



# **ATTRACTING THE YOUNG EMPLOYEE**

**Analysis of factors influencing the choice of  
future workplace of IT students**

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Abstract  The objective of this research is to map the opinions of young IT students on how companies could attract them as an employer once they look for a job. Our research paper focuses especially on the field of staffing and recruiting. Nevertheless, it also involves all the other areas of human resource management. The aim of this thesis was to give an idea to companies what HR policies should be emphasized in order to be an attractive place to work for a young IT professional.  Theoretical and actual issues of human resource management will be discussed widely in the theory section of this essay. The research method chosen was quantitative, and the data was collected in the form of a questionnaire from 178 University IT students in Jyväskylä. The purpose of the analysis was to conclude what draws future employees to work for a company.  The results showed the respondents were work oriented; they seemed to appreciate for instance challenging tasks and creating something with a lasting value. Financially issues were important, but not the most important reason for choosing a place to work. Furthermore, the research subjects valued the possibility for training, education, and career proceeding opportunities offered.		
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Tiivistelmä <p>Tutkimuksen tarkoituksena oli kartoittaa informaatioteknologia-alan opiskelijoiden mielipiteitä seikoista jotka houkuttelevat heitä työskentelemään yrityksessä valmistumisen jälkeen. Tutkimuksemme keskittyy rekrytoinnin osa-alueelle, mutta siinä käsitellään myös muita henkilöstöjohtamisen teemoja. Tutkimuksemme tarkoitus oli antaa yrityksille ideoita siitä mihin henkilöstöstrategian osa-alueisiin heidän tulisi keskittyä ja mitä tulisi kehittää, jotta yritys olisi mahdollisimman houkutteleva työpaikka nuorelle IT ammattilaiselle.</p> <p>Tutkimuksen teoriaosuudessa käsitellään laajasti henkilöstöjohtamisen teorioita ja ajankohtaisia ilmiöitä. Tutkimusmetodi oli kvantitatiivinen. Tutkimusaineisto kerättiin Jyväskylässä kyselyn muodossa 178 korkeakoulutason IT opiskelijalta. Analyysin tarkoituksena oli tiivistää tekijät jotka vaikuttavat tulevaisuuden työntekijöiden työpaikan valintaan.</p> <p>Tutkimuksemme tulokset osoittivat, että vastaajat olivat työorientoituneita. He arvostivat muun muassa haastavia työtehtäviä ja työn merkityksellisyyttä. Taloudelliset tekijät olivat vastaajille tärkeitä, mutta eivät painavin syy työpaikan valinnassa. Lisäksi vastaajat arvostivat yrityksen tarjoamia koulutusmahdollisuuksia sekä mahdollisuuksia edetä uralla.</p>		
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# 1 INTRODUCTION

We chose to complete our final thesis from the field of human resource management as we both share an interest for this academic field and we also wish to work in human resource management tasks in the future. For this reason, we thought that it was important for us to focus more closely on human resource management and the current challenges in the field. Many different factors, which will be discussed later on in this report, have promoted the change of human resource processes in companies. Among other things, how to guarantee a sufficient amount of skilled labor also in the future is a current problem and a topic of discussion in many companies.

The first spark for this research came up after a guest lecture by the human resource director of the Finnish subsidiary of a large international IT company. One of the main points of this lecture was the worry for attracting young and skilled employees, especially in the IT field in the future. Furthermore, newspaper *Keskisuomalainen* (Takala 2008) states that Finland is the fastest ageing country in the world. In other words, soon more people are retiring than entering the work market. In the article "Meille riittää töitä!" (There is enough work for us!) in *Keskisuomalainen* (Lehto 2008) it was also emphasized that there are more jobs available in IT field than graduating students. The article points out that there are several types of jobs available for those with an IT studies background. In addition, the situation in central Finland is said to be such that IT professionals are also recruited from other parts of Finland to fill in all available positions. Therefore, IT graduates are employed easily after graduation and are normally also quite well paid. As an example the article mentions that 91 per cent of IT graduates from Jyväskylä University of Applied Sciences are working at the moment of graduation and earning a higher than average amount of salary.

Personnel management is defined as the part of management that deals with management of people at work. In recent years the term human resource management has sometimes been replaced by that of personnel management and also the contents of this field have slightly changed. Human resource management naturally deals with managing people at work, and taking care of their needs at workplace but it also includes the area of recruiting new people in the company and making sure the company has an image as an attractive place to work. (Atwood & Stuart 1995, 9.) Therefore later on in this report we will discuss the entire human resource management process and our study's area of focus in it.

When talking about the development of HRM policies, since the early 1980s, the ways in which companies and their employees relate to each other have changed substantially. Strongly economically driven workplaces in the 1980s and 1990s have resulted in increased working hours, shorter holidays, and increasing amount of outsourcing. The changes have deteriorated the work place well being, and together with the changing sociological, economic, and political demographics have resulted in a diversified workforce and enhanced the changes of mindset of the young employees. These factors have provided a new set of challenges to organizations, and in the light of these changes, many employees are attempting to change the way in which they relate to their employees. (Adams 2007, 1.)

Interestingly enough, Newspaper *Keskisuomalainen* (Sinkkonen 2007) refers to a research conducted by T-Media titled "Naiset työelämän kynnyksellä" (Women on the threshold of working life). According to the research career oriented young women tend to favor certain features of companies, work, and tasks when they think of a company that they would like to work for. The research also showed that the interviewees would prefer to work for a successful company and in tasks where they are given enough leadership responsibility. The young women interviewed also valued a company that had the same ethical values as themselves that offered proceeding



possibilities in their career, that offered non-monetary benefits such as sports coupons and a paid maternity leave, and that offered good possibilities for training while working.

Due to these current and future demographic changes of the work force, human resource issues are getting more and more focus in companies. Companies need to focus on developing human resource strategies that guarantee them sufficient, educated, skilled and motivated workforce also in the future.

## **2 OBJECTIVE OF THE RESEARCH**

The objective of this research is to map the opinions of our research group on how companies could attract them as an employer once they look for a job. Due to the selection of IT students as our respondent pool, the results and recommendations will naturally be applicable mostly for processes including IT students as well as job applicants in information communication technology (ICT) sector.

Our research paper focuses especially on the field of staffing and recruiting. Nevertheless, it also involves all the other areas of human resource management as the objective would be to give suggestions to employers on how to develop the processes so that the future employees would find the company as an attractive employer. The entire human resource management process will be discussed in part four.

## 2.1 Research questions

Our main research question is:

What HR or related functions should a company emphasize in order to be an attractive place to work for a young IT professional?

The research question can be further divided as follows:

- What are the characteristics and preferences of a young IT professional choosing a company to work for?
- What benefits besides salary do the research subjects value the most?
- What generally draws the research subjects to work?

## 3 METHOD AND APPROACH

We chose to use the quantitative research method in our research. The empirical part of this research was conducted as a questionnaire. A questionnaire was chosen as the method of data collection, as it enables collecting a large amount of data in a limited time period. By using a questionnaire we could also guarantee a sufficient number of respondents in order to produce reliable results. According to Aaltola and Valli (2007, 102) a questionnaire is a traditional way of collecting data, that has been used as a data collection method from the 1930's onwards. Furthermore, according to Metsämuuronen (2001, 43) the best way to measure a phenomenon would be direct observation, as with a developed meter we might not reach the true nature of a phenomenon. On the other hand, direct observation is not a suitable way of measurement whenever there are more than few research subjects. He continues by stating that the data collection method should be chosen based on the existing resources and time optimization compared to the extent that the results can be generalized.

We limited the respondent pool so that for this research we interviewed IT field student from the University of Jyväskylä and Jyväskylä University of Applied Sciences. Jyväskylä is a good region for conducting a research that is aiming to describe an entire population of a chosen group, as especially students in the Jyväskylä region are quite a heterogenic and come from different areas of Finland. (Neuvonen 2008.) Even though it is evident that our material does not actually correspond to a statistical sample collected from different geographical regions, it is valid enough for the research purposes of the present study.

The main purpose of this study was to find out what draws future employees to work for a company, and therefore we chose students as our research group. We chose more specifically to focus on IT/ICT field students as IT is an important field in the Finnish business life, and the study fields also attract many applicants each year. For example according to the University of Jyväskylä Information Technology Faculty application guide, there will be a growing demand and lack of IT professionals in the future. Therefore we interviewed the IT field students both at the University of Jyväskylä and the Jyväskylä University of Applied Sciences.

The following model represents the progress of our research process:

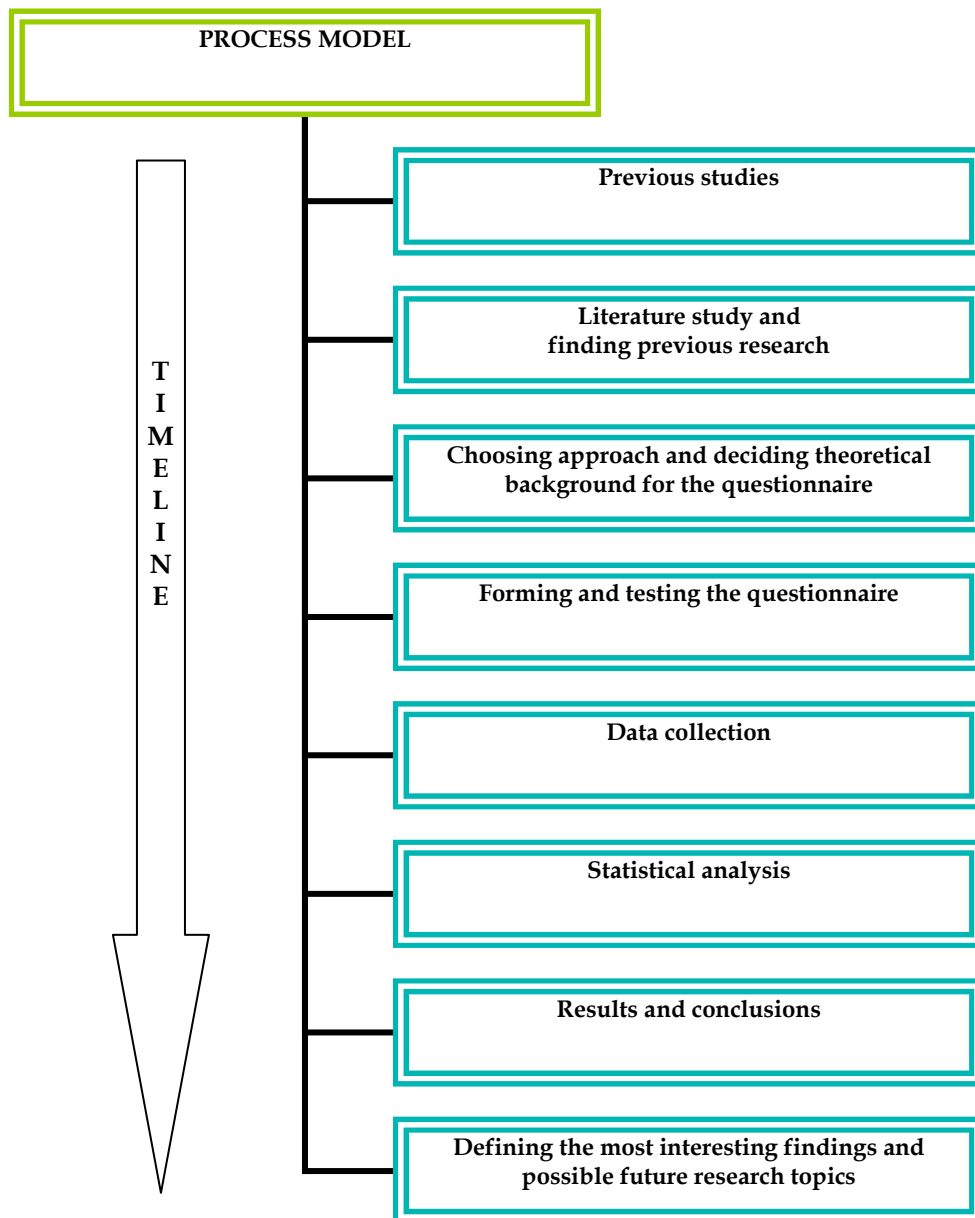


FIGURE 1. Process model

### 3.1 The structure of the report

This research can be divided into five parts. The first part including chapters one to three introduces the topic and methods of this research to the reader. Next, in the fourth chapter we will focus on the theory related to our research. We will discuss some of the previous research results, explain

some important terms, and connect the topic we have chosen into a larger theoretical background. In chapter five we will explain the implementation of our research and also the questionnaire that was made for collecting the data.

