

Master Thesis

Robert Mejerö, July 2016

What motivates professional early millennials in the workplace?

Dual Degree: EMBA Executive Master of Business Administration

University of Applied Sciences and Arts Northwestern Switzerland FHNW, Master of Business
Administration MBA Cross-cultural Leadership

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Basel, Switzerland

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Declaration of Authorship

The work I have submitted is my own effort. I certify that all the material in this project report, which is not my own work, has been identified and acknowledged. No materials are included for which a degree has been previously conferred upon me.

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Acknowledgements

The researcher would like to extend a great thank you to all participants who opened up their hearts to discuss topics that are not that easy to discuss and are close to our well-being, and thus loaded and important. Thank you for being awesome.

A special thanks to Jonathan Knowles for all the help with supervising the creation of this master thesis. It was a learning process. Jonathan, you used one of the most important motivators: trust. Thank you.

The biggest thank you goes to my wife and son, who has been going to bed to the tones of mac keyboard hammering only to wake up and realize the hammering still hasn't stopped. Thanks for believing and supporting. I love you deeply.

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List of figures

Figure 1 Herzberg's two-factor motivation theory (Herzberg, 1966).....	13
Figure 2 Turnbull's Typologies (Turnbull, 2011, Figure 22: p. 170).....	19
Figure 3 "Conceptual Framework" (Mejlerö, 2016).	21
Figure 4 "The research onion" (Saunders, Lewis and Thornhill, 2009).	22
Figure 5 "Differences amongst the Typologies" (Turnbull, 2011, Page 213).	24
Figure 6 "Triangulation" (Mejlerö, 2016).	26
Figure 7 "Research Objectives" (Mejlerö, 2016).	28
Figure 8 "Seven areas of work motivation" (Turnbull, 2011, p.215).	34
Figure 9 Mapping Turnbull's "Seven areas of work motivation" and Herzberg's two-factor theory to the survey and in-depth interview questions. (Mejlerö, 2016).....	95

Abstract

The purpose of this thesis is to research the motivation of early millennials in the work place. Previous studies show the need to further research how this cohort is motivated in a business context, as supposed to being business students. At the same time, there are self-proclaimed experts that has released books where a picture of how millennials are motivated are generalized and not referenced, neither to the existing literature nor to a research design and methodology.

The researcher has aimed to find out the motivation of early millennials by using a deductive base from the typologies established by C.Turnbull (2011), building on with evaluating differences and gaps towards how millennials are motivated in comparison with generation X, critically evaluating the importance of the line manager and to establish a list of critical activities for how to best motivate millennials to reach their full potential.

In order to research the aim of this thesis the researcher has been critically reviewing the literature, surveyed early millennial participants from 22 countries with a questionnaire, semi-structured in-depth interviewed 14 participants from 9 countries. This has formed a triangulation making it possible to make sense of the data based on three independent sources.

The research journey ended with the general conclusion that the literature has little to offer and is to an extent generalizing on millennials. Turnbull's (2011) typologies about how different people types are motivated in different ways holds, with the conclusion that the 3 types are too general, even though this is the model that is the most up to date. Further, the line manager is the most important person in the career of millennials and the single most important finding about motivation for millennials is to receive timely feedback.

This master thesis adds a strategic value to managers and companies who doesn't only want a competitive advantage, but wants to manage their employees in a way that goes in line with how they are motivated, thus making them stay, lowering attrition rates and sets the scene for a culture to embrace innovation.

This is contemporary, as 75% of the work force in the world will be millennials by 2025 (Schawbel, 2012).

Table of Contents

1	Introduction.....	9
1.1	Research Question.....	9
1.2	Terms	10
2	Background.....	11
2.1	Research Problem / Issue.....	11
3	Literature Review.....	12
3.1	Conceptual framework	21
4	Research Design and Methodology	22
4.1	The research process	22
4.2	Interpretivism.....	23
4.3	A deductive approach	23
4.4	Surveys.....	25
4.5	Mixed methods	26
4.6	Literature review	27
4.7	Quantitative survey	27
4.7.1	Survey questions and how they relate to the research objectives.....	28
4.8	Qualitative survey	32
4.8.1	Survey questions.....	32
4.8.2	Research traceability matrix	33
4.8.3	Cross-sectional.....	36
4.8.4	Data collection and data analysis	36
4.9	Ethics.....	36
5	Data & Analysis.....	38
5.1	Quantitative Survey.....	38
5.1.1	Millennial survey	38
5.1.2	Generation X.....	48
5.1.3	A comparison.....	57
5.2	Qualitative In-depth interviews	65
6	Interpretation	92

6.1	Quantitative Survey	92
6.1.1	Do you have set goals for your own personal development?	92
6.1.2	Do you use goals in your workplace?	92
6.1.3	Is goal-setting something that works according to your experience?	92
6.1.4	Have you ever left a job because of your line-manager?	92
6.1.5	How important has your line-manager(s) been in your career? (5. Very important, 4. Somewhat important, 3. Neither important or unimportant, 2. Unimportant, 1. Very unimportant).....	93
6.1.6	Which one of the following statements would you agree describes you best?	94
6.1.7	Rate how important the following motivators are at work for you	94
6.2	Qualitative Survey	94
6.2.1	What motivates you at work?	95
6.2.2	Where do you think your motivation comes from?	95
6.2.3	Do you set goals for yourself?	96
6.2.4	What do you think about feedback at work?	96
6.2.5	What is your dream job?	96
6.2.6	How important is your line-manager in your current job?	97
6.2.7	What should your company do to get the maximum out of your potential?.....	97
6.2.8	Which one of the statements did you select and why do you identify yourself with that? 97	
6.2.9	What in your experience is the difference between generation X and millennials in the work place?	98
7	Conclusions and recommendations	99
7.1	Objective 1: Critical evaluation of the latest research on the subject.	99
7.2	Objective 2: A comparative evaluation of the differences and gaps between how generation X and millennials are motivated.	99
7.3	Objective 3: Critically adapt the typologies of C.Turnbull and see if these are applicable for professional early millennials as supposed to business students.	100
7.4	Objective 4: Critical evaluation of the importance of the line manager in the careers of the millennials.	100
7.5	Objective 5: The establishment of best practice or critical activities list of the most important workplace based activities that motivates millennials to user their full potential. ...	101
7.5.1	#1: Give feedback	101

7.5.2	#2: Share responsibilities.....	101
7.5.3	#3: Offer flexibility	101
7.5.4	#4: Reward.....	101
7.5.5	#5: Support	102
7.6	The main question “What motivates professional early millennials in the workplace?”. 102	
7.7	Closure	104
7.8	Further research	105
7.8.1	Seven Areas of Work Motivation – larger study	105
7.8.2	Motivation of millennials outside the western world	105
7.8.3	Accountability among employees	105
8	References	106
9	Appendix A - Data privacy and confidentiality statement	110
9.1	Data privacy and confidentiality statement	110
10	Appendix B - Quantitative Survey Data	112
10.1	Invitation	112
10.2	Data information.....	113
11	Appendix C - Qualitative In-depth survey transcriptions.....	114
11.1	Invitation letter	114
11.2	Interview transcripts	115

1 Introduction

This master thesis aims to investigate the motivation of millennials. This group is constantly entering the workforce and many companies are not prepared to handle the new demands that the millennials seem to hold (Deloitte, 2016).

This master thesis critically reviews the latest literature around the topic, shows how burning the topic is and strives to correct some misunderstandings (Tulgan, 2009) about millennials - with the largest one being that millennials are all the same - they are motivated in the same way, they think the same and act the same. This is of course not true (Doherty, Kiley, Jameson 2015) and the researcher aim to show findings from recent research to describe the different motivating factors within the millennials cohort. Instead of looking on millennials as a problem that needs to be solved this master thesis will result in the establishment of best practices and recommendations that will help companies engage their millennial work force in the best way to reach their full potential. It's time to discuss this topic from a solution perspective. Millennials are here to stay (Schawbel, 2012) and their updated drive, passion and values will and are helping companies stay on top of their game and be competitive every day. The change is already here and the companies ignoring this will fall behind.

1.1 Research Question

The main question is "What motivates professional early millennials in the workplace?". This is divided in a sub-set of objectives.

Objective 1: Critical evaluation of the latest research on the subject.

Objective 2: A comparative evaluation of the differences and gaps between how generation X and millennials are motivated.

Objective 3: Critically adapt the typologies of C.Turnbull and see if these are applicable for professional early millennials as supposed to business students.

Objective 4: Critical evaluation of the importance of the line manager in the careers of the millennials.

Objective 5: The establishment of best practice or critical activities list of the most important workplace based activities that motivates millennials to use their full potential.

1.2 Terms

“Millennials” (Schawbel, 2012) are a cohort of people born between 1980 and 2000 and currently in the age between 16-36. With early millennials I’m referring to people born 1980-1988 and in the age between 27-36. Also sometimes referred to as “Generation Y”.

“Generation X”, are a cohort of people born between 1960-1980. The name comes from a famous photographer called Robert Capa, who coined the term when doing a photo project with people that were reaching their adult life immediately after the World War II (Capa, 1953).

2 Background

A generation change is happening in the work force. In 2025, 3 out of 4 workers in the world will be millennials (Schawbel, 2012). But one doesn't have to wait 10 years to see this coming, the millennials are already in the workforce and their values, their attitude to work and motivation has and will forever change the working environment. Companies have started to understand that in order to be more competitive, they should adopt Theory Y theories, which means to involve and engage their employees vertically, have less task specialization and use collaborative teams. Entering a workplace today is very different from how it was 20 years back.

Motivation at the workplace has been thoroughly researched for the last 80 years, somewhat starting with Freud in 1939. With industrialization making it necessary to understand the motivation of the workers better, this question has interested researchers. The contemporary research is not missing either, Latham, G. and Pinder, C. (2005) made a literature review of 205 sources of work motivation theory, and this is just between 1993-2003. However, the review doesn't contain anything about the specifics to millennials. Consultancy companies like PwC and Deloitte are very interested in millennials, as it's their business to recruit talent, and they have done their own surveys to understand the group better. Being a group, many of the research focus on telling the audience about the specifics around this group, but usually fail to mention that this group also are very different within. It can't be that all people born between 1980-2000 thinks, acts and gets motivated in the same way. There are a lot of major differences just within the group.

What motivates millennials seems to be very different from Generation X. Despite this wide understanding, there are still companies that acts like nothing has happened, and they are losing talent and their competitive advantage.

2.1 Research Problem / Issue

Although millennials supersede the Generation X in the US and Europe (Johnson, 2015), and they are already more, most of the research available on motivation at work are directed towards "classic" theories like Herzberg's two-factor theory (Herzberg, 1966) or even Maslow's need based theory (Maslow, 1943). The researcher has only found some recent research specifically around millennials. That is the problem, there is a gap in the literature. Companies, employees and other stakeholders are fed with "truths" from the media, about how millennials are and how they react. And how they are motivated. These assumptions must be tested in a structural way in order to establish a better understanding for the generation that is slowly taking over as the main work force.

3 Literature Review

The literature has a lot to offer about motivation at work, and the researcher has chosen to look for the classics, as well as newer journals and books around “millennials” and “motivation”. The researcher wanted to see what the literature already has around the research questions and identify any gaps as well as refine the research question. The literature structure is chronological going back to the classics and goes further to contemporary “truths” that consultant companies produce and publish. The researcher has chosen to read a mix of books, journals and news in the media.

Maslow (1943) describes motivation in his “Self-actualization”-theory all the basic needs of humans. These are briefly physiological, safety, love, esteem, and self-actualization (Maslow, 1943). He argues that once you have one need fulfilled, you move on to fulfill the next “level”. Maslow’s research made a great contribution to the understanding of motivation, and are still today considered “basic knowledge”. Maslow’s theories have been scaled up and used as a model in business schools, but this was not the intended use. Even if the model still fits well in, it has some flaws - most employees have all the basic needs fulfilled and thus doesn’t need to be fulfilled. We start very high up in the pyramid, so to speak. As a side note, a very interesting finding from Maslow, which was not as famous, is that he concludes we don’t need rats to study human behavior. This actually split the contemporary community and created a new school.

Herzberg (1959) introduced the two-factor theory, where things like salary, job security, status, fringe benefits are considered hygiene factors, and recognition, achievement, responsibility, advancement, work itself and growth are considered motivators. Herzberg’s two-factor theory is well known in business and can be seen as a base of how people are motivated at work. In a Harvard Business Review article (1987), an article written by Herzberg, he goes hard against the common beliefs at the time, arguing that the usual ways to try to motivate employees is a failure, as they all are “KITA” - Kick in the rear (Herzberg, 1968). Herzberg expands on the, at the time, new concept called Job enrichment, which shouldn’t be Job enlargement, using vertical enrichment - and the positive effects this had on the participants of the study. It’s interesting to read that despite 57 years of corporate management theory development, some companies still use the KITA, either with a push or a pull in order to try to make their employees do what they want. It’s still very real, just as Herzberg suggests, to use the “inner generator” of people instead of KITA.

“The precept that the worker has to work out of duty is no longer valid, and it becomes apparent to management that the worker must be willing - if not eager - to work. Once this principle is recognized, managers have a responsibility to do something about the motivation to work.” (Herzberg, 1966, p. 35).
“People work effectively when they are well treated physically”. (Herzberg, 1966, p. 36).

Herzberg describes the historical background of motivation so to as a transformation from the religious society to a secular. This may be way back in time and we are a bit further than that. At the time Herzberg wrote “Work and nature of man”, the switch from scientific management, where skilled workers was supposed to do an easy, repetitive, standardized and well-measured job in order to be efficient. This tends to make the worker bored. Herzberg compares results from independent studies testing the two-factor hygiene/motivator theory. The studies take place in industrial society in the US, but also covers Hungary and the Soviet Union. One conclusion is that the motivation of workers is not that different, even though capitalism is compared to communism. The six motivators and the ten hygiene factors are:

Motivators	Hygienes
Achievement	Supervision
Recognition for achievement	Company policy and administration
Work itself	Working conditions
Responsibility	Interpersonal relations with peers, subordinates and superiors
Advancement	Status
Possibility of Growth	Job security
	Salary
	Personal life

Figure 1 Herzberg's two-factor motivation theory (Herzberg, 1966)

Herzberg's Two-factor theory proves to hold, and if the Motivators are not in place, people don't feel motivated. They don't feel demotivated. The Hygienes doesn't contribute to motivation themselves, but, if they are not in place, the employee feels demotivated.

In the latest literature review called “Work Motivation Theory And Research At The Dawn Of The Twenty-First Century” (Latham and Pinder 2005), the researchers reviews the contemporary theories around motivation, mainly done between 1993-2003. An indeed comprehensive literature review but they merely give an updated overview of what's out there right now in terms of motivation, but it's not mentioning any new millennial motivation theories. The literature seems to lack research (and maybe interest to explore this topic?). The author of this thesis couldn't find any mentions of research around a special generation, a shift or age-group specific research to back up the “truths” that millennials are different than others. Latham and Pinder (2005) concludes that “We focus primarily on work reported between 1993 and 2003,

concluding that goal-setting, social cognitive, and organizational justice theories are the three most important approaches to work motivation to appear in the last 30 years.”

30 years of research and nothing specific about the new, so special group?

Megan Johnson (Johnson, 2015) takes up many interesting topics and new “findings” about the millennials in her article “Stop Talking About Work/Life Balance!”. Millennials are no longer motivated by flexible working hours or the possibility to work from home. She establishes a new term called “Technology Equilibrium (TEQ)” which means millennials doesn’t distinguish between work-tasks and non-work tasks. It’s not about if it feels like work to write a report or if going to a company dinner at night is entertainment - it’s about that millennials wants to work a lot and companies can really benefit from all the energy, the drive to implement changes and the ability to adapt fast. But many companies doesn’t motivate the millennials, as they impose social media bans or try to limit the way millennials express themselves. Megan raises many good points about the behavior of millennials and the collision that happens at work. Millennials are no longer motivated by the salary, it almost feels like it becomes a hygiene factor. The references she adds are mainly to other online articles. The researcher of this master thesis couldn’t find a single academic research mentioned, let alone about millennials. The statement that “millennials are no longer motivated by salary” comes from Staff.com, a company in the recruitment business. They, in their turn, references their sources to Jobvite, CareerXRoads, DirectEmployers, and doesn’t mention how the research was done or with what framework. They do mention Time Business as a reference, however no further mentions about what year, for whom or by who. These are important overlookings and many internet articles follows this pattern. It almost seems that millennials may be a made up concept, that has no real evidence in the literature.

In an interview with the chairman of the consulting company PwC, Mr. Nally (Espinoza, 2011) mentions a few very important things to what motivates millennials: 1) Use mentors 2) encourage employees to build their skills and experience 3) let them switch and make a career within the company. They also encourage flexible working and career breaks. Perhaps the most appealing to millennials would be that PwC also actively encourage volunteering. This is interesting because it’s new and it’s definitely coming from a push from the millennials with their high interest and care for ethics. Mr. Nally, being the chairman of a large multi-national company should indeed be respected for his insights in the new generation, but it also shows that PwC does only just some things that may work. Perhaps it works for them and everyone are happy, but the empirical evidence that the above works are missing.

Miller, Hodge, Brandt, Schneider “The Young and the Restless: Gen Y’ers in the Workplace! Are You Prepared?” (2013) further builds a picture around millennials (mentioned as Gen Y’ers) to be the result of helicopter parenting and 24/7 access to technology (Miller, Hodge, Brandt, Schneider, 2013). Millennials supposedly wants to wear jeans, get instant feedback on everything they do, they don’t think their manager has all the answers and demands access to social media community websites during work-time.

Miller, Hodge, Brandt, Schneider builds their theory on their experience from meeting and working with millennials, and they also make the mistake of putting all millennials in the same box. They take how the Facebook CEO approached a series of investors in his pyjamas as evidence that millennials want to wear jeans. The references of Miller, Hodge, Brandt and Schneider doesn't turn out to be strong either, they cover legal cases very well but doesn't reference any research, book or journal covering topics as motivation or studies around millennials in the workplace. They are assuming, based on what they read in internet articles and perhaps their own experiences, that millennials are a special breed that has high and completely new demands of the work environment.

Dill (2015) mentions a survey done by global research and advisory firm Universum and the INSEAD Emerging Markets Institute (EMI). They find that the 16.000 millennials they surveyed are misunderstood by their managers. With this conclusion, there must be a great need to understand more about the motivation of millennials. In 10 years, millennials will be 75% of the work force, compared to only 25% now (INSEAD, 2014). Again the "helicopter-parented millennial"-theory is mentioned, trying to describe the phenomenon of why millennials seems to be motivated by working from home, rather having no job than a job they hate, wants to become a leader, wants continuous development, wants to receive weekly feedback and wants friendly colleagues. In addition, they supposedly don't fear gender discrimination. Although Dill (2015) divides millennials into geographical or cultural areas, she fails to mention the differences among the millennials.

In his book "Not Everyone Gets A Trophy" (Tulgan, 2009), Tulgan has decided to really go to the bottom of the motivation of millennials. Despite the somewhat "Airport-literature" title, he does a great job of drawing attention to the millennial cohort, that he divides into Generation Y and Z, and he focuses on the Generation Y, which is born around 1980-90. Tulgan takes the approach that the millennials are misunderstood and mystified and they have a great potential, provided that they are managed differently. On page 12 he lines up 14 "myths" about millennials and turns them into a solution. An example:

"Myth #7: They want their managers to do their work for them.

Reality: They want managers who will spend time teaching them how to do their work very well and very fast." (Tulgan 2009). On page 6 he concludes "Generation Y is like Generation X on-fast-forward-with-self-esteem-on-steroids". (Tulgan 2009). It's hard to understand what he means here, one could only speculate that he wants to have a somewhat humorous tone and doesn't mean that an entire generation are abusing steroid substances. This is anyway an example of the wording in the book. Tulgan paints the picture of millennials as a cohort who was closely and equally brought up by their parents, and they expect the same treatment in the workplace. It's interesting to understand that Tulgan, falls in his own trap of generalizing an entire generation and sells in his message with crowd-pleasing arguments. It's easy to grasp for quick answers.

In a few chapters he seeks to teach what's really motivating for "GenY:ers"; Great onboarding, recognition, sharing a common mission, mentorship. This seems like Maslow and Herzberg reinvented and reshaped.

Are these concepts really that different between all generations working? Are millennials really that different in their needs and wants at the workplace? Tulgan mixes up concepts from many behaviour psychologist gurus, and package them as “the answer”.

When hiring Generation Y, you should keep them informed about the process. When Generation Y have their first work day, they want to be remembered and have a good welcome. Generation Y wants to learn from others. They want to do challenging tasks...the list is long. All these “tips” are common sense that is great for any company to follow, provided a competitive advantage is wanted. Sometimes Tulgan takes it very far, and assigns the entire generation as “over parented” (Tulgan, 2009, p. 58) and that helicopter parenting has gone so far so that parents are actually accompanying their children to the first day at work, may call the boss and demand salary increases and promotions, or just to complain about high workload. Generation Y:ers have constant contact with their parents and ask for help and support via messaging. The myths that Tulgan wants to straighten out turns into urban legends, as can be read on page 57: “I have heard this story over and over again, in various forms. The details change, but the thrust of the story is always the same”. (Tulgan, 2009, p.57). This is an exact definition of an urban legend. Tulgan doesn’t link his “findings” or “truths” with any data, any less any empirical. He states in the beginning of the book that he has been “...conducting in-depth interviews with young people in the workplace steadily since 1993. That was shortly before the oldest Gen Yers - those on the cusp of Generation X - started arriving in the workplace as teenagers. Since then, we’ve followed Gen Yers as they have become the new young workforce and have been developing a comprehensive picture of who they are, how they became that way, and what motivates them.” (Tulgan, 2009, p. 5). This is a pretty strong statement to do, arguing that the x amount of people interviewed in what way? Semi-structured? Are building up to this “comprehensive” picture, that can serve as a truth. How do we know that Tulgan didn’t just write his book about how he feels and wants to be seen? We don’t. And what if his findings are correct? That there are good links in his findings, they will never be taken seriously, because it’s simply not repeatable, and thus not science. It’s sensation literature, or “airport”. Great for a bar conversation, however not enough to base any theories on. Another example is the statement that “Gen Yers usually love their own names” (Tulgan, 2009, p. 61). After sharing a tip that managers should take the time to know their Generation Y workforce, and actually even their name (!), Tulgan states this. The researcher wonders how Tulgan can back this statement up, what research he did to define the love to one's name and also what the word “usually” actually means. Sometimes? Most of the cases? 50%? 80%? Tulgan actually recommends that instead of fighting the “over-parenting phenomenon”, managers should “sort of parent” their Generation Y workforce. Tulgan's book does shed some light on the millennial workforce, but the question if he is actually making more damage than good. In a book review of the book “The Trophy Kids Grow Up: How the Millennial Generation Is Shaking Up the Workplace.” (Alsop, 2008) made by Aryafar and Ezzedeen (2011), the reviewers writes “Overall, we found this book extremely helpful in organizing just about everything that is known about Gen-Y, including key values and attitudes, and the opportunities and challenges they pose for employers and educational institutions.” (Aryafar and Ezzedeen, 2011, p. 265). They state that they have found all the answers there are to know about millennials. This can’t be true.

Many business schools use the book in their classes and a simple search on the title Heriot Watt Library Resource, gives 112 results. (Heriot Watt Library Resource, 2016). In their last paragraph of the review they write "One weakness to be noted is that the work does not adequately document its research methods. Studies and facts are not referenced in concluding notes or a bibliography. A conclusion that ties together the various themes of the book, summarizing best practices for universities and employers, and presenting the author's opinion on how workplaces may continue to change to integrate this fascinating generation would have rounded up the book nicely, and is in fact a surprising omission." (Aryafar and Ezzedeen, 2011, p. 265). The researcher of this master thesis will add the missing variables of the "myths" about millennials, by conducting empirical research and summarize the best practices. Clearly there is a huge gap in the existing literature, and it's surprising to find that books like the one from Alsop (2008) and Tulgan (2009) doesn't show their research methodology.

The only serious attempt to research millennials and their motivation comes from Turnbull (2011). Herzberg, and the two-factor motivation theory (Herzberg, 1966) is not extensively mentioned in the doctoral thesis from Turnbull (Turnbull, 2011) and he says that Herzberg is highly criticised because that people tend to take credit for good things and blame others for their mistakes (Turnbull, 2011). He correctly argues that the theories needs to be dusted off, researched and updated to increase understanding of how 21st business students (millennials) are motivated. Research is also very generalized and not segmented properly (Turnbull, 2011). Turnbull argues that two theories seems to be the ones dominating the literature around motivation; "goals and social theory" (p. 67).

The gap towards motivation for millennials, or as Turnbull labels "motivation in the 21st century" seems to be in the research of how social behaviors, groups and identity affects the millennials. It's far more important now what others think, if positive feedback from the group is received or if it's negative. This will have a large impact on the motivation of millennials.

The academics seems to be in agreement that setting goals helps motivation. (Locke and Latham, 1990). Turnbull also mentions that goal setting has been "extremely important to the business community for several years" (Turnbull, 2011, p.52). In all large corporation goal setting and follow up is indeed something that is largely practiced and seems to work well.

There seems to be missing extensive research in the field about what motivates the new workforce, something that also inspired Turnbull to do his research. Also when he presented in the school about his research topic, the response from the audience was big. The topic of what actually does motivates millennials is very interesting, as it may suggest we have a real gap. It could also be that we try to generalize too much, so we end up with models that fit no one. Turnbull uses qualitative research as he thinks a human does a better job than a computer to analyze the data (Turnbull, 2009, p. 99). The researcher of this master thesis thinks that data analysis can be structured and automated, but it will always be quantitative and thus based on numbers. It will never take relationships, the "question behind the question", as for instance if someone means something else than what they ask, nor would it take body

language or any tacit behaviour into consideration. For this reason Turnbull uses inductive research where he draws conclusions and theories from the data he collects, interviewing 44 students at the campus where he works as a professor. He argues that this fits the goals of his doctorate thesis the best. The researcher of this master thesis can add that it seems very convenient to have access to data so close, and it could introduce biases. When looking closer to the participants in the thesis, they are in the age from 20-26 and then they must have been born between 1985-1991 (the thesis was written 2011). They came from various countries in the world but they had one thing in common, they studied at this particular university in Barcelona, that Turnbull happens to work for. Turnbull actually mentions the risk of bias as he is a professor and they are students, but thinks this is of less importance. The researcher of this master thesis argues that it does make a difference, especially following the argumentation in Turnbull's deep-dive into the literature. After a rather lengthy and very thorough literature review covering organizational behaviour, motivation theories, leadership, philosophy and the history referencing research from Maslow (1943), Pinder (1984), Vroom (1964), Lawler (2000) and so forth, Turnbull (2011) starts to build his research framework. The research Turnbull did was with students that hadn't yet entered the workforce full time, however they would very soon. Most of them did have work experience though.

Turnbull's research concludes "Seven Areas of Work Motivation" (Turnbull, 2011, Page 215) which is Communication, Leadership, Mobility, Training, Engagement, Oversight and Salary compensation. Turnbull also develops a new theory that consists of four personality groups (called typologies): Gung-Ho, which is the natural leader and driver of things, the Conventional who is the kind of standard motivated person, the Lifestyle, who care more about ethics, social connections and outside work activities and the last, the Adrift which is the people without any internal drive, no goals, they are not using their skills etc. This theory that Turnbull paints out is very interesting, because it adds a lot to the research, as in that not everyone is alike, and we all have different sources of motivation, and some haven't really even started to think about motivation (the Adrifts).

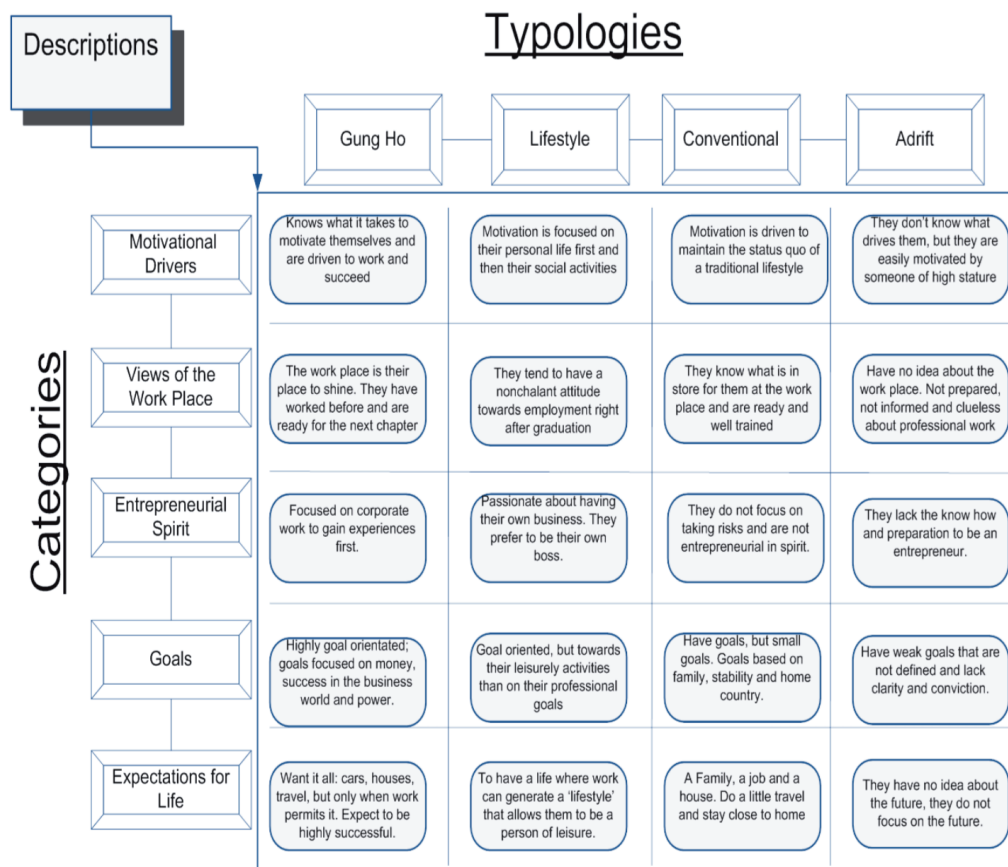


Figure 2 Turnbull's Typologies (Turnbull, 2011, Figure 22: p. 170)

Further he tests how well these types responds to five different theories; Response Theories, Drivers and instinct, Physiological need, Goals and Social theory. This enables Turnbull to give some conclusions how to manage the different types in a workplace. It gets very interesting because now we have something tangible, that actually changes the current knowledge about millennials. They are not one group called "millennials". They are not at all motivated by the same things. In fact, they are very different to themselves. Turnbull writes that "Differences between the typologies are much greater than differences between any given nation or culture in the research study" (Turnbull, 2011, p.212).

An interesting finding that explains a lot of what is going on in the workplace. Treating everyone as the same has never worked, and now that Turnbull has empirical evidence, this theory can start making it's way into work places and the trainings of managers. But as with all recently found knowledge it has to be spread and used. Turnbull is not the first one coming up with theories on how different we are, in fact there are a plethora of different ones - from Horoscopes to "Insights Discovery" (Brand) which is based on the research from Swiss psychiatrist Carl Jung, mainly known for "introversion and extroversion" (Slomski, 2015). But Turnbull does it on the context of millennials. That's a big difference. The researcher of this master thesis wants to build on the research by Turnbull, as Turnbull himself suggest on page 214, and even more the conclusion, to test if they actually apply in the workplace, by interviewing professional early millennials about their motivation.

The importance of the line manager are addressed in the research made by Sikora, Chad, Van Iddekinge (2015). The implementation by line managers of HPWP (High Performance Work Practices) strongly depends on political, own agendas, individual line manager beliefs and budgetary limitations. Yet the line manager and their behaviors are important to employees as their ineffective implementation of these practices could impact employee behavior and attitudes negatively, and it affects the turnover, job performance and how engaged employees are (Sikora, Chad, Van Iddekinge, Page 2-3, 2015). Kuvaas, Dysvik and Buch (September 2014) also concludes that there is a relationship between the line-managers perceptions of HR practices and the employee outcomes. However a link to any difference for the importance of the line manager between Generation X and millennials has not been found. Millennial managers are eager and embraces change instead of resisting it, but they have not yet gathered the experience as managers (Pernod 2015). "In summary, employers and managers need to provide meaningful work, allow the millennials to provide input, and help the millennial feel that he or she is a good fit on a good team." (DeVaney 2015, p.14). Managers seems to be important for millennials in the sense that they need to offer inclusion, and an ever changing environment. Organizations have to adapt their management style to reap the benefits of the millennial workforce, or they risk to lose the "war for talent" (Alsop 2008). Millennials also expects coaches, mentors and programs in order to support them to raise quickly (Carpenter and Charon 2014). Carpenter and Charon saw the pattern in many studies about the line managers importance, and conducted a study. They interviewed 18 participants, consisting of a spectra of managers, who at least led millennials once. They used face-to-face semi-structured interviews and the Glaser and Strauss's constant comparative analysis (Glaser and Strauss, 1967) for open, axial and selective coding. "Managing Millennials' needs and expectations has become an important part of the manager's job" (Carpenter and Charon, 2014, p. 74). "Flextime could be a key strategy in attracting, motivating, and retaining Millennials." (Carpenter and Charon, 2014, p. 76). "To win in the war for talent, corporate executives must align performance-based metrics for their leaders to continuously build their talent pipelines, both externally and internally, in order to enhance continuity of both resources and revenue streams" (Carpenter and Charon, 2014, p. 78). Carpenter and Charon developed the model called "Key Stakeholders and Factors Influencing, Attracting, Motivating, and Retaining Millennials" which could be used in organizations in order to accommodate the needs of millennials. The importance of the manager in the workplace seems to be established, yet many millennials feel that they hit the roof or can't continue at the same workplace with their current manager (70% Not engaged at work - Gallup, 2013). There seems to be a gap in the understanding on how important the line manager actually is, despite all research saying what things should be done in order to retain talent. 71 percent of those likely to leave in the next two years (Two in three Millennials expect to leave by 2020) are unhappy with how their leadership skills are being developed (Deloitte Millennial Survey 2016, p. 7). It would be a fair assumption to make that managers are one of the most important persons in the workplace for millennials. Lipman (2015) writes that "People leave managers, not companies" writing how important line managers are. Clifton (2013) writes that "The single biggest decision your company makes every day is who you name

manager.”, which is a conclusion from Gallup research during decades covering 25 million employees. Even though this covers the entire work place and not only millennials, it seems to be a very important success factor for millennials.

Concluding the literature review, there is a real gap in research about what motivates professional millennials in the workplace and how and what the best way is to manage them to reach their full potential. This master thesis aims to research this further, using the findings from Turnbull. Please see Research & Methodology for more. In addition, the importance of the line managers will be evaluated, as it seems to be a forgotten yet maybe one of the most important factors.

