

Lite kanske, men det är ett litet företag. Inte jätte mångfald.

Hur får du möjlighet att utvecklas i ditt arbete?

Lite, får lite egna projekt. Men hinner inte riktigt hålla mig uppdaterad.

Vilken betydelse har det att du har andra yngre kollegor på företaget?

Det kan vara kul.

Har du någon relation med dina kollegor utanför jobbet?

Lite, jag bor lite långt ifrån.

Hur viktigt är företagets lokaler för dig?

Förhållandevis viktigt ändå, inte nice med öppet landskap. Blir trött i huvudet av sådant.

Har du några förmåner?

Ja några, men det är det som är viktigaste. Men det är som en liten bonus att ha det. Finns annat som är viktigare. Typ trivsel, arbetsuppgifter, lokaler, chefen.

Hur viktigt är lön för din trivsel / för att du ska stanna?

6-7 av tio kanske. Hade blivit bitter av en låg lön. Har inte medvetet sökt ett ställe för hög lön.

Hur tycker du det är att söka jobb i Göteborg?

Hatar det, lägger så mycket energi och jobbigt med intervjuer.

Har ditt företag ett sätt för att behålla ung kompetens?

Nej.

Jobbar du helst i grupp eller ensam?

Både och, ska jag få gjort mycket vill jag sitta ensam men kunna bolla idéer i grupp.

Har ni ett öppet samtalsklimat?

Ja, kanske mer restriktiv mot ägarna i företaget.

Orkar inte gamla personer som pajar ens planer och är bittra. Det var bättre för mentalitet. Lättare att stanna om det är många unga, mer gemensamt och tänker på samma sätt.

3.14 INTERVIEW 14.**Intervjuperson: 14****Vad får dig att trivas på jobbet?**

Kollegor är viktiga, känner mig sedd och hörd och behövd. ← av chefer. Kollegor är viktigast. Arbetsuppgifter. Respekterad. Tillför någonting

Vad utgör en bra arbetsgivare?

Både stöttar och utmanar, tillgänglig, personlig men inte privat. Lyhörda för mig som medarbetare. Platt organisation på riktigt. Får lov att göra fel. Förlåtande. Högt till tak. Förtroende för att kunna växa, låta personer fatta beslut även om det kanske blir fel.

Vad gör dig stolt att arbeta för en organisation? (people, profit, planet)

Bra grundvärderingar inom företaget. Försöker göra allting lite bättre hela tiden. Det lilla man kan i miljö, personalpolitik, gör bra saker. Skulle aldrig jobba för ett spelföretag. Inte pengar till vilket pris som helst. Bryr sig om sina anställda och kunder.

Vad betyder företags rykte för dig?

Ganska mycket faktiskt. Tycka om att känna att folk tycker om "mitt" företag. Positivt rykte.

Hur viktigt är företagets värderingar för dig?

Viktigt. Till sin bästa förmåga försöker skapa bra beslut. Nyfiken och inaktiv organisation. Det bästa man kan.

Anser du att din nuvarande organisation är en attraktiv arbetsgivare?

Ja, det tycker jag. För vissa typer av människor. Korta beslutsvägar, fria händer för att skapa sin egen arbetsplats, litet bolag så inte mycket regler eller policier. Man får testa och se. Forma sin roll och arbetsplats.

Har du valt ditt arbete baserat på det högre syftet av organisationen?

Nej.

Viktigaste kvalitéer hos en ledare?

Lyhörd, har förväntningar, leder med ett gott exempel, jämna i humöret, vet vad man förvänta sig av de (konsekventa) stöttar och utmanar, finns där och samtidigt ställer krav. Personliga och inte privata.

Vad är en ledares roll?

Skapa en vision, leda människor genom förändringsprocesser och utmana. Vara ett bollplank.

Hur viktigt är en bra chef för dig?

Jätte-viktigt, skulle inte stanna annars. Även om allt annat är bra

Vad för typ av relation vill du ha med din chef?

Respekterar, men inte kompis. Men vänskaplig. Fungerar bra på jobbet, men tydligt att hen är chef.

Hur tycker du att din chef ska arbeta med feedback & rewards?

Belöning kan vara problematisk. Jobba med målbild. Förväntar mig feedback, men inte varje dag. Ska vara tydligt vad som förväntas. Kontinuerligt samtal. Utvärdera.

Vad är viktiga för dig i din relation med din chef?

respekt, blir utmanad, bollplank.

Planerar du att byta jobb närmaste året?

Ja.

Vad gör att du stannar i en organisation?

känner mig sedd, hörd, respekterad, möjlighet påverkan, utvecklas, utmanas.

Varför lämnar du en organisation?

Hittar något bättre.

Vad är en bra genomsnittstid att vara på en organisation?

Det beror på ålder, 2-5 år i min ålder.

Har du ett krav på din arbetsgivare att den ska ha en hållbarhetspolicy?

Ja.

Har du ett krav på din arbetsgivare att den ska ha en jämställdhetspolicy?

Ja.

Prioriterar din organisation att anställda får styra över sin egen tid?

Ja, självgående. Flexitid. Litar på mig.

Arbetar du på en arbetsplats med mångfald?

Ja.

Hur får du möjlighet att utvecklas i ditt arbete?

Ja, testa nya grejer. Mer och mer ansvar.

Vilken betydelse har det att du har andra yngre kollegor på företaget?

Inte jätte stor, inte ålder men personlighet.

Har du någon relation med dina kollegor utanför jobbet?

ja lite granna, inte ofta.

Hur viktigt är företagets lokaler för dig?

Härligt om de är inspirerande, det påverkar inte för att byta. Positivt om det finns, inte jätte jobbigt om det inte.

Har du några förmåner?

Ja, möjlighet att ta semester när jag vill. Positiv extragrej, tänker att företaget bryr sig

Hur viktigt är lön för din trivsel / för att du ska stanna?

Viktig, jag ska ha en god lön för min insats. Enklare att få upp lön genom att byta.

Hur tycker du det är att söka jobb i Göteborg?

Inte så mycket möjligheter, helt okej. Jobbig process överlag.

Har ditt företag ett sätt för att behålla ung kompetens?

Försöker behålla kompetens hur som.

Jobbar du helst i grupp eller ensam?

Båda. Tycker om att ha kollegor.

Har ni ett öppet samtalsklimat?

Ja