Chapter six we will present the results of our quantitative research, and also relate them to previous research and the theory part of this report. Chapter seven will conclude the findings of this research, and we will also discuss our results and possible further research topics in a larger perspective.

## **4 HUMAN RESOURCE MANAGEMENT PROCESS AND CURRENT ISSUES**

Human resource management includes the policies and practices involved in carrying the “people” or human resource aspects of a management functions, including recruiting, screening, training, rewarding, and appraising. The human resource management process is described as a mixture of:

- **Planning:** Establishing goals and standards; developing rules and procedures; developing plans and forecasting.
- **Organizing:** Giving each subordinate a specific task; establishing departments; delegating authority to subordinates; establishing channels of authority and communication; coordinating the work of subordinates.
- **Staffing:** Determining what type of people should be hired; recruiting prospective employees; setting performance standards; compensating employees; evaluating performance; counseling employees; training and developing employees.
- **Leading:** Getting others to get the job done; maintaining morale; motivating subordinates.

- Controlling: Setting standards such as sales quotas, quality standards, or production levels; checking to see how actual performance compares with these standards; taking corrective action if needed.

(Dessler 2005, 2.)

Dessler (2005, 13) continues that the demographics of the workforce are changing as women, minority-group members, and older workers enter the job market. The labor force is also getting older. As baby boomers born between 1946 and 1960 prepare to leave the labor force in the next few years, employers will face a severe labor shortage, and will have to rethink attitudes towards their older workers and re-examine a range of established practices from retirement rules to employee benefits.

Furthermore, in the past decades organisations have changed their way of defining and meeting the needs of the competitive labour market. An important factor is the technological change that has altered the nature of the labour markets, making the situation more and more unpredictable and also the market itself more competition- oriented. The response of many companies has been to reduce the size of workforces and look for ways to achieve greater labour flexibility. At the same time, these changes have forced the companies to not only establish better human resource policies but also increase the amount of effective recruitment and selection.

(Beardwell & Claydon 2007, 121.) This situation is especially accurate in the IT field where, according to a "Technology Fast 500" (Deloitte 2007), 48% of CEOs of companies feel that finding, hiring and retaining highly qualified workforce is and will be one of the biggest challenges of managing growth. In addition, off-shoring operations and meeting the demand of growing amount of skilled IT specialists in different industry segments presents the possibility to acquire foreign workforce. As pointed out in the research, Internet/IP-related and wireless communications service industry segments

are in special need of workforce since they have the greatest potential for growth over the next 1-3 years.

For future employees this naturally brings the challenge of adapting to the situation at the same time also having a lot of power in terms of deciding which company to work for and thinking what factors are the ones that are the most important ones when selecting the company they will work for. For Finnish employers this might also bring the challenge of attracting foreign workers to come to Finland but also coming up with ways to keep the Finnish highly qualified employees in Finland.

As pointed out by Beardwell and Clayton (2007, 134-135), the jobs that are then offered by companies, often vary in quality. Some workers are in "good jobs" earning a lot of money, having good working conditions, employment security and opportunities for training and career development. On the other hand, others are in "bad jobs" with low status and pay, poor working conditions, little access to training and few opportunities for promotion. Therefore some companies face make a massive effort in their human resource and company policies in order to be able to develop and retain skilled workers whereas some companies do not see the use in meeting the labour requirements. The difference between companies can also be seen in how transparent their HRM processes are and how well they are communicated to the employees. In our opinion, it is naturally more appealing in the eyes of a prospect employee to work for a company that takes the needs and satisfaction of the employee into consideration. It is also highly unlikely for a company not to take the human resource policies into account in today's business world, and focusing on employee well-being and attractiveness in the eyes of a prospective employee will most probably become even more of a necessity. However, the factors an individual future employee values, might vary a lot.

## 4.1 Age structure of the population

The age structure of the population is one of the determinant factors of labour supply and major factor in terms of human resource management within companies. According to Beardwell and Claydon (2007, 128-130), the main challenges that companies will face in the future presented by ageing population are for instance:

- The prospect of a shrinking pool of people of working age as the “baby boomers” born in the 1950s and 1960s move into retirement
- Intensified competition for school leavers/young workers
- Identifying employment strategies which succeed in attracting and retaining older workers
- Meeting the needs and aspirations of older workers in work
- Career management and development
- Managing sickness absence
- Growing elder care responsibilities for those in employment
- Concerns over the adequacy of pension arrangements and the viability of retaining the current State retirement ages
- The need to ensure equal opportunities to workers of all ages

According to Pekka Tiainen, a Doctor in Political Sciences that was referred to in an article “It-työ karkaa Suomesta suurten ikäluokkien mukana” (IT work escapes Finland with post war generations) the retirement of large post war generations in Finland will result in losing a significant amount of know how from the IT sector. However, the average age of workforce in IT sector is lower than in most other fields, which naturally means that the effect of large generations retiring is slightly smaller. Nevertheless, the lack of IT professionals resulting from a large number of retiring employees is still a reality and something to be prepared for. Tiainen continues that more employees are needed constantly even if processes are being automated. Due to the nature of IT industry, employers are almost forced to hire



younger employees that can handle the stress and the requirements of fast-paced environment. In addition, a growing demand for service-oriented IT professionals exists as companies need to offer more and more customer assistance services. However, companies that are considered as appealing places to work will not be facing such a dramatic lack of skilled work force as educated employees will come to the companies they are interested in. (Digitoday 2006.)

In our opinion as IT field is less affected by the retirement of large generations than some other industries, it might have an effect on the development of HR processes in the field and possibly also some of its attraction in the eyes of prospective employees. As we see it, as the lack of workforce in other industries is growing faster, they need to put more effort into developing better practices in finding and keeping employees in companies. However, IT as a field that employs mostly relatively young people, does not necessarily have to develop similar policies on as a rapid pace than other industries, which might eventually lead to IT field losing some of its attraction as an employer.

## **4.2 Generation Y**

Naturally, the demographic changes will cause a competition environment between companies for young educated workforce, as the number of retiring people will soon exceed the number of young people entering the job markets. Therefore, the companies also have to rethink the factors that attract the young employees when they choose a job in a company. The article "Attracting the twentysome worker" (Hira 2007) states that as the baby-boomer's children are entering into the workplaces, their wishes and needs are very different from their parent's generation. These people around the age of twenty are often referred to in up to date business research related to demographics as Generation Y. The article points out that "because of the demand for their services so greatly exceeds the supply, the young

graduates are in a strong position to dictate terms to their prospective employers." Furthermore, it is said that Generation Y demands productive tasks and wants to get paid well. They also want that their performance is noticed and reacted upon and that favor companies that emphasize work-life balance. The article also discusses the fact that the employees around twenty years of age lack the loyalty towards their employer that their parents' generation generally had, which makes it easier to them to transfer between jobs and companies. This phenomenon is often referred to as the break of psychological contract.

### **4.3 The psychological contract**

As mentioned in the previous chapter, transferring between jobs and companies has become easier and more common. Especially young employees are often considered less likely to stay working in one company for long periods of time. Similarly, a change in what employees expect to get from the company they work for has occurred.

According to Torrington et al. (2008, 19-20) the psychological contract refers to the expectations that employees have about the role they have in a company and what the employer is prepared to give them in return. A legal work contract sets up terms and conditions for employment, whereas the psychological contract concerns expectations of both employer and employee about what they will gain from the relationship. Currently there is an ongoing change in the social contract as the workforce seems to be transferring from the so called old and traditional values to new expectations.

Beardwell and Claydon (2007, 505-506) define the psychological contract as individual's subjective beliefs, shaped by the organization, regarding the terms of and exchange relationship between the individual employee and the organization. A major feature of the psychological contract is the concept

of mutuality - meaning that there is a common and agreed understanding of promises and obligations the parties have made about work, pay, loyalty, commitment, flexibility, security, and career advancement.

A common discussion nowadays is that there has been a change, or a break-up of the psychological contract between employees and organizations. Nowadays the past and present psychological contracts are separated into "old psychological contract" and a "new psychological contract". The old psychological contract could be defined by a long term relationship with a common interest and goal. In other words, when the employee worked hard and showed loyalty towards the employer, in return one could expect long term commitment and opportunities from the organization. The so called "new psychological contract" is said to be more individually oriented. The employee will make an effort and in return expects a decent monetary compensation from the employer. The relationship is not so much built to be long term, but the employee and employer relationship last as long as both feel they are strongly benefiting from it. Therefore it is increasingly important for companies to find out the factors the future employees value and find the most beneficial.

#### **4.4 Labor mobility - job-related and non-related factors**

Labor mobility refers to the time an employee works for one company before changing to another. As was pointed out by Mitchell et al. (2001, 1102-21), the reasons contributing to the labor mobility are diverse. A number of studies have shown that employee's reasons of changing a job are in fact affected more by personal factors such as gender, age, family situation or the level of training than the actual job itself or labor market characteristics. Additional factors influencing job mobility are mainly derived from "the process of socialization" for example gender roles, the nature of relationships with the work colleagues or "attachment to special social contexts".

According to a study conducted at the University of Zaragoza in Spain (Carnicer et al. 2004, 222-239), there are two groups of factors that can help to explain job mobility: job- related and non-related.