3.1 Conceptual framework

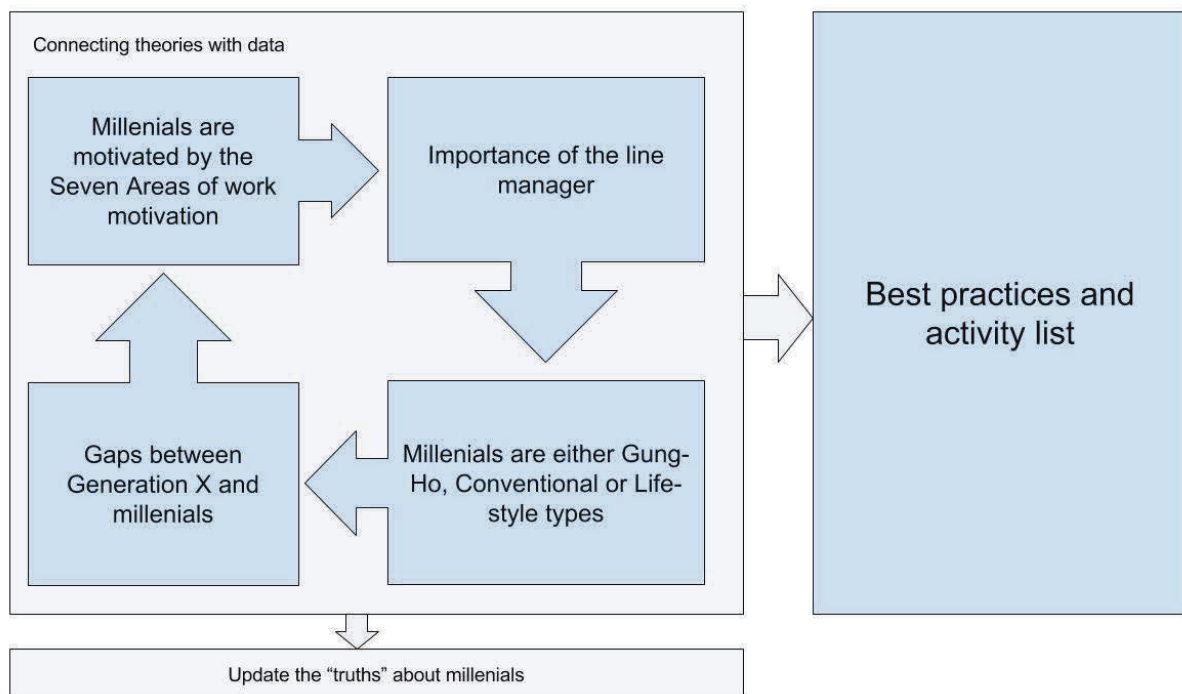


Figure 3 "Conceptual Framework" (Mejlerö, 2016).

4 Research Design and Methodology

This chapter describes the background and the journey to how the researcher took decisions at certain points in order to conduct an empirical study about the motivation about millennials.

4.1 The research process

The topic around millennials and their motivation is not well understood from a research perspective (see literature review conclusion). What has been found in the literature review is that we have “studies” supposedly collected over many years with millennials (Tulgan, 2009) however the research approach, the design and methodology and even less the data that led to the conclusions shown, which is the case in Alsop (2008) and Tulgan (2009) to mention a few, has not been presented. To continue from here, and to further understand and research the motivation, as a part of the research journey in this master thesis, it’s important to have a well thought through and justified approach.

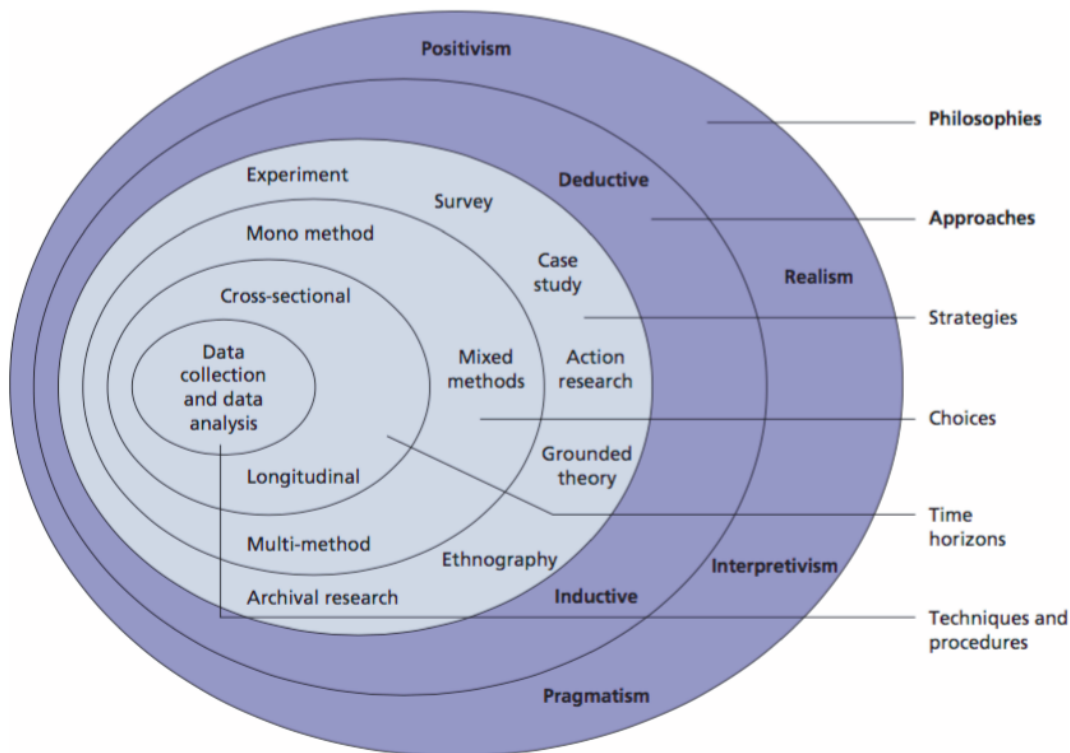


Figure 4 "The research onion" (Saunders, Lewis and Thornhill, 2009).

4.2 Interpretivism

Starting with the outer layer of “The research onion” (See Figure 1.4), to analyze the motivation of millennials, one has to listen to what they say. They need to be engaged in interviews and answer questions, and particularly a good portion of listening needs to be exercised in order to understand what they say, and why they say it. In order to avoid making “law-like” generalizations like with positivism; where the researcher takes a more natural science-stance where “working with an observable social reality and that the end product of such research can be law-like generalizations similar to those produced by the physical and natural scientists” (Remenyi et al. 1998:32). In positivism data is studied and hypotheses are created which could either be proved or not. (Saunders, Lewis and Thornhill, 2009, p.113). An example would be to take Turnbull’s research (Turnbull, 2011) and test if it works or not. However, as the stance is taken, that millennials are not all the same and may not be motivated by the same things just because they are millennials, and further, they are humans, the researcher took the approach of interpretivism. The approach is to “understand differences between humans in our role as social actors” (Saunders, Lewis and Thornhill, 2009, p.116.). This means to study humans rather than non-complex items such as maths or physics, which are repeatable and gives the same results over and over again. Dealing with people is different, and needs another approach. During the collection of data, the researcher will take the role as an interpreter, in the sense that the conclusions made are based on the experience and understanding of the researcher himself. This could create a “worldview” that is different from how others may perceive the world. It’s important to take an empathetic view and understand the participants point of view. This is argued that even though it creates unique situations and data that are hard to repeat, it’s highly appropriate in the context of researching the business world. (Saunders, Lewis and Thornhill, 2009, p.116.).

4.3 A deductive approach

Moving into the next layer of the onion, the researcher had a clear theoretical position built up before the data was collected, as opposed to developing a theory after the data was collected. Therefore, a deductive approach was taken. The theoretical position was built from the previous research done by Turnbull (Turnbull, 2011), the literature review and is also reflected in the research question and the objectives. Turnbull developed the theory that millennials are not a cohort that thinks and acts the same just because they are millennials, indeed there is “no one theory that can be used for an entire population” (Turnbull, 2011, p.226). Turnbull’s research is built on an inductive approach and Turnbull argues that the usage of inductive research and qualitative methods “employ an intimate and personal structure that is straightforward yet complex” (Turnbull, 2011, p.99).

The theory developed by Turnbull is the four typologies “Gung-Ho”, “Lifestyle” and “Conventional”. Turnbull also has a fourth typology called “adrift” which is described as when a person lacks motivation, doesn’t know where they are going, have no goals set and that they are just floating around and waiting

for things to happen. They are clearly “externalizers” in that sense that they don’t think that what happens in the world comes from themselves, but rather from the world around them. They are simply waiting for something to happen and follows the flow. (Turnbull, 2011, p.186) The “adrift” typology is not included in the research as it’s not appropriate from a business perspective (Turnbull, 2011, p.228), as the individuals that falls under this typology (in the theory) doesn’t make a good employee. Turnbull also argues (or hopes?) that these individuals gets their motivation later in life, just not right now.

Differences amongst the Typologies	
Gung-Ho	☐ Intreprenurial looking for change from within the organization ☐ Looking to become the next leader ☐ Confident about their skills and knowledge ☐ Overall futurist in thinking about their career ☐ Material possessions are important ☐ Sports minded ☐ Centered on the team
Lifestyle	☐ Centered on the themselves ☐ Finds happiness from within ☐ Individual comes first than the organization ☐ Concerned with leisure activities ☐ Passively arrogant about their skills and knowledge ☐ Overall holistic in thinking about meanings of life ☐ Searches for meanings internally ☐ Not conservative in political thought
Conventional	☐ Focused on having a family ☐ Eager to work as soon as possible ☐ Looking for stability ☐ Seeking to work for a company where their values are similar ☐ Oriented in local community ☐ Spiritual in their believes ☐ Compassionate towards others ☐ Patriotic towards their home country

Figure 5 “Differences amongst the Typologies” (Turnbull, 2011, Page 213).

The deductiveness in this research stems from the base that millennials are either of these typologies. The research objective 1 (Critical evaluation of the latest research on the subject) as well as research objective 3 (Critically adapt the typologies of C.Turnbull and see if these are applicable for professional early

millennials as supposed to business students.) are how the deductive approach connects to the research question.

Objective 2 (A comparative evaluation of the differences and gaps between how generation X and millennials are motivated) and 4 (Critical evaluation of the importance of the line manager in the careers of the millennials) also follows the deductive approach however they are based on research in the areas (or lack of it as argued in the case of Tulgan, 2009 and Alsop, 2008); which also starts from a base theory. An inductive approach would be to collect the data first, and from what can be observed, analyzed, researched, concluded, experienced etc build a theory, as in a grounded theory (Glaser and Strauss, 1967) which is clearly an inductive approach.

Objective 5 (The establishment of best practice or critical activities list of the most important workplace based activities that motivates millennials to user their full potential) should be seen as a development of the existing theories and also add conclusions, either completely new or existing, that are based on an empirical research approach.

4.4 Surveys

As the researcher doesn't aim to found a new grounded theory, and as we are moving to the third layer of the onion, in order to understand the motivation of the millennials, and to study their motivation, the option chosen in order to be able to get access to data and tackle the problem in an overcoming way, the method to use surveys was chosen. Surveys can be interviews, or they can be questionnaires in many different forms. The other methods; experiment for example, would mean to expose the participants to some kind of psychological test. There are, of course, a whole range of tests that could have been done, including building up work situations and have the participants act out a business situation. This would require resources not in the possession of the researcher, as well as other role play actors. In addition, psychological experiments needs to be monitored and performed by professionally trained psychologists, and not a business master thesis researcher. It quickly becomes out of scope and in addition opens up for a whole range of ethical issues, as in if the participants should be informed about the experiment before, when does the experiment get interrupted in case it develops in an unpredictable way. The interested can read the classic example of "Prisoner and Guard" (Zimbardo, 1971). Case studies, where "a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context" (Yin, 2003) is not relevant here as the researcher doesn't want to limit the research to one company only, or just one situation. Action research, following a more iterative approach and the study of change process in an organization while you adapt as you go was also not considered.

The reason to use surveys to conduct the study is because it allows the researcher to get a somewhat easier access to data. It's on the other hand not easier to analyse and make sense of the data, why a clear

thought process must be deployed prior to data collection, thoroughly analysing the survey questions asked, and the reason for asking them. Each and every question must link into the research question and the data generated must be able to be analyzed.

4.5 Mixed methods

The base understanding which builds the foundation in which the master thesis rests on, is that the study should be able to be repeated, and the same conclusion should be reached. To achieve this, not only one single source of data can serve as a base for the recommendations and conclusions; the actual outcome of this master thesis. Therefore, the researcher takes the approach that three sources will be used, in order to create a triangulation.

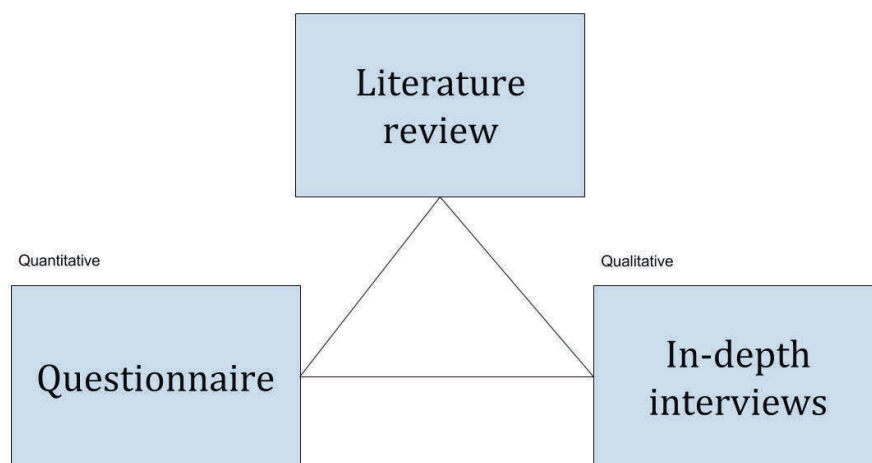


Figure 6 “Triangulation” (Mejlerö, 2016).

As argued in the survey section above, two kinds of surveys was used during the research.

The quantitative questionnaire, which means it's a questionnaire that generates data that can be quantified, i.e. calculated and put into formulas. This helps make conclusions and compare data, build graphs and other visual representation of the data. It's important that the data sample are in line with the research aim and objectives. Here, the researcher used a probability sample (or representative sampling) (Saunders, Lewis and Thornhill, 2009, p.214.) in the sense that a sample of business professionals was targeted, via social media. The link to the survey was posted on the social networks of LinkedIn, Facebook and Twitter. The social network of the researcher reaches approx. 1500 people in the target group of “millennials”, 29-36 year olds as well as people from other generations, who are working in both small and large companies, as self-employed consultants or employees, within IT, accounting, consulting, banking, law, CSR (corporate social responsibility), education, sales, pharma, tourism and retail.

In addition, posting on twitter (tweeting) created a snowball effect that spread the link to the survey wide. It was also reported from colleagues, student colleagues and friends that they had individually posted the link to their networks. It can't be argued that the link went "viral" however it certainly helped in creating a heterogeneous sample. The coverage of the data (further reported in the data section) shows that the sample is representative of business professionals. No distinction or leading information about that only "millennials" could participate in the study were made, so as to make sure that an inclusive environment was created and no participant would feel either discriminated by the questions, or excluded, which would have run the risk to lead in to answers.

4.6 Literature review

The first source of data, the literature review aims to answer the objective 1 (Critical evaluation of the latest research on the subject) which is not only a requirement for a good master thesis, but the researcher argues that it's also common sense to first see what has been done, what is out there and what learnings can be made from the existing knowledge. If this was to be ignored, research would be starting over from square one every time, without the possibility to move forward. The literature review gave the researcher a deep dive into a large field with different theories and schools of thought, many times arguing amongst themselves. That only proves that "knowledge" is subjective, and theories can be considered studied, tested, evaluated and described, but never proven. There will always be new theory introduced that changes the common contemporary beliefs. Over time, new mindsets are released and accepted.

The literature also reviewed the gaps in the research of the millennials. The biggest gap was that there was no research present, only a few serious empirical studies had been conducted on the topic of motivation of millennials, Turnbull (2011) being one of them. Many internet articles contained circle references to data that didn't have a described research approach (Staff.com) or was built on myths (Tulgan, 2008). These rather astonishing findings were in themselves a motivator for the researcher to pursue the topic.

4.7 Quantitative survey

The quantitative questionnaire was sent out using an online survey tool called "Survio". The survey strategy was chosen in order to easily be able to compare large amount of data. It was used to understand basically how the participants would rate their experience by using a 1-5 scale (5. Very important, 4. Somewhat important, 3. Neither important or unimportant, 2. Unimportant, 1. Very unimportant). Yes or no questions was also used. As one of the research aims is to compare millennials with Generation X, they were given the same questions. The questions was not written in a way so that they would feel they were leading or containing the word "millennial". The collection of the quantitative data is used to see if a

relationship between patterns of questions would connect to Turnbull's four millennial types (Gung-Ho, Conventional, Lifestyle and Adrift).

The link to the survey as well as a statement about the aims, and a Data privacy and confidentiality statement (See appendix A) was posted on social networks as LinkedIn, Facebook and Twitter. The survey was responded by 80 participants, in both the age-groups Generation X and Millennials. See more under the Data section.

Research objectives

Objective 1: Critical evaluation of the latest research on the subject.

1

Objective 2: A comparative evaluation of the differences and gaps between how generation X and millennials are motivated.

2

Objective 3: Critically adapt the typologies of C. Turnbull and see if these are applicable for professional early millennials as supposed to business students.

3

Objective 4: Critical evaluation of the importance of the line manager in the careers of the millennials.

4

Objective 5: The establishment of best practice or critical activities list of the most important workplace based activities that motivates millennials to use their full potential.

5

Figure 7 "Research Objectives" (Mejlerö, 2016).

4.7.1 Survey questions and how they relate to the research objectives

Survey question	Research Objective
Do you have set goals for your own personal development?	Objective 3
Do you use goals in your workplace?	Objective 3

Is goal-setting something that works according to your experience?	Objective 3
Have you ever left a job because of your line-manager?	Objective 4
If you answered "Yes" above, please answer what made you leave the job?	Objective 4
How important has your line-manager(s) been in you career? (5. Very important, 4. Somewhat important, 3. Neither important or unimportant, 2. Unimportant, 1. Very unimportant) [Important for your decision to stay at the job?] [Important for your career within the company?] [Important on your views about the company?] [Important to the work culture?] [Important to the team spirit?] [Important as a motivator?]	Objective 4
Which one of the following statements would you agree describes you best? You are an interpreneurial looking for change within the organization. Looking to become the next leader. Confident about your skills and knowledge. Overall futurist in thinking about your career. Material possessions are	Objective 3

important. Sports minded. Centered on the team. You find happiness from within. Centered on yourself. Individual comes first than the organization. Engage in leisure activities. Have good skills and are very knowledgeable. You are convinced that life has a meaning. You are not politically conservative. A highly social person. You would be passionate about having your own business. You like a good lifestyle. You focus on having a family. You are eager to go to work. You look for stability. You seek a company with similar values as you hold. Being engaged in the local community. You are spiritual, compassionate towards others. You feel strong that you know where you are from and agree with the cultural values of where you are from. You don't feel you fit in with any of the statements above.	
Rate how important the following motivators are at work for you (5. Very important, 4. Somewhat important, 3. Neither important or unimportant, 2. Unimportant, 1. Very unimportant) Efficient Communication style (Using messaging, e-mails, social networking first and face-to-face only when needed) Mobility (travel, relocation, opportunity abroad)	Objective 3, 5

High Engagement (included in planning, design, how to do things) Less Oversight (Less supervision, a lot of responsibility, freedom to set own schedule)] Training (continuous development, corporate training programs, courses) Leadership (Good leader, mentoring) Compassion (helping others, focus on others, make sure we feel alright, fair, mindfulness) Money (high salary)	
Would you like to add something to the motivators above?	Objective 5
What year were you born?	Objective 2
What country are you from?	Location and Objective 3
Gender	Diversity and Objective 3
How many years of working experience do you have?	Objective 3
How many jobs have you had?	Objective 3
What is your education level?	Objective 3
Can I contact you for an in-depth interview (30 min over Skype)?	Question for the in-depth quantitative interview survey
If I can contact you, please enter your email-address	Question for the in-depth quantitative interview survey

Can you recommend someone else that you think would like to participate in this survey? (Please enter their e-mail address)	Question for the in-depth quantitative interview survey
--	---

4.8 Qualitative survey

The qualitative survey was made to be able to communicate directly to the participants, and learn and interpret their experiences, from their perspective. The interview questions were asked in a semi-structured way. This means the researcher did not interrupt the participants and didn't lead or affect the responses in any way. In some cases, when the participants didn't either understand the question, or seem to not understand the question, the researcher would add a following question. This approach has limits, as in if following questions, building on the responses of the participants were asked, the interview could have taken another direction and form, and in the long run new learnings, that couldn't be predicted, may have been discovered. The downside of this approach is that doing so could potentially extend the scope in an uncontrolled manner. And as the research is not inductive, there had to be limits. The questions were not sent out prior to the interview and the participants were not stopped in their answers. All participants were asked the same questions, which are clearly connected to the research objectives (see questions and what objective they relate to below). All answers were transcribed word by word manually. At a later stage, the researcher used a software called Nvivo, to code and make sense of the data. The Nvivo software can create word clouds, assist the researcher in analysing and see patterns in larger data sets as well as assist in making conclusions. The approach from Leech and Onwuegbuzie (2011) in their report "Beyond Constant Comparison Qualitative Data Analysis: Using NVivo" was used. Instead of trying to interpret the answers again, and by that add a new level of interpretation, the researcher coded the data sentences in order to create lists with quotes, that can be seen throughout this thesis. One could argue that this is taking the data out of its context, however being done in a way to keep the essence, by taking out short sentences that could live on their own and still convey a message, the researcher believes a good picture could be shown, like an excerpt of a large amount of data.

From the participants of the online survey, the question "Can I contact you for an in-depth interview" was used to collect participants for in depth interviews. From the pool of the 80 respondents, 36 participants had answered that they could be contacted. Among these respondents, the researcher randomly selected 14 participants for the qualitative survey, keeping in mind that a heterogeneous sample was needed to be created. The researcher aimed to keep a good level in the grouping of gender, age and location.

4.8.1 Survey questions

Survey question	Research Objective
1. Can you tell me a little bit about yourself?	Objective 3
2. What motivates you at work?	Objective 5
3. Where do you think your motivation comes from?	Objective 5
4. Do you set goals for yourself?	Objective 3
5. What do you think about feedback at work?	Objective 5
6. What is your dream job?	Objective 5
7. How important is your line-manager in your current job?	Objective 4
8. What should your company do to get the maximum out of your potential?	Objective 5
9. Which one of the statements did you select and why do you identify yourself with that?	Objective 3
10. What in your experience is the difference between generation X and millennials in the workplace?	Objective 2
11. Why do you think this is so?	Objective 2

4.8.2 Research traceability matrix

The theory about “Seven areas of work motivation” (Turnbull, 2011) has been used to rate the importance for the participants. The participants also got a chance to add motivation factors that may be seen as important and left out.

The “Seven areas of work motivation” also ties in to Herzberg’s (1966) six motivators as the table below would suggest.

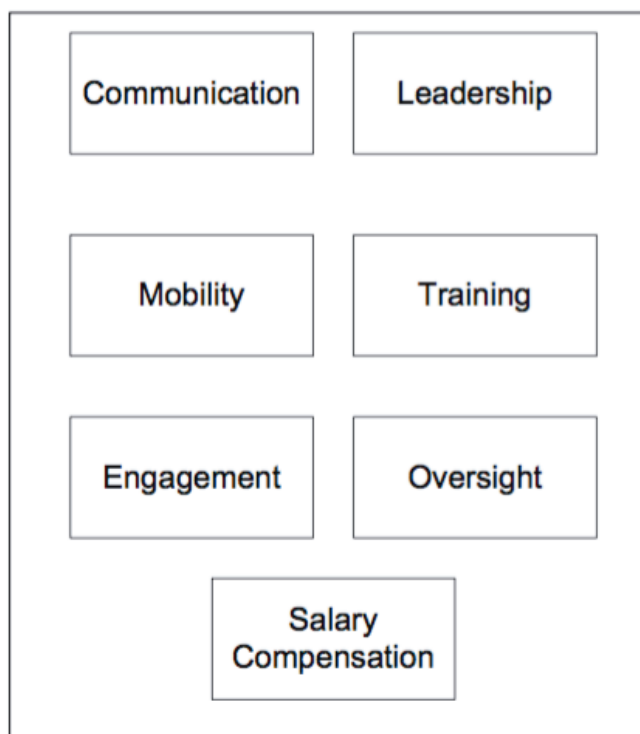


Figure 8 “Seven areas of work motivation” (Turnbull, 2011, p.215).

How Turnbull's “Seven areas of work motivation” maps to Herzberg’s six motivators and the ten hygiene factors and the questions asked in both the quantitative survey and the qualitative in-depth interviews.

Turnbull's “Seven areas of work motivation”	Herzberg's six motivators	Herzberg's ten hygienes	Question in survey	Question in in- depth interview
Communication		Interpersonal relations with peers, subordinates and superiors	8. Rate how important the following motivators are at work for you	5. What do you think about feedback at work?
Leadership		Supervision	8. Rate how important the following motivators are at work for you	2. What motivates you at work?

Mobility			8. Rate how important the following motivators are at work for you	8. What should your company do to get the maximum out of your potential?
Training	Possibility of Growth		8. Rate how important the following motivators are at work for you	2. What motivates you at work?
Engagement	Achievement, Recognition for achievement, Responsibility, Work itself		8. Rate how important the following motivators are at work for you	2. What motivates you at work?
Oversight		Supervision	6. How important has your line-manager(s) been in you career?	7. How important is your line-manager in your current job?
Salary compensation		Salary	8. Rate how important the following motivators are at work for you	3. Where do you think you motivation comes from?

Figure 1.9 Mapping Turnbull's "Seven areas of work motivation" and Herzberg's two-factor theory to the survey and in-depth interview questions. (Mejlerö, 2016).

This has enabled the researcher to critically test Turnbull's conclusions and his theories about work motivation in the 21st century against the answers of millennials already at work.

4.8.3 Cross-sectional

As the data studied in the research are collected over a short period of time, it's called cross-sectional, as supposed to longer studies which uses "longitudinal". This approach was chosen because of the obvious time limits of writing a master thesis, however also because that the scope of the thesis doesn't allow for longitudinal studies over years or even periods. It also wouldn't fit the research aim and the research design and methodology. In a longitudinal study, perhaps another approach would be taken, possibly an inductive. Studying the motivation of millennials during a longer period would answer another question, not covered by this thesis, however mentioned here for the point. "Are the cohort named "millennials" a generalization construction which carries more of a positivist approach than actually could be justified when studying humans?".

4.8.4 Data collection and data analysis

As the data was collected in both the quantitative and qualitative analysis, two different approaches to analysis was taken. They are analyzed separately in the interpretation chapter and both used as two different foundations that in the end builds towards the conclusion in the end. As described above (especially in the mappings) they both cover different parts and they do overlap in some. The intention to do this is to see if different people would give different answers in a survey that is face to face, compared to a computer based. The risk of this happening is bridged by the mixed approach. As the data are collected from two different approaches, two different ways of analyzing them has been used. The quantitative data has been analyzed using a ratio approach, where the data is arranged into comparable data sets and then graphs to provide for a graphical overview. The qualitative data is analyzed by organizing the transcriptions in to short conclusions, based on the content, without removing the context.

4.9 Ethics

When doing research, it's important to keep high ethics. Not only is it held very high by millennials but it also helps gaining the trust from participants.

Throughout the master thesis the researcher has informed the participants about why the research is being done and for whom. A Data Privacy and confidentiality statement has been made available online (See Appendix A) and was able to be accessed at any time. This included information about how data was intended to be stored throughout the project work. Names would not be mentioned in the Master Thesis as well as the confidentiality will be kept. The participants was informed that the thesis would be published openly and they will be provided with a report as well as a link to the thesis once it's released. As the researcher may gain a role as a "superior" during the data collection time, it was made sure to not influence the answers in any way by asking leading questions, sigh at certain places or force answers. References in the thesis is using the Harvard reference system.

The participation in the survey and interviews was completely voluntary and this was made clear to all participants. Participants was informed about recordings of interviews and that the researcher intended to transcribe the context and use it in the master thesis.

5 Data & Analysis

The complete data dump can be found in the attached USB-memory stick attached to the cover. In-depth qualitative interview transcriptions can be found in the Appendix C of the master thesis.

5.1 Quantitative Survey

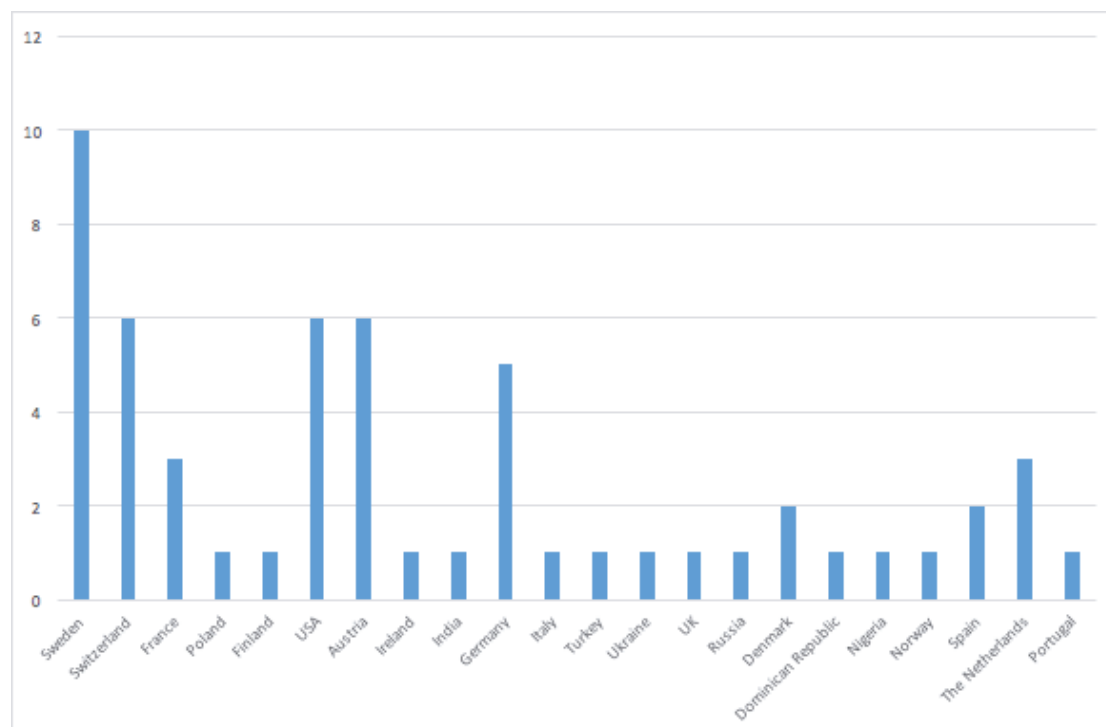
The survey is divided in two parts. One covering age groups from 1980-2000 (millennials) and one covering 1980 and before (generation before millennials). The survey was done between February 3rd - March 16th 2016.

The total amount of respondents are 80, however one answer had to be dismissed since no birth year was entered and thus couldn't fit into the research base. The percentages shown are rounded.

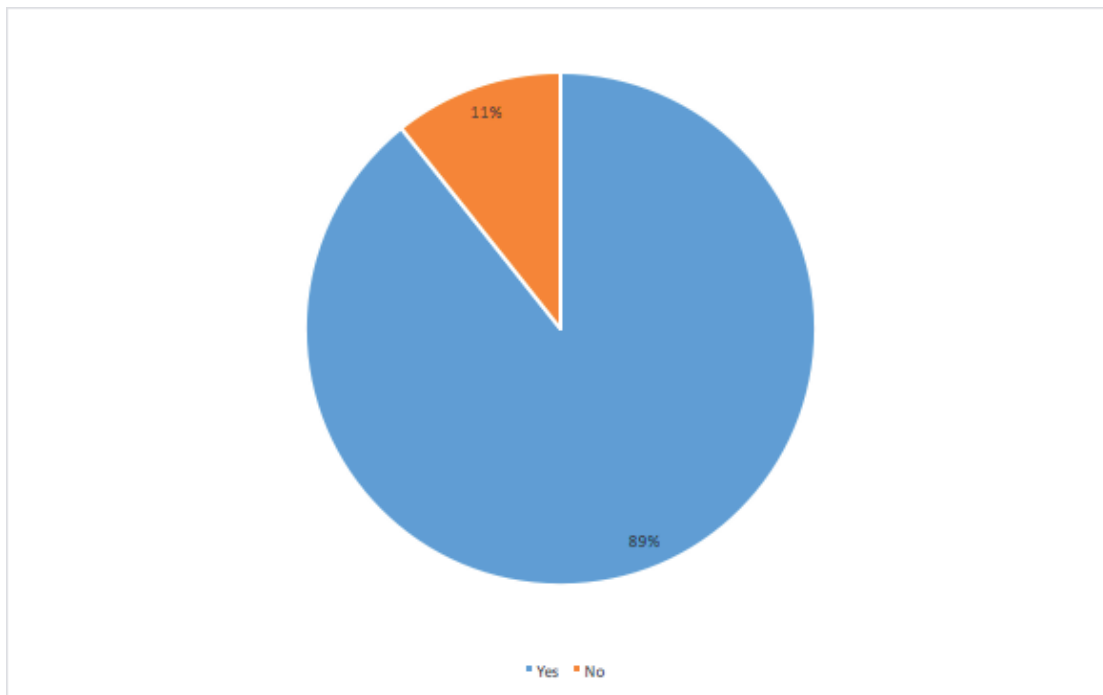
5.1.1 Millennial survey

56 responses.

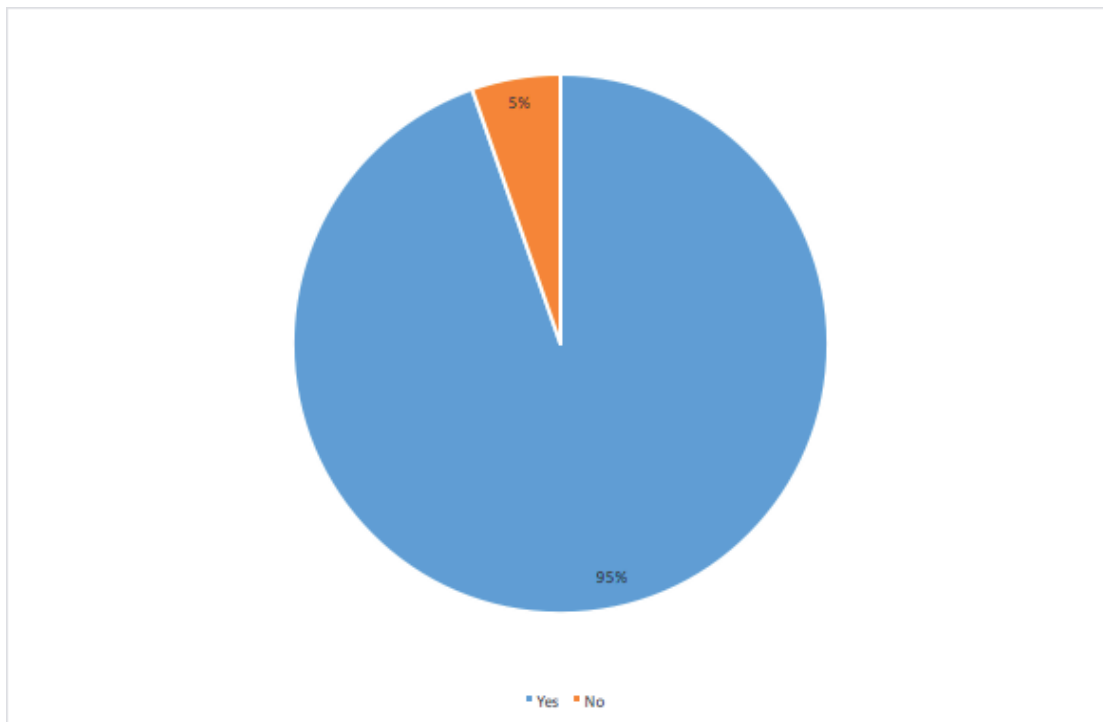
5.1.1.1 What country are you from?