Job-related factors consist of:

- compensation of the work – pay and social benefits
- the type of contract
- tenure
- other characteristics of the job such as job category and training

Non job- related factors incorporate the employee's personal perception of the job for example:

- job satisfaction
- work-family conflict
- demographic or personal characteristics such as age, gender and family situation

Both of these groups then in turn have an effect on both the company's and employee's labor mobility related decisions. In addition, both of these factors can also affect each other. In other words, for example if a company has policies that are family- friendly, that might influence the employee's opinion of the work-family conflict. (see figure 2)

As was mentioned, one of the most important factors influencing labor mobility is the job attractiveness. This can be measured for example by surveying employee's perceptions about job-related benefits such as job satisfaction, employment stability or greater pay. For this reason, an increasing amount of organizations use financial compensation, training on the job and work-life programs so as to maintain their most valued

employees. (Stroh 1999; Konrad & Mangel 2000, 279-208) As many surveys have shown, the wage policy is perhaps the most efficient and useful practices: a high pay keeps the employee's more motivated to stay in the organization. As already mentioned, another human resource management practice is the social benefits such as a retirement financial plan. In addition, the organization may increase the job attractiveness by offering permanent contracts that lead to having greater employment job stability. However, as was pointed out, it is vital to emphasize that all the practices mentioned will not have any sort of effect if the employees do not perceive them correctly.

It was also mentioned in the article that most of the employees expect the level of education or on-the-job training influence the possibilities to move upward within the organization. Nevertheless, quite often for most employees the formal education is seen merely as a way to enter the labor market. Later it is the employee's own personal job-related experience in addition to training that has an effect on the professional progress. (Farber & Gibbons 1996, 1007-1042.) Interestingly enough, training is one of the investments and increasingly a requirement to make so as to compete with the employees who are aiming to achieve better opportunities in the labor market.

Quite often the non job-related factors include the influences of the family situation and work-family conflict. Several studies have shown that employee's family responsibilities affect the organizational attitude and job commitment. In addition, the influence of the family when making decisions about labor mobility can vary according to demographic characteristics such as gender and age. Due to the fact that child-care responsibilities still fall mostly on women, female employees and managers especially might find it difficult to keep the balance between work and family. Partly for this reason, women can be less willing to accept new responsibilities at work. On the other hand, according to Iverson and Pullman (2000, 977-1003) age has been proven to be one of the variables that have an effect on the possibilities to get

promoted. In addition, having tenure and a clear job category in the organization will most likely influence the labor mobility and also the possibilities to get promoted. At the same time, employees sometimes cannot reach wanted job categories unless they search for new job opportunities outside the organization.

Thus, the results of the survey suggest that non job-related factors may well be more significant than job-related factors when talking about explaining the employee mobility.

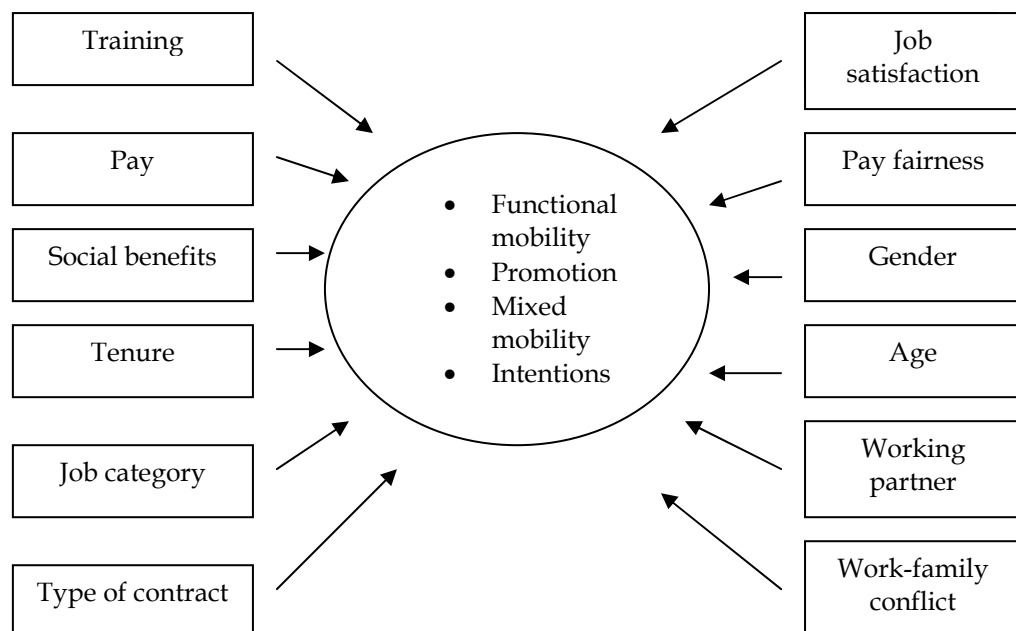


FIGURE 2. Conceptual model of labor mobility, adapted from Analysis of internal and external labor mobility: A model of job-related and non-related factors (2004).

We think that it is also worth remembering that in addition to labor mobility factors due to employee's own decision or wishes, sometimes employee moves are also related to the company's own decisions such as lay offs or re-engineering the organization.

## **4.5 Workforce as competitive advantage- human capital development policies**

In today's competitive environment, companies are forced to come up with ways to differentiate themselves. According to Wan (2007, 298), one of the best ways is to use workforce as a competitive advantage. For this reason, companies are also interested in optimising their workforce by for example creating development programmes and investing into human capital development (HCD) so as to ensure that employees have the necessary skills, information and competencies they need to work efficiently in the changing environment. According to numerous studies' view on what HCD consists of, vary a lot. In general terms, HCD is "the process of helping employees become better at their tasks, their knowledge, their experiences and their lives", main methods being education and training. The use of the term emerged in the US in the 1970s when it was viewed as a much broader concept based on organisational performance and capacity. The term "strategic HCD" has also been used extensively in recent years.

As was mentioned by Wan (2007, 300), simply providing training and development programmes is not the solution to better performance at work place. Companies need to make sure that the needs of the employees are met and also to ensure that HCD policies go hand in hand with both company and individual goals. Therefore it is essential for the companies to understand HCD policies that in turn enhance employee satisfaction and lead to improved performance.

## **4.6 Employee retention - retaining talent**

Employee retention means the ability of a company to keep the employee they want to maintain working for them within the organisation.

The major reasons for retaining or losing employees are related to “push” and “pull” factors. Push factors are those less desirable responsibilities of the job that push people to look for a new employer. Such reasons can be for example lower levels of pay, limited potential for upward movement in the job, lack of training opportunities and limited availability of flexible working. In contrast, pull factors are those that are attractive in alternative employers such as a desirable working environment or an extensive range of benefits offered. Therefore one of the aims for the employers is to enhance the less attractive push factors and also try to counterbalance the attractive pull factors. (Corbridge & Pilbeam 2006, 100-103.)

According to a survey called “Strategies for survival in the war for talent” (Hay 2002) the main driver to leave an organisation is the level of job satisfaction. In other words, the ones that are experiencing a lower level of satisfaction are more likely to leave the organisation. The most common reasons for discontent in the work place are for example lack in promotion opportunities, developmental career changes, inadequate rewards and lack of training and development. While there is clear evidence that many organisations try to identify why people leave, there is less evidence that organisations try to find out why people actually stay in the organisation. According to the same survey, the possibility to do flexible work was identified as the most important benefit that respondents felt that they would look for most in their next employment. In other words, a clear amount of respondents felt that they would rather choose flexible working hours and possibility to do distance work instead of getting a pay increase. (Hay 2002, 52-55.) As a consequence of this, some organisations have put a lot of effort into responding to the changes in the patterns of work for example by offering a possibility to do temporary, part-time work or try work sharing or remote working.

In today’s competitive IT field, it is crucial for the companies to have not only strategies how to recruit the right people but also how to keep the right



people within the organisation. The most common employer practises include factors such as empowering employees (giving them responsibility and the authority to get things done), treating employees with respect and trust, providing employees with knowledge and information and also giving feedback and creating an environment where people want to work. In practise this can be done in many ways and practises often vary a lot between different organisations. The most successful ways of retention strategies included policies such as:

- Showing appreciation and recognition of a work well done (e.g. periodic days off/spot monetary rewards)
- Providing care assistance (e.g. sick nanny service)
- Encouraging professional training (career guidance and development, possibility to get further trained while working)
- Promoting work/life effectiveness -> recognising family needs (e.g. possibility to do distance work)
- Having fun at work (e.g. company organised activities)

(Corbridge & Pilbeam 2006, 103-114.)

In the case of IT field companies and employee retention, providing training and possibilities in further education are a vital issue. According to Keskiuomalainen (Lehto 2008) for an IT specialist to succeed in their work continuous training is necessary. Therefore, as IT employees need constantly new skills in order to successfully manage their tasks, we assume that training is an area of special interest in IT field companies in terms of employee retention.

#### **4.7 Job satisfaction**

As was mentioned, it has been proven that profitability, productivity, employee retention and customer satisfaction are all linked to employee

satisfaction (ES). Satisfied, motivated employees will naturally create higher customer satisfaction and thus in turn influence organisational performance. However, defining the term employee satisfaction is not as simple. There are various definitions of ES, which all, however, agree on the fact that it is a multidimensional concept. In general, job satisfaction has been studied widely and it has been defined both as a global construct and as a concept with many dimensions. The overall definition of job satisfaction is “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (Locke 1969, 309-36).

According to Locke (1976), there are three subcategories of factors that influence ES: physical-economic (physical working conditions), social (supervision) and nature of work (mentally challenging tasks). According to Spector (1997), employees are dissatisfied when they have alternate jobs, do not have enough information so as to perform tasks well or when they receive insufficient requests from supervisors. He continues by adding that popular ES “instruments” include categories such as rewards (pay, benefits), other people (co-workers, supervisors), the work itself and the organisation. Some studies, for example research by Goldfarb Consultants (1999) have also shown that top five most important factors that have an effect on ES have more to do with interpersonal relationships (communication and relations between managers and employees), atmosphere at the workplace (work ethic, level of innovation) and sense of personal achievement (personal growth opportunities and the range of responsibility) than attributes that can be measured easily such as amount of time off, benefits, work hours and salary. In fact, according to that research, the attributes that were more quantitative, seem to be the least important when talking about the level of employee’s satisfaction with their job.

On the contrary, findings in a survey conducted by the Society of Human Resource Management showed that the absolute top five factors for the

employees were compensation/pay, benefits, job security, and flexibility to balance life and work issues and feeling safe in the work environment. Other past research results have emphasized the importance of factors such as organisational involvement, age, commitment to the organisation, coping strategies, participation in decision making and education. For instance Dodd-McCue and Wright (1996, 1065-89) claim that ES is enhanced by the value that is placed on one's professional role but at the same time is also negatively affected when choosing a job purely based on higher pay or a chance to get promoted. However, Balking and Gomez-Meija (1990, 142-58) underline the importance of compensation systems, saying that they are the key to "eliciting and reinforcing behaviours that support firm strategy", which in turn might have a substantial effect (either positive or negative) on the performance. Similarly, Peccei (2004) states that ES is high if the employees feel that they are well paid for what they do and also that they have a good "wage-effort bargain".

As far as the effect of HCD policies on ES is concerned, a limited amount of literature and research on this shows a positive correlation. According to Lee (2000, 65-82) organisations that invest in career management are more likely to increase ES. Furthermore, Chen et al. (2004, 441-63) found that different career development programmes positively influence not only ES but also professional development and the productivity of an organisation. Nevertheless, Goddard (2001, 777-805) found that ES was not associated with the use of for example job rotation in companies and was actually negatively related to team autonomy.

## **4.8 Employee motivation**

Employee motivation has become a central issue in today's working life because of changes in the workplace structures and job markets. It is also one of the issues that contribute to the well-being of employees at companies and at times perhaps a deciding factor when choosing a company to work

for. As mentioned by Bontis and Serenko (2004, 185-98), industrial-organizational psychology literature presents numerous different factors that possibly motivate employees to perform well on their jobs. Job satisfaction is undeniably one of the most controversial research concepts that is related to job performance and HRM in general due to the difficulty of defining the concept itself.

The investigation into workplace attitudes dates back to the 1930s when the Hawthorne studies were conducted (Roethlisberger & Dickson 1956). Since then various projects analysing the relationship between job satisfaction and job performance have been undertaken. However, the results have been controversial in the sense that no consensus on the existence of the relationship between the two concepts has been made.

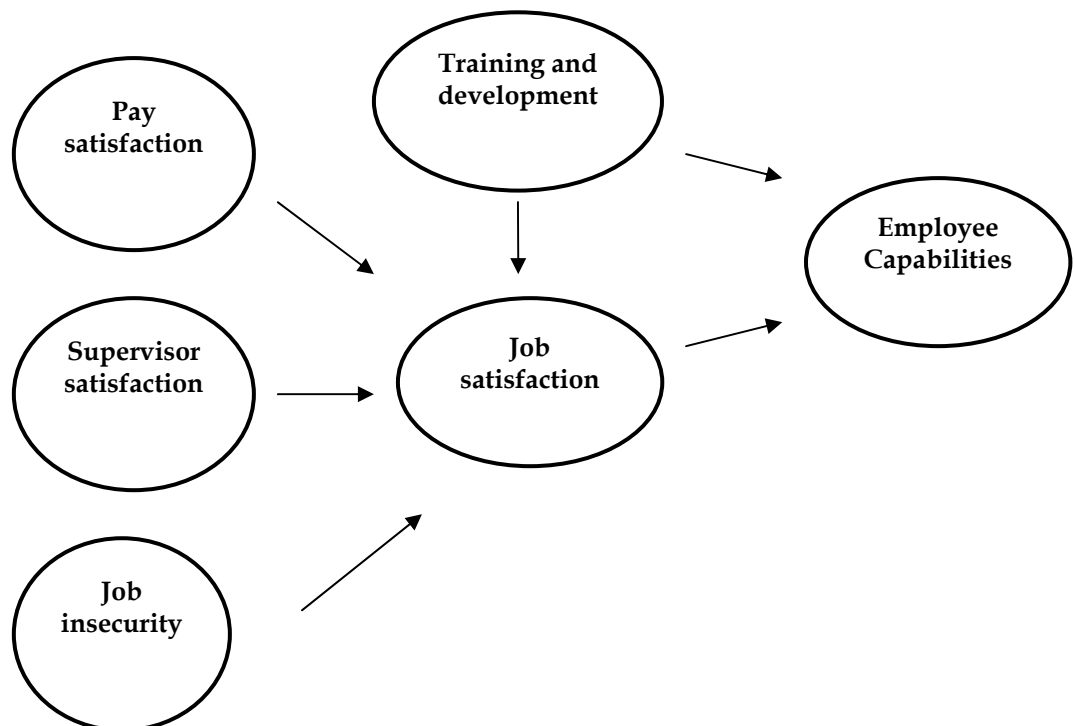


FIGURE 3. Human Capital Management practices, adapted from the article The moderating role of human capital management practices on employee capabilities (2007).

According to Bontis and Serenko (2007, 31-51), successful organisations constantly enhance employee capabilities through a variety of special programs. Employee training and development programmes aim at finding solutions to rapid technological changes and the increasing amount of competition of the work force and available jobs.

As can be seen from the graph, job satisfaction is influenced by numerous factors, the most important ones being training and development, pay satisfaction, supervisor satisfaction and job insecurity. As was emphasized by Bontis and Serenko (2007, 31-51), job satisfaction may influence a variety of the employee's states such as mood that will have an impact on the performance and organisational citizenship. All of these factors combined will then affect employee capabilities, which reflect individual's perception of personal knowledge, skills, experience, and network, ability to achieve results and room for potential growth. Bontis and Serenko (2007, 31-51) continued by pointing out that effective training benefits both the organisation and the employee. Organisations gain because employees increase their performance and organisational commitment whereas employees value training because it improves their chances for re-employment.

As we see it, in today's job markets, job security is almost impossible to guarantee. Employees do not see it possible either to work only for one company during their working life, which is why most employees want to continue being marketable even when they are satisfied with their jobs. Therefore it is often so that individuals seek self-development and are more attracted to professional fields rather than to one particular employer or company. In addition, even if an employee would maintain working for the same company for a long period of time, the tasks would probably change many times during their working life. This is resulting from probable changes happening inside companies due to technological, economical, or business environment factors.

## 5 IMPLEMENTATION OF THE RESEARCH

A survey was designed to determine what draws the research subject to work in different companies and tasks. The data was collected in the form of a questionnaire (see Appendix 2.). The questionnaire also included an informative cover letter (see Appendix 1.). The language of the questionnaire is English, as we study in an international degree program conducted in English language. In addition, as the material we used as a source for the questionnaire was in English, the validity of the questionnaire would have probably suffered if we had attempted to translate the questions into Finnish. Furthermore, it was also considered that Finnish students' level of English skills is relatively high, and also other study related material is mostly in English language, which also guarantees a good level of understanding and guarantees reliability. According to Metsämuuronen (2001, 43) whenever an existing meter of measurement can be found from previous research, it should be used again as it increases the reliability and validity of the meter.

The data was collected by visiting lecture groups at the University of Jyväskylä and the Jyväskylä University of Applied Sciences. During the data collection the authors of this thesis were personally present at five Jyväskylä University of Applied Sciences and two University of Jyväskylä lectures. The class size of the University of Jyväskylä is much bigger than at the University of Applied Sciences for which reason the data could be collected during only two classes. At the University of Jyväskylä the data was collected during lectures where all students, or at least a great majority, were majoring in IT subjects. This matter was discussed beforehand with the lecturers and the IT faculty staff who directed us to certain courses and lectures. We felt that it was necessary to be personally present during the data collection in order to be able to answer respondents' possible questions. Naturally, the possibility to ask questions decreases the possibility of misunderstanding. Furthermore, the large amount of electronic surveys and

questionnaires have decreased student's willingness to answer questionnaires in electronic form, and we felt like we got a better sample by using a paper questionnaire that was collected face to face with respondents.

The questionnaire (see appendix 2) was formulated based on the background theory research. The questionnaire was divided into four sub categories.

The categories of the questionnaire:

- Background questions
- Company status, circumstances, and values
- Benefits
- What draws you to work?

The questionnaire begins with background dichotomies and questions. According to Aaltola and Valli (2007, 103) these so called "background questions" are usually placed at the beginning of a questionnaire. The dichotomies are usually so called explanatory questions that can be compared to the actual research phenomenon and find whether or not they relate to any differences or similarities.

The second part question are adapted from the themes presented in a research article "Analysis of internal and external labour mobility: A model of job-related and non-related factors" (Carnicer et al. 2004, 222-239), that is also included in the theory part of this report. (see also figure 2.)

The third part maps the non- salary related benefits and which of them the respondents find the most attractive. The third part was adapted from a T-Media research titled "Naiset työelämän kynnyksellä", Women on the threshold of working life (Sinkkonen 2007). The fourth part is based on a questionnaire developed by Harvard Business review in 2007. The

questionnaire was part of an article *What Type of Work Engages You?* (Erikson 2007). Based on their answers the respondents are divided to six different categories that describe the respondent's attitude towards work. Harvard Business review also provided a model for categorizing the respondents' answers. The different categories are:

- Expressive legacy (**EL**): Work is about creating something with a lasting value.
- Secure Progress (**SP**): Work is about upward mobility; a predictable, upward path to success.
- Individual Expertise and Team Victory (**IE**): Work is an opportunity to be a contributing member of a winning team.
- Risk with Reward (**RR**): Work is an opportunity for challenge, change, learning, and maybe wealth.
- Flexible support (**FS**): Work generates a livelihood but not currently a life priority.
- Limited Obligations (**LO**): Work's true value is largely its near-term economic gain.

After the first version of the questionnaire was done, it was tested on a Jyväskylä University of Applied Sciences in International Business first year students during their Business Statistics I -class. Based on the feedback received from the test pool, some changes were made to the questionnaire, mostly on changing some of the terms to more easily understandable ones.

The questionnaire consists of all in all 31 questions. First eight questions are background dichotomies. Questions from number 9 to 20 are multiple choice questions that use the Likert-scale. Question number 21 measures preference, and the respondents were asked to rate the job-related benefits they value the most. Finally, questions from number 22 to 31 measure what factors draw the respondents to work by presenting four statements per question of which the respondent had to choose the one that he or she



identifies with the most closely. In other words, the questions 22 to 31 aim to map respondents' preferred relationship with work.

After the data collection process the questionnaire was coded into SPSS statistical analysis program. All the answers then individually input to the program. The SPSS program is therefore the main mean of statistical analysis in this research.

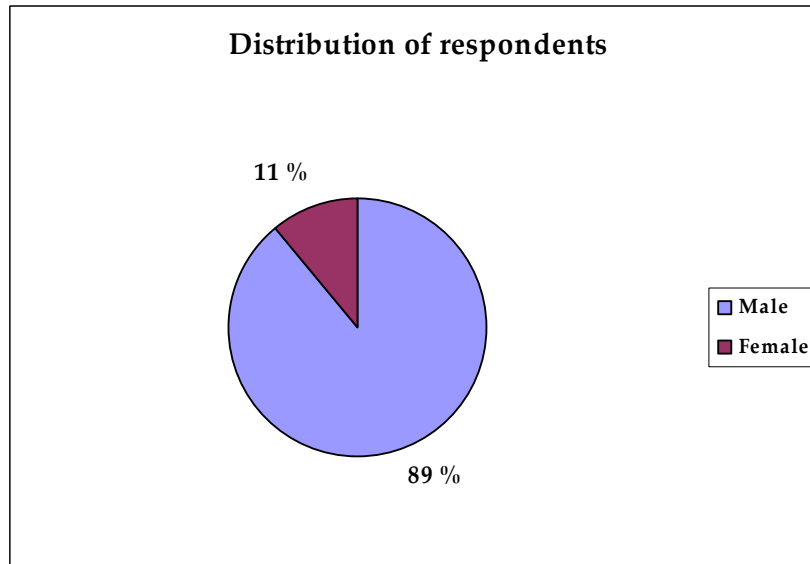
## **6 RESULTS**

In this chapter we will present the results received from the questionnaires. Our purpose is not to make conclusions but to merely present the facts; conclusions will be made in the next chapter. We will first describe the background information questions in order to give the reader a clear image of the research subjects. Rest of the questions' results will be introduced one by one. This chapter is divided in three parts so that the results will be presented in the same order that the questionnaire was built. Firstly, we will explain the background information of the respondents. Secondly, we will see their opinions on company status, circumstances and, values. Then, the results of question number 21 on benefits besides salary will be presented, and finally we will see what draws the research subjects to work.