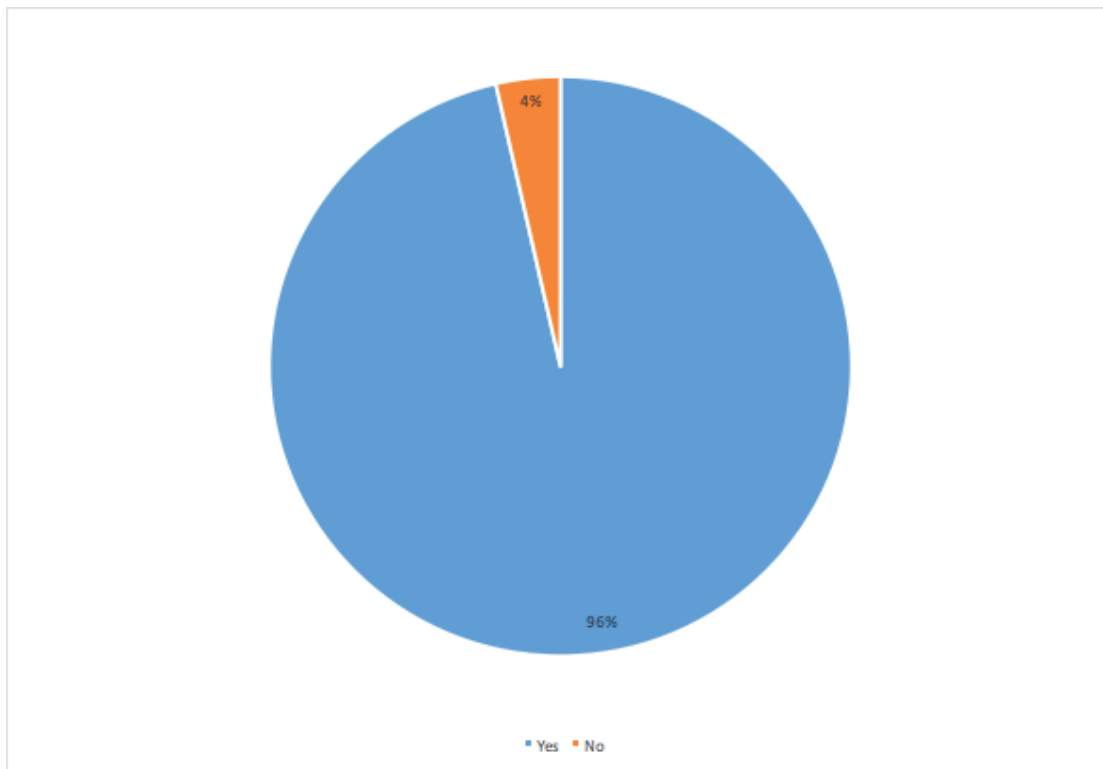
5.1.1.2 Do you have set goals for your own personal development?



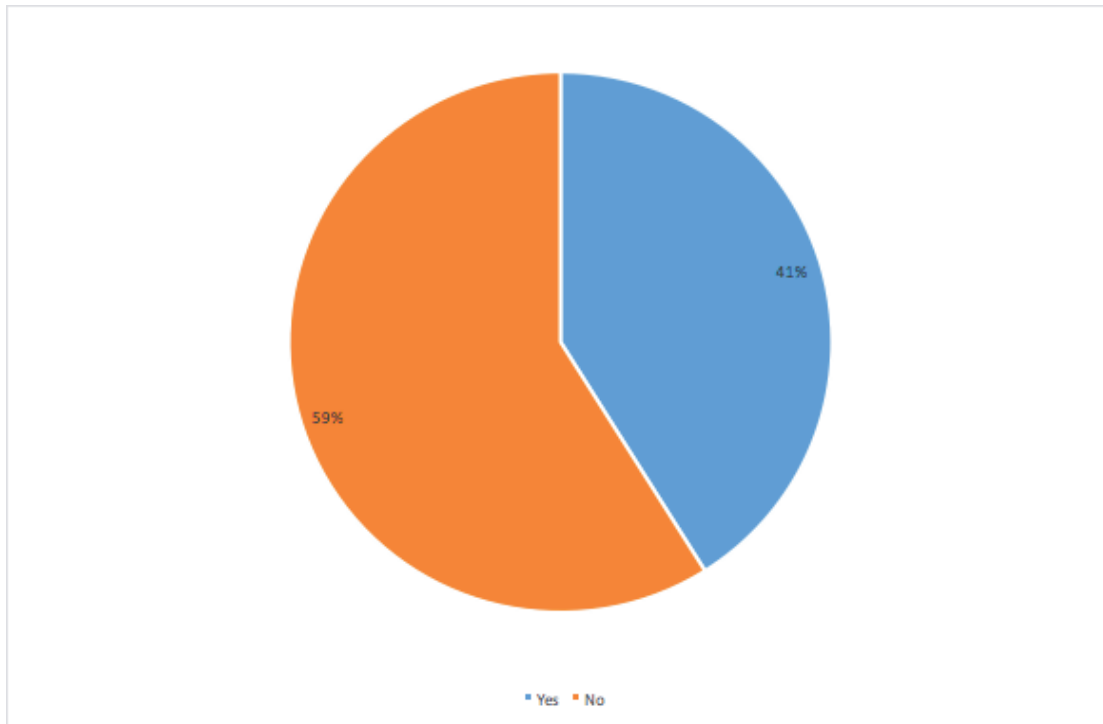
5.1.1.3 Do you use goals in your workplace?



5.1.1.4 Is goal-setting something that works according to your experience?



5.1.1.5 Have you ever left a job because of your line-manager?



5.1.1.6 If you answered "Yes" above, please answer what made you leave the job?

"No"

"In this stage of my career, I care more about people what they think about my CV. If I quiet in a short time span it can backfire to me in some way."

"Denied development opportunities, no empowerment, couldn't agree with the leadership style"

"The type of management (fear) didn't match with my vision of collaborative management"

"The behavior of our line-manager was inhuman and unacceptable for our team. We decided to quit the job together."

"I had a manager who was lacking leadership/management skills big time. I was very clear and upfront about what I wanted to achieve in my role, and I myself worked very hard to achieve them, but received no mentorship/leadership from my manager at the time. She also did not think it was important to maintain team spirit, get to know anything personal about her employers, which to me, are key elements to make sure that people have fun at workplace and enjoy working - you do not have to be best friends, but I think it a nice character that your manager knows something personal about you too."

"Managed in a very authoritarian way, and provided no advancement opportunities, but this was in a very early job. In higher professional jobs it hasn't been as much of an issue"

"Lacking development at workplace, not getting involved in decisions, poor future perspective, line-manager not promoting individuals, line-manager not wanting to change old processes"

"Not being open for change/improvement. Too focused on the same old routine that didn't make us grow."

"Too much micromanagement."

"Lack of communication and leadership skills on their part."

"Management style (Goals, guidance) was no longer convenient"

"Line manager did not allow me to develop to reach my goals"

"My line manager was not supportive, encouraging, or someone whom I felt inspired me. I didn't feel there was trust, and that to me is extremely important."

"My line manager's behavior and attitude to his team."

"The line-manager didn't value my effort and did not support my development. It is demotivating to stay at the same job with the same responsibilities and not getting new challenges nor develop further."

"Can't vote with negativity"

"Incapable manager"

"He was totally incompetent, bureaucratic, and sneaky"

"no possibility for enhancements, no more challenges"

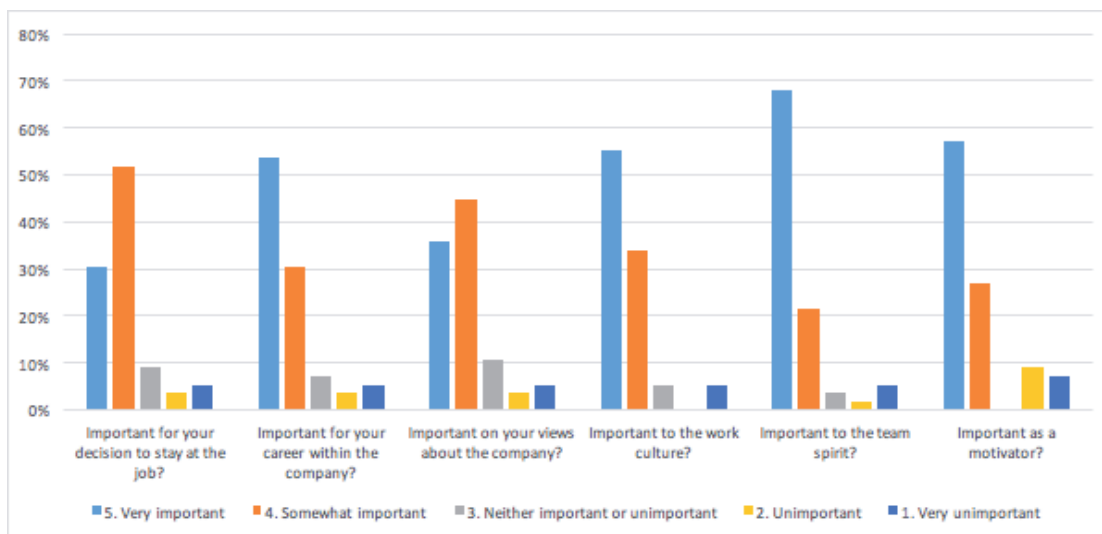
"missing strategy alignment, missing leader attitude"

"The line manager was choleric and shouted at people. The second time the line manager wasn't able to define goals and provide a strategic orientation for my department."

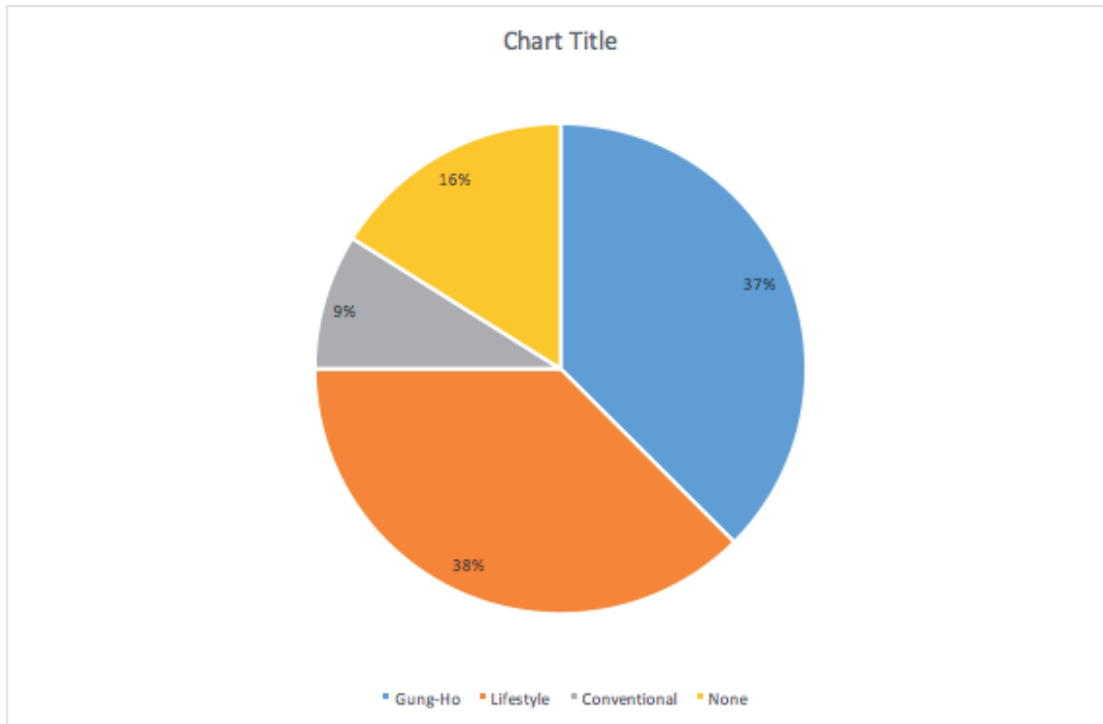
“Not enough scope of action, felt bored in the job, overqualified and not valued”

“I accept correct behavior of a manager, treating people equally and fair. If this is not the case the person shouldn't be a manager and there is no reason for me to stay in that job.”

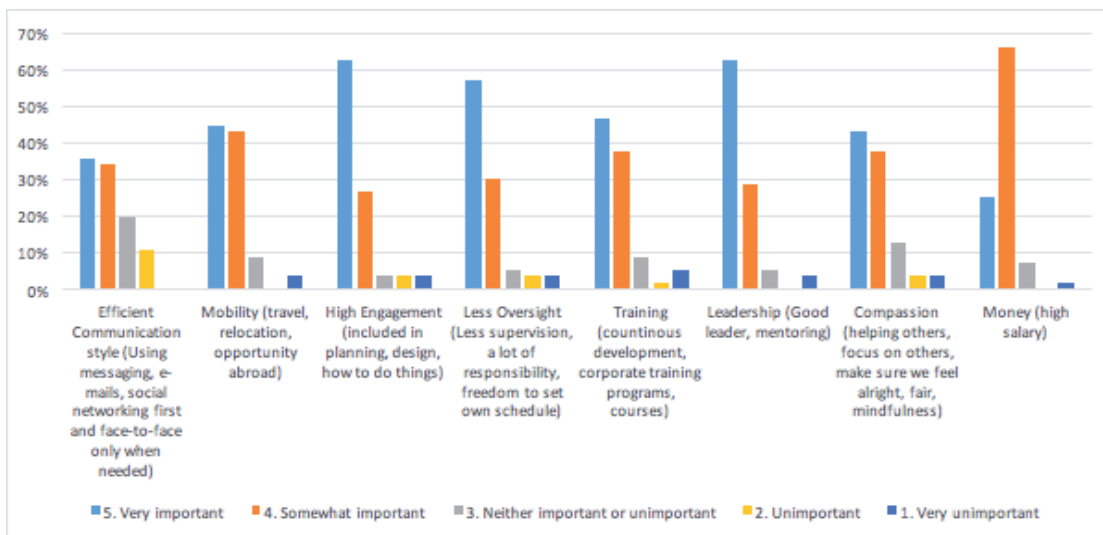
5.1.1.7 How important has your line-manager(s) been in your career?



5.1.1.8 Which one of the following statements would you agree describes you best?



5.1.1.9 Rate how important the following motivators are at work for you



5.1.1.10 Would you like to add something to the motivators above?

“Team Spirit (team building), collaboration, skills sharing, change, evolution, objective oriented, communication, management trust and team trust, all thèses points are very important for me”

"I would still consider face to face meetings very important for communication."

"Great team/team spirit."

"Openness for change, and new ideas. Taking value of the employees enthusiasms/engagement."

"Efficient communication does not have to exclude face-to-face meetings. You can be efficient also by having face-to-face meetings, as you get much more information out of people by personal interaction. This reduces the amount of E-Mails etc."

"Supportive team environment, doing work that has a positive impact on society, a good mission. Staff treated with respect and fairness."

"The feeling of being recognized i.e. Having a manager/Leader who is good at complimenting when you succeed."

"Open feedback culture is very important. Frank honest performance management is the basis for good management"

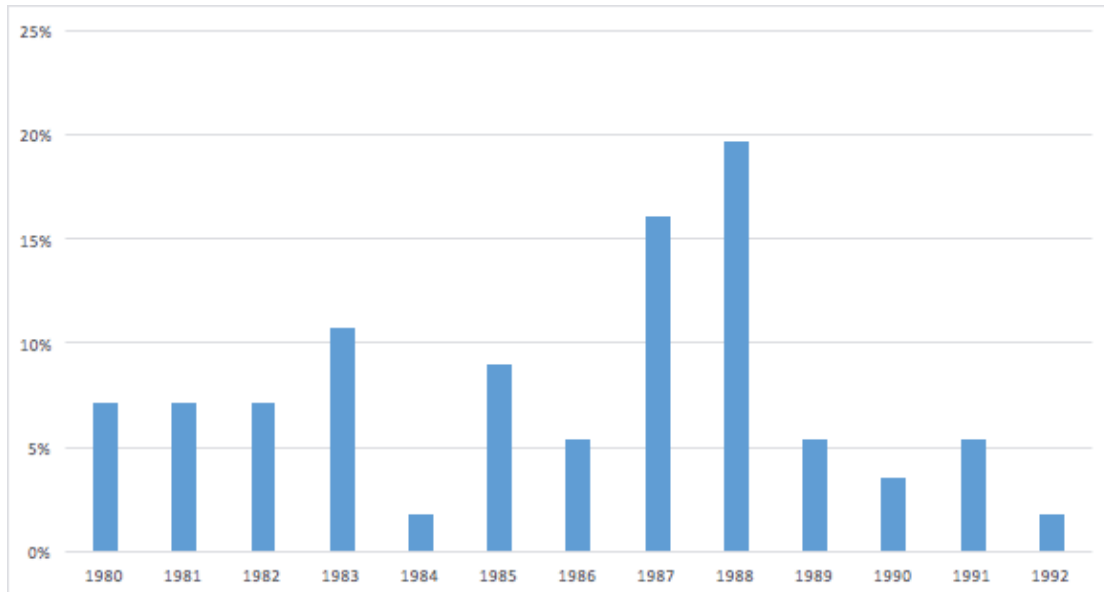
"You are not politically conservative." What's the connection with being focused on personal development ?!

"work environment, colleagues from same age and same ambitions. If possible multicultural"

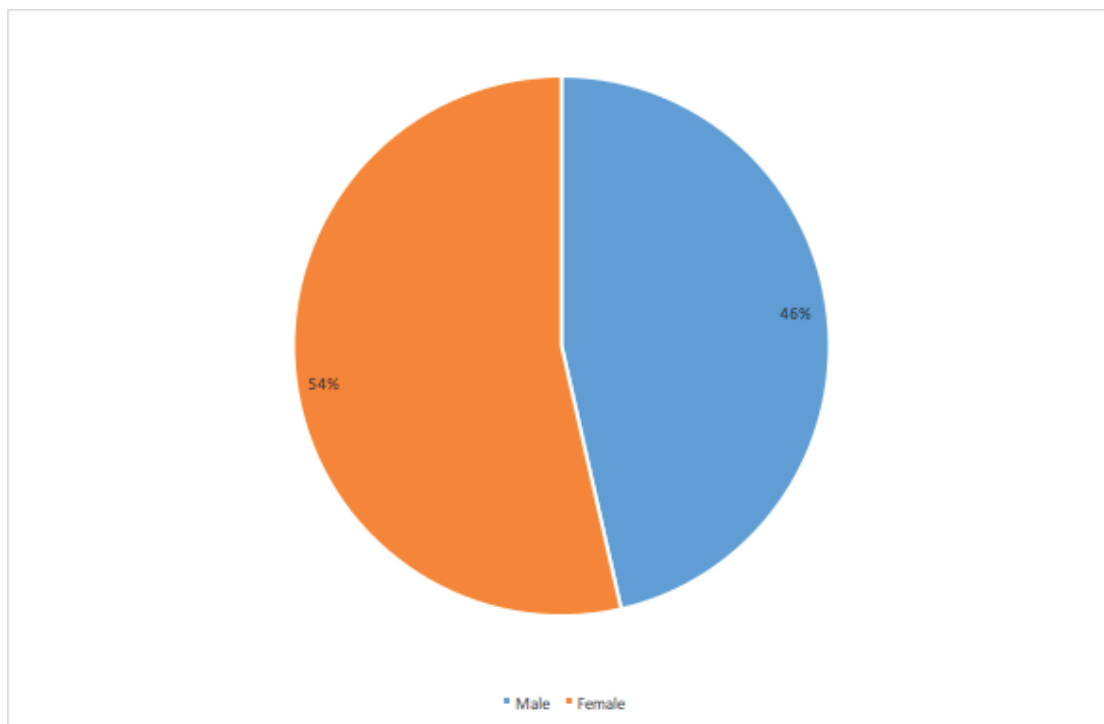
"Recognition: a few words, awards, etc..."

"Receiving feedback"

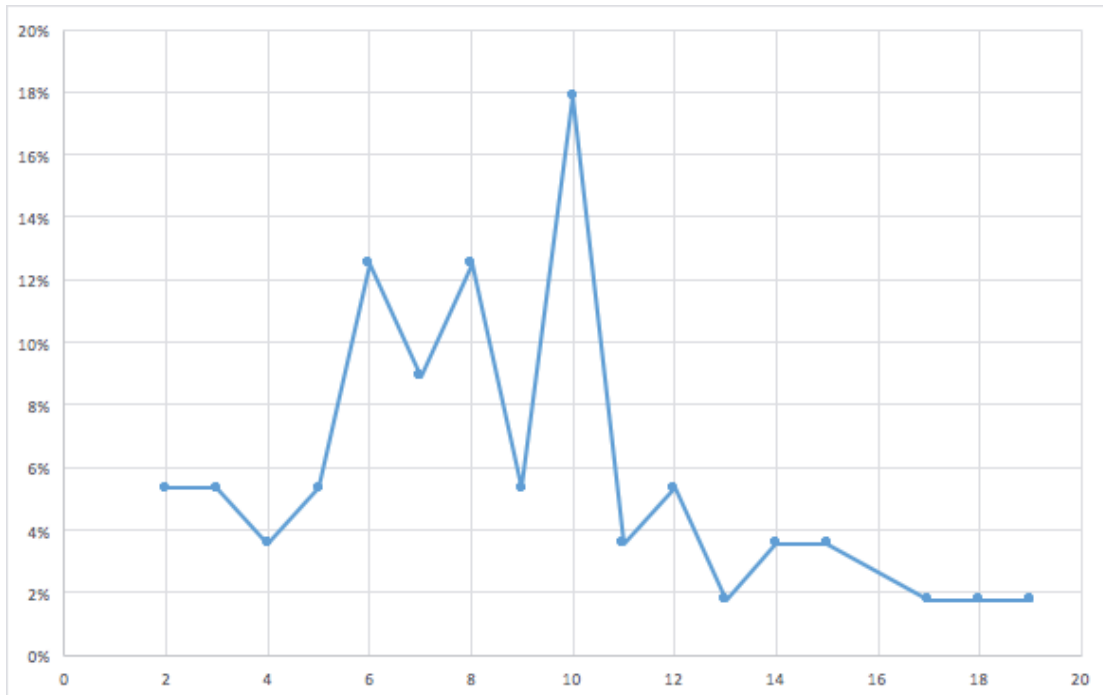
5.1.1.11 What year were you born?



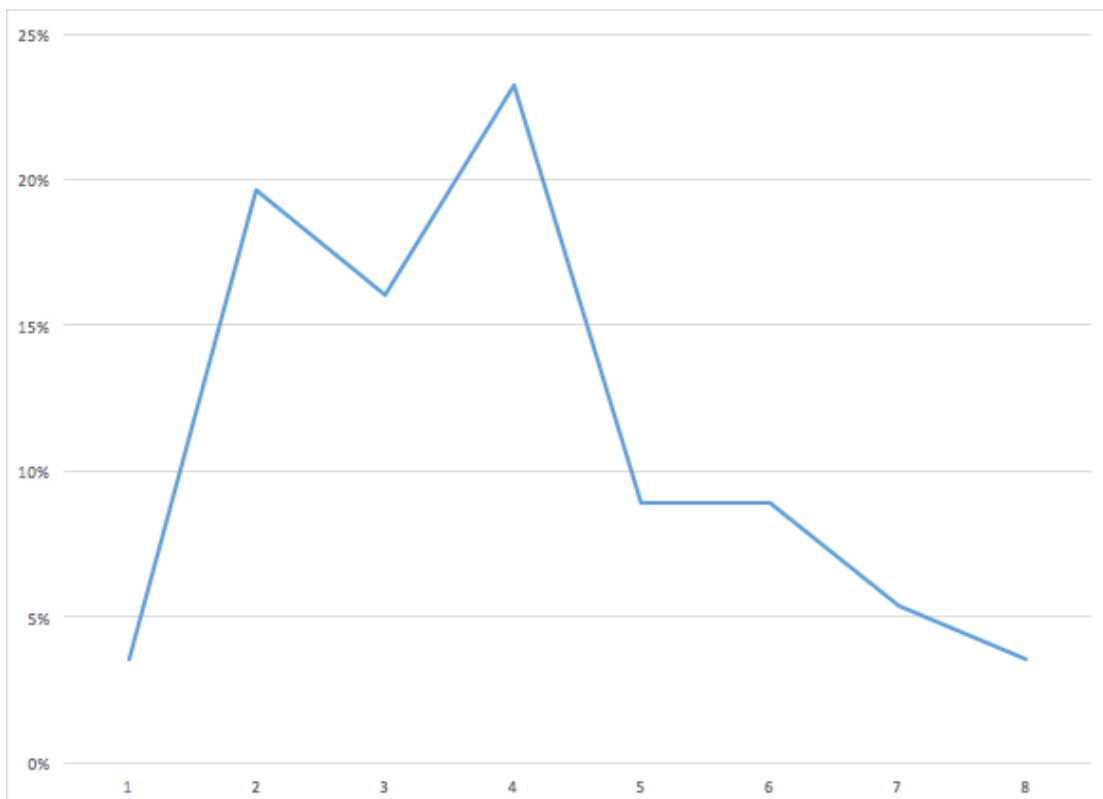
5.1.1.12 Gender



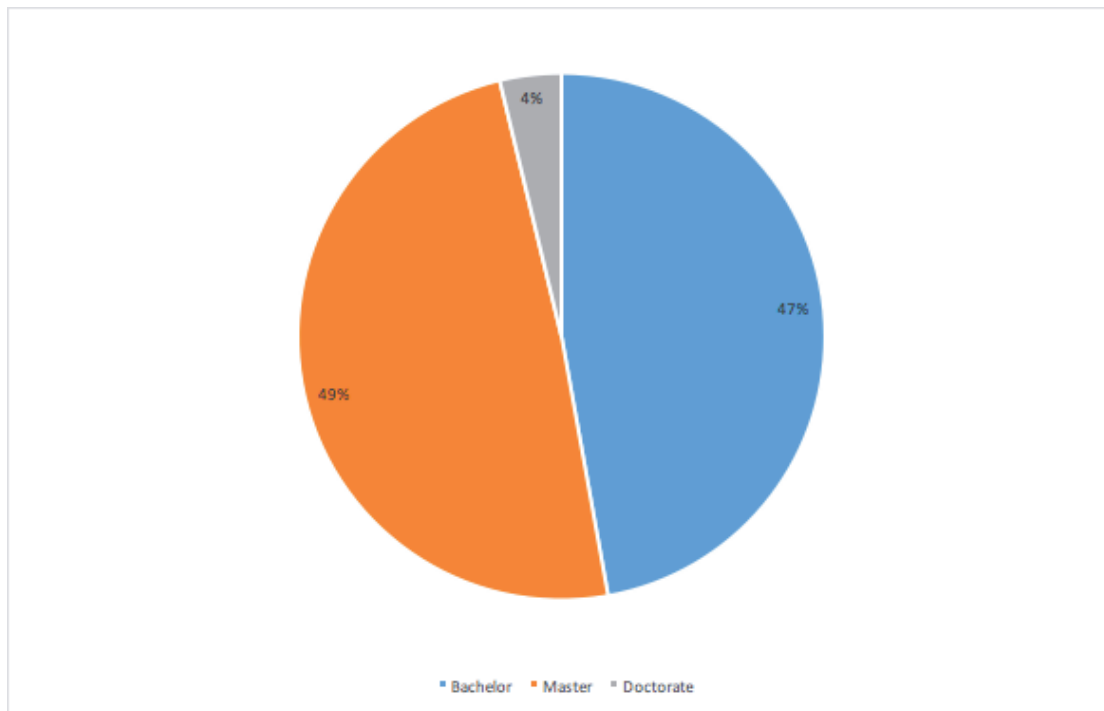
5.1.1.13 How many years of working experience do you have?



5.1.1.14 How many jobs have you had?



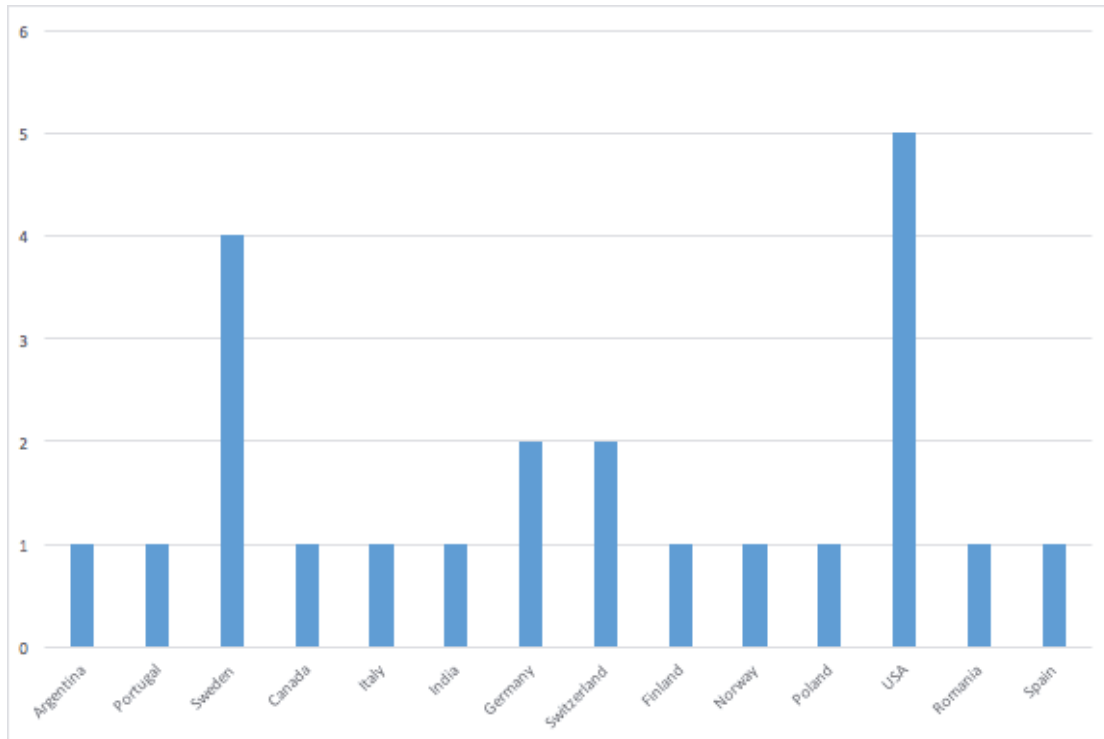
5.1.1.15 What is your education level?



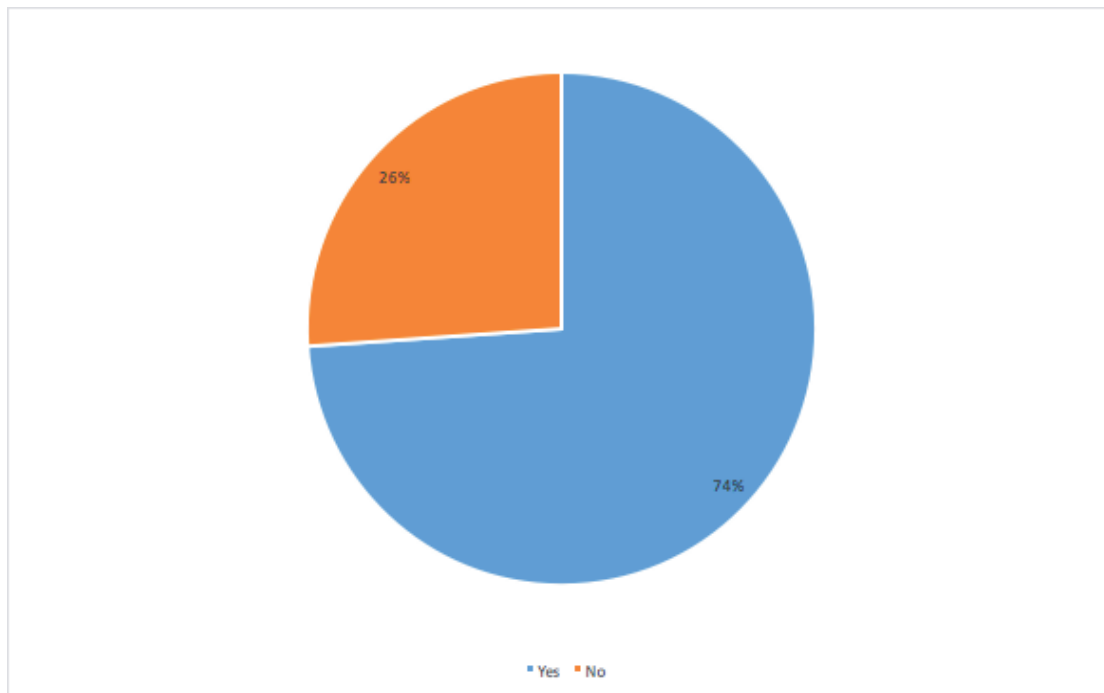
5.1.2 Generation X

23 responses.

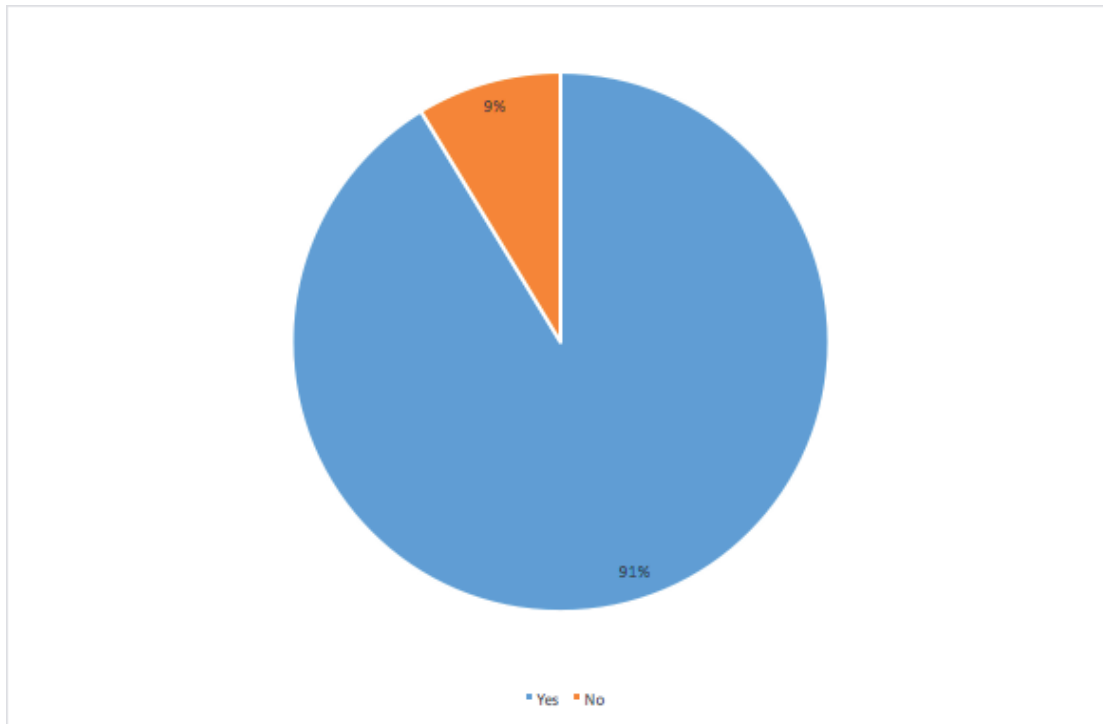
5.1.2.1 What country are you from?



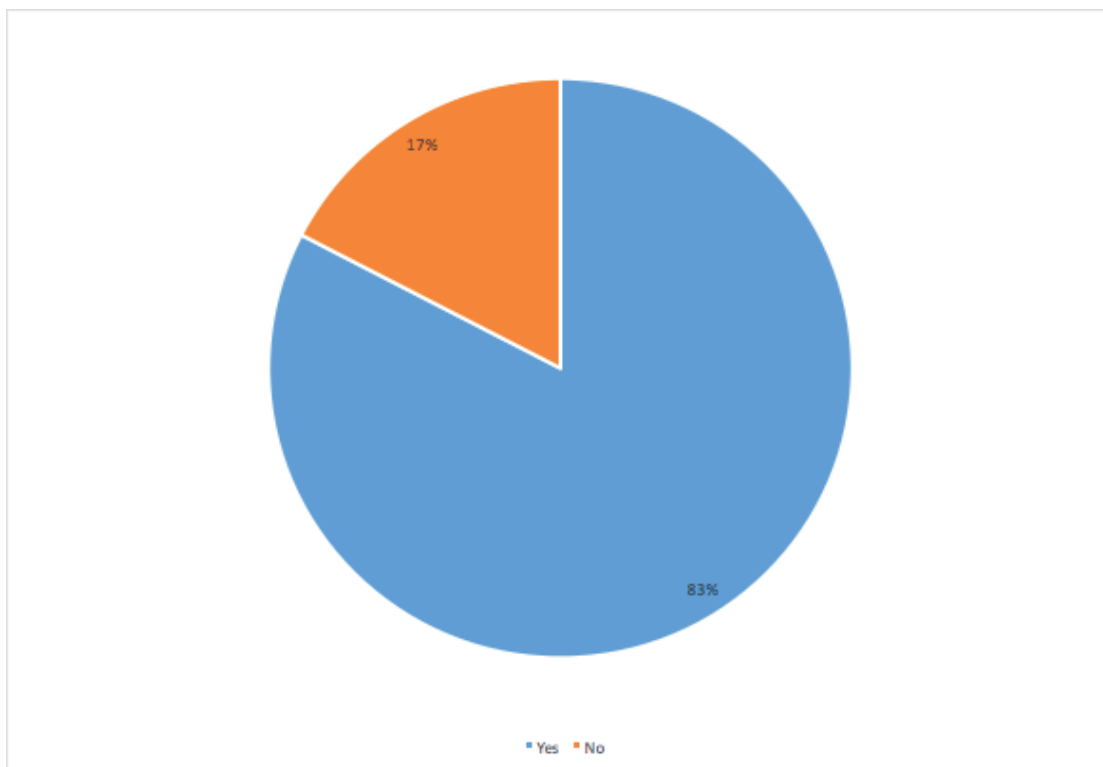
5.1.2.2 Do you have set goals for your own personal development?



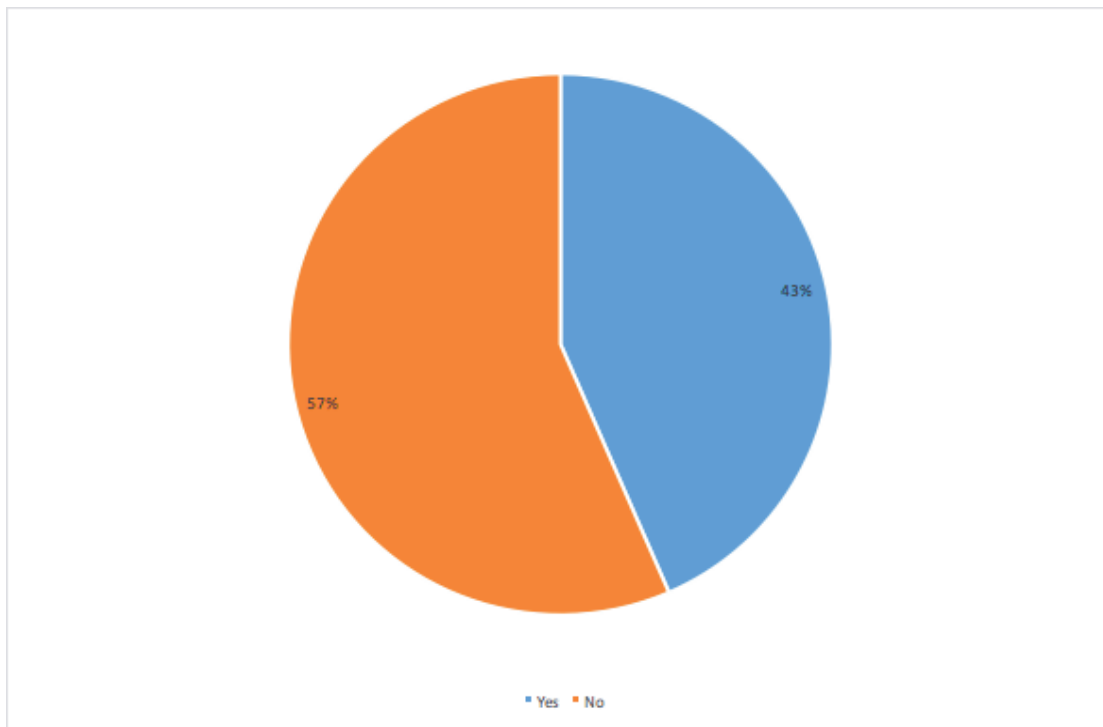
5.1.2.3 Do you use goals in your workplace?



5.1.2.4 Is goal-setting something that works according to your experience?



5.1.2.5 Have you ever left a job because of your line-manager?



5.1.2.6 If you answered "Yes" above, please answer what made you leave the job?

"The vision and the way to achieve the goals were not shared. This means that the daily job was difficult to carry on and the mid-long term career was not clear to me. There were not other opportunities inside the company at that moment."

"My line-manager was competing with my skill set because he was insecure and that was causing too much disturbance in my day-to-day tasks."

"Micromanagement"

"I left a previous job in part because of my line manager at the time. I felt that he was favoring less experienced staff, and my development was slowed down because of his lack of interest in my career and development."

"Lack of appreciation and recognition from line manager"

"He was one of many reasons, but lack of involvement in the team and not meeting my expectations of a

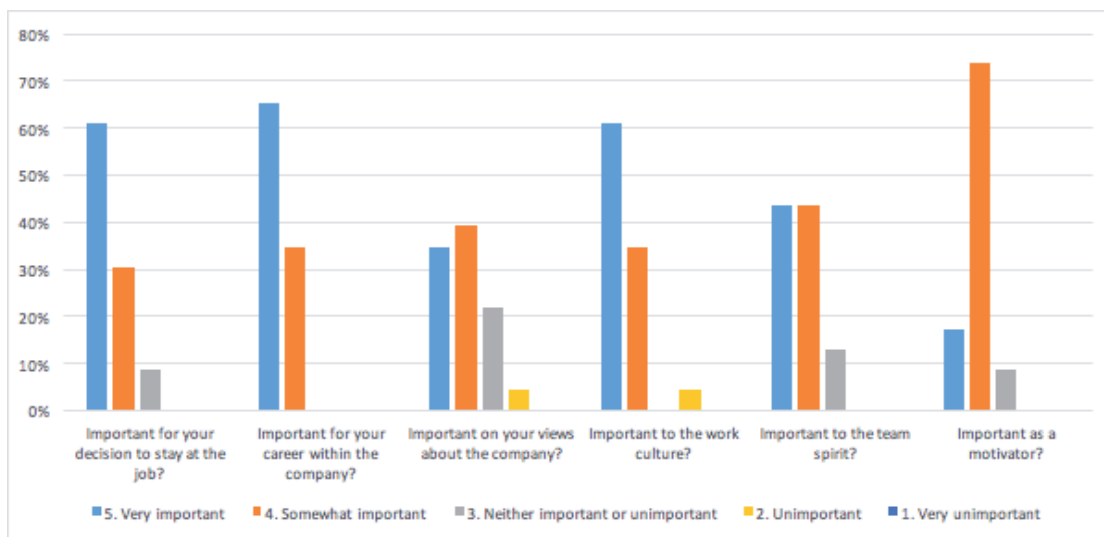
manager. My expectation is that my manager can inspire, teach and be approachable.”

“Working as a consultant, my managers failed to secure contracts for further work. That can happen, but once I understood they were lying to me about the progress and projects they claimed to be bidding on I left the company in the quickest possible way.”

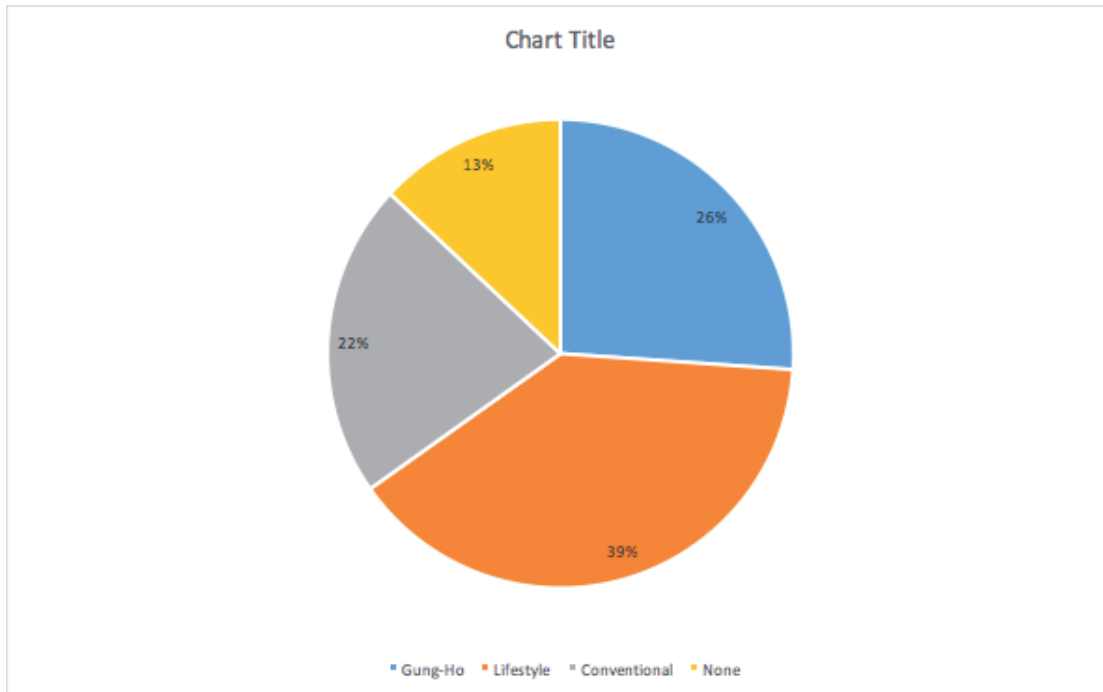
“Extreme rudeness towards others; lack of people skills; intolerance of coworkers and peers; superior attitude”

“I did not feel recognized for my efforts. I did not receive any promotion for a long time.”

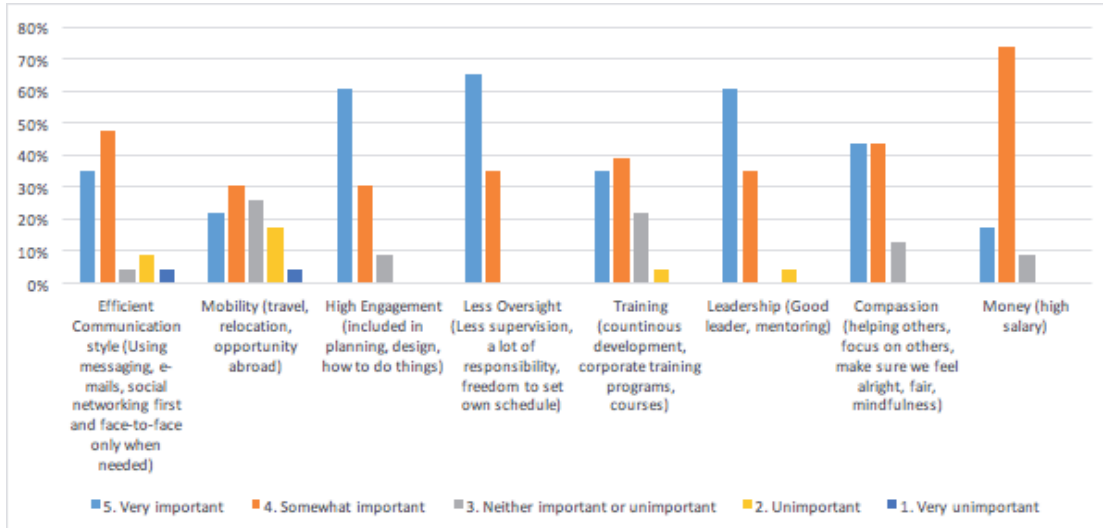
5.1.2.7 How important has your line-manager(s) been in your career?



5.1.2.8 Which one of the following statements would you agree describes you best?



5.1.2.9 Rate how important the following motivators are at work for you



5.1.2.10 Would you like to add something to the motivators above?

"Meaning in the activities I do, seeking to do things I believe to be valuable.

Example something that is making the world a better place, solving problems, improving overall safety"

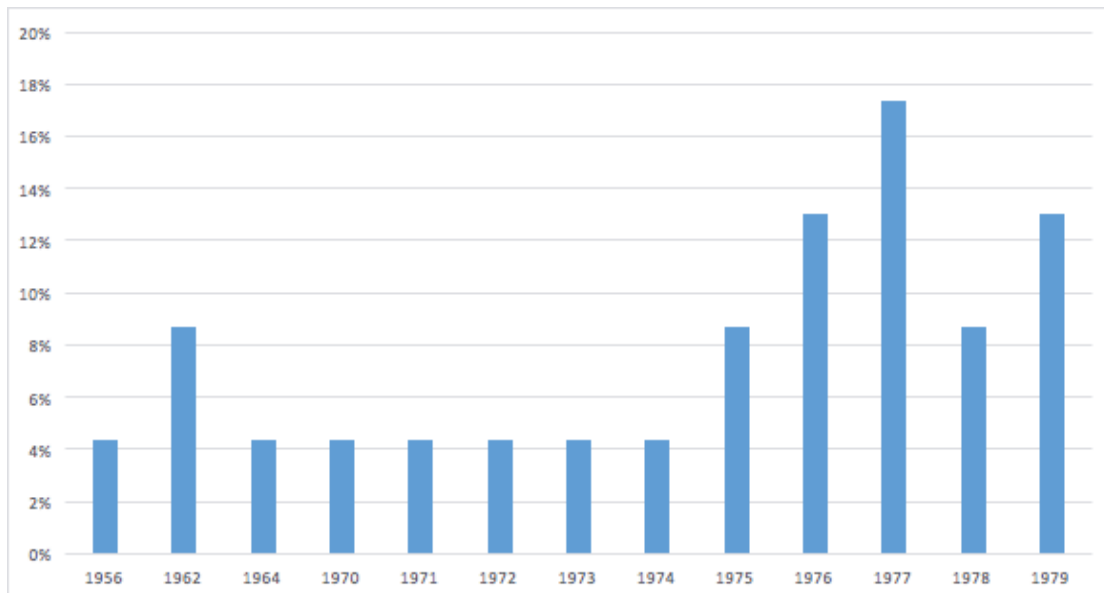
“My main motivator is to left alone, although being able to rely on a very well structured and mature manager for mentoring and some guidance. NOT having to travel for work would be at the top motivators also.”

“I think happiness in the workplace is a combination of the above factors and they are somewhat correlating. For instance, a crappy job, crappy manager etc might be ok if the salary is high enough. However, if there is freedom at work, good leadership, then money is less important. So all of the above are important, but it is ok if one or a couple are less fulfilled. Looking at my work life, in my first job I earned 1200 Euros/month but I stayed because I liked the atmosphere. I now earn 15000 CHF/month and that is still not enough for me to stay since my manager is crap and I would rather be with my family.”

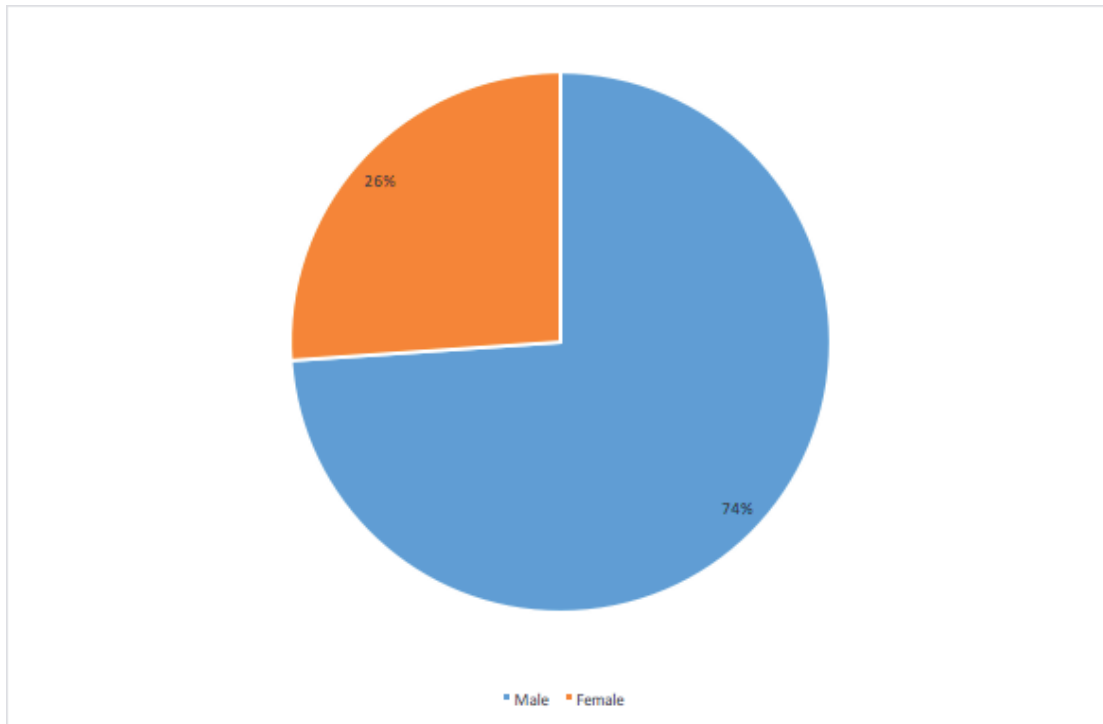
“Continuous development of company itself”

“Company culture, stability, influence, inclusion in decision making.”

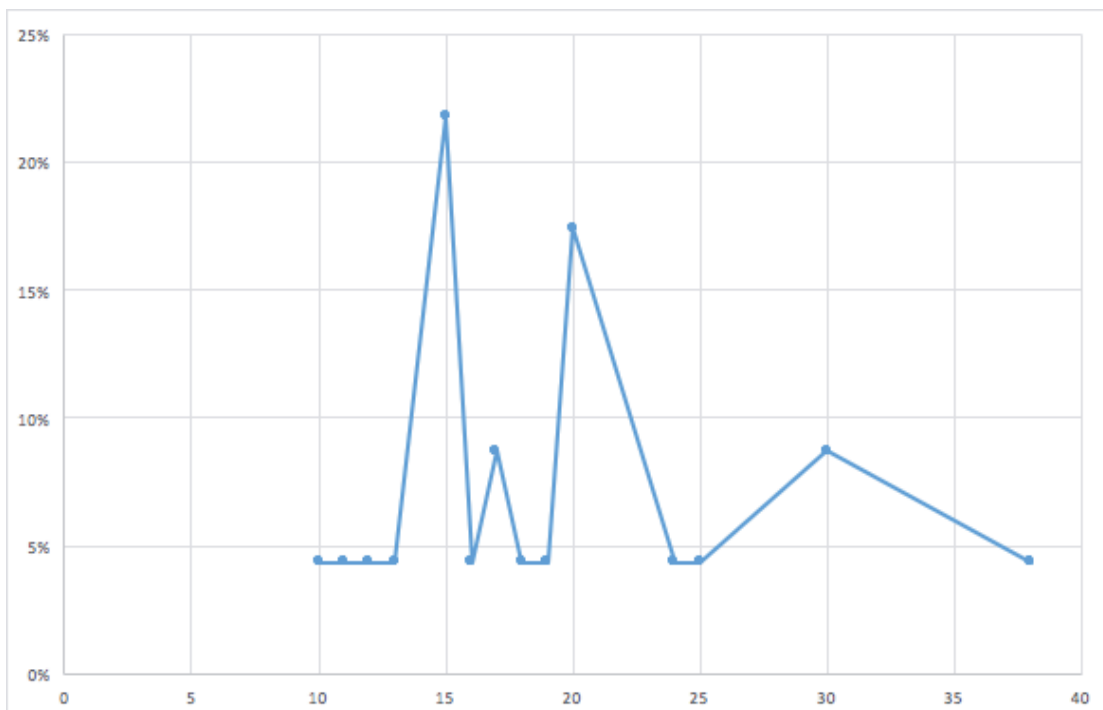
5.1.2.11 What year were you born?



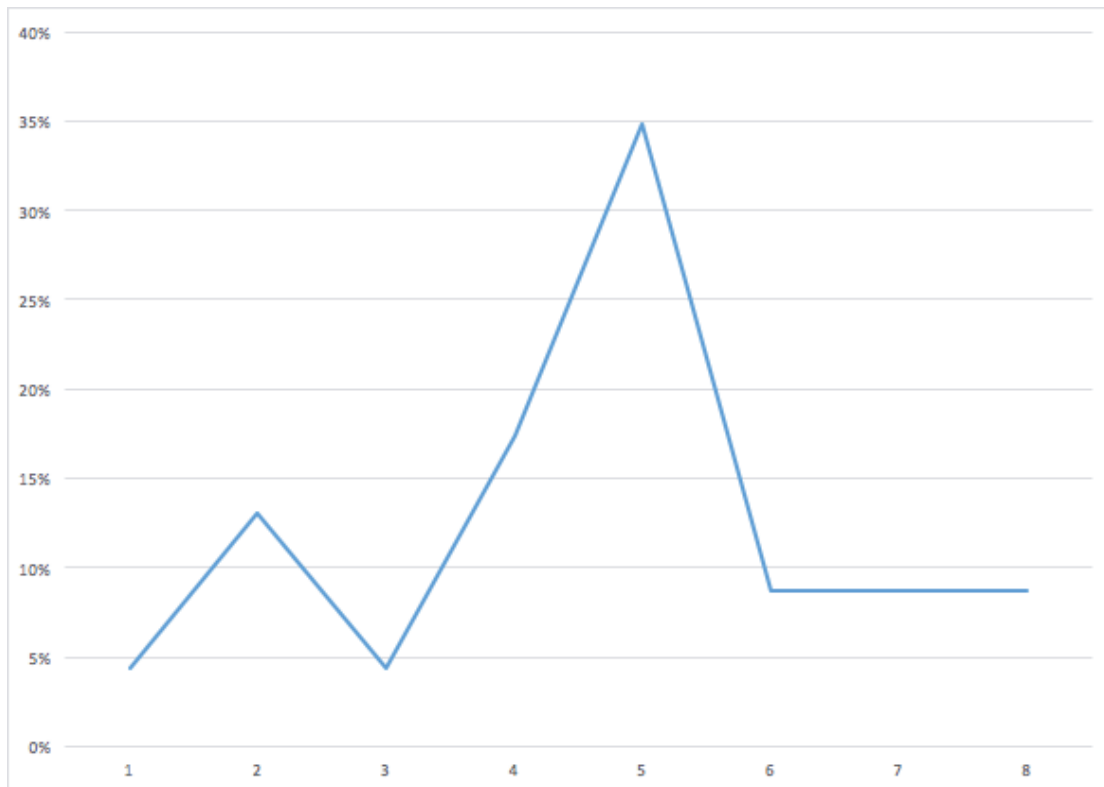
5.1.2.12 Gender



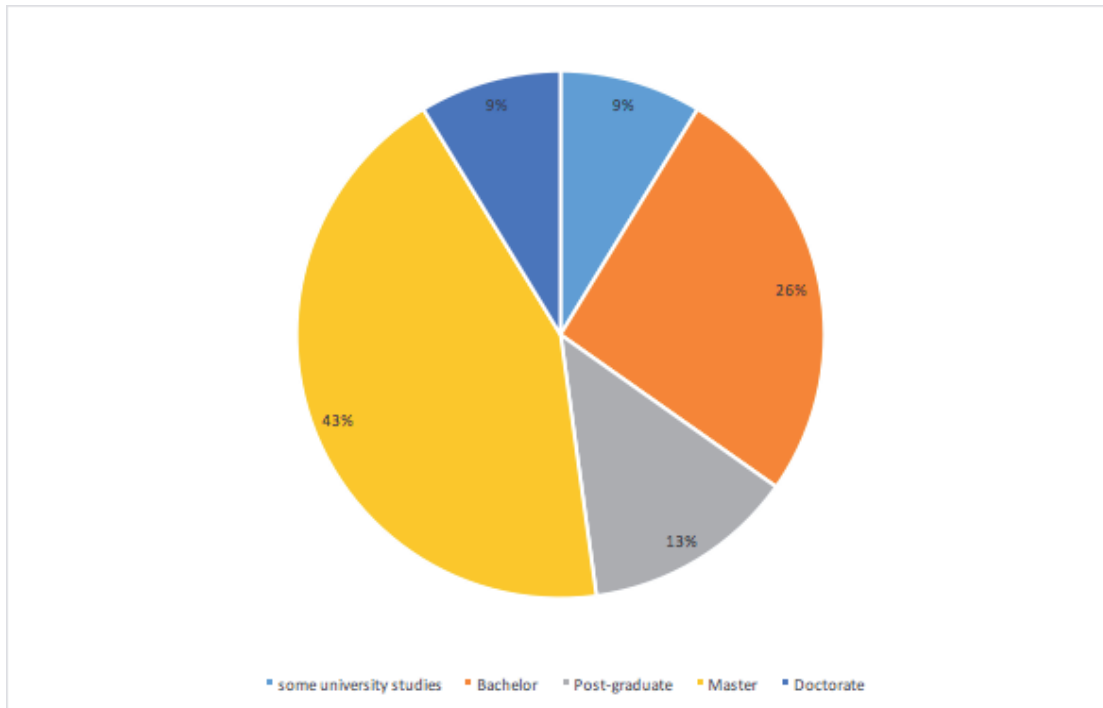
5.1.2.13 How many years of working experience do you have?



5.1.2.14 How many jobs have you had?



5.1.2.15 What is your education level?



5.1.3 A comparison

In order to meet objective 2 (A comparative evaluation of the differences and gaps between how generation X and millennials are motivated.) - a comparison between millennials and generation X (generation before) has been done and is laid out below.

5.1.3.1 What country are you from?

	Millennials	Generation X
Sweden	17.9%	17.4%
Switzerland	10.7%	8.7%
USA	10.7%	21.7%
Austria	10.7%	0%
Germany	8.9%	8.7%
France	5.4%	0%

The Netherlands	5.4%	0%
The rest	30.4%	43.5%

5.1.3.2 Do you have set goals for your own personal development?

	Millennials	Generation X
Yes	89.3%	73.9%
No	10.7%	26.1%

5.1.3.3 Do you use goals in your workplace?

	Millennials	Generation X
Yes	94.6%	91.3%
No	5.4%	8.7%

5.1.3.4 Is goal-setting something that works according to your experience?

	Millennials	Generation X
Yes	89.3%	73.9%
No	10.7%	26.1%

5.1.3.5 Have you ever left a job because of your line-manager?

	Millennials	Generation X
Yes	41.1%	43.5%

No	58.9%	56.5%
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5.1.3.6 How important has your line-manager(s) been in you career?

		Millennials	Generation X
Important for your decision to stay at the job?	5. Very important	30.4%	60.9%
	4. Somewhat important	51.8%	30.4%
	3. Neither important or unimportant	8.9%	8.7%
	2. Unimportant	3.6%	0%
	1. Very unimportant	5.4%	0%
Important for your career within the company?	5. Very important	53.6%	65.2%
	4. Somewhat important	30.4%	34.8%
	3. Neither important or unimportant	7.1%	0%
	2. Unimportant	3.6%	0%
	1. Very unimportant	5.4%	0%

Important on your views about the company?	5. Very important	35.7%	34.8%
	4. Somewhat important	44.6%	39.1%
	3. Neither important or unimportant	10.7%	21.7%
	2. Unimportant	3.6%	4.3%
	1. Very unimportant	5.4%	0%
Important to the work culture?	5. Very important	55.4%	60.9%
	4. Somewhat important	33.9%	34.8%
	3. Neither important or unimportant	5.4%	0%
	2. Unimportant	0%	3.4%
	1. Very unimportant	5.4%	0%
Important to the team spirit?	5. Very important	67.9%	43.5%
	4. Somewhat important	21.4%	43.5%
	3. Neither important or unimportant	3.6%	13%
	2. Unimportant	1.8%	0%

	1. Very unimportant	5.4%	0%
Important as a motivator?	5. Very important	57.1%	17.4%
	4. Somewhat important	26.8%	73.9%
	3. Neither important or unimportant	0%	8.7%
	2. Unimportant	8.9%	0%
	1. Very unimportant	7.1%	0%

Which one of the following statements would you agree describes you best?

	Millennials	Generation X
Gung-Ho	37.5%	26.1%
Lifestyle	37.5%	39.1%
Conventional	8.9%	21.7%
None	16.1%	13%

Rate how important the following motivators are at work for you

		Millennials	Generation X
Efficient Communication style (Using messaging, e-mails, social networking first and face-to-	5. Very important	35.7%	34.8%

face only when needed)			
	4. Somewhat important	33.9%	47.8%
	3. Neither important or unimportant	19.6%	4.3%
	2. Unimportant	10.7%	8.7%
	1. Very unimportant	0.0%	4.3%
Mobility (travel, relocation, opportunity abroad)	5. Very important	44.6%	21.7%
	4. Somewhat important	42.9%	30.4%
	3. Neither important or unimportant	8.9%	26.1%
	2. Unimportant	0.0%	17.4%
	1. Very unimportant	3.6%	4.3%
High Engagement (included in planning, design, how to do things)	5. Very important	62.5%	60.9%
	4. Somewhat important	26.8%	30.4%

	3. Neither important or unimportant	3.6%	8.7%
	2. Unimportant	3.6%	0.0%
	1. Very unimportant	3.6%	0.0%
Less Oversight (Less supervision, a lot of responsibility, freedom to set own schedule)	5. Very important	57.1%	65.2%
	4. Somewhat important	30.4%	34.8%
	3. Neither important or unimportant	5.4%	0.0%
	2. Unimportant	3.6%	0.0%
	1. Very unimportant	3.6%	0.0%
Training (continuous development, corporate training programs, courses)	5. Very important	46.4%	34.8%
	4. Somewhat important	37.5%	39.1%
	3. Neither important or unimportant	8.9%	21.7%
	2. Unimportant	1.8%	4.3%

	1. Very unimportant	5.4%	0.0%
Leadership (Good leader, mentoring)	5. Very important	62.5%	60.9%
	4. Somewhat important	28.6%	34.8%
	3. Neither important or unimportant	5.4%	0.0%
	2. Unimportant	0.0%	4.3%
	1. Very unimportant	3.6%	0.0%
Compassion (helping others, focus on others, make sure we feel alright, fair, mindfulness)	5. Very important	42.9%	43.5%
	4. Somewhat important	37.5%	43.5%
	3. Neither important or unimportant	12.5%	13%
	2. Unimportant	3.6%	0%
	1. Very unimportant	3.6%	0%
Money (high salary)	5. Very important	25.0%	17.4%

	4. Somewhat important	66.1%	73.9%
	3. Neither important or unimportant	7.1%	8.7%
	2. Unimportant	0%	0%
	1. Very unimportant	1.8%	0%

5.1.3.7 What is your education level?

	Millennials	Generation X
Some university studies	0%	8.7%
Bachelor	44.6%	26.1%
Post-graduate	0%	13%
Master	46.4%	43.5%
Doctorate	3.6%	8.7%

5.2 Qualitative In-depth interviews

14 in-depth was conducted. 13 with millennials and 1 with the generation before. The complete transcripts of all the interviews can be found in Appendix C.

A distill of the context of the interviews are shown under each question. Short quotes are used in order to provide an overview rather than the full details. The quotes are meant as a lead and an aggregation of their message and only serves as a way of highlighting information. As these are not edited, for more information and the full transcript, refer to the Appendix C.

5.2.1.1 Can you tell me a little bit about yourself?

See Appendix C.