### **6.1 Background information of the respondents**

The number of respondents to our questionnaire was 178 people, which means that  $n=178$ . None of the questionnaires had to be rejected, as all respondents had answered the questionnaire so that they could be analyzed entirely or by ignoring only one or two questions. 87 respondents (48,9 per cent) were studying at Jyväskylä University of Applied Sciences, and 91 respondents (51,1 per cent) at the University of Jyväskylä. 158 of the respondents, (88,8 per cent) were male, and 20 (11,2 per cent) were female.

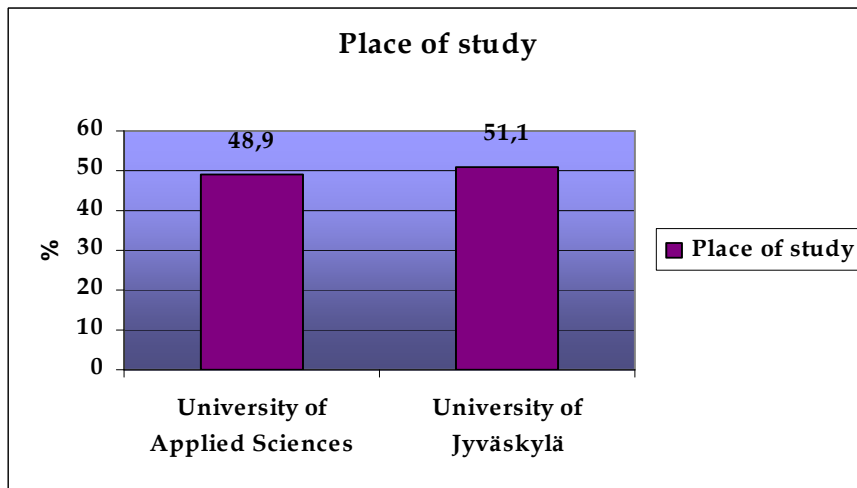
This relationship between male and female respondents describes the overall distribution of the sex of students in IT related studies, where female students are a minority.



n=178

FIGURE 4. Distribution of respondents

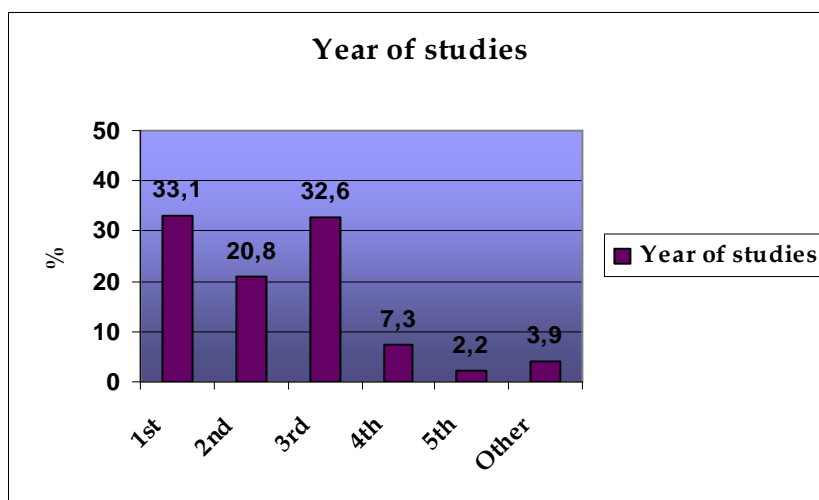
All 87 respondents from the Jyväskylä University of Applied Sciences were studying in an IT related degree program. 82 respondents from the University of Jyväskylä were majoring in an IT related subject and 9 respondents had an IT related subject as a minor and were majoring in some other subject at the University of Jyväskylä. Four of the minor IT students were majoring in math, one in sociology, one in chemistry, one in cognitive science, one in romance philology, and one in English language.



n=178

FIGURE 5. Place of study

The average birth year of the respondents was 1984, and the median birth year was 1985. The average respondent was most often born in the year 1985, therefore the mode is 1985. Approximately one third of the respondents were 1<sup>st</sup> year students, one fifth were 2<sup>nd</sup> year students, and one third 3<sup>rd</sup> year students. The rest of the respondents, 13,4 per cent, categorized themselves as either 4<sup>th</sup> year students, 5<sup>th</sup> year students, or as "other" which probably means they have studied for longer than five years or studying a second degree at a master's level.



n=178

FIGURE 6. Year of studies

57,3 per cent of the respondents described themselves as single. 8,4 per cent were married and none divorced. 33,7 percent described themselves as “other”, which included those living in cohabitation without marriage with their boy or girlfriend, or those that are engaged. 96,6 percent of the respondents informed they did not have children, and 3,4 percent had children. High number of single respondents and low number of respondents with children can probably be explained by the relatively young average age and the student status of the research population.

## **6.2 Company status, circumstances, and values**

The following chapter deals with the company status, circumstances and values that the employee has when choosing the company to work for. We decided that the questions that gave the strongest and weakest values in terms of mean values will be discussed more precisely in this chapter. More detailed frequency tables for each question can also be found in the appendices.

All questions in this section (question numbers 9 to 20) are multiple choice questions that use the Likert-scale from 1 to 5 so that:

- 1= I totally disagree
- 2= I somewhat disagree
- 3= I do not agree or disagree
- 4 = I somewhat agree
- 5= I totally agree

In addition, respondents could also choose an option saying “cannot say” if they did not know how to answer the question. In this case the answer was coded as if the respondent had skipped the question.

TABLE 1. Company status, circumstances and values

Question number	Statement	Mean
9	It is important to me to work in a well-known company	2,33
10	I would like to work for a company that shares the same ethical values as me	3,93
11	I would rather work for a big company than a small one	2,89
12	I would like to work for a company that offers me a possibility to work abroad	3,48
13	A good salary is important to me	4,03
14	Interesting work environment and tasks are important to me	4,63
15	I would rather choose a good salary than a job that pleases me more but is paid less	2,27
16	In addition to salary, other benefits (e.g. lunch and sports benefits) could make me more interested in working for a company	3,83
17	The company has to be able to offer me possibilities in proceeding on my career	4,18
18	The company has to be able to offer me a chance to participate in training or further education while working	3,99
19	I could compromise my free time for work if needed	3,03
20	If all is well I could imagine working for only one company for the rest of my life	3,84

When looking at the means of the questions one can see that questions 13, 14 and 17 have the highest values. Question 14 measured the importance of interesting work environment and tasks. Almost all respondents (98,9 per cent) either totally or somewhat agreed with the statement. The mean of the answers was 4,63 and had low standard deviation of 0,507. None of the respondents disagreed with this statement. In other words, no one answered that they either totally or somewhat disagree with the statement. All 178 respondents answered the question.

Respondents were also almost unanimous with the statement in question number 17, that the company they work for has to be able to offer them possibilities in proceeding on their career. 87 per cent of the respondents either somewhat or totally agreed with the statement. The mean was 4,18 and standard deviation 0,724, which again prove the respondents had similar opinions. However, the range of answer in question 17 was bigger than in question 14 as some respondents also disagreed with the statement. 177 respondents answered question 17.

Similarly to the two questions discussed above, in question number 13 the respondents also had a high level of agreement with the statement. The majority of the respondents, 83,7 per cent felt that a good salary is important and answered they totally or somewhat agree. Only 4,5 per cent did not see the importance of the salary and answered they either totally or somewhat disagree with the statement. The mean in this question was 4,03 and standard deviation 0,802. All 178 respondents answered to the question.

Based on the results received from question 13, 14, and 17 we feel that whereas IT students value the amount of salary paid for work, they also seem work oriented in the sense that they require an interesting or even challenging work environment and tasks. In addition, IT students clearly appreciate the ability of the company to possibly offer them more challenging tasks and career proceeding possibilities.

Interestingly enough, question 15 which dealt with the choice between a good salary and a pleasing job revealed that although money gained for work was said to be important (as seen in question 13), other factors might affect choosing a place to work even more. 68,5 per cent disagreed with the statement in question 15. In other words, the respondents felt that in the case of a in a situation where a choice should be made between a higher salary or a more interesting job content they would rather choose a job that pleases

them more than a job that pays more. The mean in this question was 2,27 and standard deviation 0,936. 175 respondents answered this question. Question number 9 measured the importance of working for a well-known company. 61,1 per cent of the respondents answered that they either totally or somewhat disagree with the statement. In addition, one fourth (25,3 per cent) of the respondents did not agree or disagree with the statement. Still, 12,9 per cent of the respondent found that working for a well-known company is important to them. The mean in question 9 was 2,33 and standard deviation 0,972. 175 respondents answered this question. In question number 11 which dealt with the size of the company the respondents would like to work for, the opinions somewhat varied. One third (29,2 per cent) of the respondents felt that working for a big company rather than a small one is not important, whereas approximately 20,8% thought it is. However, a significant amount of respondents, almost half (47,2 per cent), felt that they do not either agree or disagree with the statement. The mean for question 11 was 2,89 and standard deviation 0,886. 173 respondents answered this question.

### **6.3 Background and preferences**

We decided to observe the effects of respondents' background upon their opinion on company status, circumstances, and values and we did so by computing T-tests of the background variables and questions number 9 to 20. Our main aim in computing the T-tests was to find out whether statistically significant differences between respondents background and their preferences exist. We computed the T-test from the background variables of sex, place of study, year of studies, number of work experience, and whether or not the respondent had children. In the following table, the amount of statistical significance is shown by presenting the statements that showed either statistically or nearly statistically significant results. The significance is marked after the mean (mean=M) of each variable by using

\*\*\* if the statement is statistically significant and \*\* if the result is nearly statistically significant.

TABLE 2. Statistical significance of T-test results.

STATEMENT	Student at University		Student at University of Applied Sciences		1 <sup>st</sup> year student		3 <sup>rd</sup> year student		1 year or less of work experience		5 years or more work experience		Children		No children
	M	N	M	N	M	N	M	N	M	N	M	N	M	N	M N
11. I would rather work for a big company than a small one					2.57 (***)	59	3.09 (***)	58					3.50 (**)	6	2.87 172 (**)
12. I would like to work for a company that offers me a possibility to work abroad	3.63 (***)	91	3.32 (***)	87											
13. A good salary is important to me					3.90 (**)	59	4.14 (**)	58							
15. I would rather choose a good salary than a job that pleases me more but is paid less					2.12 (**)	59	2.45 (**)	58	2.18 (**)	58	2.80 (**)	20	3.50 (***)	6	2.22 172 (***)
18. The company has to be able to offer me a chance to participate in training or further education while working									3.82 (**)	58	4.15 (**)	20			

### 6.3.1 Place of study

While computing the T-test values we found out that in question number 12 there is a statistically significant difference between how University of Applied Sciences and University of Jyväskylä IT students have answered the



question. The question measured the desire of the respondents to work for a company that offers them possibilities to work abroad. Students University of Jyväskylä seem to think international work opportunities in a company are slightly more important than IT students at the Jyväskylä University of Applied Sciences. The mean for Jyväskylä University of Applied Sciences students was 3,32 and the University of Jyväskylä students 3,63. The T- test result was -2,148 and the P-value was 0,033. The P-value shows that the T-test result is significant as  $0,033 < 0,05$ . Therefore, the null hypothesis ( $H_0$ =There is no difference between how much University and University of Applied Sciences IT students value possibilities to work abroad.), can be rejected. To sum up, based on the results we could say that it seems that University IT-students think international working opportunities are a bit more important than University of Applied Sciences IT students.