5.2.1.2 What motivates you at work?

5.2.1.2.1 Interviewee 1

Male, Finnish, born 1975:

- “I don’t like repetition”
- “I like new things to happen every day”
- “I get motivated by tasks that are a little bit more challenging than I feel comfortable in doing”
- “If I feel too comfortable in my work tasks, I tend to get bored”
- “I get motivated by nice people around me that I can laugh with”
- “I get motivated and energized by things happening around me”
- “Motivation in completing a project even before being on time”
- “The main motivation is having fun at work”
- “To teach other people on how things sort of work, in my own way”

5.2.1.2.2 Interviewee 2

5.2.1.2.2.1 Male, Danish, born 1988:

- “Get challenged”
- “I feel challenged and in that sense can develop myself and my skills”
- “I feel that I’m not given challenges which I’m not able to solve myself”
- “It’s important that I feel in my comfort zone”
- “I feel I’m appreciated at the job”
- “My work is acknowledged”
- “I move forward also in a professional sense”
- “If you get too little. Too small salary, then I think it would be a big issue”
- “Appreciates what I’m doing”
- “Giving me a fair salary”
- “I’m motivated by complex challenges and facing new challenges”
- “I mirror myself in the people I work with”
- “Try things and find my own limits”
- “To see how far I can go”
- “See how far your knowledge and skills and all that can take you”

5.2.1.2.3 Interviewee 3

5.2.1.2.3.1 Male, Spanish, born 1983:

- “Flexibility”
- “I love to work at home”
- “Room for myself to concentrate better”
- “Travelling”
- “Don’t need to ask my boss all the time”
- “Not so many processes”
- “Define your own processes”
- “Rewards are one important part but it’s not everything”
- “Work how I feel to work”
- “A bit more international”
- “Managing people that are happy with their job as well”
- “Appreciate to travel a lot”
- “Have an immediate impact”
- “Creativity”

5.2.1.2.4 Interviewee 4

Male, Swedish, born 1987:

- “Interesting projects”
- “Strategies”
- “Whole process from start to finish”
- “Work with other great people”
- “Be a little bit involved in the development of a product”
- “Translator between people and technical people”

5.2.1.2.5 Interviewee 5

Female, American, born 1981:

- “Moral trajectory”
- “Moral goal”
- “Make targets”
- “Do something good towards the world”
- “Make a good career for myself”
- “Become specialized”
- “Make perhaps some more money than your colleagues”
- “Make sure clients are happy”
- “Provide for my family”
- “Just to be a professional”
- “I want to be able to say what I do and be proud of what I say”

- “Conquering and doing better than others”
- “Being in a big organization”
- “Being head of the department”
- “Making good money”
- “Continue moving up”
- “Flexibility”
- “See the world”
- “Set my own schedule”

5.2.1.2.6 Interviewee 6

Female, Swedish, born 1988:

- “Getting praised and focused on getting grades”
- “Get promoted”
- “That someone tells me you are good at this and you are important to us”
- “An industry that I’m interested in”
- “A work place that I’ve liked going to”

5.2.1.2.7 Interviewee 7

Male, Austrian, born 1988:

- “Freedom to do or to fulfill my technical dreams”
- “Freedom to do projects”
- “Do big projects and projects I like to do”
- “Half technician and kind of half management position”
- “Set my goals by myself”
- “Have free time for myself”
- “Freedom to define when I would like to work and where”

5.2.1.2.8 Interviewee 8

Female, Swedish, born 1980:

- “To have fun stuff to do where I can contribute”
- “Work on different and exciting topics”

5.2.1.2.9 Interviewee 9

5.2.1.2.9.1 Female, American, born 1988:

- “Potential to grow”

- “New challenges”
- “Getting things accomplished”
- “Opportunity to learn and grow”
- “40 years of working in the rut, I don’t want to do that.”
- “Opportunities for myself to do something different”
- “I like to be in an environment where I can receive feedback, constructive feedback”
- “Jobs that brings people together from all areas”
- “To be that single point of contact that’s able to shape the strategy”
- “Bring people together and achieve something together”

5.2.1.2.10 Interviewee 10

Male, Swiss, born 1987:

- “The salary at the end of the month”
- “Power, influence and of course one point is also money”
- “Responsibility”
- “Recognition from your boss or from your fellow work colleagues”
- “A senior leadership position”
- “Key account manager”
- “Step up the career ladder and be in a senior management role, maybe like in a board of directors”
- “A lot of responsibility”
- “A lot of exposure”
- “Power”

5.2.1.2.11 Interviewee 11

Female, Danish, born 1992:

- “It motivates me to be challenged”
- “Have tasks which I maybe haven’t previously managed before”
- “That you solve a task in the right way or in the right time frame, and that they actually tell you”
- “From people around you and your surroundings”
- “People complementing you on doing things well”
- “Showing you trust”
- “I want to do something I find interesting and important”
- “I can build my career path in my early years”
- “Diverse week and schedule”
- “Not in the same office doing the same things every day”
- “Meet a lot of different people and you get to use your people skills”

5.2.1.2.12 Interviewee 12

Female, Greek, born 1985:

- “I want do a good job”
- “The people around me”
- “My main motivator is just doing a good job”
- “I’d say that it’s a job that doesn’t make me miserable”
- “It allows me to have the means to enjoy my life as I want”

5.2.1.2.13 Interviewee 13

Male, French, born 1980:

- “Creating something by myself”
- “I see the money that I’m getting from my work as a scale of what I can do in life”
- “A place where the weather is better”

5.2.1.2.14 Interviewee 14

Male, Swedish, born: 1989:

- “Self-growth”
- “Feel that you are developing as a person”
- “I don’t really get motivated by helping other people to grow”
- “I appreciate seeing people developing”
- “Set up goals and develop as a person”
- “A salary increase”
- “More responsibility, better title”
- “Good feedback”
- “A part time job, which is well paid”
- “Lots of freedom”
- “I don’t want to be tied to a desk”
- “I don’t want to go in nine to five or eight to six”
- “Freedom of choice”
- “To work with something that you are interested in and you have a passion for”

5.2.1.3 Where do you think motivation comes from?

5.2.1.3.1 Interviewee 1

Male, Finnish, born 1975:

- *"From my previous experiences and I guess my personality as well"*

5.2.1.3.2 Interviewee 2

5.2.1.3.2.1 Male, Danish, born 1988:

- *"I want to see how far I can go"*
- *"Really important are the external, I guess it's called stimuli"*
- *"My peers and also of course I mirror myself in the people I work with"*
- *"A combination of internal and external factors"*

5.2.1.3.3 Interviewee 3

5.2.1.3.3.1 Male, Spanish, born 1983:

- *"Motivation is very intrinsic and that's what I feel at the moment"*

5.2.1.3.4 Interviewee 4

Male, Swedish, born 1987:

- *"I think motivation comes from people"*
- *"To do great work"*
- *"Make the world a better place"*
- *"To evolve further and further"*

5.2.1.3.5 Interviewee 5

Female, American, born 1981:

- *"There's many levels of motivation"*
- *"Part of my identity"*

5.2.1.3.6 Interviewee 6

Female, Swedish, born 1988:

- *"I think it's very individual where motivation comes from"*

5.2.1.3.7 Interviewee 7

Male, Austrian, born 1988:

- *"If they say I have done something very good"*

5.2.1.3.8 Interviewee 8

Female, Swedish, born 1980:

- “That your work is seen by someone”
- “That what you do in your daily job is appreciated among your peers, colleagues, manager”

5.2.1.3.9 Interviewee 9

Female, American, born 1988:

- “Motivation comes from your passions and your upbringing”
- “Your passion”
- “The upbringing comes from my parents, where my parents discipline me, but they also discipline me to the point where I will get supported in myself If I ever failed”
- “Nobody is going to hold you by the hands into the next position”

5.2.1.3.10 Interviewee 10

Male, Swiss, born 1987:

- *“Motivation comes from recognition”*

5.2.1.3.11 Interviewee 11

Female, Danish, born 1992:

- *“There’s a motivation that comes from within, me”*
- *“From a desire to impress, and to progress, career wise”*

5.2.1.3.12 Interviewee 12

Female, Greek, born 1985:

- “From within”
- “If you are not good at what you are doing and you feel that you are not good at what you are doing I think then you demotivate yourself”

5.2.1.3.13 Interviewee 13

Male, French, born 1980:

- *“It comes from education and how you grew up”*
- *“As a child your parents influence you and what you like”*

5.2.1.3.14 Interviewee 14

Male, Swedish, born: 1989:

- *"It also comes from the feedback"*
- *"You do something and that resolves into positive feedback and then you pick up that behavior because you know that I, if I do this, I'll get something out of it"*

5.2.1.4 Do you set goals for yourself?

5.2.1.4.1 Interviewee 1

Male, Finnish, born 1975:

- *"I do! I tend to set weird goals though"*

5.2.1.4.2 Interviewee 2

5.2.1.4.2.1 Male, Danish, born 1988:

- *"Of course I have like a career plan"*
- *"I think my goal is also depending on the people around me"*

5.2.1.4.3 Interviewee 3

5.2.1.4.3.1 Male, Spanish, born 1983:

- *"I do set goals but I set my goals they are really flexible"*

5.2.1.4.4 Interviewee 4

Male, Swedish, born 1987:

- *"Not all the time but I do, periodically"*
- *"Usually don't follow up on the goal"*

5.2.1.4.5 Interviewee 5

Female, American, born 1981:

- *"Before I had kids I very much tried to move up the ladder, aggressively travel, find out where I could expand our business"*

5.2.1.4.6 Interviewee 6

Female, Swedish, born 1988:

- *"Yes I do. It's not, I don't think it's something I write down and keep track of"*

- *"I would definitely always search for a progress in whatever I'm doing"*
- *"I would never go in and just be satisfied with doing the same thing day after day"*
- *"I would always be setting goals for myself or for the task that I'm doing"*
- *"I can think a lot what I'm not good at work and try to like self-reflect, where I can be better."*

5.2.1.4.7 Interviewee 7

Male, Austrian, born 1988:

- *"I set goals for myself, but they are not communicated in the office."*

5.2.1.4.8 Interviewee 8

Female, Swedish, born 1980:

- *"As I said I don't have goals"*

5.2.1.4.9 Interviewee 9

Female, American, born 1988:

- *"Yes. Not long term. Not too long term. But I have an idea in what I want to do with my life."*
- *"I have shorter term goals I guess for myself"*

5.2.1.4.10 Interviewee 10

Male, Swiss, born 1987:

- *"It's also forced by my company to set goals"*

5.2.1.4.11 Interviewee 11

Female, Danish, born 1992:

- *"I do have a mentor at my work, so we set goals together"*

5.2.1.4.12 Interviewee 12

Female, Greek, born 1985:

- *"Depends on the situation, but yeah I'd say yes."*
- *"But they are never solid goals that I could say that this is what I want to do. It's kind of more a work in process."*

5.2.1.4.13 Interviewee 13

Male, French, born 1980:

- *"Yes, goals to learn how to design new things and how to code things I don't know how to code"*
- *"I'm creating like side projects, like pet projects, on the side, that I'm working on during the weekends"*

5.2.1.4.14 Interviewee 14

Male, Swedish, born: 1989:

- *"You don't really know how you are doing or how your progress is going, when you are self-employed"*
- *"I would set goals, to sort of motivate myself, to reach those, and to know where I'm heading and where I'm at now"*
- *"That helps me stay motivated"*
- *"It's not goals that keeps me going, that's not why I'm doing it. But it's just part of it."*

5.2.1.5

What do you think about feedback at work?

5.2.1.5.1 Interviewee 1

Male, Finnish, born 1975:

- *"In a way it's a little bit overrated"*
- *"You only hear sort of positive things, you rarely get feedback, at least spontaneous feedback, that is constructive"*
- *"That will only come if you have created a personal relationship with that person and you trust each other."*

5.2.1.5.2 Interviewee 2

Male, Danish, born 1988:

- *"Feedback isn't so important to me because to a wide extent"*
- *"It's always nice to get feedback"*
- *"A way that you feel appreciated"*
- *"It's important in setting my goal because if I get a lot of praise then I might set reset my goals and think that I might reach some promotion faster"*

5.2.1.5.3 Interviewee 3

Male, Spanish, born 1983:

- *"Feedback is important"*

- *“Even if I don’t need it all the time or every day I appreciate if I get some feedback of my boss”*
- *“To be sure that you are on the right track and to have the confirmation you’re doing your work good”*
- *“That you are working in a way that’s satisfies your company”*

5.2.1.5.4 Interviewee 4

Male, Swedish, born 1987:

- *“I think it’s a great thing”*
- *“It’s always good to hear that you are doing something good”*
- *“It’s motivating me!”*
- *“Very important part”*

5.2.1.5.5 Interviewee 5

Female, American, born 1981:

- *“Feedback is often only in a negative situation”*
- *“If something is not going well, then you’ll hear about it”*
- *“There is not a lot of oh we are doing so well”*
- *“If you are looking for validation and coddling, that’s not really a field that I’m in”*

5.2.1.5.6 Interviewee 6

Female, Swedish, born 1988:

- *“For me as well feedback is super important”*
- *“Especially good feedback”*
- *“I don’t believe I’ve done anything good until someone tells me I’ve done something good”*
- *“I’m always in self-doubt”*
- *“I’m really sensitive to negative feedback even though it’s being delivered in a constructive way”*
- *“It hurts a little”*
- *“If I was never given any feedback then I would probably lose all motivation”*

5.2.1.5.7 Interviewee 7

Male, Austrian, born 1988:

- *“If they say I have done something very good, it’s a nice solution and such things. That motivates me.”*
- *“It’s very important”*
- *“So without feedback, I’m not really able to work”*

5.2.1.5.8 Interviewee 8

Female, Swedish, born 1980:

- *“That your work is seen by someone. And that what you do in your daily job is appreciated among your peers, colleagues, manager”*
- *“But it can be very complicated to deal with”*

5.2.1.5.9 Interviewee 9

Female, American, born 1988:

- *“Feedback at my work, is horrible I’d say, in my workplace”*
- *“Your manager will never tell you the true feedback. The constructive or the negative side, until it gets really really bad”*
- *“If it’s negative all the time, then I don’t know how to fix it, necessarily”*

5.2.1.5.10 Interviewee 10

Male, Swiss, born 1987:

- *“I prefer actually straight feedback instead of different like sandwich techniques to give feedback”*
- *“Certain people do not deal well with straight feedback”*

5.2.1.5.11 Interviewee 11

Female, Danish, born 1992:

- *“I think feedback is very very important. Especially for people my age that are only just started our career”*
- *“Feedback is very important in developing who we are both as people and as professionals”*
- *“Feedback that is really useful for how do I handle difficult tasks, next time”*

5.2.1.5.12 Interviewee 12

Female, Greek, born 1985:

- *“I think it’s good. I just think it has to be done in a way where the person that receives the feedback has a chance to process it”*
- *“I think it’s important not to condemn people immediately”*

5.2.1.5.13 Interviewee 13

Male, French, born 1980:

- *“I never had enough of feedback”*
- *“The more feedback the better it is”*

5.2.1.5.14 Interviewee 14

Male, Swedish, born: 1989:

- *"I think it's really important"*
- *"If you don't have any feedback, you don't have any idea of where you are going and what would then motivate you to keep going"*
- *"Always positive attitude but zero feedback, so I assume that I was doing good, but I never really knew"*
- *"If you get no feedback, you don't really, you just feel you haven't finished work"*
- *"The other person is actually going around thinking you are doing a great job but you just feel like there are still 30 tasks to do"*

5.2.1.6 What is your dream job?

This question has been incorporated under "What motivates you at work".

5.2.1.7 How important is your line-manager in your current job?

5.2.1.7.1 Interviewee 1

Male, Finnish, born 1975:

- *"At the moment - not so important"*
- *"I like to work independently so my line manager I would say I'm not depending on that person so I would say not very important"*
- *"My line manager thought that he was more important than I thought he was"*
- *"Leave me be and I will do it, one way or another"*

5.2.1.7.2 Interviewee 2

Male, Danish, born 1988:

- *"I would say that it's not really that important to me"*
- *"So I've actually just begun to have these meetings and talking to him about my development, but he is actually rather far away in my every day work life"*
- *"Peers on the different tasks"*
- *"Deliver the feedback"*
- *"I'm not really sure that he knows what I'm doing"*

5.2.1.7.3 Interviewee 3

Male, Spanish, born 1983:

- *"My line manager is important to get some feedback"*
- *"Clarify the strategy"*
- *"Must inspire me"*

5.2.1.7.4 Interviewee 4

Male, Swedish, born 1987:

- *"No not for me at this moment"*
- *"Important, yeah he was important"*
- *"Communicate"*

5.2.1.7.5 Interviewee 5

Female, American, born 1981:

- *"I don't really see him very much"*
- *"I see him like twice a year"*
- *"He is important, I speak to him every week and give him updates"*
- *"He is the only person I talk to at my office"*

5.2.1.7.6 Interviewee 6

Female, Swedish, born 1988:

- *"I think important in the sense of feedback"*
- *"More support"*
- *"Someone that you just have more contact with"*
- *"He decides your future in a way"*
- *"Daily feedback on what are you doing and that's the probably the main role he plays to me"*

5.2.1.7.7 Interviewee 7

Male, Austrian, born 1988:

- *"In my current job it's very important for me"*
- *"He is my direct part at work"*
- *"He is as well the guy who defines my goals"*

5.2.1.7.8 Interviewee 8

Female, Swedish, born 1980:

- *"Giving me work to do do"*

- *“Access to new projects”*
- *“Access to people”*
- *“Permission to do stuff”*
- *“Mentor and a good expert in the field”*
- *“Discuss subject matters with”*
- *“Develop my own skills and career”*

5.2.1.7.9 Interviewee 9

Female, American, born 1988:

- *“She is my defense, to saying as to why I’m not working on certain things”*
- *“In American culture it’s very important, the top down structure”*

5.2.1.7.10 Interviewee 10

Male, Swiss, born 1987:

- *“He actually support me directly in development for my position”*
- *“He also should give me honest feedback and straight feedback how I can improve better in my work environment”*

5.2.1.7.11 Interviewee 11

Female, Danish, born 1992:

- *“The one who’s in charge of the project I work on, then he is like the most important person or the most important colleague I have right now”*
- *“He is the one deciding what I do, which tasks I get”*

5.2.1.7.12 Interviewee 12

Female, Greek, born 1985:

- *“I’d say very”*
- *“It’s kind of like a professor, you know that inspires you to better to move forward and learn”*
- *“It’s actually life changing when I had a good one”*

5.2.1.7.13 Interviewee 13

Male, French, born 1980:

- *“He is important that in the fact that he leave me alone and the fact that he understands that he doesn’t have to micro manage me”*
- *“He leaves me to do my job so I really like him”*

5.2.1.7.14 Interviewee 14

Male, Swedish, born: 1989:

- *"I mean in my current position I don't really have any one above me really, except my clients"*

5.2.1.8

What should your company do to get the maximum out of your potential?

5.2.1.8.1 Interviewee 1

Male, Finnish, born 1975:

- *"Give me challenging tasks or projects to do and the freedom to do them in a way that, where I can deliver result within the deadlines that are given"*
- *"If somebody every day comes to me and gives me one task and then I complete the task and then I go and get another task and so on. That would probably be very boring to me. And make me not very efficient"*

5.2.1.8.2 Interviewee 2

Male, Danish, born 1988:

- *"New project"*
- *"Get pushed through the limits"*
- *"Give me a lot of responsibilities"*
- *"I need to feel that this is a really challenging job, but I don't want to feel that I'm not able to solve it"*

5.2.1.8.3 Interviewee 3

Male, Spanish, born 1983:

- *"Challenge me"*
- *"Career development"*
- *"Give me good rewards"*
- *"Give me some kind of flexibility"*

5.2.1.8.4 Interviewee 4

Male, Swedish, born 1987:

- *"Let me have freedom over my time and my tasks when I'm working"*
- *"Not be put to work on things that I'm actually not really fit for"*

- *“Working location”*
- *“Working times”*

5.2.1.8.5 Interviewee 5

Female, American, born 1981:

- *“Let you do what you are going to do”*
- *“Give more support”*
- *“Take a lot of feedback that people like get from customers”*
- *“Hearing more positive feedback”*
- *“Listening more to my feedback”*
- *“Having a structured tier for moving up in the company”*

5.2.1.8.6 Interviewee 6

Female, Swedish, born 1988:

- *“A forum where it’s allowed for me to be innovative or for me to kind of break the rules and go against the guidelines”*
- *“I don’t like guidelines. I don’t like “this is how we do it here” “*
- *“Flexibility basically for breaking the rules”*
- *“You figure out how to get there”*
- *“Think for themselves”*

5.2.1.8.7 Interviewee 7

Male, Austrian, born 1988:

- *“Defining my working time by myself”*
- *“To have the freedom to probably go climbing in the morning and then going to work and then for that work then in the evening probably”*

5.2.1.8.8 Interviewee 8

Female, Swedish, born 1980:

- *“Trust”*
- *“Trust me and my knowledge”*
- *“Freedom”*
- *“Motivating and stimulating tasks”*
- *“Value the work I do”*

5.2.1.8.9 Interviewee 9

Female, American, born 1988:

- *"They need to listen"*
- *"Give me the opportunity to develop"*
- *"Give me chance to take ownership over my career"*
- *"The company needs to learn and listen to the people and really put time into developing things upstream before focusing on downstream"*

5.2.1.8.10 Interviewee 10

Male, Swiss, born 1987:

- *"Ensure that I'm actually not staying too long always in the same position"*
- *"When I get bored I start looking around"*
- *"Open and honest communication"*

5.2.1.8.11 Interviewee 11

Female, Danish, born 1992:

- *"I need more guidance often"*
- *"If there were some more just common guidelines on what they expect us to do, what they expect us to know"*
- *"Utilize our potential way more"*

5.2.1.8.12 Interviewee 12

Female, Greek, born 1985:

- *"Treat me well"*
- *"Teach me in a way where I could be most useful, and then make me useful"*

5.2.1.8.13 Interviewee 13

Male, French, born 1980:

- *"Give me more time"*

5.2.1.8.14 Interviewee 14

Male, Swedish, born: 1989:

- *"Get feedback"*

5.2.1.9 Which one of the statements did you select and why do you identify yourself with that?

5.2.1.9.1 Interviewee 1

Male, Finnish, born 1975:

- *"I feel the first statement I feel most alike with, there are parts of the other options that I can also identify myself with. I would say family life is important which was in one of the statements."*

5.2.1.9.2 Interviewee 2

Male, Danish, born 1988:

- *"I think that the problem is that you are asking a whole lot of different things"*
- *"I agree to points of all of the statements but not as a whole, none of them"*
- *"I mean I like my stuff but if I have to choose between that and be happy with my work life, family life and all that it wouldn't make any difference at all"*

5.2.1.9.3 Interviewee 3

Male, Spanish, born 1983:

- *"As far as I remember it was certainly not number three. I think it was number two. Which was less material, right?"*
- *"I think it's getting more important to keep people satisfied at their job so I feel comfortable with that statement."*

5.2.1.9.4 Interviewee 4

Male, Swedish, born 1987:

- *"The first one said material possessions are important, and I'm not really like 100% agree with that so I think that's why. Otherwise I agree with most of the other things in the first one."*

5.2.1.9.5 Interviewee 5

Female, American, born 1981:

- *"So yeah I'm kind of stuck between the two right now. But me as an individual I would say number one is where I'd want to be"*

5.2.1.9.6 Interviewee 6

Female, Swedish, born 1988:

- *"It feels the last two things you said that I can relate most to"*
- *"And I think a lot of the other things that you said is at least how I would like to see myself or how I would you know that's whay I try to think of myself as, maybe"*
- *"Number one was more you know possessions are important and you know I would be lying if I said it wasn't"*
- *"Maybe a mix between number one and number two"*

5.2.1.9.7 Interviewee 7

Male, Austrian, born 1988:

- *"I would say all of the three ones. Kind of. I feel myself in each of these"*

5.2.1.9.8 Interviewee 8

Female, Swedish, born 1980:

- *"I want to grow within the organization, to have a career development"*

5.2.1.9.9 Interviewee 9

Female, American, born 1988:

- *"I would do the entrepreneurial for myself"*

5.2.1.9.10 Interviewee 10

Male, Swiss, born 1987:

- *"Best would be number one. I mean I actually started to eliminate the certain statements from one and the other. I know that I'm likely that I want to have my own company"*

5.2.1.9.11 Interviewee 11

Female, Danish, born 1992:

- *"I'm not sure about the "you're centered on yourself" statement, but that's because I give it some kind of negative ring to it, and it doesn't really have to because centered about yourself could also just be in terms of optimizing my, yeah what I get out of my career and what I get out of my school and things I guess"*

5.2.1.9.12 Interviewee 12

Female, Greek, born 1985:

- *“Well I guess that for most people they would, they would find a little bit of themselves in all three”*
- *“But the second one is the closest to me. Because of the leisure activities. Big part also. The third part I reject entirely because I’m not interested to having a family, I never was. And the first one I reject because I’m not entrepreneurial at all. So the second one, by rejecting the other ones is the best bet”*

5.2.1.9.13 Interviewee 13

Male, French, born 1980:

- *“I’m happy with my job and I don’t think being a leader of a team or managing a project and other people will add me enough value, I mean to my life and my work. So my work comes from, within right now, I don’t have to manage anyone and it’s just me you know, creating”*

5.2.1.9.14 Interviewee 14

Male, Swedish, born: 1989:

- *“I sort of, there is always something within all those, you could connect with or recognize I mean but I’m passionate about my own business and I’m a quite social person and that’s how I built my business as well”*

5.2.1.10 What in your experience is the difference between generation X and millennials in the workplace?

5.2.1.10.1 Interviewee 1

Male, Finnish, born 1975:

- *“The millennials are more focused on immediate gratification”*
- *“They expect praise when they have done it”*
- *“They don’t think so much of themselves that what can they do to produce an even better result”*
- *“They either produce exactly what they are told or they do something completely different”*
- *“The millennials now have the, call it the “non-morals” of the generation X, because that’s how they are brought up”*
- *“Have grown up with having internet access ever since they were kids”*
- *“The millennials they will take their mobile phones and text and say “ah I’m ten minutes late”. Or “no, the, I’m, let’s meet there” and it becomes more like, everything becomes floating”*

5.2.1.10.2 Interviewee 2

Male, Danish, born 1988:

- *"I don't think that the difference is so big"*
- *"As people I think we are very alike"*
- *"We grew up in a slightly different time"*
- *"More opportunities"*
- *"You are looking at each individual"*
- *"Our society has become more individualistic"*
- *"The society and the people are getting much more liberal"*
- *"People who are really afraid of foreign people and with the refugees coming to the country"*
- *"One of the reasons are because of economic growth and also that science is evolving"*
- *"We as individuals are much more focused on ourselves and making our lives look great on Facebook and all that"*
- *"Making yourself look good at all times, putting you in the spot light in some sense"*
- *"I don't think that we are any different"*
- *"Better opportunities"*

5.2.1.10.3 Interviewee 3

Male, Spanish, born 1983:

- *"Millennials, to keep it short, are much more relaxed"*
- *"Millennials are much more concentrated on harmony"*
- *"They are much more concentrated on flexibility and maybe a bit less on their career"*
- *"Millennials they appreciate if they can work at any place they want to"*
- *"Generation X is more concentrated on career and maybe more on material things"*
- *"And I think that for example for millennial people that career is important but I think they want to gather a lot of experience, life experience, before they settle down"*
- *"I think I have a completely new view on the world than my parents have"*

5.2.1.10.4 Interviewee 4

Male, Swedish, born 1987:

- *"You are born with more digital products"*
- *"More confident with technology"*
- *"The world maybe was a more conservative place before than it is now"*
- *"If you want to be competitive then you need to be open to those new things"*

5.2.1.10.5 Interviewee 5

Female, American, born 1981:

- *"You know I would really like your job in two years"*
- *"Confident, self-assured, ensured that the world is going to give them what they want, and what they deserve"*
- *"My generation is like "I'm not maybe more afraid to get a bit more beat up or hear negative feedback" "*
- *"I would not tell my boss if I was going to want to take his job"*
- *"I think it's a bit of how you know you grow up different"*
- *"The new millennials are perhaps even more self-focused"*
- *"It's going to be interesting to see how they work shift with dealing with children and how you move from very self-focused to sharing a focus on family"*

5.2.1.10.6 Interviewee 6

Female, Swedish, born 1988:

- *"They're not like humble to ask for a lot"*
- *"No one thinks that they're not good enough"*
- *"Very good self-confidence"*
- *"People that has just been graduated maybe a year ago and just been working professionally for less than a year and obviously they have great ambitions already"*
- *"Not afraid to ask and not afraid to ask for a lot"*
- *"Generation are very brave to ask for a lot"*
- *"Are never seeing the limitations of why it might not be possible"*
- *"How these people have been brought up"*
- *"They've had so many opportunities in their lives"*
- *"There really are no limitations as to what you can do"*
- *"Free education"*
- *"Easy to startup a company"*
- *"Can call yourself whatever you want"*
- *"It's never hard to reach anything really"*

5.2.1.10.7 Interviewee 7

Male, Austrian, born 1988:

- *"You definitely feel that they don't like to work over hours"*
- *"The individual is stronger"*
- *"Having the free time and things I think are stronger for the millennials"*
- *"You don't need to work that much to have a good life"*
- *"We have the social system"*

- *“And they grew up with this feeling that everything is fine, good generation, economy is very good, so I think yeah they grew up with this kind of style”*

5.2.1.10.8 Interviewee 8

Female, Swedish, born 1980:

- *“I can’t really see any difference in these age ranges”*
- *“We are different in age but not in the way we work or habits”*
- *“If I compare with a colleague who’s born in the seventies I know no difference, in general”*
- *“We have the same life style”*
- *“Use the same tools”*

5.2.1.10.9 Interviewee 9

Female, American, born 1988:

- *“Generation X is slow. They are very slow at adapting”*
- *“When they grew up, things didn’t change so fast as they do now”*
- *“The millennials, have grown up with, the age of computers, the age of cellphones, age of twitter, facebook, all that”*
- *“When I interact with people from generation X, it’s very inefficient”*
- *“My manager do not know, coming from operational excellence by the way, she didn’t know how to organize her documents, within the drive”*
- *“People were very reluctant to switch forms of communication”*
- *“They’re always printing things out and they are just stuck in their ways”*
- *“They are not as open minded”*
- *“The younger generation, they are not as open either”*
- *“They bring with them their thoughts that, their values of their time”*
- *“I just think this generation is not adaptable, not open minded, and just slow”*
- *“They weren’t aware of certain things back then, and they weren’t focused”*
- *“They’re just so locked in their own lives. They’re old”*

5.2.1.10.10 Interviewee 10

Male, Swiss, born 1987:

- *“The Generation X is also more comfortable staying in the same company and the same position over a certain amount of time”*
- *“They’re also more confident to make sure that they don’t switch around too many jobs before they actually consider a move on other positions”*

5.2.1.10.11 Interviewee 11

Female, Danish, born 1992:

- *"We are sometimes more undecided"*
- *"They still don't actually know where they are going"*
- *"They don't actually know what they are going to use their education for, if they are even going to use it or if they are going to go in a completely different direction"*
- *"We seem sometimes a bit more like, more like risk takers"*
- *"Everywhere now it's filled with startups and students who are still studying trying something new, trying to start a company on the side"*
- *"I think it's easier for us to just change our minds"*
- *"Society somehow allows us to not know which direction we are going"*
- *"I just don't think they had the same possibilities to pick and choose from wherever"*
- *"If I find out in six years I want to study law then I study law, I mean then I'll do that"*
- *"We are allowed to dream more"*
- *"I think it's easier to spread a good idea once you have it, as technology allows for a lot of people to see it and for you to be visible with limited resources"*
- *"This whole entrepreneurial thing"*
- *"I think it's easier than it was. Like 20 years ago. When it wasn't even normal to have a computer. Or to be on the phone and the internet at the same time"*

5.2.1.10.12 Interviewee 12

Female, Greek, born 1985:

- *"I think that millennials are more, how should I say this, more demanding and perhaps a bit more sensitive in work related matters"*
- *"More likely taking offence to things or feeling more, how do you call this in English, that they deserve more"*
- *"The previous generation on the other hand is more like focused and hardworking, without complaining too much"*
- *"The upbringing"*
- *"I think that the Generation Y is generally more spoiled generation"*
- *"Did not have so much bad things to experience and not so much to fight for"*
- *"In all generations there are good and bad things"*
- *"It is a generation that is very rich and sound to people"*
- *"I think they are very entrepreneurial"*

5.2.1.10.13 Interviewee 13

Male, French, born 1980:

- *“Even if they are older, they could adapt their work to new technology requirements that we had today”*
- *“I mean a lot of people now are very yeah very good, even if they are older”*
- *“I don’t see a difference for this criteria, what is the difference”*
- *“My managers are a little bit older than me but no they are perfectly, they are like guys who are younger”*

5.2.1.10.14 Interviewee 14

Male, Swedish, born: 1989:

- *“The younger generation is very eager to quickly move forward”*
- *“More probably self-oriented in a way that it’s more about me me me. I I I, and all that”*
- *“The older generation might be more, I don’t know how to phrase it but, maybe they see the bigger picture in a different way”*
- *“The newer or younger generation wouldn’t hesitate to skip or jump between positions and brands and companies to reach their personal goals they’ve setup”*
- *“They expect to be promoted to manager or even further”*
- *“The attention span today it is much shorter”*
- *“It’s like always something all the time that is within reach of your hand that will satisfy your need of engaging or sharing or all that and that sort of translates into kind of a different personality where you are always looking for the next thing, always want to take the next step”*
- *“I think it comes down to the pace of life today, compared to when the older generation grew up”*
- *“We work faster, in a faster pace”*
- *“You have production lines to produce more things within a shorter time. And I guess all that reflects on the kind of personalities that would bring up as well”*
- *“If you’re brought up with efficiency and getting high scores and all that, that will reflect on the way you try to live your life as well, I think”*

5.2.1.11 Why do you think this is so?

This question is a repetition of the question above, in order to discuss the topic deeper. Please see above.

6 Interpretation

In order to attempt an interpretation of the data collected, the researcher has chosen to use a structured approach, where the different questions are gone through one by one, and important interpretations are made and connected to the research aim and objectives. It's important to mention that the interpretation contains a lot of personal experience from the researcher and is influenced by other factors than what is able to reproduce in text. It could be the way the participants explained a certain topic, the way they laughed or how they sounded serious. All these variables, and a whole lot more, has indeed influenced the results and the reader is encouraged to build their own interpretation by going through the data chapter and read the transcripts. The researcher has not deliberately tried to influence the content in any way, and everything that is written in this chapter is based on the data collected for this master thesis.

6.1 Quantitative Survey

6.1.1 Do you have set goals for your own personal development?

By the comparison it's clear that there are no large difference between millennials and Generation X. A slight trend towards millennials setting goals more often, which goes against one of the "myths" or stereotypes that they would be uncontrollable or changing their mind instantly.

6.1.2 Do you use goals in your workplace?

Even though the millennials seem to set goals more often, the difference is so small so it's not worth to discuss. It's clear that there are no difference.

6.1.3 Is goal-setting something that works according to your experience?

Millennials seems to have a slightly more positive experience around goal setting, however the difference is again not significant.

6.1.4 Have you ever left a job because of your line-manager?

Both millennials and generation X have sometime left their job because of their line manager. This is in itself an astonishing finding however it's out of scope for this thesis to go deeper on this topic. There are no significant different between the cohorts.

6.1.5 How important has your line-manager(s) been in your career?

(5. Very important, 4. Somewhat important, 3. Neither important or unimportant, 2. Unimportant, 1. Very unimportant)

6.1.5.1 Important for your decision to stay at the job?

The line manager has been very important for generation X but also somewhat important for millennials. Only a few millennials states that their line manager is very unimportant. Again this means no big difference.

6.1.5.2 Important for your career within the company?

Both millennials and generation X states that the line manager is either very important or somewhat important for their careers within the company. This has not changed with millennials.

6.1.5.3 Important on your views about the company?

A majority in both cohort's states that it's only somewhat important. A good share thinks it's very important. A slightly bigger part of the generation X, a fifth, thinks that it's neither important or unimportant.

6.1.5.4 Important to the work culture?

Both cohorts states that the line manager is either very important or somewhat important to the work culture.

6.1.5.5 Important to the team spirit?

Millennials states that they think the line manager is very important or somewhat important to a higher degree than generation X, who instead states it's equally very important or somewhat important.

6.1.5.6 Important as a motivator?

While the majority of the millennials states that the line manager is very important, the majority of generation X thinks it's only somewhat important. This is the first real difference. This can be connected to experience in the work place, which millennials has less of than generation X, but it's out of scope for the master thesis to go further. The researcher stops at stating that there is a difference in the understanding.

6.1.6 Which one of the following statements would you agree describes you best?

As one of the research objectives is to further test Turnbull's typologies, and that these would be a special treat of millennials to be one of these typologies, it makes sense to analyse how the participants answered in this question.

Most of the millennials identifies themselves as Gung-Ho or Lifestyle. Most generation X identifies themselves with Lifestyle, but also many with Gung-Ho. There is a difference between the cohorts in how they identify themselves, but it's wrong to say that there would be more Gung-Ho coming from the millennial cohort than from generation X. One could argue that there are less Conventional in millennials. This could be answered with that naturally Conventional's would be more the older they are and the more likely they are to have a family. It could also mean that millennials are less interested in having a family and are less bound to culture and inherited customs or identity. In generation X it seems like Gung-Ho's has converted to Lifestyle or Conventional to a larger extent. It's important to mention that there are no significant differences between the cohorts here either. It seems like the typologies from Turnbull (Turnbull, 2011) doesn't alone help describing the millennial cohort and could also be as applicable to generation X. The data shows that the typologies are not millennial-specific and has little or nothing to do with describing the difference between millennials and generation X.

6.1.7 Rate how important the following motivators are at work for you

6.1.7.1 (5. Very important, 4. Somewhat important, 3. Neither important or unimportant, 2. Unimportant, 1. Very unimportant)

High engagement, less oversight and leadership comes highest in place for both millennials and generation X. There are no significant differences between the cohorts here. Millennials value efficient communication, mobility and training slightly higher than generation X, who thinks it's not as important, but still somewhat important. It's a larger spread on the answers for generation X.

Compassion is equally very important for both cohorts. More important than salary, that is only somewhat important for both. This is an interesting finding as it also goes in line with the Herzberg two-factor theory (Herzberg, 1966) and is also supported by later "beliefs" such as "Money is Not The Best Motivator" (Katzenbach and Khan, 2010).

6.2 Qualitative Survey

As qualitative survey contains mostly millennials, the interpretation of the data focuses more on the actual content than a comparison towards generation X. The findings here build towards the conclusions and recommendation and is a part of the journey. Aggregating the answers of the question means making even

more extensive interpretations which are also based on assumptions, feelings during the interviews and the researchers own experience. As with qualitative research, it's impossible to not bias the outcome, however it should be done to the extent that it's not deliberately done towards pre-set goals.

6.2.1 What motivates you at work?

The participants in the study are motivated by getting challenged, being appreciated, possibility to exercise creativity with less strict frameworks, involvement, career development and self-growth, positive feedback, promotion, free time or flexible schedule, making a contribution, responsibility, working with a diversified work force and good salary.

Mapping this to the “Seven Areas of Work Motivation” (Turnbull, 2011, Page 215) (See Page Survey questions and how they relate to the research objective):

Qualitative survey	Turnbull's Seven Areas of Work Motivation
Getting Challenged	Oversight
Being appreciated	Leadership
Exercise creativity	Leadership
Involvement	Engagement
Career development	Mobility, Training
Self-growth	Training
Positive feedback	Communication, Oversight
Promotion	Mobility
Free time or flexible schedule	Oversight
Making a contribution	Engagement
Working with diversified work force	
Good salary	Salary compensation

Figure 9 Mapping Turnbull's "Seven areas of work motivation" and Herzberg's two-factor theory to the survey and in-depth interview questions. (Mejlerö, 2016).

The table shows that we do not have a one-one relationship, but rather a one-to-many. This doesn't mean that the Seven Areas of Work Motivation doesn't apply, but it means the study has found a wider perspective and more nuances to the motivators. This could be attempted to be explained with that Turnbull's participants in his qualitative interviews were mostly students (Turnbull 2011, p. 10), even though they had some work experience, and in this thesis the participants are professionals with several years at their work place. This could mean that the work motivators evolve over time.

6.2.2 Where do you think your motivation comes from?

The origin of the motivation was discussed by the participants to a large extent, as can be seen in Appendix C. Some participants misunderstood the question and continued to talk about what motivates

them, and then the data was interpreted as such. External stimuli, peers, a combination of external and internal factors, make the world a better place, to evolve further and further, part of an identity, your passion, upbringing from parents, recognition and education. One participant stated that it comes from learning, in that:

- *“You do something and that resolves into positive feedback and then you pick up that behavior because you know that I, if I do this, I’ll get something out of it”.*
(Interviewee 14)

The statement is in line with research done by Maslow (1943) and it’s interesting to see that this still holds. The purpose of the question was not to test Maslow’s theories but rather to encourage the participants to reflect.

6.2.3 Do you set goals for yourself?

Many participants do set goals for themselves, not only in the work place but also personally. The goals can be more soft or as one participant described it as “weird” (Interviewee 1). Goals are taken more lightly and not strictly followed up and measured, which was not expected either. The participants states that they want progress and that they want to continue to develop themselves or achieve in life. Not all participants set goals though. Turnbull calls this type “Adrift” (Turnbull, 2011, p. 186). It’s clear that Interviewee 8 has a career and doesn’t fit with the further description of “Adrift”.

“The Adrift type understands that there is a future, but they lack ambition to go and solve their own problems.” (Turnbull, 2014, p. 187)

This could be argued gives greater “hope” to the “Adrift’s” that Turnbull has found in his research.

6.2.4 What do you think about feedback at work?

The data is clear on the point that all participants mentions feedback as a really important factor in their professional work life. There were comments that feedback could be a bit overrated (Interviewee 1) and that you don’t get the real feedback unless you have developed a personal relationship with the person based on trust. Feedback is an important source for feeling motivated (appreciation) but also used by the participants to benchmark themselves against peers and simply see if they have done their job either correct or to the expectations. It depends on the situation to which one. Negative feedback is perceived to be hard to deal with, and certain people doesn’t either give good feedback or receive it well.

6.2.5 What is your dream job?

This question was asked to further understand both the motivators but also to enable the participant to speak freely outside their work situation which also contributes to get the maximum out of their potential.

6.2.6 How important is your line-manager in your current job?

The line manager role is seen as an important feedback giver. To give inspiration, clarify structure, give space or freedom, support, being the decision maker on their future, someone who defines the goals, gives permission, is a mentor, assigning tasks and a protector. There are many roles the line manager should fulfill and the person is important to the participants, however not all meet their line manager on a daily basis, and sometimes the line manager is perceived to not know the work of the participants.

- *"It's actually life changing when I had a good one"*
- *(Interviewee 12)*

6.2.7 What should your company do to get the maximum out of your potential?

The answers to this question maps well to the motivators in the first question. Again "challenges, freedom and flexible schedule, responsibility and rewards are mentioned but as the question is asked from another perspective, the trend of answering "listening to me" has become obvious in the data.

- *"The company needs to learn and listen to the people and really put time into developing things upstream before focusing on downstream"*
- (Interviewee 9)*

Observed is also that "no micromanagement" is mentioned as well as work location, which was not obvious in the work motivation question.

6.2.8 Which one of the statements did you select and why do you identify yourself with that?

Participants generally report that they are somewhere in between the different statements. Some answers were given that too many things are asked at the same time, or that the family and work life doesn't necessarily mean a tradeoff. Possessions are important for the participants and most of the participants shows the Gung-Ho, if any. Motivation to not always be the number one, as the Gung-Ho, but also care about the Lifestyle, can be observed. The findings don't support the statement that "Gen Yers usually love their own names" (Tulgan, 2009, p. 61). On the contrary, the data shows that the participants are self-motivated and interested. The myth that they would be some kind of narcissistic cohort simply doesn't hold. If even close, all participants would answer Lifestyle or something different. With that said, Lifestyle is not a narcissistic typology.

6.2.9 What in your experience is the difference between generation X and millennials in the work place?

With the exception of Interviewee 1, who's a generation X:er, and states that millennials are focused on immediate gratification, expect praise and be constantly online on their phones, the data doesn't show that millennials are helicopter parented and that's why they are as they are (Miller, Hodge, Brandt, Schneider 2013). Many participants express their thoughts that there really are no difference between the cohorts:

— *"As people I think we are very alike"*
(Interviewee 2)

A picture is painted out that millennials are more flexible, more relaxed, confident, self-assured, more individual, open minded and ready to respond to change, than generation X. The reason that can be read from the answers is that the millennials had more access to technology, more opportunities to try different things, a completely different societal support that allows mistakes.

Millennials supposedly work faster, are more entrepreneurial and thinks about career and promotion more. This comes from the millennials themselves.

Perhaps this can be answered in how the question is asked and to which cohort the participant identifies with the most. Many participants were early millennials and may not think themselves that they are millennials. The researcher did inform about the year span of what the millennials belongs in, however it may in some cases be border line.

7 Conclusions and recommendations

7.1 Objective 1: Critical evaluation of the latest research on the subject.

The Literature Review concludes that there is a real gap in the knowledge about millennials and that one of the best attempts to understand this better comes from Turnbull (2011).

There are many myths about millennials floating around and no research available to test if they really are true or just a made up concept.

7.2 Objective 2: A comparative evaluation of the differences and gaps between how generation X and millennials are motivated.

It can be concluded that even though there are some differences between how the generation X and millennials are motivated, the differences are minor. It may be linked to how long employees have been in their work lives, in the sense that everyone is naturally seeking guidance and information early in their career and with experience comes a more mature level. This may mean that as employees develop over time, they become more knowledgeable as they learn their jobs better. The danger of this thinking though is that it assumes that employees would stay in the same role for a long time. The data from the quantitative survey shows that the majority of participants changed jobs many times already, despite their age. This can indicate that the matter is more complex. Some participants suggested that the access to technology has been more extensive for millennials. But both generations had access to the same technology, so it must be linked to the interest to learn new things, if this argument should hold. The next step in the discussion would then be to ask if millennials are more interested (or eager) to learn new things, compared to generation X? The data in this thesis doesn't answer this question. We can conclude, that some millennials see themselves generally as faster than generation X – but this doesn't mean that it's either true nor does it mean that the generations are motivated differently. The conclusion is therefore that the comparative evaluation shows that there are significant differences and gaps in how millennials are motivated.

7.3 Objective 3: Critically adapt the typologies of C.Turnbull and see if these are applicable for professional early millennials as supposed to business students.

The typologies Gung-Ho, Lifestyle and Conventional made by Turnbull (2011) holds. They offer a lot of new insights in to how people are motivated in the work place and offers a new angle on the differences between different personalities, that are easy to understand and apply. Turnbull also comes with suggestions, based on research, with how the different types could be managed. This makes the science applicable. However, the typologies don't only cover millennials, or "business students". The concept can also be applied to other age groups of the work force and serve as a valuable tool for Human Resources departments and managers to gain even better insights and be more efficient in their strategies and tactics of employee engagement. One weakness of the typologies is that they may be too general, in that they just cover three personality types.

The conclusion is that the typologies are applicable for professional early millennials.

7.4 Objective 4: Critical evaluation of the importance of the line manager in the careers of the millennials.

The line manager is the single most important person for the employees as it's their direct line of contact and at the same time the spokesperson for the company, so in that sense also the company face towards their employees. The importance should not be underestimated. Companies should go to great lengths in order to make sure that they have the correct managers hired. Managers that care about the development and well-being of their "subordinates" and has it highest on their agenda. "People Leave Managers, Not Companies" (Lipman, 2015). As the line manager has been identified as the main source for feedback, a way for millennials to understand if they meet the expectations, they are even more important. Feedback sails up as the single most important motivator for millennials particularly, but also for generation X. It's important to have a manager in all sorts of organizations, not just functional ones. When working remotely, having matrix structures with multiple report lines or a flat structure with less hierarchy, there should be an appointed manager that gives feedback and most of all – cares.

7.5 Objective 5: The establishment of best practice or critical activities list of the most important workplace based activities that motivates millennials to user their full potential.

As stated in the literature review as well as in the research objective 5, the establishment of a “best practice” list, with conclusions drawn from the research from this master thesis, now ends up in a concrete list of critical activities that motivates millennials to user their full potential.

7.5.1 #1: Give feedback

Millennials, and generation X for that sake, seek to understand how well they are performing and if they meet the expectations, and adjusts to the feedback. Feedback is the single most important motivator. Make sure that feedback is honest, based on observable behavior and is actionable. Feedback is not always received well and it would be advisable that managers who are supposed to give feedback learns about the technique in order to both understand the concept but also be prepared to deal with outcomes.

7.5.2 #2: Share responsibilities

Enable employees to grow by giving them a great deal of responsibility. They will grow with it. Challenging tasks, still manageable and not too overwhelming in an area of potential growth would be advisable. Some people will handle “deep-water” and a “sink-or-swim” environment but most employees will be set out for failure. It’s advisable to support and mentor the employee, without micro-managing or being intrusive.

7.5.3 #3: Offer flexibility

Enable employees to make their own schedules that fits with their work. Never micro-manage time or have a 9am to 5pm schedule where everyone must show up, if possible. Offer remote options, as long as it fits the job. Offer flexibility also in the way the work is performed. Less stringent processes led to creativity, and with creativity innovation is at least enabled.

7.5.4 #4: Reward

Recognize good efforts and reward with praise and company wide recognition. This also includes monetary bonus when needed however employees are motivated higher by compassion and good working conditions.

7.5.5 #5: Support

Make sure the best managers are hired that cares about people first of all. Managers that doesn't manage, but coaches and helps bring out the best of the employees. Support employees in their challenging work situations but never take over.

Further, to be honest about career options and to offer trainings that supports this is perceived as good but it's not highest on the list of what motivates millennials.

The "Seven Areas of Work Motivation" (Turnbull, 2011) should be used:



Figure 8 "Seven areas of work motivation" (Turnbull, 2011, p.215).

7.6 The main question "What motivates professional early millennials in the workplace?".

The shorter answer to this question is that the classic holds. Recognition, promotion, salary and work itself does motivate *different* millennials. The importance here is that there are different types of millennials, as Turnbull states, which is very important to understand when working with millennials. They seek different things. The first step in order to attempt to answer the question is to get to know the workforce. Who are they, what kind of personalities? Gung-Ho, the company intrapreneurials, those who dares and wants to take risks in order to achieve something greater, they need to be managed very different to Lifestyle, who are a very important company resource in their strong commitment and people skills, the way they bring people together and creates a strong cohesiveness. The Conventional, who are thorough and understands facts. They do it right the first time and they enjoy make sure things move stable. Despite these generalizations, that of course is just an attempt to describe the three typologies on a

high level, they do provide a part of the answer to the research question. Manage differently, manage individually, this doesn't only suit millennials but also generation X as well.

7.7 Closure

Attempting a topic as big as Motivation is a larger undertaking as it's been researched for the last century, but goes back a long way in history. The researcher thinks it will continue to be researched in the future, as we learn more about ourselves and how we develop. There are many different "schools" of thought within motivation, and it very quickly goes out of scope, which is one of the biggest challenges. How to be narrow in a wide field where many theories exist? The researcher chose to work with applicable science. By researching professional early millennials and ask them about their work motivation, and let them speak for their generation, instead of using models to passively observe their behavior and make calculated conclusions, the researcher thinks that the findings and thus the answer to the research aim and objectives are met. And they are also applicable. No new amazing theories have been invented, nor has any psychoanalytical theories been used (i.e. Freud). Not only is it border line research as it can't be measured only observed and concluded from thoughts and discussions among trained psychoanalysts – it's also not applicable to business life. It's true that many of the findings and recommendations in this master thesis are generalizations, but they are attempts to, in a structured way, compare ideas, thoughts, best practices and experience from a large population of practitioners of business, whether they are employees or managers. This has the effect that they can be used as a support in business life, not as a complete truth that can't be questioned.

As the topic of millennials, and even the naming of the generation itself has been, to say mildly, highly generalized and misused and a somewhat excuse to explain resistance from an existing work force to the ideas the new work force comes with, but also the other way around; the inexperience from the new workforce and their drive to try to understand what business life is about and how they approach that rather large obstacle. What is left is a repetition of the history. The older (or established) generation has always been calling the younger generations for irresponsible, adrift and self-centered.

Douglas Adams, a well-known British science fiction author, sums up the conclusion of the entire thesis very well, but in the shape of technology:

— *"I've come up with a set of rules that describe our reactions to technologies:*

- 1. Anything that is in the world when you're born is normal and ordinary and is just a natural part of the way the world works.*
- 2. Anything that's invented between when you're fifteen and thirty-five is new and exciting and revolutionary and you can probably get a career in it.*
- 3. Anything invented after you're thirty-five is against the natural order of things."*

(Douglas Adams, The Salmon of Doubt) (Adams, 2002)

The aim of the research has not been to be a myth-buster, but rather provide with useful insights in how to motivate millennials to reach their full potential, and that aim is met on a convincing level.

The added strategic value is a comprehensive master thesis that aims to build a better understanding on how to manage millennials in order to motivate them to reach their full potential. After all, at 2025 they will be the 75% of the workforce (Schawbel, 2012). Recognizing the potential in manage people in a way in line with their motivation is not only adding to the competitive advantage, but also setting the scene for a culture to enable innovation.

7.8 Further research

The researcher suggest that further research may be undertaken in the following areas, that were identified as clear limitations in the understanding of the larger scope, way outside the scope of this master thesis, but nevertheless interesting.

7.8.1 Seven Areas of Work Motivation – larger study

The researcher suggests further research on applying Turnbull's "Seven Areas of Work Motivation" (Turnbull, 2011) to business professionals in a larger study than what was possible in this master thesis.

7.8.2 Motivation of millennials outside the western world

Motivation of millennials from South America, India, Asia and Africa would also further add to the understanding of motivation as these areas are large economies or growing to soon become large economies but have little or no representation in the existing studies of millennials, or work motivation.

7.8.3 Accountability among employees

Why does some recently promoted managers take a higher level of responsibility just because they got "official powers"? What happens to the individuals when they get promoted and also then "lifted up" with all these new responsibilities. Is accountability the same as to take responsibility? Why can't all employees be accountable for all what they do and are around? Are only entrepreneurs/intrapreneurs able to be accountable or is it so that all employees have the potential to take the step, but they are limited by hierarchies? Are hierarchies a construct to limit employees from growing, as an old structural relic to push down or prevent employees from grow? Would there be a chaos? Comparisons can be done with the concept of SDT – self-directed teams which are increasingly becoming a concept in manufacturing, and this a string organizational behavior topic.

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9 Appendix A - Data privacy and confidentiality statement

9.1 Data privacy and confidentiality statement

Participation

- Participation is voluntary
- Participants can withdraw their participation at any time

The data

- The data provided will be stored in Google Drive and Dropbox, as well as the solution used for surveys online.
- The data will be kept anonymous and no names or e-mail (or other personal identifiers) will be written in the master thesis.
- The data will only be used in the Master Thesis to understand what motivates “millennials” at work, and to find any gaps between other generations.
- The data will not be sold to anyone.
- In-depth interviews will be recorded and the data relating to the research aims will be transcribed.

Confidentiality

- Only the researcher (Robert Mejlerö) and the university supervisor will have access to the raw data, however a transcript will be provided in the master thesis.
- The raw data will not be shared.
- The master thesis will be shared with the University and then spread, also online using social media.
- Conclusions from the data will be spread both offline and online.

Ethics

- The researcher will inform the participants about why the research are being done and for whom.

- The researcher will not influence data by asking leading questions.
- The researcher will not add, remove or manipulate data so that it changes it's meaning and context.
- High ethical standards will be held.

10 Appendix B - Quantitative Survey

Data

10.1 Invitation

Hi!

For my MBA course at Edinburgh Business School and FHNW Basel I'm writing a master thesis about motivation at work. It's no news that there is a huge generational shift happening right now. According to a survey by Time, in 2025 the workforce will be 75% "millennials" (1980-2000). This is a subject of high interest to companies as they struggle to understand what motivates employees these days.

Please fill out the attached survey, it won't take more than 5 minutes.

Here is the link: <http://www.survio.com/survey/d/I7V3U8Y8T3X5S8P7R>

In the end of the survey, I ask if you would be interested in an interview. If you are, please fill out this information and I'll contact you for more details.

As a thanks to you as a participant, I will send you a report with the results of the survey as soon as it is done. Now you can be the first to know!

Further, as ethics is very important, I have made a data privacy and confidential release statement that you can read here (See appendix A - Data Privacy and confidentiality statement). In short, it covers that all your information is anonymous (even if you enter an e-mail address). I will not use your name anywhere. I also promise that I will treat the data with respect and not manipulate, add or remove anything so that it changes the context.

Again, a big thanks for helping me writing the master thesis and adding to the research!

Best regards,
Robert Mejlerö

Basel, Switzerland

Copenhagen, Denmark

10.2 Data information

The complete survey data - anonymized with the removal of identifiers, can be found on the USB-drive attached to the cover. The file is password protected and the password is: QwFghh35%.

11 Appendix C - Qualitative In-depth survey transcriptions

11.1 Invitation letter

“Hello!

First, a big thanks for helping me with filling out the survey about “Motivation at work”.

Thanks a million!

You have entered your email address and by that said that I can contact you and do an in-depth interview.

I hope you are still fine with this, otherwise you can still cancel by just ignoring me...

I have selected you from a randomised function in Google sheets and from the over 80 respondents now a few are selected from variables including age group and the fact that it was actually ok to contact you.

If this is all ok with you, please use the below doodle and choose a day not previously taken. Please enter your Skype name and e-mail as your name.

<http://doodle.com/poll/xserbwpd6mdsunzy>

Please note that in order to transcribe the interview I will do with you, I would need to record (the audio) it. The interview will be over Skype, but using camera. It will take about 30 mins.

Your name and e-mail is not going to be transcribed into the master thesis, and will only sit on my computer and the Survio survey tool I've used.

It's very important to keep high ethical standards, for everyone's good the participation and the answers needs to be unbiased.

You can read the Data privacy and confidentiality statement here (See appendix A - Data Privacy and confidentiality statement).

Again, big thanks for your help!

Happy Easter!

Robert Mejlerö”

11.2 Interview transcripts

11.2.1.1 Interviewee 1

Male, Finnish, born: 1975

Can you tell me a little bit about yourself?

Well...I work with as an IT Project manager I'm 40 years old and my name is X, I live in X in Switzerland. I work as a contractor for X, a Pharmaceutical company. Privately I have a wife and two kids, so quite bog standard.

What motivates you at work?

For me I don't like repetition. I like new things to happen every day and I get motivated by tasks that are a little bit more challenging than I feel comfortable in doing. If I feel too comfortable in my work tasks, I tend to get bored. And that decreases my performance and attitude. But...and of course I get motivated by nice people around me that I can laugh with and, you know, hang out with, as well.

Where do you think your motivation comes from?

Where my motivation comes from? Eh, comes from my previous experiences and I guess my personality as well. I have also in my private life I also feel I get motivated and energized by things happening around me and I also have worked in environments that have been high energy environments and nothing is the same from one day to the other and those experiences bring, have kind of forged me into the person I am today I would say. So eh how should I put it, I guess I have right with the children it has become a little bit different. Before I could enjoy working long long days for a period of time and ah find motivation in completing a project even before being on time, or completing my tasks and pushing myself extra much. Now it has changed a bit to become, I mean my family comes first and I feel I need to spend time with them and I want to spend time with them, which has led me to be a little bit more focused on how much time I spend at work. Before when I was younger it was more a mix of work and private life where I had in the beginning of my career I became friends with all the people I worked with, we hung out after work, also on weekends, where we had a mix of work, it didn't feel like work, but of course it ended up being quite a lot of time I spent doing that. Now, with family I have started to separate my work life more so that I have a personal life and a work life. Of course I find friends still in my workplaces and I tend to hang out with them as well and, but still it's sort of like the main motivation is having fun at work.

Do you set goals for yourself?

I do! I tend to set wierd goals though.

Researcher: Ok? Would you like to elaborate?

Well, for instance I, when I was, when I had finished my universities studies I moved to Stockholm and I set a goal for myself that I wanted to work at Stureplan, which is the, one of the most sought after addresses in Stockholm. So I started working even outside the city but worked myself inwards and in the end I managed to find work there. I also, when I moved to Switzerland, I set myself the goal that now I will focus more on career than on private life. So I put in a lot of extra hours in the beginning when I started at the company where I worked before where I could come at, I would leave work at seven o'clock in the morning and come home at nine or ten o'clock in the evening for half a year at a time and so on. Which also led me to have a bit of a career where I eventually after a couple of years became manager for a team of both developers and designers and, online marketeers, so I tend to set up those kind of goals. If you ask me what my goal is now it's not such as a weird goal. At the moment I'm in a limbo state professionally, where I feel that I will take it a little bit easy now and focus more on my family. While still of course hopefully performing good. I have noticed that the experience that I have gathered over the last 20 years that I have had in my working life is very useful where I work now, where I can foresee a lot of things and I don't need to spend so much time as I needed before, so that also motivates me to teach other people on how things sort of work, in my own way.

What do you think about feedback at work?

I would say, in a way it's a little bit overrated. Because there are very few people that are honest in a work place and would give you honest feedback. Many people will give you feedback, if you ask for feedback, you will many times hear "yeah you do a good job" or "you do this well". You only hear sort of positive things, you rarely get feedback, at least spontaneous feedback, that is constructive in a way in that "oh these things you could do better or these things you should think about". That will only come if you have created a personal relationship with that person and you trust each other. Then it's, you can, in situations even, give feedback that is both positive and negative. When it comes to other types of feedback like reviews and stuff like that, I have seen examples that are a little bit worse than I've seen, in some cases I have seen, fairly good review process but in the end that review process was not really tied to any bonus or any performance related metrics so it was a little bit moot anyway.

What is your dream job?

My dream job? I don't know. I'm still looking. When you were a kid, when I was a kid, people always asked "oh what do you want to be when you grow up?". When I was a kid I probably wanted to become an astronaut or a fireman like any other kid but ever since I started working I have no idea what I want to do

when I grow up, and I hopefully never will because I think that will keep me curious about learning new things and will motivate me to look for new opportunities.

How important is your line-manager in your current job?

Well I've only been at my current job for a few weeks so and I have only met him, after the interviews, I have met him twice. On my first day and then I had a meeting, a short meeting with him, after that, so, at the moment - not so important. I like to work independently so my line manager I would say I'm not depending on that person so I would say not very important. In my previous job also I think my line manager thought that he was more important than I thought he was (laughs). I kind of like these, since I like new challenging things, I tend to find my own challenges and so on, if I have spare time and I will of course do the tasks I'm assigned and I'm ok, I'm really ok with fuzzy assignments as well. Sort of like "oh can you do this?". "Yes", and then leave me be and I will do it, one way or another. It might not be the most standard way of doing things but well sometimes it works.

What should your company do to get the maximum out of your potential?

Well, it's fairly easy. Give me challenging tasks or projects to do and the freedom to do them in a way that, where I can deliver result within the deadlines that are given. I, that would be maximum performance from my side. The opposite would be the least amount of performance if somebody every day comes to me and gives me one task and then I complete the task and then I go and get another task and so on. That would probably be very boring to me. And make me not very efficient.

Which one of the statements did you select and why do you identify yourself with that?

I feel the first statement I feel most alike with, there are parts of the other options that I can also identify myself with. I would say family life is important which was in one of the statements. I wouldn't say I'm politically inactive, I would say. Researcher: "It was that you are not conservative - means liberal". Ok, well in my mind if that would be more to the radical side in that case, and I wouldn't say I'm either. I'm very uninterested in politics. So, and I also think being conservative is very important and the teams comes first, I like to lead people and so on and so but I feel I am this kind of person that like "let's go and find some things to do and let's make it happen". So that's why I'm feeling more confident with the first one.

What in your experience is the difference between generation X and millennials in the workplace?

(Researcher explains the differences)

I'm a late X! I would say the millennials are more focused on immediate gratification in terms of...if you give a millennial a task or a project to do or something like that, they expect praise when they have done

it. Whereas generation X type of person would understand that well that's a part of your job. If you do something exceptional then you give positive feedback. A millennial will want positive feedback when they have done it, not, they don't care so much of, about the quality. It's just that "oh I have done what you've asked me". They don't think so much of themselves that what can they do to produce an even better result. They either produce exactly what they are told or they do something completely different. This is a very rough generalization of course, but it's a little bit from my experience at least.

Why do you think this is so?

I think it comes from the parents. Because the millennials are children of the generation X people. And the generation X people are children of the previous generations where you more, the generation X...Researcher: "They are the Baby boomers, just to jump in". But they are more, also of course a big generalization, that the Baby boomers, they were brought up to have a strong morals when it comes to work and employment. It was more for life and so on and generation Xers have received that kind of morals but they have tried to break out from them. And then by when raising their children, which are the millennials, they have done everything, not everything, but a lot of things different in their children's upbringing compared to the Baby boomers. Their own parents. So I think that has created this kind of knock-on effect. So the millennials now have the, call it the "non-morals" of the generation X, because that's how they are brought up. They also, I mean they, with the entrance of instant gratification in every sense in, for all the senses, all the time as well, for the millennials, they have, many of them have grown up with having internet access ever since they were kids. Generation Xers they had to, they didn't have mobile phones, they had to call someone on the land line, make an appointment and say "ok let's meet for a coffee" at that place at that time and then you better be there. Because if you didn't have the morals, then, to do as you had agreed, then you wouldn't meet up with your friends. Whereas the millennials they will take their mobile phones and text and say "ah I'm ten minutes late". Or "no, the, I'm, let's meet there" and it becomes more like, everything becomes floating. Where you have to. Where nothing is ever set in stone. You can say "oh let's meet up tomorrow" and then you would, then tomorrow comes and then you get a, you start texting and say "ah by the way I have this other thing but let's meet up some other time" and then you might meet and that becomes, that also, that also gives you the possibility of having a mobile phone or instant communication all the time. It will also give you instant feedback. And that's what you would expect in any scenario in real life as well, outside of the mobile phones or the computers. So I think that's one of the reasons as well and I think the next generation after that will probably be either go back to being very strict in keeping strict morals, as in revolution to their parents which will be the millennials or it will spiral out of control, who knows (laughs) and then I will become a grumpy old man and sit there and say "Well, it wasn't better before, it's worse now" (laughs).

Interviewee agrees to participate in the master thesis and have read the confidential statement. "Yes, otherwise I wouldn't agree to do this".

11.2.1.2 Interviewee 2

Male, Danish, born: 1988

Can you tell me a little bit about yourself?

Yes, my name is X, and I'm 27 years old. I work as a consultant in the life science industry and I've been working full time for the past X months. Before that I also worked for the same company, which is called X, by the way. As a junior consultant. I just finished my studies X months ago. Anything else?

What motivates you at work?

Oh that's a complex question but I guess there are several things. One of the main things is that I get challenged and I feel that I, so I need to grow. Or I feel challenged and in that sense can develop myself and my skills. So refine what I'm able to do. Furthermore it's of course very important that even though I want to feel challenged, it's important that the challenges are great and that I feel that I'm not given challenges which I'm not able to solve myself. So it's important that I feel in my comfort zone in some sense, or at the edge of it and constantly being pushed, forward. Both as a human but also as, ah well, my skills and knowledge. Furthermore, I think it's very important that I feel I'm appreciated at the job and that, so well that's, my work is acknowledged and also the time I put into it and all the effort, yeah it's basically a combination of different things but it's really important that I feel that I move or get, well, I move forward also in a professional sense. Of course money is also, well there's more, it's not a big thing. Only if you are not, that you are not appreciated. For example if you get too little. Too small salary, then I think it would be a big issue. But as long as I feel that my boss appreciates what I'm doing, for example by giving me a fair salary, yeah then then salary shouldn't really be part of the equation I think.

Where do you think your motivation comes from?

Hm. Well I guess it's of course it's a combination of internal and external factors. Of course I have my own interests and also I want to see how far I can go, and I'm motivated by complex challenges and facing new challenges, all the time, but, really important are the external, I guess it's called "stimuli", so yeah as I said it's important that I'm acknowledged by my peers and also of course I mirror myself in the people I work with. So If I find somebody similar to me or that I feel are just as smart and, yeah well, just as good at doing my job, as him or her, then that's of course also really important for me. So yeah a combination of internal and external factors.

Do you set goals for yourself?

Yeah, in some sense. Or in different ways. Of course I have like a career plan. Again my goals are defined both like from internal, or things that I thought about myself, from like just my career and my studies and set myself goals. So I have some jobs that I would like to, or at least, different tasks that I would like to work with and all, so, different subjects but I really feel is interesting and also of course I thought about the way which tasks I progress to be, well the hierarchy of different jobs, different segments or the rate that which I'm promoted in different jobs. But also it's really important again back to being appreciated, I think my goal is also depending on the people around me, because if all of a sudden one of my colleagues which is the same as me, may have the same skills and experience as well, if he is promoted, that would make me revise my goals. So If I thought about a promotion in a year, or two would be fair, if he is all of a sudden promoted then it would make me rethink my goals and of course it also makes me rethink if it's fair to compare myself to that person. If that analyses leads to me rethinking the comparison, then I would rewrite my goals and think that I want to achieve the same promotion or the same thing as hi, faster than first anticipated, if that makes sense.

What do you think about feedback at work?

Actually, feedback isn't so important to me because to a wide extent I think, I mean it's always nice to get feedback and again this is a way that you feel appreciated, but so feedback is nice, but in you developing new skills but also in the sense of you feel more appreciated. But normally I don't think, at least it's not important to get feedback all the time, Because often I know if something has been done in a good way or if it can be done better. But yeah, it is of course important and that is how you get better in doing things. So it's important in setting my goal because if I get a lot of praise then I might set reset my goals and think that I might reach some promotion faster.

What is your dream job?

Well at this point my dream job is being a consultant and where I am now. But I guess in the future I would like to have my own company. Because I think I actually do like the feedback you have, when you are playing with the forces in the market, because they are brutally honest, and I really like that there is no bullshit. If you are good at what you are doing then you will get a positive feedback and if something really sucks then the market is yeah, brutally honest, and you will know that your idea might not be good, or good enough. So I really like the feedback in the market. I also feel that one thing that really motivates me is that as I said to try things and find my own limits. To see how far I can go and again in the market it's just, yeah if you have your own company, you can fight all you want and you are able to see how far your knowledge and skills and all that can take you.

How important is your line-manager in your current job?

Is it ok for you to explain line manager? (Researcher explains line manager as closest report or boss). Ok well I guess that must be one of the X of the company. It's a bit strange because of course when you are on the job then you are reporting to the highest ranking officer or the highest ranking guys on that task but normally we have these ones with our X and I would say that it's not really that important to me, and that's also reflected in the fact that I've been talking to, or I haven't had these meetings booked for a while with my X. So I've actually just begun to have these meetings and talking to him about my development, but he is actually rather far away in my everyday work life. So I don't think that's so important but of course my peers on the different tasks, then also if I'm working on a task with a manager for example, then he is important because then I'm referent with him and so of course he will deliver the feedback. I'm not really sure what the answer is but when I'm on a task I think it's important, but I'm just at the office as I am now then I don't really care for the feedback. And to be honest I'm not really sure that he knows what I'm doing. So that might also be the reason why I'm not valuing his feedback too much because it's not so much feedback.

What should your company do to get the maximum out of your potential?

I guess one thing definitely on a job. At a customer. New project because right now I'm just sitting making internal work and I'm not really get pushed through the limits which I said I really like. So being on new projects and also giving me a lot of, they trust me, so they give me a lot of responsibilities on the projects because if I was sent to some projects and they just expect me to do some basic documents, then that wouldn't satisfy my need for being challenged. So I guess getting me on a project and giving me a lot of responsibility, and as I said pushing me to the limit. Of course, I need to know who that I have this face at the company and people I can ask for help. I need to feel that this is a really challenging job, but I don't want to feel that I'm not able to solve it. I guess.

Which one of the statements did you select and why do you identify yourself with that?

Did I choose number two? (Researcher: "You chose number four").

Yeah I think that the problem is that you are asking a whole lot of different things. I agree to points of all of the statements but not as a whole, none of them. The first one I really agree to a lot of it but for me materials etc is not that important. I mean I like my stuff but if I have to choose between that and be happy with my work life, family life and all that it wouldn't make any difference at all. Yeah I mean I wouldn't say it's important because I would rather work for a small company that I made myself, having a lot of fun than things.

What in your experience is the difference between generation X and millennials in the workplace?

(Researcher explains that generation X is before 1980, 60-80 and from 80-2000 are millennials).

I guess I don't think that the difference is so big. I mean as people I think we are very alike. But of course we grew up in a slightly different time and I guess the differences are rather small, but if there were to be any difference I think it would come from the fact that we have a lot more opportunities but the focus might have shifted. It's more important today to really look into what makes individual drives in order to to the organization. So you are looking at each individual. If it makes sense, if I formulated that.

Why do you think this is so?

I guess it's a good question because the logical answer would be that our society has become more individualistic and I guess to some extent it has, but in another sense then we are also experiencing like that the society and the people are getting much more liberal and people who are really afraid of foreign people and with the refugees coming to the country. So I think one of the reasons are because of economic growth and also that science is evolving. I can't remember when the behavioral science began but I guess that it might be a bit earlier but of course this is the understanding in that field. And yeah I think it's a combination of a lot of different trends in society. Because, also we as individuals are much more focused on ourselves and making our lives look great on facebook and all that. In danish I would call it "Selvisceneættelse". I'm not sure what that would, how to say that in english, but making yourself look good at all times, putting you in the spotlight in some sense. So I guess that there's just more focus on the individual and also things just change over time but as people I don't think that we are any different. I don't know if we are different but I guess we have a bit better opportunities but it can't be much on that short time. But if we went back like a hundred years then it would make sense but that would be a big difference just because we didn't have the same opportunities.

11.2.1.3 Interviewee 3

Male, Spanish, born: 1983

Can you tell me a little bit about yourself?

Well I'm 32 years old. I live in Basel, I grew up in Basel. I work as a head of concepts in a retail company. And I travel a lot, actually travel a lot - that's new to me, but I sort of travel a lot. I work a lot from home. I have a team of four people, and they have other employees as well. And yeah that's all about me. I run a lot. I'm studying. I'm studying 100%, sorry, I'm working 100% and doing an MBA, part-time. That's me.

What motivates you at work?

Eh, what motivates me? A lot of flexibility. So as I said I love to work at home. I need some room for myself to concentrate better. Travelling motivates me a lot, at least for the moment. I don't know how it will be in

three years or so. I'm motivated by doing things by myself. So I don't need to ask my boss all the time about doing things about discussing with others. I just like to do things and not to study a lot around that areas I'm working for. So that's more or less what motivates me.

Where do you think your motivation comes from?