### **6.3.2 Number of study years and work experience**

When measuring the effect of number of study years and number of work experience compared to the respondents' answers in questions 9 to 20, we decided to examine the differences between extremes. In other words, we chose to observe the differences in answers of those studying their first and those studying in their third year and compare the differences in answers of those who had less than one year and more than five years of work experience. We decided to analyse the year of studies and number of work experience by using extreme values, as it gives a more accurate description of the possible change in opinions when gaining more knowledge or work experience. We learned that the difference between for instance first and second year student or those having 1-2 years or less than a year of work experience were so small, that we could not find any significant results. When comparing effect of the number of study years to respondents' answers, we used the first and third year students as our variables as the study programs at Jyväskylä University of Applied Sciences normally only last for three and a half years. Our assumption was that if one is further in

his or her studies and or had more working experience, might have different opinions compared to a first year student or someone with a little or no work experience.

While computing the T-test values we found out that in question number 11 “I would rather work for a big company than a small one” there is a statistically significant difference between how 1<sup>st</sup> year and 3<sup>rd</sup> year students have answered. The mean for 3<sup>rd</sup> year students was 3,09 whereas for 1<sup>st</sup> year students it was 2, 57, which means that there is a rather large difference in the averages. The T-test result was 3, 155 and the P-value was 0, 002, showing that the T-test result is significant as 0, 002 is smaller than 0, 05. Therefore, 0- hypothesis (H<sub>0</sub>=There is no difference between how much 1<sup>st</sup> and 3<sup>rd</sup> year students value the size of the company) can be rejected.

Furthermore, even though not a statistically significant result based on the means in question 13 there is a difference between 1<sup>st</sup> and 3<sup>rd</sup> year students’ opinions. The statement in question 13 is “A good salary is important to me”. The mean for 1<sup>st</sup> year students was 3, 90 and for third year students 4, 14. Even if the T-test value is -1, 1682, and the P-value 0, 095 do not state a statistically significant differences, it could be still stated that third year students value salary higher than first year students. A similar situation was also with question number 15, which also measured respondents’ preference between a good salary and a more pleasing job. The mean for 1<sup>st</sup> year students was 2, 12 and for third year students 2, 45. However, the T-test value is -1, 898 and the P-value 0, 060, which means that the result is not statistically significant, although very close.

Although no statistically significant results were found when computing the T-tests for those having less than one year or 5 years or more work experience and Likert- questions 9 to 20, some differences in the means of the two different groups of respondents could be seen. In question number 15 “I would rather choose a good salary than a job that pleases me more but

is paid less” it seems that those having more work experience agreed more with the statement than those with little or no work experience. The mean for respondents with less than a year of work experience was 2,18 and the mean for those having five years or more of work experience was 2,80. Even if the T-test value -1,252 and the P-value 0,298 do not state a statistically significant difference, it could still be stated that those having more work experience seem to favour money over pleasantness of work.

In addition, the number of work experience seemed to somewhat affect the respondents’ opinions also I questions number 17 and 18, even if again statistically significant results were not found. In question number 17 “The company has to be able to offer me possibilities in proceeding on my career” it seems that those having more work experience thought career proceeding possibilities are somewhat more important than those with little or no work experience. The mean for respondents with less than a year of work experience was 4,05 and the mean for those having five years or more of work experience was 4,35. Even if the T-test value -1,522 and the P-value 0,132 do not state a statistically significant difference, it could still be stated that those having more work experience seem to appreciate career possibilities a bit more than those who have just started their career.

Similarly to the previous question, in question number 18 “The company has to be able to offer me a chance to participate in training or further education while working” it seems that possibilities to participate in training are somewhat more important to those having more work experience. The mean for respondents with less than a year of work experience was 3,82 and the mean for those having five years or more of work experience was 4,15. Even if the T-test value -1,792 and the P-value 0,079 do not state a statistically significant difference, it could still be stated that those having more work experience seem to appreciate training possibilities somewhat more than those who have just started their career.

### 6.3.3 Sex and parenthood

Although not a statistically significant result, based on the means in question 10 there could be seen some variation between men and women. The statement in question 10 is "I would like to work for a company that shares the same ethical values as me". The mean for male respondents was 3,90 and 4,20 for female respondents. Even if the T-test value -1,443 and the P-value 0,151 do not state a statistically significant difference, it could still be stated that women think it is a bit more important to share the same ethical values as the company they work for.

T-test was also computed to find out whether or not having children affected the respondents' opinions. When talking about the differences between respondents that had children and the ones who did not, we found out that there is a statistically significant result in question number 15 "I would rather choose a good salary than a job that pleases me more but is paid less". The mean for respondents with children was 3, 50 whereas the respondents without children had a mean of 2, 22. The T-test result was 3, 377 and the P-value was 0, 001, meaning that the T-test result is significant as 0, 001 is smaller than 0, 05. Therefore, 0- hypothesis ( $H_0$ = There is no difference between respondents who have and who do not have children when talking about choosing a good salary instead of a job that is paid less but is more pleasing) can be rejected.

In addition, even though not quite a statistically significant result, there is a difference in opinions in question 9 "It is important for me to work in a well-known company". The mean for respondents with children was 3,00 and 2, 30 for those without children. However, the T-test value is 1, 739, and the P-value 0, 084, which means that the result is not statistically significant. Same situation is also with question 11, which discusses the selection of a company from the point of view of the size of the company. The mean for respondents with children was 3, 50 and 2, 87 for those without children.

The t-test value is 1, 727 and the P-value 0, 086, meaning that the result is not significant.

#### **6.3.4 Limitations**

It has to be taken into consideration that possible more significant differences could have been found between men and women if the number of male and female respondents would have been more equal. Still, the reality is that in the IT field women are a minority in both amount of students and amount employees so this way our results are a realistic description of the actual situation. Also, we did not include the relationship status of the respondents to the T-test as the results that we received from question number 7 showed that the majority 33,7 per cent of the respondents classified themselves as "other". This might mean that response options offered did not provide the opportunity choose a suitable term to describe students' marital status as for instance many of them live in cohabitation without marriage or are dating. Furthermore, only 3,4 per cent of the respondents had children, which also has an effect on the results presented in the previous chapter. Still, the low number of people with children presents well the actual situation among students.

#### **6.4 Benefits**

Next we wanted to find out what benefits besides salary the respondents would prefer to get from their employee. The options for preferred benefits given to respondents were lunch coupons, phone benefit, sport coupons, additional holidays, company car, flexible timetables (change to do distance work), money bonus possibility, paid maternity or paternity leave (100% salary), company child care, sick child nanny service, recreational activities organized by the company, and company sponsored apartment.

As already mentioned earlier, according to Keski-suomalainen (Sinkkonen 2007), that refers to a research conducted by T-Media titled "Naiset työelämän kynnyksellä" (Women on the threshold of working life) found out that the young women interviewed valued among other things a company that offered for instance sports coupons and a paid maternity leave. The results gained from this research prove that benefits besides salary can also affect the choice of a workplace or job satisfaction. Also, the results we got from question 16 of our questionnaire, "In addition to salary, other benefits (e.g. lunch and sports benefits) could make me more interested in working for a company", show that the respondents seem to think additional benefits might be a deal breaker when choosing a place to work. The mean for all the respondents answers was 3,83, and 75,9 per cent of the respondents answered that they either somewhat or totally agree with the statement.

Compared to other parts of the questionnaire, more answers in question 21 had to be rejected. 17,42 per cent of the respondents answers could not be included in the analysis as the respondents had either left the question blank or misunderstood the way the question should have been answered. The faulty answers could not be included in the statistical analysis as they would have affected the reliability and validity of the results.

TABLE 3. Job-related benefits preferred by IT students in their future

<b>1. Flexible timetable</b>	<b>70,22 %</b>
<b>2. Additional holidays</b>	<b>50,00 %</b>
<b>3. Money bonus</b>	<b>47,19 %</b>
<b>4. Paid maternity/paternity leave (100% salary)</b>	<b>21,35 %</b>
<b>5. Lunch coupons</b>	<b>14,61 %</b>
<b>6. Sport coupons</b>	<b>12,92 %</b>
<b>7. Company sponsored apartment</b>	<b>11,80 %</b>
<b>8. Phone benefit</b>	<b>9,55 %</b>
<b>9. Sick child nanny service</b>	<b>5,62 %</b>
<b>10. Recreational activities</b>	<b>5,06 %</b>
<b>Missing</b>	<b>17,42 %</b>
<b>Total</b>	<b>100,00 %</b>

n=178

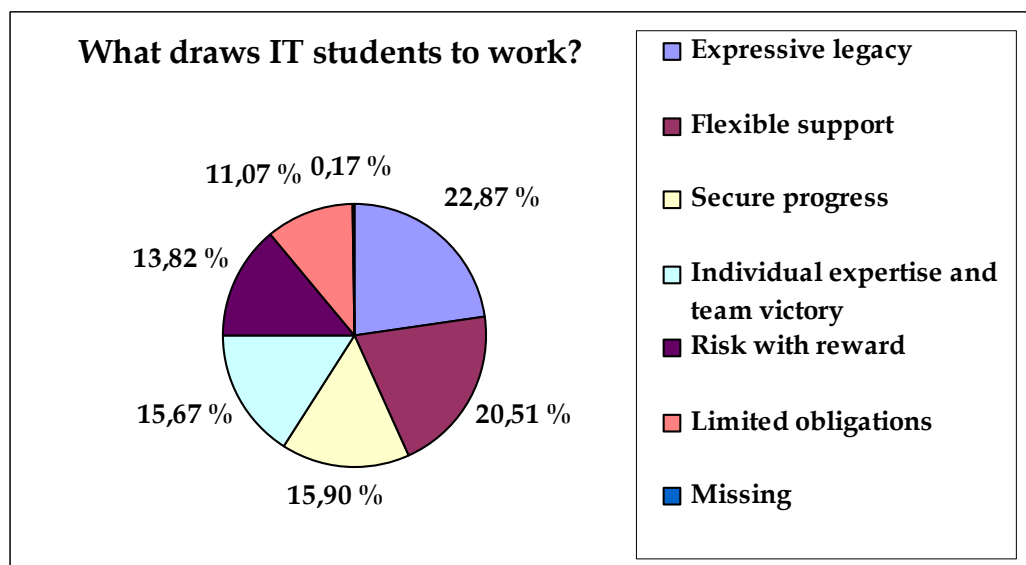
The respondents listed the benefits so that they gave number one to the benefit they prefer the most, number two to the second, and finally number three to the third. Figure 3 above demonstrates the percentage of respondents that chose the particular benefit among their three favorite ones.