I think eh motivation is very intrinsic and that's what I feel at the moment. Because I worked as an area sales manager before and for another retail company and there you were paid a lot. So you get a lot of money. Your apartment was paid by the company and your car was paid by the company. Very high salary but at the end everything was very structured. And everything was process, everything was conducted by some processes and you had to ask for everything. You had to call your boss to do whatever you wanted to do, but, you always had to ask your boss. And that's completely different where I'm working right now so very free, salary is not as high as the other company, but it's still ok. But it's less structured. Not so many processes. You have to define your own processes when you feel to do it and I think that's, this kind of intrinsic motivation that I need. Absolutely. So I think rewards are one important part but it's not everything. So I think for me it's better to just be flexible and to work how I feel to work. It's much more important for me.

Do you set goals for yourself?

I do set goals but I set my goals they are really flexible, again, I mean you have like 4 or 5 objectives in the beginning of the year, but you know how it works at your workplace. I mean some things can happen. Last year for example, we, bought an new company, another retail company in Switzerland as well. And I mean I didn't know that in the beginning of the year, or in January, but it happened in June so this project, this integration of the other company became important that I had to reset all my goals and this was some kind of priority and, I mean it changed. That's the world we live in. You have to stay flexible, you can not be very focused on just one or two projects, even if you have to, you always have to manage your kind of spare time that you have to reset goals and to act in very flexible kind of working. I do set goals but I keep them quite flexible. To summarize.

What do you think about feedback at work?

For me feedback is important. I think even if I don't need it all the time or every day I appreciate if I get some feedback of my boss. I needs some feedback at the end of every project, I mean, as we live in a very fast moving world, skills change a lot, or your skills might change and you might need other skills you didn't need before. So I need that kind of feedback from my boss. If my skills are enough to do a project or if I am on the right track. Or if he is happy with me. As I said I don't think I need it all the time but I need it especially at the end of every project to not if I'm doing right. Because we all are working under pressure

and then so you need also some kind of feedback to be sure that you are on the right track and to have the confirmation you're doing your work good. That you are working in a way that satisfies your company.

What is your dream job?

My dream job? I would say that I'm quite happy in my job for the moment. It's a great experience. My dream job is maybe a bit more international than right now. My dream job is managing people that are happy with their job as well, and I want. Well, for the moment I appreciate to travel a lot and I think this is some, this is something that I need in my job. And my dream job is in retail. I love retail. And my dream job is to realize projects where you have an immediate impact. That's, I think that's cool. And I think my dream job needs some kind of rationality and it needs some certain, what do you say, kind of creativity as well. So you need, I need both.

How important is your line-manager in your current job?

My line manager is important to get some feedback, again. I want feedbacks from my line manager, but I also want feedbacks from my employees as well. And I think my line manager doesn't specially to tell me what to do but he has to inspire me. To give me some inspiration, you know. He has to show me where, how do you say, he has to show me where we want to go, to clarify the strategy for me and he has to just give me some inspiration. He must inspire me.

What should your company do to get the maximum out of your potential?

They have to challenge me, that's very important I think. They have to show me some kind of career development. Some potential career development, that motivates me. They have to, of course they have to give me good rewards, financial rewards as well, I mean that's important. But I think the most important thing is that they have to challenge me. And of course they have to give me some kind of flexibility, again, but this might be inside the challenge that I get from my company.

Which one of the statements did you select and why do you identify yourself with that?

As far as I remember it was certainly not number three. I think it was number two. Which was less material, right?

Researcher: "Yeah you could say it's less material".

I think I'm, of course I'm a bit focus on my job and I, stuff, but, I feel comfortable if I can work a bit flexible, that was one word within that.

Researcher: "You engage with leisure activities, that was the word, not something flexible".

Ok, yeah I think of course I'm seeking for some kind of harmony as well. I mean if I think about my team I think I have a great team but I know exactly that I have to keep them satisfied by organizing leisure activities. For example we were engaged in some kind of, how do you say, benefit running, so you run and then you collect money for each kilometer, km, you do. Or we participated in company soccer tournament and I think it's important and I think it's kind of a good, a very good, way of networking as well. I think it's getting more important to keep people satisfied at their job so I feel comfortable with that statement.

What in your experience is the difference between generation X and millennials in the workplace?

There's nothing to choose right? Can you repeat please?

(Researcher explains that generation X is before 1980, 60-80 and from 80-2000 are millennials).

Yeah I think that millennials, to keep it short, are much more relaxed. I think that millennials are much more concentrated on harmony. They are much more concentrated on flexibility and maybe a bit less on their career. Of course there are some exemptions but I think that millennials they appreciate if they can work at any place they want to. I think they are more open to maybe, to do a sabbatical for example, to travel for three, four, six months. And I think that the generation X is more concentrated on career and maybe more on material things. And I think that for example for millennial people that career is important but I think they want to gather a lot of experience, life experience, before they settle down. I think that's probably one of the main differences. And I think that the millennials, sorry the generation X, is much more material..., how to say, they are much more considered on materials and that they have another, I think they see life experience in another way than millennials do. I think they are much more concentrated on settle down, having a big house with a dog and two kids and I think that's what the main difference is.

Why do you think this is so?

That's the experience I have. I mean I can just compare with my parents. I think I have a completely new view on the world than my parents have. Of course I got some values from them but you also get a lot of perspectives, look around. Yesterday I was talking to my girlfriend, about how it would be to work or live in a new place. I mean a new country. And that's yeah I think, I don't know if my parents at my age would have discussed about this. I mean they had already two kids, they already bought a house and had a very nice, of course they had a nice life, but I think they had another view on life experience and gather life experience and yeah.

11.2.1.4 Interviewee 4

Male, Swedish, born: 1987

Can you tell me a little bit about yourself?

I'm 29 year old guy living in Switzerland doing freelance work as a web designer / developer. I'm working mostly with front end development.

What motivates you at work?

What motivates me? Is usually interesting projects, trying to ... also strategies and the whole process from start to finish. So not only the project in itself but how it's kind of structured. I always like being part of that, the process, to make it as efficient as possible. A huge motivation for me. And to work with other great people.

Where do you think your motivation comes from?

How do you mean? In a philosophical sense? (Researcher: Whatever you think it means). Motivation, what makes you get out of bed in the morning? (Researcher: If that's how you think where motivation might come from, then go ahead).

No I think motivation comes from people, to do great work and like in essence to make the world a better place. This, yeah. To evolve further and further. That's like. I think that's the big motivation.

Do you set goals for yourself?

I do. Not all the time but I do, periodically. I try to, but I usually don't follow up on the goal. So I can setup a goal for like a month or for two months that I should do like, I should try to get up earlier in the morning to do I don't know meditation maybe or go for a walk in the morning so. And, yeah yeah so I do. But not all the time.

What do you think about feedback at work?

Feedback? I think it's a great thing. Actually. To hear how you are doing. (Researcher: Do you have any experience with feedback at work?)

Yeah sure, it's always good to hear that you are doing something good. Even if you know it yourself, it's always good to have an external evaluation as well. You kind of know how you, how other people see you. Also. Perhaps. I think that's important. (Researcher: How is it helping you?) It's motivating me! That's something that motivates you to do better and greater things. Very important part. Because if you only go on and do your things and you never hear anything about how you are doing, you can't really validate that in a sense, so that's important.

What is your dream job?

My dream job? I think it's in a role where I can both work a little bit with the strategies but also be a little bit involved in the development of a product. So kind of like a, we use to have a role, we called it a technical project manager basically. So you could be involved, you're involved with the clients, and you take down the requirements and then you translate that. I really like that role of being a translator between people and technical people. Because usually when you talk with a programmer or a database administrator or whatever they don't really, they don't talk very well with the clients. Because they talk in technical terms. And the clients don't talk at all in technical terms. So, they can't really talk to each other. So I really like that role where I can translate something, that comes from a client, and talk technical terms with the technical people, and vice versa. So that's really my dream role, I would say.

How important is your line-manager in your current job?

My line manager, I don't really have one. At the moment. No. (Researcher: So that means it's not important?). No not for me at this moment. (Researcher: So in your last job, how important was your line manager then?). Important, yeah he was important. Yeah he was also good at that, you know. To really communicate, because that's really what we need to be good at when we, when you are basically transferring information. I don't really know what else to add.

What should your company do to get the maximum out of your potential?

The company that I'm working at, they should be able to let me have freedom over my time and my tasks when I'm working. I should not be put to work on things that I'm actually not really fit for and also be open about working location, as well as working times, because that's very individual as well.

Which one of the statements did you select and why do you identify yourself with that?

(Researcher reads the statements).

I don't remember. I think it was one or two. (Researcher: Which one do you want to select now?). The second one. (Researcher: Why?). Because the first one said material possessions are important, and I'm not really like 100% agree with that so I think that's why. Otherwise I agree with most of the other things in the first one.

What in your experience is the difference between generation X and millennials in the workplace?

(Researcher explains that generation X is before 1980, 60-80 and from 80-2000 are millennials).

I think the digital, that you are born with more digital products. You feel more confident with technology. The millennials. And do you look for any other answer? (Researcher: No! If you have any other explanation or experience or thoughts around it, please share) No I don't really have so much thoughts

around it. If you start digging into why, I think there is a lot to find out but I just say that the millennials are much more confident with technology and new stuff in general, maybe.

Why do you think this is so?

I think the world maybe was a more conservative place before than it is now and things were turning up now everywhere and things are changing so rapidly, so if you want to be competitive then you need to be open to those new things. And yeah.

(Researcher: Anything else you want to add to the interview?). No I don't think so. It was a very interesting topic.

11.2.1.5 Interviewee 5

Female, American, born: 1981

Can you tell me a little bit about yourself?

Ok, my name is X and I'm 34, going to be 35 this year, so on the edge of the millennial group I guess. I've been working now for, in the industry for about 12 years. I have a masters degree in architecture and an undergraduate degree in design engineering. I've been specifically working in that field for the entire duration of my professional work.

What motivates you at work?

So what I, the field I work in, is energy and reducing the energy that buildings consume, so I think it's two things that motivate me, part of it is that I like working for a company that has what I would say a moral trajectory, or kind of works towards a moral goal. However, I also work in kind of the sales or the side of it where we need to bring in money, which is always part of the reality in business development of any organization other you are doing something moral or necessary you know, or just a regular business. So I think it's kind of two folded. It's having to make targets and things like that but also the overarching. To do something good towards the world. And then personally for me I want to make a good career for myself. I think when you work in architecture and you come out of school nurse, hundreds of architects. But to become specialized in a certain field, for me as an individual to try to become specialized, become different than my peers and have a very specific area of expertise. That helps you make perhaps some more money than your colleagues. In my field anyway.

Where do you think your motivation comes from?

What type of motivation? Like just how I interpret it? (Researcher: Yes). Motivation, there's many levels of motivation. I think motivation to succeed money, in bringing in numbers so that employees can stay in the company. That's obviously motivation to me. To meet my targets, to make sure clients are happy. So negative things don't happen, that's of course a motivation. Other motivations are to provide for my family, I think. I have a particular job where I've been working from home now for 7 years, so it's very very specific situation. Motivation to keep that opportunity I think. Two small children, I'm very motivated to have the flexibility that I have now, and still preiate a high level of performance. However I think with each child you add, you know you are more motivated to do well, but, at the same time you realize it's harder, especially working from home I think, so that will be the challenge that's coming up now. Also motivation just to be a professional. I want to be able, when I'm out somewhere, I speak completely honestly, I want to be able to say what I do and be proud of what I say. That's also very important, and also that my children one day will say "what does your mom do", "she works in engineering". I like that that's part of my identity.

Do you set goals for yourself?

I did. A lot more goals before. Now I'm kind of maintaining the status quo to while I'm having two young kids and doing school runs, I'm doing all these other stuff. I mean I also would say I'm in a different position than maybe other people you're revealing in scandinavia. I'm drop packing to school dropoffs, pickups and not a lot of extra time off so right now I'm trying to kind of stay steady and then in about five years perhaps, well, yeah, at the beginning it was five years, maybe in three years, try to you know, aggressively grow again. But before I had kids I very much tried to move up the ladder, aggressively travel, find out where I could expand our business, was very successful with that. And the motivation was for me, I thought it was kind of fun, that's one part. I thought I think it's fun to be successful as well. I come back and report back to your office and yeah I succeeded, other people failed this and I did it. So that's a big motivation for me, conquering and doing better than others. But yeah of course it changes. Now it's like steady and then we'll go back up again later.

What do you think about feedback at work?

I mean my work is different and odd. I don't work in an office. So feedback is maybe once a year. I think in architecture as well your feedback is often only in a negative situation. If something goes wrong if something is not going well, then you'll hear about it. But, there is not a lot of "oh we are doing so well" or "good job" there is "alright you did well this month, but on to the next one". I think that if you are looking for validation and coggling, that's not really a field that I'm in. I'm working from home so we don't do that either. But I think that would, I'm assuming on the account of your studies, that the millennials will think different perhaps from my, on the lower end of the scale to to the other end. At least that's what I heard from some of my colleagues.

What is your dream job?

Yeah that's a good question. Yeah I mean in some ways I should say being in a big organization and being head of the department, in what I do. Making good money is very important as well. I would not, at this stage of my life I wouldn't switch jobs to make less money, to do something that I would consider a dream, I would say. I want to continue moving up, in this way, I think I could see myself going towards two bigger organizations in the future. But right now I can also say that this is my dream job, having children. So the flexibility and on that side of things I really am in a dream job where I can work, I can work with very interesting companies, see the world. Completely paid, and also set my own schedule. So I am in a dream job, and at the same time I'm home and don't have an office environment. So that's also perhaps a future dream job.

How important is your line-manager in your current job?

Yeah again because I'm at home I don't really see him very much, I see him like twice a year. He is important, I speak to him every week and give him updates. I would say he is pretty important he is the only person I talk to at my office.

What should your company do to get the maximum out of your potential?

Yeah I mean our company basically will let you do what you are going to do and if you don't do well you'll be let go. But if you do well no one really bothers you, if you make your targets. I think what they can do is to give more support in, so our company works with research and development a lot of engineering and analysis tools. I think they could bring a lot, take a lot of feedback that people like get from customers and. Like me as an individual how to motivate me, I think certainly hearing more positive feedback. Listening more to my feedback would be important and incorporate in the company. Because I'm so remote I think that's an issue too really feel what you feel like you are doing your and you are getting feedback but it's never mattering. You are just being expected to perform. So I think having a constant feedback loop and knowing that what I'm doing is changing things and what I'm seeing is also affecting the way the rest of the business works. That would make me more motivated to do my job. And of course I think having a structured tier for moving up in the company. I know companies like Merck, very professional ones, they have you know career plans, and that's something that I think at small companies, my company is only 150 people. So if we had a structured plan so I knew what I needed to do in order to reach the next levels, that would help me step towards those goals. We have that but we're only center for people and it's kind of a free for all and we don't really follow it, it's something we look at per year but you know we are just trying to get our job done and that involves doing a lot of stuff, so.

Which one of the statements did you select and why do you identify yourself with that?

Yeah, in spirit I would say the entrepreneurial one, trying to be more kind of aggressive towards, I mean right now I'm very I would say, I'm even thinking about going to a life coach about it, it's like what do I do, do I follow this kind of passion of my life and the entrepreneurial do I get really aggressive, do I do what I did before, travelling three weeks every year, or out of the month? But then I also have this kind of like thinking stability and now that I see these two kids that are happy to see mommy when they walk through the door, that's the other side. So I'm very much stuck between these two; one is of myself, which if I was talking about myself as an individual, and I shut the door and they are not there, that would be what I'd want to do. And what I will do when they are in school. But is there a time right now where I need to take a pause that I kind of maintain what I'm doing, have stability, have a very good job that I can do from my house and still have the flexibility to be around. So that would be the third answer. So yeah I'm kind of stuck between the two right now. But me as an individual I would say number one is where I'd want to be.

What in your experience is the difference between generation X and millennials in the workplace?

I mean I'm probably not the best one to quote on this because I'm working from home for so many years. But I think I can maybe say what my husband would say. He's dealing with millennials. He had a guy come in, he is a millennial, and again because I'm on the older side of the millennials, there is a guy who'd come in and he was like "yeah", he is from Stockholm and he is like "you know I would really like your job in two years", you know. So the way that he described this was like "what is your problem?". I mean you don't say this to your boss. So how he described it as a confident, self assured, ensured that the world is going to give them what they want, and what they deserve, where perhaps my generation is like "I'm not maybe more afraid to get a bit more beat up or hear negative feedback" like that is not going to make me cry or get too worried about it. And I can still do my job without hearing a lot of positive feedback where he is feeling like now he's got a really "oh now you are doing so good it's ok", you know I mean you know the boundary between upper management and lower management there is not really this scene, or feeling that everyone is special and everyone should, yeah they can do whatever they want where I'm very much like I would not tell my boss if I was going to want to take his job. I would strategically attack to do that but I would certainly not have a discussion with him about that. So that's maybe one example. But as for me working individually, people I deal with at work are mostly a lot older than me. My clientele. So they're usually upper management. So not dealing with so many younger people.

Why do you think this is so?

I don't know I mean I don't want to also say things that I read that would cloud my judgement, you know what I mean? I mean I'm not talking from my own personal experience but perhaps... I mean I know the way I'm raising my kids now so I can talk from that preference. You know they are very special and

focused on parenting and very like you know “oh you guys are the best” but perhaps my parents were great, they did this, you know, not everyone is a hero. So I think it’s a bit of how you know you grow up different, certainly in school and yeah, so that would be my assumption. I don’t know.

Anything you would like to add?

No, other than that I think that the millennials and coming to family, it is a very big kind of adjustment and you have these extreme goals of wanting to be very successful of being very self focused. I can say I was very much that type. It was about me, it was about my career, it was about who I was. It’s very much a, it’s a hard thing to go through when you, specially being somewhere where my child is walking away at three months. What I’m saying is that women deal with that kind of shit. And where I do want to go back and have my career. And I’m still like in this situation where I would apply for all these really high powered jobs and I get interviews, and then I’m like ok, I don’t, then I don’t call them back. You know like I’m just acting really weird, like I can’t tell which direction I want to go. I’m confused. Because I am I would say inherently quite selfish, right, I like to go forward, I like to talk “oh look what I did”. That’s what I would like to be at my work. Travel to Russia. She closed three big deals and worked with the green building council there. Than at the same time I know my kids going to cry. So this moment for me is very confusing. So I think especially the new millennials are perhaps even more self-focused. It’s going to be interesting to see how they work shift with dealing with children and how you move from very self-focused to sharing a focus on family.

11.2.1.6 Interviewee 6

Female, Swedish, born: 1988

Can you tell me a little bit about yourself?

Professionally background I presume or? (Researcher: What do you think you want to say?) Sure, so I grew up in Sweden and I went to Lund university and graduated in 2012. And that’s when I moved down to Switzerland and started to working for a company that’s called X which is a swedish company. Since 2012 I have lived here in X working for for the flights department for X.

What motivates you at work?

I think for me I’ve always been very driven and with actual results, I was the same in school, I was very focused on getting praised and focused on getting grades, once you got into to an age when you got graded, and also at university I didn’t accept anything else than the best grade. And I think that’s kind of, what I kind of taken into my current work role as well. Obviously I don’t get graded on my work but I’ve always come in to, I came in to the company, this is my first you know real job. My first real company and I

kind of came in with really high ambitions already from the beginning. I started on an entry level position and got promoted about a year after I started to an assistant manager and about two years later I got promoted to manager and that was always my goal. That was always what I really liked to get promoted to - that's my goal. And wherever I can do or I've been better off that's what I wanted to do. I'm promoted, or I'm motivated by being kind of confirmed and that I'm doing a good job. That someone tells me "you're good at this" and "you are important to us" or that they promote me. I think that's my main motivation. I would never be able to go in and do kind of a hot fast job and feel satisfied with that. I think that's in big picture that's my main motivation.

Where do you think your motivation comes from?

Where does it come from? Well I guess it's very individual question. Or very like personal. I mean some people are maybe, I mean if we are talking about motivation at a workplace then I think some people don't care about motivation in a workplace, some people are maybe, it's not a big part of their lives, something that they got to do to get money and they're, therefore they might not care so much about the motivation. For other people motivation might be more important and it might be something they're striving to, they might strive to actually be motivated in work, and I think those people are searching more for where they can find that and whether it may be in you know being more involved in what you are doing at work or you know getting different tasks or climbing the ladder or if it's just like I'm motivated by knowing to a workplace where I have fun, I know I have great colleagues or where we get free lunch or you know I think it's very individual where motivation comes from. And how important it is to people.

Do you set goals for yourself?

Yes I do. It's not, I don't think it's something I write down and keep track of but I mean definitely I would definitely always search for a progress in whatever I'm doing or I would never go in and just be satisfied with doing the same thing day after day, I would always be setting goals for myself or for the task that I'm doing. I can think a lot what I'm not good at work and try to like self-reflect, where I can be better. It could be like minor things or like learn new excel commands or be better at public speaking, or stuff like that. Things that I know like this would enhance my performance at work. Those kind of internal goals I think that I set for myself but it's not something that I would write down and kind of track, but as for myself I do have them.

What do you think about feedback at work?

I think for most people and for me as well feedback is super important. Especially good feedback. I know for me I don't believe I've done anything good until someone tells me I've done something good. You know I'm always in self-doubt, I did it correct or to the standard it should have been or you know until I get the

email back saying “great job, that’s what I looked for”, then I’m always like was this wrong or should I have done it differently? Or something like that so, I think confirmation and feedback on what you did is super important. I think for you know obviously when it comes to negative feedback it’s a, I think for myself and also for the people that are reporting to me, that I’m managing, it’s always tougher to hear of course and it’s tougher to give. I’m really sensitive to negative feedback even though it’s being delivered in a constructive way and it’s always being delivered with the intention of you know this is for your own development and because we believe in you. It’s always, it hurts a little. So it’s what you should be giving but if I was never given any feedback then I would probably lose all motivation.

What is your dream job?

That’s an extremely good question and I wish I knew the answer to that. I mean I’ve been here for four years now and I don’t know if you know that but I’ve resigned and I’m moving back to Sweden. And that obviously, with that kind of change in my life, there’s you know the thought of what I actually want to do and what I actually want to work with. I think where I’ve been now for the past four years and what I’ve been doing, I’ve been very motivated and I still am. I still really like my job and it’s an industry that I’m interested in and it’s a work place that I’ve liked going to. But there are so many options that I’m, there’s you know you’re constantly thinking maybe I should do something else. I mean you are always, I don’t know there is just so many options and I’m constantly thinking if I should go back and study and something else or I mean like just mention a few I’ve really been into to study to be a veterinary or maybe be like an events coordinator, or maybe I want to like run a hotel. Like those. Those are just like the past few months things that have come up to me. So I don’t know what my dream job is. It changes every day.

How important is your line-manager in your current job?

I think important in the sense of feedback, I think that when I was an entry level position and I sat in the same room as my line manager and we had a lot more of constant feedback or help and more support in that way. Then I think that person was a lot more important. Because it’s someone that you just have more contact with. So in that sense it was, it was more like the more contact I had with them the more important. And now I’m reporting to a vice president and he sits in a different room and he is not always present. Then obviously it’s important because he decides your future in a way. For daily feedback on what are you doing and that’s the probably the main role he plays to me.

What should your company do to get the maximum out of your potential?

For me individually I think to kind of have a forum where it’s allowed for me to be innovative or for me to kind of break the rules and go against the guidelines. If I think that’s the right thing to do. I think that if I would be working in a very static environment or there’s no like room for creativity or room for like “I

know I wasn't supposed to do this but I did it anyway because I thought it made sense". But there is no like understanding for that then that would be really demotivating for me, because I'm, I often, I don't like guidelines. I don't like "this is how we do it here". I always want to see what are we actually doing. In my department, we are booking flights. There is obviously a lot of guidelines of how we should handle with each flight booking, but there might be times where I'm thinking I spend this much more money with this specific customer, because I know from last year that we got this feedback and I'm thinking in the long run it makes sense and that is, if you look at the guidelines, it's going against. But if there is flexibility basically for breaking the rules then I think. (Researcher: Is that what you mean with forum?). Yeah or like the environment of the company that you are in like I want my manager to kind of say to me like "this is the goal". Like "you figure out how to get there". I think that's when you get people to be, to use your potential because they need to think for themselves. They don't need to just follow something, they need to figure out how to do something and that's when you get 25 people doing things in different ways, but they'll probably figure out the best way, in the end.

Which one of the statements did you select and why do you identify yourself with that?

(Researcher reads the statements) I think it was, it feels the last two things you said that I can relate most to. And I think a lot of the other things that you said is at least how I would like to see myself or how I would you know that's what I try to think of myself as, maybe. But that's why I also said a little bit of number one, because number one was more you know possessions are important and you know I would be lying if I said it wasn't. Maybe a mix between number one and number two.

What in your experience is the difference between generation X and millennials in the workplace?

It's hard to say because how do you know if it's just because of they're younger? Like what's millennials going to be when they are the same age as you know in ten years, what are they going to be like? And that I don't know but I think like from what I've learned now from managing a lot of people that are born in the 90's, is that they have, they're not like humble to ask for a lot, they're not, no one thinks that they're not good enough. Very good self confidence and you know I have a great team, that's not what I'm saying, but we basically have a lot of people that, when we have career developments and stuff like that, it's always like you know management trials like "where I'm going that's where I want to be". "I want to lead, I think I'm great at that". "I want to do a lot, I want to be involved". And this is maybe from people that has just been graduated maybe a year ago and just been working professionally for less than a year and obviously they have great ambitions already. I would say very driven, not afraid to ask and not afraid to ask for a lot. I think it comes for everything. Ask for a career, ask to be involved or ask for really high salary. I think it's also related to the company culture though. For X, where I work. I think we're not, I sit with my team and about the same age as them. It's not like I'm some scary person somewhere so they probably feel they can

talk to me, ask me, and then they know I'm not going to shoot them down. But in general I feel that generation are very brave to ask for a lot. Are never seeing the limitations of why it might not be possible.

Why do you think this is so?

I don't know. I don't know like I mean. I guess you can relate it to pretty much anything. You can take it so far, I mean, obviously the wealth in the world and how these people have been brought up. Or to their parents. I mean they've had so many opportunities in their lives. I mean specially if you grown up in Sweden for example, there really are no limitations as to what you can do. I mean you have free education, everyone can go to university and somehow you'll get through and you know you are always, you know it's so easy to startup a company and you can create your own title too, you can call yourself whatever you want and it's there for everyone. There are no, it's never hard to reach anything really. It's possible. So you are going to ask for it. I think.

11.2.1.7 Interviewee 7

Male, Austrian, born: 1988

Can you tell me a little bit about yourself?

What would you like to know? (Researcher: The normal pitch). The normal pitch? So I'm 28 years old I got the contact request from X. He is also situated here in Austria. I guess you know him? And I'm working also as IT technician, like X does. And that's almost it. Not married, no children.

What motivates you at work?

For me especially I think it's kind of the freedom to do or to fulfill my technical dreams. Have the freedom to do projects, do big projects and projects I like to do. That's the fulfillment for me, in my job.

Where do you think your motivation comes from?

I think one big part is, in my case, for myself, but as well from other guys, especially at work, my colleagues there, if they say I have done something very good, it's a nice solution and such things. That motivates me.

Do you set goals for yourself?

I set goals for myself, but they are not communicated in the office. But I for myself set goals which I would like to achieve at work.

What do you think about feedback at work?

For me it's very important. So without feedback, I'm not really able to work. It was kind of my last job who I just switched job. Like three weeks ago. And it was kind of the reason why I left the company because there was also no feedback on what I was doing. So I just did my work and everything was fine and everyone was satisfied but my boss there didn't recognize it or didn't say anything about it. Perhaps he thought saying nothing is enough. (Researcher: And that made you leave the company?). Yeah. To a certain part yeah. Not only that reason but to a certain part. For sure yeah.

What is your dream job?

I think for myself as a technician I think I would say kind of half technician and kind of half management position. I think I like that. And being able to set my goals by myself and as well to have free time for myself. The freedom to define when I would like to work and where.

How important is your line-manager in your current job?

In my current job it's very important for me. Because he is my direct part at work. And he normally should recognize yeah if I'm doing well on my job yeah. I think he is as well the guy who defines my goals and my, and the strategy for probably my department but as well for myself, yeah. To go on in the company.

What should your company do to get the maximum out of your potential?

I think for me it's defining my working time by myself. To have the freedom to probably go climbing in the morning and then going to work and then for that work then in the evening probably. To have this freedom.

Which one of the statements did you select and why do you identify yourself with that?

I would say all of the three ones. Kind of. I feel myself in each of these. (Researcher: No one is stronger than the other?). It's hard to decide. Because the third one was as well the family centric thing but as well as the first one being supportive and that kind of things is also very important.

What in your experience is the difference between generation X and millennials in the workplace?

I think it started to begin on generation X that life style of work probably or work life balance started to change. But in the generation of the millennials it's stronger. You definitely feel that they don't like to

work over hours. Or not that much. So I think the individual is stronger. So having the freetime and things I think are stronger for the millennials. But it started to begin with the generation X.

Why do you think this is so?

I think probably because we're in a century where you are able to, or where you don't need to work that much to have a good life. Because we live in a good country here in Austria. We have the social system and everything. And there is no need to work that much to have kind of good life and enjoy your life. And they grew up with this feeling that everything is fine, good generation, economy is very good, so I think yeah they grew up with this kind of style.

11.2.1.8 Interviewee 8

Female, Swedish, born: 1980

Can you tell me a little bit about yourself?

I'm 36 years old. Female, X. Swedish. I worked in Switzerland a bit. Worked in Denmark for a little while. Working for X, with more than 10 years.

What motivates you at work?

To have fun stuff to do where I can contribute. Work on different and exciting topics.

Where do you think your motivation comes from?

In general or me in person? (Researcher: Wherever you think). To make a difference. That your work is seen by someone. And that what you do in your daily job is appreciated among your peers, colleagues, manager.

Do you set goals for yourself?

No.

What do you think about feedback at work?

I think it's good. I understand it's good. But it can be very complicated to deal with. I take it normally very personally, even though I shouldn't. But that's something I have to train on myself. But I think it's good with feedback, because then I can develop and I can perform better. But at the time it can be tough.

What is your dream job?

Not to work. To travel. To do good for other people. I don't have a dream job. As I said I don't have goals, I don't have a dream job it that sense.

How important is your line-manager in your current job?

Super important. Very important. (Researcher: In what way?). First of all she is the one giving me work to do to, access to new projects, access to people. She gives me permission to do stuff, in a positive way. And she is a mentor and a good expert in the field, who I can discuss subject matters with. In that way develop my own skills and career.

What should your company do to get the maximum out of your potential?

Trust. Trust me and my knowledge. Give me a lot of freedom and motivating and stimulating tasks. And value the work I do.

Which one of the statements did you select and why do you identify yourself with that?

I believe I selected the first one. Is that correct? (Researcher: It doesn't matter. Why is that?) Can you read it again? (Researcher reads again). I want to grow within the organization, to have a career development. I'm not totally sure which one I choose. (Researcher: That's fine, it's not a test, I just want to see, of these three ones you feel that the first one was applied to you the most and why did it apply to you?). As I said it's important to me to grow my career and to develop.

What in your experience is the difference between generation X and millennials in the workplace?

And generation X is then the ones older than...(Researcher: Yes, you can say sixties to eighties). If I, I can only take it from my experience from colleagues in this age span. If you are in the same type of position in the same company, which is then my experience of course, then I can't really see any difference in these age ranges. (Researcher: Ok so you don't feel there are any difference?). We are different in age but not in the way we work or habits or. I'm born 80 and if I compare with a colleague who's born in the seventies I know no difference, in general.

Why do you think this is so?

I don't know why it's so, but we have the same life style, use the same tools, and as I said I think it's more difference in type of social environment, where you live and what type of company and what profession you are in.

11.2.1.9 Interviewee 9

Female, American, born: 1988

Can you tell me a little bit about yourself?

That's everything right? Just anything? Ok. So I'm an engineer in mechanical and biomedical engineering who works at X, and I worked with manufacturing operations in packaging and I recently came back from my one year assignment in Basel, Switzerland. Being an american, that's a very interesting opportunity, because not many americans get to go abroad. Coming back I've seen a lot of differences in the site, differences in the culture. So it's very interesting.

What motivates you at work?

Well what motivates me at work is the potential to grow, the challenge of, the new challenges I think. And getting things accomplished. Yeah so what's motivating me is the opportunity to learn and grow, it's definitely of more importance being where I am at in my career, because I am younger. If I don't get that now, then the options when I grow older are limited. So my previous manager, he had always had a job that he wanted, that he likes, what he loved. He loved his job as a packaging engineer. Then he became about 44-45 and now he wants to go into a managerial role. And can't. Because he does never really developed himself in that way. So I think for me what I learned from him and everything else that I've seen, and everyone else who's older than me, is that when you're feeling comfortable, that's when you need to start moving. That you need to develop yourself because if you don't move you eventually get into this rut. And for me, another 40 years of work, so 40 years of working in the rut, I don't want to do that.

Where do you think your motivation comes from?

I think motivation comes from your passions and your upbringing. I think it's a combination of yeah pretty much your passion and your upbringing. Because for me I always stand by that my college universities saying "my heart is in the work" by Andrew Carnegie, and for some reason everytime I look back on my career, it's quite true. I might not be as completely passionate about packaging or aerospace, that I've done as well, but I try to make the best out of each of these moments. If I try to make it fun for myself, to try to make, look at the good and the potential of it as well. And then the upbringing comes from my parents, where my parents disciplines me, but they also discipline me to the point where I will get supported in myself If I ever failed. Not sure that's completely an asian cultural thing because, in asian culture you don't

want to disappoint the ones around you who are important to you. In the American culture you defend yourself more or less. So it's a very, to clashing ideas, individualism ideas but it is a combination of the two, so for my motivation it's more or less I know for a fact that I'm a number in a company, it's just making money. And do people really care for me? Probably not. In the end I'm replaceable. So I think that motivates me to try to develop myself and motivates me to look out for myself even more so, because nobody is going to hold you by the hands into the next position. And that's why I was able to go to Switzerland as well. Because I was looking for opportunities for myself to do something different. I made that clear to some of my colleagues, they remembered me for it, they referred me to a website, I looked it up and I was able to present it to my boss who supported me on it. That was my motivation. Because in my mind I also think that If I don't try it, then at least, if I don't try, I'll never know.

Do you set goals for yourself?

Yes. Not long term. Not too long term. But I have an idea in what I want to do with my life. I know what I don't want. And what I don't like so far. But in terms of goals, I have shorter term goals I guess for myself. And I try to see the overall picture to see how does it fit in the long term of things. So my goal when I was starting here at my job was just to learn everything. Everything that I could. And the goal was to stay there for at least a year. Or 18 months. Not two years even, just to get the experience to say that I knew something, so that I could go to that next step. And advertise myself even more so and promote myself and say hey, at least I learned something. I didn't just come and left. I learned and had the experience of it. In the US culture again, three years of experience is quite, is around the time that people tend to move around. I know in Europe it's about five. Difference of perspective. So frankly that's my goal more or less. Like I think I try to think of the grand scheme of things, and then what can I do now about it.

What do you think about feedback at work?

You mean the feedback that I receive, right? (Researcher: What do you think about feedback at work, as a general concept or what you receive or how you'd like to put it). Feedback at my work, is horrible I'd say, in my workplace. I and I think it's known somewhat within the company. Because even on my first day, of X, I was told always ask for feedback and ask it repeatedly, because your manager will never tell you the true feedback. The constructive or the negative side, until it gets really really bad. So in terms of feedback here I think the feedback here is not so good because a lot of people here, at my workplace, are clouded by their personal feelings and their personal judgement. People of what they've seen, and how people have interacted with them. So I don't think it's very good at all. And I like to be in an environment, so this is my motivation as well, I like to be in an environment where I can receive feedback, constructive feedback. It could be bad yes, but how can I make it better, so that I can grow as a person and into the role that I want to go into eventually. But also, so it can make it easier to work with people. If it's negative all the time, then I don't know how to fix it, necessarily.

What is your dream job?