Over two thirds chose flexible timetable as being important to them. Half of the respondents thought possibility of getting additional holidays might be a deal breaker, and a bit less than a half thought they would like to have a possibility for a money bonus besides their regular salary.

## 6.5 What draws the respondents to work?

The model for “What draws you to work” part of our questionnaire was taken from a questionnaire made by Harvard Business review in 2007 (Erickson 2007).

People in general do not all find the same work environment attractive. What one enjoys, what causes one to feel comfortable and puts one in a frame of mind to do one’s best work varies a lot from person to person. The “what draws you to work” part of our questionnaire measures what type of work circumstances makes working for a company or in a position interesting. In Harvard Business Review Tammy Erickson identified six fundamental archetypes that describe people’s preferred relationship with work.



n=178

FIGURE 7. What draws IT-students to work?

Questions 22 to 31 were statements the respondents answered by choosing one of the six alternatives that best describes their opinion on the statement. Each of the alternatives presented one of the six types presented earlier in



chapter 5 (Implementation of the research). The total number of answers in each category then gave us the big picture of what number of respondents value.

The respondents' opinion on what type of tasks and work environment draws them to work varied quite a lot. The most popular answer was expressive legacy, which means that "work is about creating something with a lasting value" with 22,87 per cent of the answers. The second most popular answer was flexible support, which means that "work generates a livelihood but not currently a life priority" with 20,51 per cent of the answers.

Rest of the profiles were given quite an equal amount of answers with 15,90 per cent of answers that stated secure progress (work is about upward mobility; a predictable, upward path to success), 15,67 per cent stated individual expertise and team victory (work is an opportunity to be a contributing member of a winning team), 13,82 per cent stated risk with reward (work is an opportunity for challenge, change, learning, and maybe wealth), and finally 11,07 per cent of the answers stated limited obligations (work's true value is largely its near-term economic gain).

## 7 CONCLUSIONS

In this chapter we will conclude the results of our research presented already in chapter six. We will also try to draw profile of an average IT student and his or her preferences. In addition, our recommendations for human resource functions and what HR department should take into consideration based on our research results.

To briefly summarize the background of the respondents, the number of respondents to our questionnaire was 178 (N=178), out of which 87 (48,9 per cent) were studying at Jyväskylä University of Applied Sciences and 91 (51,1

per cent) at University of Jyväskylä. 158 of the respondents (88, 8 per cent) were male and the rest 20 (11,2 per cent), female.

## **7.1 What are the profile and preferences of a young future IT professional choosing a company to work for?**

As was already mentioned in our research questions, we decided to compile a typical representation of a young future IT professional based on the questions from 9 to 20, which measured company status, circumstances and the respondents' values. What would the profile be like and what preferences would this stereotype have when deciding which company to work for? We do, however, acknowledge that generally in terms human resource classification there is no average stereotype that can be applied to employees in general and the profile presented is solely a clarification of the results of this research.

We feel that a typical young IT student would be a male studying either at University or University of Applied Sciences. He would be in his 20s and would have most likely less than two years of working experience. He would be single without any children. He would appreciate a good salary but at the same time feel that if a choice between a high salary and a less pleasing job or a more pleasing job with a lower salary would have to be made, he would choose the latter one. In other words, even though salary would have an effect, the quality and content of work would mean more to him. In addition, he would not find it important to work for a well-known company but preferred having an interesting work environment in addition to the company offering challenging tasks and possibilities in proceeding in his career.

The typical IT student would also think that ethical values of the company are important but not a deciding factor when choosing a company. Same

thing would also apply to the possibility to work abroad, which would be a pleasing bonus but not necessarily a must. If one was studying at the University of Jyväskylä, he would rate the possibility of working abroad higher than one studying at the Jyväskylä University of Applied Sciences. He would also appreciate a chance to keep work separated from free time and also could imagine working for the same company for the rest of his life if everything was working well in the company. Especially this latter statement is conflicting with the assumptions made in the theory section of our report. According to "Attracting the twentysome worker" (Hira 2007), the young employees tend to lack commitment to the company they work for and often transfer between companies. The results received from our research show an opposite tendency as seen above.

As it was already presented in the previous chapter, there were significant differences between respondents who have and those who do not have children. Furthermore, as was mentioned in chapter four, according to a study conducted at the University of Zaragoza in Spain (Carnicer et al. 2004), work- family conflict is one of the non-job related factors that has a major effect on the choice of work place and labor mobility. In other words, those that have a family will have different priorities and factors that they find important compared to the ones that do not have children. In addition, even though in our research only a minority (3,4 per cent) had children, one could see clear differences in the answers. We also assume that some of the respondents of our research will have children, which in turn will most likely affect the selection of the work place a lot in the future. Therefore, even though relying on a small population, we have created another profile of a typical future IT professional with children. He would most likely have a similar background to the previously introduced one. In other words, he would be a male student with a limited amount of working experience. However, for him, working for a big company would be more important than sharing the same ethical values. In addition, he would want to have interesting working tasks but at the same time he would choose a better

salary than a more pleasing job if selection had to be made between the two. He would value the chance of working abroad and at the same be less willing to compromise with free time and also less likely to work for the same company for the rest of his life.

## **7.2 What benefits besides salary do the research subjects value the most?**

As we first found out while doing the background research for this thesis, possible future employees seem to think not only about the salary, but also about other job related benefits when choosing a company to work for. In addition, the results we obtained from question number 16 of our questionnaire show that the respondents seemed to consider additional benefits as even a possible deal breaker when choosing a company to work for. 75,9 per cent of the respondents stated they either somewhat or totally agree with the statement "In addition to salary, other benefits (e.g. lunch and sport benefits) could make me more interested in working for a company". According to a study conducted at the University of Zaragoza in Spain (Carnicer et al. 2004, 222-239), job related factors, such as compensation of work like pay and social benefits, can affect not only the choice of a place to work but the employee mobility, meaning whether or not the employee stays working for a company.

The respondents clearly seemed to appreciate three benefits over the others. Possibility to have flexibility in time planning was the most important factor to the respondents. In addition, respondents seemed to appreciate the possibility for additional holidays, and the possibility for a money bonus for a job well done. Still, we think it is worth noticing that again financial issues only come third in ranking shows that money is not the only or most important factor in people's minds when thinking of their working career.

The following figure shows the respondents most important preferences of benefits:

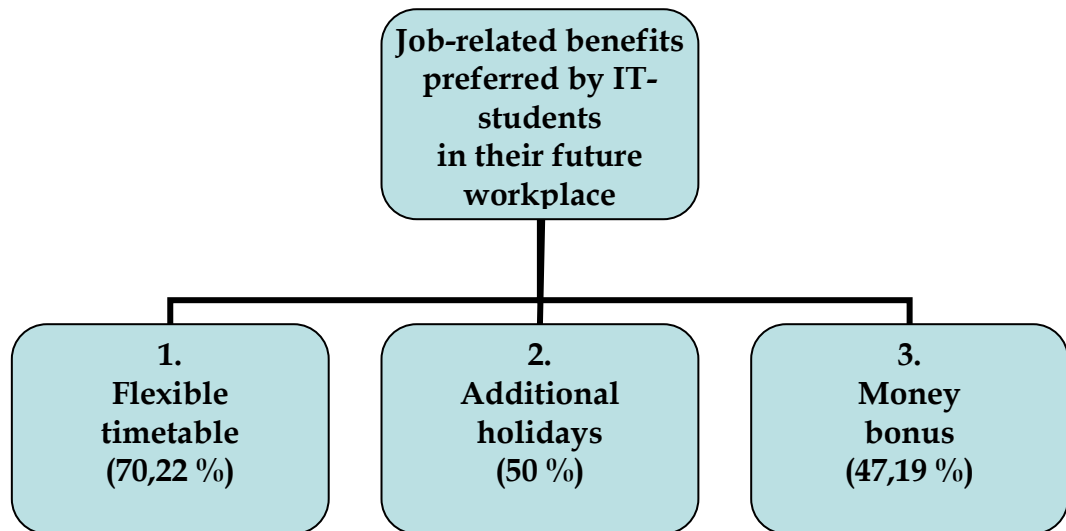


FIGURE 8. Favored job related benefits

### 7.3 General interests on work circumstances

Our research showed that people's opinions on what draws them to work seemed to vary quite a lot. An individual often appreciated many different archetypes that describe people's preferred relationship to work. All in all, the respondents' answers showed that what draws them to work is not only one type of task or situation, but rather a mixture of many types depending on the situation.

TABLE 4. Six fundamental archetypes

<b>Expressive legacy</b>	<b>22,87 %</b>
<b>Flexible support</b>	<b>20,51 %</b>
<b>Secure progress</b>	<b>15,90 %</b>
<b>Individual expertise and team victory</b>	<b>15,67 %</b>
<b>Risk with reward</b>	<b>13,82 %</b>
<b>Limited obligations</b>	<b>11,07 %</b>
<b>Missing</b>	<b>0,17 %</b>
<b>Total</b>	<b>100,00 %</b>

n=178

The results of our research suggest that in order to create a favourable working environment for an employee, developing all different areas of work should be considered. At the beginning of the research process we expected there to be a more clear division between the six archetypes and what the respondent favour. Based on the image we had on generation Y employees and IT students in general we expected to have strong preference of “risk and reward” and “limited obligations” profiles.

A bit surprisingly, the respondents seem to value the most “expressive legacy”, meaning they want to create something with a lasting value, or in other words do something that makes a difference. This again could be related to the ability of the employer to show the employees that their work actually is important, needed, and appreciated. Worth noticing is also the fact that risk with reward was not among the most popular answers. Financial issues were most closely related to the risk with reward profile,

which again shows that only financial success is not a priority in the respondents' minds.

It is also worth noticing that the limited obligation profile was the one the respondents seemed to favour the least. The limited obligations archetype states that "work's true value is largely its near-term economic gain". Only 11,07 per cent of the respondents answers stated that work to them is mostly a necessity for economic reasons. This again shows the respondents tendency to be somewhat work oriented and wanting challenges and development possibilities from their work.

The results of this part of the research were quite surprising and not what we expected to see at the beginning. As the preferences varied so greatly, it made us reflect whether the tool used for analyzing purposes was suitable for this type of a research and whether a bigger amount of questions and sample size would have revealed clearer distinctions in respondents' preferences on the six archetypes. On the other hand, the results of our research can also present well the actual situation that HR managers have to take into account. The results present quite a challenging situation from human resources point of view, as they clearly show the need for individualizing HR functions.

#### **7.4 What HR functions should a company emphasize in order to be an attractive place to work for a young IT professional?**

For companies the two different profiles presented in section 7.1 naturally present a challenge for the future since they differ especially in terms of the opinions concerning the importance and role of salary. Therefore, as we see it, it is essential for the companies to understand that instead of promoting or focusing on the size or how well the company is known, it might be more beneficial to emphasize the tasks and possibilities offered within the

company but at the same time realize that having too much emphasis on certain benefits such as money, might make some of applicants less interested in the company.