Dream job, so my dream job is really what I've noticed, I'm trying to, what I like is jobs that brings people together from all areas. So when I was at X in Basel, Switzerland, I saw a lot of people who were the PSO's, the Product Supply Owners. What I really liked about them was that they got to know everything about the supply chain strategy of every product. Or not every product but specific products. And the X portfolio. And I thought, that even though this job is kind of crazy, because you talk to all these different affiliates from all over the world. I thought it sounds like a lot of fun to be that single point of contact that's able to shape the strategy, but also bring people together and achieve something together. That was a position that I felt I would have considered to be my dream job. And even in my past I liked the job that's kind of bring people together. Whether it's for operations support, or if it's like a technical product implementation. That's just who I am. I like to bring people together and make sure that everyone is like, you know, happy. I'm a supporter.

How important is your line-manager in your current job?

So important because she is the face for me and my other colleague and she is my defence, to saying as to why I'm not working on certain things. But she is kind of useless. Because she doesn't know the process and she, yeah so while I was in Switzerland in August-September in 2015, my original supervisor past away. Unexpectedly. So my new supervisor has started in January 2016. So it's been about four, five months now and she is just ramping up, she is new to the department, so she really can't defense as properly. So she is not as important. Because I'm always trying to get rid of background story, and I'm trying to tell her why she needs to defend me in certain things, and giving her a heads up as to how things work in my department. So for importance, she has this status that in american culture it's very important, the top down structure. Because in my current organization, if you don't have that status, nobody listens to you. A certain status, that's important for me, so that she can defend me, but in terms of her contribution so far, is not good. But anyway. That's it.

What should your company do to get the maximum out of your potential?

I think they need to listen. I think, sorry do you mean maximum potential of me or of people? (Researcher: You, your maximum potential.) I think they should give me the opportunity to develop. In terms of what I want to do, give me chance to take ownership over my career, which they have already with me going to Switzerland. But now that I'm back, it's very limited. I'm doing exactly the same thing that I did before, so in terms of my maximum potential, not being used because I haven't done anything different. They don't listen, people are dropping like flies in my organization, or leaving, every once in awhile would people leave and I would think that's a sign for them to listen and if I ask my manager two three times if I can

pursue an opportunity, a development opportunity, and she says no, then I'm going to look elsewhere. For another company, that are more open to having me, open to develop me, to my potential. So they're not listening, so I think they should listen more. And with the ideas that I bring in, and yes they are more continuous improvement ideas, for my organization here, however they do have a bigger impact in the long range or scheme of things. But nobody sees it, because they're busy focusing on the bigger things. And I think sometimes, the company needs to learn and listen to the people and really put time into developing things upstream before focusing on downstream. That's what they're doing right now, just focusing on downstream problems, which shouldn't have to be, because the upstream should have fixed it. Anyway.

Which one of the statements did you select and why do you identify yourself with that?

I think that depends on what stage in life you are at, because if you're looking to settle, then you are going to try to find the best, you know you try to tell yourself in your head, that wherever you are at you're at this place (Researcher: But for you now, or in your position exactly where you are now, what do you think?). I would do the entrepreneurial for myself. (Researcher: Why is that?). Because again I said before, when I was in Basel I said to myself, and my company was trying to pull me back actually, to the US, and I didn't want it. I just thought to myself, I'm just a number for them. I'm just this little puppet that they have abroad that they can say yeah I satisfied a metric for them, so that when corporate says hey have you anyone over? Yes, we have one person and that's (name) and she is over there. And they use me, for that. Coming back actually, they wanted me to make a big presentation on me, they were like hey share your experience with everyone else and hey this is what you could do if you looked up your own career. And I didn't like that, to be honest. Because in my mind I thought that if people was truly interested in me and my experience abroad, I'm all ears. Contact me. I have a calendar. We only have two buildings, and I'm in the main one. If they really wanted to talk, I'm there, I'm, I don't close my door. Or have a door. But then I realized you know you have to defend for myself. And in the environment that I'm in at the moment, it's either defend for yourself or you just get back stabbed. By those around you. So for me, I've chosen to try to take control of it, and focus on myself. So I've asked, every week I go to my 1-O-1's, my face to faces with my manager, I ask for something new. I ask for a new desk, I ask for a training course, I've asked for a trip back to Basel, if I could, I've asked for switching out my german class I can use that money somewhere else for different german class or learning material. So every week I ask her for something new. And it probably annoys her. But, to be honest, I'm just spending for myself, at the moment. Because I know at any point they can just cut it off. But they need me right now because I know the tribal knowledge, which is good. It gives me job security.

What in your experience is the difference between generation X and millennials in the workplace?

Generation X is slow. They are very slow at adapting. When they grew up, things didn't change so fast as they do now. So new technology or something that my generation, the millennials, have grown up with,

the age of computers, the age of cellphones, age of twitter, facebook, all that. When you, when I interact with people from generation X, it's very inefficient. Actually, I'll be honest, anytime we are around a computer, and I watch them use a computer, I think to myself, oh maybe I should suggest to them how to do this, it's quicker. But, it's their style, it's their choice. I don't bother saying it too much. I do suggest it to my manager, so, not to say that she is old, I'm pretty sure she is generation X, and a, things like Google Drive, we use Gmail, Google, in my workplace and we use the Google Drive as well to store your documents. My manager do not know, coming from operational excellence by the way, she didn't know how to organize her documents, within the drive. Even though it's online. It's the same concept. It was just interesting to me that she was being bombarded with all these different documents, and she had a whole list of these documents, on ordener, and leaving them all for a good three months, and she was in the company for years before that too, so she's never known how to actually organize these documents until I told her how to. Didn't know how to map a network drive. The way she does it, you know time adds up in the end. The reason why I was focused on optimizing and doing things quicker, I thought I was very slow. So in terms of Generation X, my, as well in Basel, people were very reluctant to switch forms of communication. Or monitoring or recording things. They're always printing things out and they are just stuck in their ways. People might, even my buddy, I love my buddy by the way, my work buddy, but for him he just enjoyed having a piece of paper in his hand. And when you have this, you're just monitoring something, you have maybe two different going on at once, and then you have to archive it, but always an ongoing flow, it just grows and grows and then you have a file cabinet because you wrote some regulated things on some papers, and you have to keep it. So it's inefficient, very slow. They are not as open minded either. Because they have more experience. Which is a lot for the younger generation, they are not as open either. They bring with them their thoughts that, their values of their time. An example being I've heard from my mentor, who quit the company actually, that our general manager, does not like women. And I was like this is actually a product of when he grew up, because he is old. But, I challenge it. I asked that hey, with time, your generation gets older and my generation gets older. That kind of, it lingers, inequality lingers, gender inequality, whatever, it lingers, and slowly disappears. With every generation. So I just think this generation is not adaptable, not open minded, and just slow.

Why do you think this is so?

They weren't aware of certain things back then, and they weren't focused. And also they are not used to it. They are not used to it. I mean, when I started taking german classes, the concept of conjugating a verb, somebody actually asked me oh you can do that, you just change the end to this and that and what and that's it, really there's a thing like that? And I thought hey if you took spanish in school, if you took any elementary language that they now teach in school, you would know that. And that concept of conjuration, at least be aware of it. This person didn't know at all. They weren't aware of that back then, the importance of these things. They're just not interested in it. They're just so locked in their own lives. They're old.

11.2.1.10 Interviewee 10

Male, Swiss, born: 1987

Can you tell me a little bit about yourself?

My name is X, 28 year old. I live and work in Switzerland. I'm working in a pharmaceutical company, X, it's a company around 88.000 employees. I'm a solution owner for several different systems. Do you also want to know about private or just work environment?

What motivates you at work?

One reason why I actually go to work is the salary at the end of the month. What also motivates me at work is the power, influence and of course one point is also money. Responsibility.

Where do you think your motivation comes from?

I think motivation comes from recognition, this can be also on the money basis, it can be also about when you are achieving on results on recognition from your boss or from your fellow work colleagues.

Do you set goals for yourself?

Yes I do set goals for myself. And it's also forced by my company to set goals.

What do you think about feedback at work?

I think feedback is very important. I prefer actually straight feedback instead of different like sandwich techniques to give feedback. But I know that certain people do not deal well with straight feedback. (Researcher: What do you mean don't deal well with straight feedback?). I mean certain people, if you give them your opinion in a straight way, or pretty straight to a point, they don't appreciate it, or they get offended. Even if you don't criticize them on their personality, they take it personal, instead of just realizing staying on the business topic. (Researcher: Do you stay on the business topic?). I try as much as possible, as long as the feedback is not on a personal basis.

What is your dream job?

That's pretty difficult. Well I think it would be a senior leadership position at moment, I would say. I can't guarantee that in five or ten years this will change. My short term goal at the moment is to be more key account manager. Afterwards step up the career ladder and be in a senior management role, maybe like in

a board of directors. (Researcher: What is it with that kind of dream job that makes it a dream job?). I mean, it's a lot of responsibility, it's a lot of exposure you have. That's also one of the, that's actually two or no actually exposure, responsibility and the power you have in this position. Two of them are key drivers that actually keeps me motivated at work, so that's would I want to try and that's where I want to be for my future.

How important is your line-manager in your current job?

Well my line manager is very important because he actually support me directly in development for my position. He also should give me honest feedback and straight feedback how I can improve better in my work environment.

What should your company do to get the maximum out of your potential?

They should ensure that I'm actually not staying too long always in the same position. Otherwise I get bored and when I get bored I start looking around also for something else. And if the company really wants to keep me in the same position over a certain amount of time, they should communicate this openly and say hey you have to stay this certain amount of time before we actually can put you on a career step forward or something else. So open and honest communication would also be a point which is very important in the company.

Which one of the statements did you select and why do you identify yourself with that?

Best would be number one. I mean I actually started to eliminate the certain statements from one and the other. I know that I'm likely that I want to have my own company, and I mean also the statement three was around the, the one about the individual, that's why I eliminated this, the fourth one I, no sorry the third one is also life has meaning and stuff (Researcher: Yeah that was more the lifestyle social person, the second one.). The second one was more the social. (Researcher: And the third one was more the family and stability). I'm not this at the moment. It may change in a few years. But I think best would be number one.

What in your experience is the difference between generation X and millennials in the workplace?

That's difficult. Generation X are not baby boomers, right? (Researcher: No, those are before 60's you could say. Broadly). And I mean the difference between I think is the Generation X is also more comfortable staying in the same company and the same position over a certain amount of time. I think they're also more confident to make sure that they don't switch around too many jobs before they actually

consider a move on other positions. And I'm not sure if they also have the same risk-taker attitude. But it's yeah, a difficult question.

Why do you think this is so?

I don't know. I think it's just the impressions I have. I can't give you any data or proven data or I can tell you.

Anything you would like to add?

Not at the moment no.

11.2.1.11 Interviewee 11

Female, Danish, born: 1992

Can you tell me a little bit about yourself?

I am 23. I'm a student doing my bachelor thesis at X business school and I work part time, besides my studies as a junior consultant. What else would you like to know? I live in an apartment which I own myself. I live with my boyfriend. Anything else?

What motivates you at work?

What motivates me at work? It motivates me to be challenged. To have tasks which I maybe haven't previously managed before. So that you keep challenging yourself to get better. And then it motivates me when, specially your boss or someone superior to you, recognizes that you do something well, or that you solve a task in the right way or in the right time frame, and that they actually tell you. Especially I think in the consultancy business I think it's important to get recognition. Because you put in a lot of hours, I work a lot compared to my fellow students, for example. So I want motivation as well. From my boss, es.

Where do you think your motivation comes from?

I think it's, I don't think it comes from one place. I think there's a motivation that comes from within, me. From a desire to impress, and to progress, career wise. And I think there's an external motivation coming to you from people around you and your surroundings. Like small things, external motivation could like I said be people complimenting you on doing things well. Showing you trust. Trusting that you'll do something well enough for them to give you the task, I think that is a great motivation as well. But you need to have, without sounding like a cliché, a motivation in place first. You need to have a motivation for

the work. I want to do something that, not that matters, it's not like I'm saving the planet, but I want to do something I find interesting and important. I could also choose to just, sorry if I offend anyone, but I could also choose to be a waiter in my spare time besides my studies, I have done that, work in a store. But I think my motivation is that I can build my career path in my early years and that's like my internal motivation. And then the people around me at work they're my external motivation, I think, if that makes sense.

Do you set goals for yourself?

Not really work wise actually. I do have a mentor at my work, so we set goals together, which I should reach maybe in the next month, for the next year or that could be goals for me or for the company, to accomplish like we need to get you on a project or I need to do so and so much of work. I don't think I set goals for myself otherwise, not work wise. That's more my, like at home thing. To accomplish this or maybe just things or chores I need to remember to do.

What do you think about feedback at work?

I think feedback is very very important. Especially for people my age that are only just started our career. I think feedback is very important in developing who we are both as people and as professionals, how we, like I need feedback both on, you know it would be nice if people told me please don't address people in this way, or someone pulls me aside and says tomorrow remember to wear this or, you know some things can be very formal requirement from your work and also you need feedback both bad and good on how to do better. There was, I had to solve a task for my boss and I sent him an email two days before my deadline and I was like I still don't know what to do and I still don't know how to do this and I've been spending the past five days almost crying because I don't know how to wrap my head around this and he was like it's totally fine, and we met up and he said the first thing I need to tell you is that you can't tell me this two days before. You need to tell me this the first day you cry. So that you have six days to fix the issue. I was like that wasn't a compliment, that was one thing I did wrong, but it was feedback that is really useful for yeah how do I handle difficult tasks, next time. So I think feedback is, yeah, one of the most important things at work. From everyone, not just your boss. It could also be when you're on the same level or someone below you. It can be, I really like the way you did this, one day I had a short presentation at our morning meeting, one of my colleagues came up to me and he was like oh I just wanted to tell you I really liked your presentation, the way you put it together. And it just, that's great motivation to do something when people give that kind of feedback.

What is your dream job?

Well, I don't know honestly. For a long time it was that I wanted to have my own hotel. I really liked this travelling and hospitality business. Then I studied it for three years and now it's like the worst thing I can think of. So I don't really think I have a dream job. I'd say I like what I do right now. Maybe I'm not going to be in the same company always, I think I like consultancy but perhaps in a more strategic way. And I think my dream job is something similar to consultancy where you have a very diverse week and schedule, and you are not in the same office doing the same things every day. You get to meet a lot of different people and you get to use your people skills. I think I find that fun, you know to work with a lot of different , both customers and colleagues, stakeholders and I like that but I don't have one dream profession, yet. Maybe I will, one day.

How important is your line-manager in your current job?

I'm not sure who my line manager would be in my current job. I don't know if we have like specific line managers in this type of business. But let's say if I can compare it to maybe the project manager I have right now? The one who's in charge of the project I work on, then he is like the most important person or the most important colleague I have right now. Because he is the one deciding what I do, which tasks I get. If he decides to move on working with me on his next projects maybe. But he is also the one giving the most important and the best feedback that I can actually use. Because he gives me feedback on very many different levels, so sometimes it's you really managed today well, like I get general feedback, or sometimes it could be can I just show you three shortcuts on your computer so you can do this a lot faster. Small corrections, compliments, different things. He is a really important and we have a very good connection, like personally, and I feel he is also to a certain extent my friend. We can like on our way to the client talk about private things, not really private but you know just our lives outside work and I think that's, that's kind of what I meant about the external motivation in your work. That you feel so comfortable with people that you want to share everything, or a lot of your personal life with them. So he is really important and I really enjoy working with him. So, I have a lot to learn from him.

What should your company do to get the maximum out of your potential?

I think the problem with the company where I work is that our, the partners, our actual bosses, have no time to lead. They are personell. And me being a junior consultant, which is like the lowest in the hierarchy, they have no time to lead us at all. So they've made this setup with mentors which I think is great, I just don't think they utilize the potential of this mentor role properly, and to utilize my potential, and to get the best of me, I need more guidance often and I need just as what as I complimented my project manager right now and feedback, I think the same or even larger amount of negative things to say about our partners giving feedback, because they don't. It can be anything. It can be they tell me you are going to go on a project, I have a meeting with the steering committee on Monday, everything will turn out fine, and then I send them an email Wednesday, so what's up, how did it go, am I going or? Oh the meeting

went fine but you are not going. And poor leadership is a really bad motivator. And they can't utilize my potential or my talent, they don't cooperate, they don't show and I think maybe an interest in leading and setting maybe goals. Just take maybe two, like bi-annual meetings with the X to say where you are going, do you like where the company is going, does it fit your study bla bla bla bla, just show interest because I, then you are willing to give more of yourself basically. And if there were some more just common guidelines on what they expect us to do, what they expect us to know, and they could just yeah, utilize our potential way more. By guiding us more. (Researcher: And that would also make your, the company, bring out the maximum of your potential?) Yes. It would, because if I knew exactly what they needed from me, then I could more easily give it to them. The thing is they're very vague in describing actually what role they want us to fulfill, often I think. And sometimes I'm not sure I even know. And sometimes they just hire new people without actually having a clearly, what is expected of them. So if they could tell me more clearly what they expect from me, I think you could, I could deliver that better, I could say that.

Which one of the statements did you select and why do you identify yourself with that?

I would say that when you read them aloud now that I would be number two. I think. I'm not sure about the "you're centered on yourself" statement, but that's because I give it some kind of negative ring to it, and it doesn't really have to because centered about yourself could also just be in terms of optimizing my, yeah what I get out of my career and what I get out of my school and things I guess. I think, yeah I think I'd go with number two. It just what I felt when you read them aloud, that I could agree to the most. The first one about being the next leader, being entrepreneurial it's not really me. Not where I am right now, I think. And I think honestly I'd be a really bad leader. I think. (Researcher: Why do you think that?). Well it's actually, it's a long discussion I've had with my dad once. It's a, it also depends how you define leaders in this context. At one of my first days at X where I study, on my first year, we had this professor and he told us, you know it's very general from business schools, but the difference between management and leadership and how leaders they make visions and make people believe in these visions and managers sort of makes sure everything works and puts everything into boxes. That's just more me. I looked at that that day and I was like ok, I'm never going to be a leader, I'm more of a manager type. And then I had a long discussion with my parents about it and I'm not saying they are, they have the answers to everything, but they really, I think it's a very management, or manager, clear manager role to actually acknowledge that you are more of a manager than a leader. So I just don't see myself as a leader, really. Not in that sense, at least.

What in your experience is the difference between generation X and millennials in the workplace?

That's a difficult question. The largest difference for me is that Generation X, or the people that I work for in the Generation Y, is me, if that makes sense, because they are older. So they're often superior, to me of course. But do I see any differences? I feel, but I'm not sure it's really true because I don't know how

Generation X where when they were young. I just somehow feel that we are sometimes more undecided. So many people I meet, in their mid-twenties, in their late twenties, they still don't actually know where they are going. They don't actually know what they are going to use their education for, if they are even going to use it or if they are going to go in a completely different direction. And then I think, I think we seem sometimes a bit more like, more like risk takers, I think. And I don't know, I haven't seen statistics, I just feel everywhere now it's filled with startups and students who are still studying trying something new, trying to start a company on the side. One of my colleagues already had I think three and he is like 27. And now he is a consultant, but doing innovating entrepreneurial things on the side. I feel we are more that, then the generations before us. But I don't have anything to back it up with.

Why do you think this is so?

I think it's easier now. I think it's easier for us to just change our minds. I think society somehow allows us to not know which direction we are going. I mean when my dad, he is a pilot, and my mom was a stewardess, what a cliché huh, but I think like when they were young and had to choose an education it was like you can become a doctor, you can become a lawyer, banker or then my dad chose pilot, which was a bit off, and I just don't think they had the same possibilities to pick and choose from wherever. I think society allows for us to choose all over again. If I find out in six years I want to study law then I study law, I mean then I'll do that. And no one would even bat an eye and no one would think wrong of me because a lot of people do it. And a lot of people start over. And try something new, or maybe I want to, I always had the dream that I want to write a book sometime. I don't know when that's going to be, in my second career, but yeah I just think we are allowed to dream more and then there is this whole thing about technology and all the social media so I think it's easier to spread a good idea once you have it, as technology allows for a lot of people to see it and for you to be visible with limited resources. This whole entrepreneurial thing. Maybe it's just, maybe it's just at X but I don't think so, I just feel that a lot of people are starting up companies everywhere. I think it's easier than it was. Like 20 years ago. When it wasn't even normal to have a computer. Or to be on the phone and the internet at the same time. That moved a lot for us as well.

Anything you would like to add?

No.

11.2.1.12 Interviewee 12

Female, Greek, born: 1985

Can you tell me a little bit about yourself?

I'm a recent graduate from the university, I finished my masters in November. Ever since then I've been looking for a job. I was not interested so much in the scientific field anymore, because I felt that it didn't cover a lot of things that I was pursuing and I got this job here and here I am. Do you want more specific things?

What motivates you at work?

I want to do a good job. It's slightly narcissistic in a way because I want to be good at whatever it is I'm doing. And that is a great motivator, and apart from that it's also what it is I'm doing and it's interesting to me the people around me, surroundings, all that but I say they're secondary. My main motivator is just doing a good job.

Where do you think your motivation comes from?

From within? A bit cliché I know. But this is what I think, I think it's actually back and forth dynamic of whether you are good at what you are doing and that motivates you even more better, if you are not good at what you are doing and you feel that you are not good at what you are doing I think then you demotivate yourself. So I think it's an internal thing.

Do you set goals for yourself?

Depends on the situation, but yeah I'd say yes. But they are never solid goals that I could say that this is what I want to do. It's kind of more a work in process.

What do you think about feedback at work?

I think it's good. I just think it has to be done in a way where the person that receives the feedback has a chance to process it, and yeah if the feedback is bad then I also think it's important for the person to have the chance to gratify themselves and fix whatever the problem. I think it's important not to condemn people immediately so yeah I think that feedback is good. When we are talking from up to down. I don't know about down to up.

What is your dream job?

I don't know. It's not a specific thing. I'd say that it's a job that doesn't make me miserable and dig deep bases and in the practical aspect it allows me to have the means to enjoy my life as I want. Meaning you, know, they pay.

How important is your line-manager in your current job?

From previous experiences, and not this one for obvious reasons, I'd say very. I think it's kind of like a professor, you know that inspires you to better to move forward and learn stuff. I think it works kind of in the same way. So from previous experience I would say it's actually life changing when I had a good one. (Researcher: Actually I have to ask, in what sense was it life changing when you had a good one?). Because it is, she, I'm talking about a woman in this specific case, she helped me learn and she inspired me to learn more and also kind of to, she put trust in me, which is very important, and she made me want to pursue further things, it's mostly a confidence thing.

What should your company do to get the maximum out of your potential?

Treat me well. Teach me in a way where I could be most useful, and then make me useful. Through giving me the chance to do so. (Researcher: What are you useful for, sorry for the direct question). I don't know, I'm learning. I don't know yet. But I guess to both to help the company itself grow and be better and me as individual within the company to represent them in the best way. I guess this what being a useful employee is.

Which one of the statements did you select and why do you identify yourself with that?

Well I guess that for most people they would, they would find a little bit of themselves in all three. But the second one is the closest to me. Because of the leisure activities. Big part also. The third part I reject entirely because I'm not interested to having a family, I never was. And the first one I reject because I'm not entrepreneurial at all. So the second one, by rejecting the other ones is the best bet. And also you said some other things that I don't remember.

What in your experience is the difference between generation X and millennials in the workplace?

I don't have a lot of experience in the matter but broadly speaking I think that millennials are more, how should I say this, more demanding and perhaps a bit more sensitive in work related matters. Not in terms of interest towards the work related matter but more likely taking offence to things or feeling more, how do you call this in English, that they deserve more. But necessarily because they do. This is a broad, very very generic idea I have. And I feel that the previous generation on the other hand is more like focused and hardworking, without complaining too much.

Why do you think this is so?

I think one of the great great differences between the generations is the upbringing. I think that the Generation Y is generally more spoiled generation. If we are talking about the western world did not have so much bad things to experience and not so much to fight for. Until we were old enough, and then it was a bit too late. I think.

Anything you would like to add?

I mean not to bash millennials, I think that as in all generations there are good and bad things. I just feel that these were the disadvantages but on the other hand I do believe that it is a generation that is very rich and sound to people, and people that have charisma, and that are things that are necessary to go for, and I think they are very entrepreneurial as well, as a generation, which is good.

11.2.1.13 Interviewee 13

Male, French, born: 1980

Can you tell me a little bit about yourself?

So I'm 35 years old, I'm French. I'm working as a web developer. Front end web developer. I moved to Switzerland five years ago because of career reasons. And because, yeah I wanted to improve and to progress in my career and overall. I really like my job. What can I say? There is so many things to say. I like the outdoors, I like sports.

What motivates you at work?

Creating something by myself. This is what motivates me the most, is to take a project, for me it's a website, because that is what I like to create, to produce, and to build something with my own hands, on code, to code. This is what motivates me.

Where do you think your motivation comes from?

I don't know, I think it comes from education and how you grew up. As a child your parents influence you and what you like. And then it build some kind of interest in life. For me it's web development and from there I start to get motivated. For example, my mother, she is a painter and she likes design and culture and everything. My parents, they like to read, they like to a lot of different culture, cities with museums, so I think I was influenced by that. To like graphic arts, and to like everything which is graphic. And the second part of my personality is like more concrete, it's more scientific, it's more code. So, it's web development is a mix of both. Because a lot of people in the world, they have a passion, but they can't

make a living on it. If it's like a cinema or a TV-show. It's very difficult to make money from it. I have the chance that my passions, I can make a living with that.

Do you set goals for yourself?

Yes, goals to learn how to design new things and how to code things I don't know how to code. So I'm setting myself short term goals to learn new techniques, coding techniques and yeah so these are the short term goals that I try to do when I'm at work or when I have time or when I can use these new techniques in my job. Otherwise I'm creating like side projects, like pet projects, on the side, that I'm working on during the weekends. And doing some free days as well. Yeah so this is how I progress and how I set my goals and I reach them. And a more long term perspective I'm setting goals but more like financial goals. Because I see the money that I'm getting from my work as a scale of what I can do in life, and if I can do better it means I'm giving more to my employer and also to the society. So it's like money is a scale so every time I would have a raise it's a sign that I'm more productive and I give more to society. These are my long term goals, to get more money, and to prove that I'm better in my work.

What do you think about feedback at work?

Feedback is very good. I never had enough of feedback. Sometimes it's difficult to have them because people they don't care or they don't care. You don't see all things they decide. The more feedback the better it is.

What is your dream job?

It's my current job but in a place where the weather is better. Like you know in a more sunny place where I can do the work I'm doing currently. Because here the winter is very long. Maybe like what I'm doing on a remote, but doing it remotely on a place in the sun. South of France, I don't know Greece or Italy. I don't know.

How important is your line-manager in your current job?

So my first manager you mean? (Researcher: Yes). Yeah he is important that in the fact that he leave me alone and the fact that he understands that he doesn't have to micro manage me. Actually I think that I have more skills than him in what I'm doing. He is more in the front end part, he is designing email templates mostly. So I'm more into coding, I mean JavaScript, a programming language. So he can't give me advices about my work, but it's fine because he leaves me to do my job so I really like him.

What should your company do to get the maximum out of your potential?

I would say immediately to give me more time but they can't, because time is limited. My company what they could do maybe, no because I have everything I want. I could have like better screens. I don't have a mac, but that's fine because my computer is very powerful. I like my colleagues, and they are helpful as well. And they are very, they understand me, and they understand my needs. When I need something they listen. When I say there is too much noise, I need to move or fix, they understand. And they buy my expensive headset to protect myself from the noise. They are very good. What was the question? (Researcher repeats the question). So the question is if I do the maximum right now? Yeah I think yeah I do.

Which one of the statements did you select and why do you identify yourself with that?

So it's not the third one, but between the two first one, I like the second one. There was some info I didn't register. (Researcher repeats first and second one).

It's the second one. (Researcher: Why is that). Why? It's because of who I am and I'm more like this and I have never been interested to go, to rank in an organization because I'm happy with my job and I don't think being a leader of a team or managing a project and other people will add me enough value, I mean to my life and my work. So my work comes from, within right now, I don't have to manage anyone and it's just me you know, creating. Coding. It's not art, I know it's not. It comes from within. At work I do that home as well and I don't have to force myself so it's just me.

What in your experience is the difference between generation X and millennials in the workplace?

In the workplace? Actually I'm working with very young people so I don't have that experience with older people. But now with the people I'm working with, even if they are older, they could adapt their work to new technology requirements that we had today, you know everything goes very fast, the communication between colleagues is instant. But yeah I mean a lot of people now are very yeah very good, even if they are older. So I don't see a difference for this criteria, what is the difference. No I don't see anything really.

Why do you think this is so?

Because people adapted to the new work environment. I don't see any issue for that. For the work they manage that I mean, my managers are a little bit older than me but no they are perfectly, they are like guys who are younger.

11.2.1.14 Interviewee 14

Male, Swedish, born: 1989

Can you tell me a little bit about yourself?

27 years old, self-employed since three years, formerly Business Analyst for a few years and working at X. And since three years or so I've been a full time photographer and on the side also studying a Bachelor in digital design. I'm currently living in Switzerland.

What motivates you at work?

I would say I mean in general personal interests so, to, I guess it depends on what I'm doing. So should we speak about work in general, or what I'm doing today? (Researcher: You can choose to answer the question in any way you want.). Alright. So I guess what motivates me is like self growth. To grow within, to feel that you are developing as a person, and maybe I'm more of an individualist in the way that I don't really get motivated by helping other people to grow, in a way. Like of course I do, if I'm in a leading role, with my former position, and then yeah I appreciate seeing people developing, and so on but I think what motivates me the most is probably to set up goals and develop as a person.

Where do you think your motivation comes from?

It's a good one. I mean I guess it depends on the person. A lot of times it also comes from the feedback, in a way. That you get, you do something and that resolves into positive feedback and then you pick up that behaviour because you know that I, if I do this, I'll get something out of it, which motivates me to do the same thing or taking one step further the next day. And that could be a salary increase, or more responsibility, better title. Or just someone or your like your manager, or someone above you or below you giving you good feedback and yeah, so it's widely spread I would guess, or would say.

Do you set goals for yourself?

Yeah. I mean. Yes and No. Since I'm self employed, yes. Because it's sort of a way to, you can't really have like a yearly talk with someone except yourself, so you don't really know how you are doing or how your progress is going, when you are self employed. So I would set goals, to sort of motivate myself, to reach those, and to know where I'm heading and where I'm at now, and also to, also if you don't have any goals, I guess it's hard to appreciate those steps you take towards that goal. If you don't know where you are going and you don't know if the first three steps, what the first three steps were taking you, so let's say I have a goal of doing 30 weddings in a year, or photography or 30 jobs or assignments, then I'm going to be way more excited when I hit 20, because I know I'm only 10 away, then if I have no goals at all. Then I'm just going to be like yeah that was another one. So I think goals, yeah I definitely set them and that helps me stay motivated as well. But it's not goals that keeps me going, that's not why I'm doing it. But it's just part of it.

What do you think about feedback at work?

I think it's really important. I mean it depends on what you do. I mean I'm motivated now and I get close to zero feedback really. Well, I do actually I do yeah on my work, in a way. In it's own way. It's not that I'm getting it from superior people or below, or above, but yeah I think that's what, I mean without feedback you don't really know if you are going towards your goal as well, right, let's say if you have set a goal to reach a certain position or get a salary increase or whatever, you want to make this much or you want to be the president of this department or whatever, if you don't have any feedback, you don't have any idea of where you are going and what would then motivate you to keep going, if you don't even made no progress. I worked with two different kinds of, I mean when I was at X, different kinds of managers and ones that gave me zero feedback and were very like laid back and I mean easy going, easy people to work for, easy people to please. Always positive attitude but zero feedback, so I assume that I was doing good, but I never really knew. It caused a lot of stress on my as well because there was always a big workload but if you get no feedback, you don't really, you just feel you haven't finished work. But the other person is actually going around thinking you are doing a great job but you just feel like there are still 30 tasks to do. So I think feedback is key, for sure. At least for me.

What is your dream job?

A part time job, which is well paid. With lot's of freedom, I would say. I wouldn't want to work five days a week and I don't want to be tied to a desk. It doesn't mean I don't want an office job, or something admin related. But I don't want to go in nine to five or eight to six or whatever hours you work, and be locked that Monday-Friday. And I think that's sort of an outdated system anyways. Dating back to when we had shifts and stamps. But yeah dream job is not so much based, I mean based on income or based on freedom and freedom of choice, so you're not really stuck with in whatever you are doing, and locked in those dates and times and all that. But it doesn't have to be, I don't need to make three millions a year, just to happy. That's not the goal with any job. Yeah. And of course to work with something that you are interested in and you have a passion for.

How important is your line-manager in your current job?

Yeah he's a ace dude. Sitting right here. No, I mean in my current position I don't really have anyone above me really, except my clients, so I don't really know how to answer that. But, to go back to feedback I really appreciate when I get feedback from my clients. And I, from my followers as well, in different communities and people who admire my work. That is something that really helps me going and keeps me going, so yeah. But in my previous positions, feedback as I said before is really key, to know you're on track, to reach the goal you've set for yourself.

What should your company do to get the maximum out of your potential?

Yeah I mean, if I look at it, so let's look at it as a now perspective, then it's once again, it comes back to feedback I guess, but I know how to get feedback. So I know how to feed myself and that is when I share my work and I go to different kinds of workshops and I post my work online and I post my work online here and there, then I get feedback on that which is mostly positive, not only, and that gives me motivation to keep going.

Which one of the statements did you select and why do you identify yourself with that?

(Comment: Researcher repeats the statements and the participants stops at number two). I mean I would guess that's the one that fits me quite well. I don't remember the next two, I sort of, there is always something within all those, you could connect with or recognize I mean but I'm passionate about my own business and I'm a quite social person and that's how I built my business as well. Through networks and networking and being like, just working in the beginning with the network I had and just working with that and take it from there.

What in your experience is the difference between generation X and millennials in the workplace?

I would say the younger generation is very eager to quickly move forward and are also more probably self-oriented in a way that it's more about me me me. I I I, and all that. While the older generation might be more, my wife gave me a mean look, the older generation might be more, I don't know how to phrase it but, maybe they see the bigger picture in a different way or maybe they look at, they find one company which they really like and, with the right values and the right working environment and then they might stick with that for many years or for a longer time and grow with that. While I feel that the newer or younger generation wouldn't hesitate to skip or jump between positions and brands and companies to reach their personal goals they've setup. And if they are stuck in one spot, where you know they come in and they work one or two years and they expect to be promoted to manager or even further than that while the older generation seems to more take it with pace and expect to really earn your position or your, the goals you have setup to reach like you know I think you get what I mean.

Why do you think this is so?

Yeah I mean one reason is, we really, like the attention, I think it was like the attention span today it is much shorter. We live in a much much faster pace, we are bombarded daily or hourly or even minutely, if there's even a word like that, on social media and everywhere about other people success, how you reach that, how to do that. And like the constant, so we today you always all the time you have something that

engages you. If it's a cell phone, if it's a tv-commercial, it's like always something all the time that is within reach of your hand that will satisfy your need of engaging or sharing or all that and that sort of translates into kind of a different personality where you are always looking for the next thing, always want to take the next step and you heard about your cousin's girlfriend or wife or husband and he got that promotion and then you need also to get a promotion. I think it comes down to the pace of life today, compared to when the older generation grew up, maybe. But and if you would, I mean yeah. I don't know. It's a hard nut to crack. I would need longer to think. But I mean yeah this started also before all the social media and everything. It's already been moving before that I would guess. But I don't know I think also every development for ever has to be more efficient. We work faster, in a faster pace. To have people to do more things or you have production lines to produce more things within a shorter time. And I guess all that reflects on the kind of personalities that would bring up as well. I think it boils down to that and if you're brought up with efficiency and getting high scores and all that, that will reflect on the way you try to live your life as well, I think.