Based on the results of our research, the employer should take into consideration to at least offer the employees a possibility for some flexibility in terms of working hours. This could mean for instance using a “flextime system”, where the employee can start working between 7 and 10 a.m. in the morning and finish work 8 hours later and that way have an effect on their daily rhythm. Another possibility would be to give the employees a chance to do distance work every now and then. Furthermore, the respondents also thought highly of the possibility for additional holidays. What this could mean for a company is for example offering the possibility to transform overtime working hours into free days, or changing additional holiday pay, into additional free days.

The third most appreciated benefit was the possibility for a money bonus. The respondents seem to value financial rewarding. Monetary recognition for a job well done is a straightforward way of showing the employees’ success especially when the requirements needed to be filled in order to get a bonus, are clearly communicated to all different parties. Corbridge and Pilbeam (2006) relate showing appreciation and recognition for a job well done also to employee retention. Therefore, offering a rewarding bonus could be thought of both as an incentive when hiring a new employee and also as a way of maintaining good employees in a company.

All in all, the respondents seem to be work oriented; they seemed to appreciate for instance challenging tasks and creating something with a lasting value. Financial issues are naturally important, but not the only reason, or even the most important one, for choosing a place to work. Furthermore, the research subjects valued the possibility for training, education, and career proceeding opportunities offered by the company they



would think of working for. Therefore, if a company does offer these kinds of opportunities, we suggest that they would be clearly communicated to job applicants. In other words, the company should present already at the recruiting stage what career opportunities the applicant could possibly have and what incentives would be offered.

## **7.5 New information revealed**

IT as a field has been researched a lot and has been the buzz word for the last decade. However, little research measuring the opinions of IT students, especially focusing on the factors companies should pay attention to concerning HRM, has been conducted before. In other words, we have not found any research with the same focus on students and what they value in a company as an employer. In terms of new information revealed by our research, we can conclude that the respondents found salary of secondary importance and preferred other benefits such as flexible working hours and a job that would be pleasing. Contrary to the image of a person belonging to generation Y as presented by Hira (2007), the respondents our research tended to care less about the salary. The respondents were also quite work oriented and were ready to possibly work for the same company for their entire career (also see chapter 4.2).

As this thesis discusses the factors IT students value the most in a company, the information provided and the research results can be useful for companies when recruiting new employees and when planning human resource policies to attract new employees. This report could also be used as an information source when planning for instance a set of benefits offered to employees. Chapter six introduces the reader to current issues and ongoing trends in human resource management. This could be used for instance as training material for those entering for example a human resource department.

To sum up, we feel that the information provided by our research would mostly benefit not only human resource departments in IT companies but it could also be used as a reference in HR issues in other type of companies. This research as such could also be applied to studies that measure the preferences of students from other study fields on what they expect from their future employer. In addition, based on the results of the “What draws you to work?” part of our research, human resource department should take into consideration the individuality of the work force and not to assume for instance that representatives of a certain generation act or think according to stereotypical assumptions.

When thinking about possible further study subjects, we feel that there are several interesting study possibilities in the field of human resource management and what employees expect from their employer. For instance, in depth research relating to the differences between women and men and those with and without a family considering their expectations and preferences as to what factors contribute to the selection of a work place. Furthermore, studying the cultural differences between nationalities and seeing whether their expectations and preferences vary from one culture to another. Finally, it would be interesting to see whether students’ and those already in working life differ greatly in terms of what they require from work and their employer. Interviewing the same research subjects as we did in this research while they were studying after they have entered the working life could demonstrate well the possible changes in opinions and needs.

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## APPENDICES

### APPENDIX 1. Cover letter

Hyvä vastaaja,

Olemme kaksi viimeisen vuoden kansainvälisen liiketalouden opiskelijaa Jyväskylän ammattikorkeakoulusta. Tämä kysely on osa kandidaatintutkimtoomme vaadittavaa opinnäytetyötutkielmaa. Koulutusohjelmamme on englanninkielinen, jonka vuoksi myös lopputyömme ja tämä kyselylomake ovat englanninkielisiä.

Opinnäytetyömme aihe liittyy ajankohtaiseen työvoimapulaan ja siihen liittyviin henkilöstökysymyksiin yrityksissä. Kun kilpailu osaavasta työvoimasta kiristyy entisestään, yrityksiä kiinnostaa mitkä tekijät vaikuttavat työpaikan valintaan ja työhön sitoutumiseen. Tämän kyselyn avulla haluamme selvittää mitkä asiat houkuttelevat vastaajiamme töihin tietynlaisiin yrityksiin ja tehtäviin sekä kartoittaa mitä henkilöstöetuja palkan lisäksi tulevaisuuden työvoima arvostaa.

Tähän tutkimukseen haastatellaan IT -alan opiskelijoita sekä Jyväskylän Ammattikorkeakoulusta että Jyväskylän Yliopistosta.

Kyselyyn vastaaminen vie noin kymmenen minuuttia. Toivomme, että vastaatte kaikkiin kysymyksiin. Vastauksenne käsitellään täysin nimettömästi ja niitä ei julkaista sellaisenaan, vaan ainoastaan erilaisina tilastoina.

Jos teillä on jotain kysyttävää tutkimuksesta tai kyselylomakkeesta, voitte luonnollisesti ottaa yhteyttä allekirjoittaneisiin tai ohjaajiimme lehtori Heidi Neuvoseen (heidi.neuvonen@jamk.fi) tai lehtori Juha Saukkoseen (juha.saukkonen@jamk.fi).

Kiitämme etukäteen vastauksistanne,

Hanna Laukkanen  
D5932@jamk.fi

Eeva Liinamo  
D5934@jamk.fi



Rate each statement from 1 to 5.

- 1 = I totally disagree  
 2 = I somewhat disagree  
 3 = I do not agree or disagree  
 4 = I somewhat agree  
 5 = I totally agree

	1	2	3	4	5	Cannot say
14. Interesting work environment and tasks are important to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I would rather choose a good salary than a job that pleases me more but is paid less	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. In addition to salary, other benefits (e.g. lunch and sports benefits) could make me more interested in working for a company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The company has to be able to offer me possibilities in proceeding on my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The company has to be able to offer me a chance to participate in training or further education while working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I could compromise my free time for work if needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. If all is well, I could imagine working for only one company for the rest of my life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Benefits

21. Choose three benefits from the list that you find the most attracting. Rate the benefits from 1 to 3 so that 1 is the most interesting.

- |  |  |
|--|--|
| Lunch coupons___                                     | Phone benefit___                                     |
| Sport coupons___                                     | Additional holidays___                               |
| Company car___                                       | Flexible timetable (chance to do distance work) ___  |
| Money bonus possibility___                           | Paid maternity and paternity leave (100% salary) ___ |
| Company child care___                                | Sick child nanny service___                          |
| Recreational activities organized by the company ___ | Company sponsored apartment ___                      |



## What draws you to work?

Which of the following statements do you identify with *most* closely? Please circle only **one** answer per question.

### 22. I like performing tasks when...

completing the task well is clear and easy to learn	how to do the task is unknown and undefined, requiring that we find new approaches	my team collectively has the skills and knowledge to perform the task, although I may only know one part of it	the task is easy	the task itself is complex and I personally need to grasp both what it might become and how to do it	the approach for doing the task well has been determined by others and taught to me
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### 23. I prefer working arrangements that...

are clearly defined and "traditional" (working from 8 in the morning to 4 in the afternoon)	allow me to have individual freedom of action	are short term	allow me to shift my schedule on a daily basis, if needed to balance my other responsibilities	are highly flexible in terms of time and place and give time to have external activities	include regular face to face meetings with the entire team
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### 24. I like work that...

builds on my expertise and allows me to use my competencies for collective good	is straight-forward and has well defined routines, with others picking up where and when needed	is extremely inspiring, requiring creativity and providing opportunity to learn and grow	doesn't involve a lot of dumb questions from customers and colleagues	is challenging, but within my current capabilities based on the training I've received	is extremely challenging and varied - and never involves doing the same thing twice
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### 25. One of the things I would consider about a possible new employer is...

the opportunity for personal financial gain through bonus and stock	whether the hiring process is quick and easy - with few required qualifications	the quality of the long-term career development options - whether they represent a predictable path to success	the extent to which my area of competence would contribute to the organization's success	the degree to which it would be possible to establish flexible arrangements, e.g. self scheduling	whether it would provide me with a platform for self-realization and the freedom to be entrepreneurial
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## 26. A deal breaker for me in selecting a job would be if...

it did not offer me a higher wage than the competing company	the compensation philosophy didn't seem fair, including retirement benefits you can count on	the deal did not offer the possibility of getting significant growth in compensation	I wouldn't be empowered to do the best work possible in the way I think needs to be done	the environment did not promote collaboration and teamwork	the deal did not include generous vacation policies and lunch benefits
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## 27. I feel I am successful in my work if...

I am being true to myself, expressing myself by doing something I feel is of value	my team wins and I have made a contribution to our shared success	my activities outside work don't suffer, since they are currently far more important than this job	I am making steady progress and saving for retirement	the boss gives me a bonus because of something I did	I am always learning and growing through exciting new assignments
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## 28. I get really excited by...

dreaming of how I'll plunge into work later in life, when my current responsibilities are lessened	interacting with really bright people and recognised thought leaders	having fun with my colleagues – working hard together and celebrating	a pay check with some overtime or a bonus payment	opportunities to build or create something with a lasting value	being on a steady road to success, with training and development along the way
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## 29. In my life, work...

is a major source of pride; based on our winning track record and my contributions to the team's success	is less important to me at the moment than my other responsibilities and interests	is my opportunity to have a lasting impact on someone or something	honestly, it is inconvenient	is my route to upward mobility and economic security	is an adrenaline rush – one of multiple opportunities for adventure and thrills
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### 30. It is important for me to have a manager who...

is competent, fair and pays me for the work I do	is clear and up front with expectations, ties my compensation to fair goals, and follows through on promises	lets me do new things based on my interests, treats me like an individual, gets rid incompetent colleagues and knows how to have fun	helps me line up the resources I need for my work, leaves me alone to do it, keeps up the bureaucrats away, and "promotes " my work when it is complete	knows how to create a strong team, resolves any interpersonal conflicts quickly and competently, and acts as a coach to get the job done successfully	understands that life is complicated for me now, is empathetic and willing to help me arrange a flexible schedule, but sees my longer-term potential
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### 31. It is important for me to work for a company that...

is financially stable and secure	does work that creates things of lasting value or that have social significance	pays well and isn't full of people that I do not like	values its employees and has an empathetic and caring employee value proposition	is "hot" and carries the possibility of significant financial growth	is known for its excellence and wins in the marketplace
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**Thank you for your response!**

## APPENDIX 3. Frequency tables

**Sex**

	<b>Frequency</b>	<b>Percentage</b>
Male	158	88,8
Female	20	11,2
Total	178	100,0

**Year of Birth**

	<b>Frequency</b>	<b>Percentage</b>
1956	1	0,6
1969	1	0,6
1975	2	1,1
1976	1	0,6
1977	2	1,1
1978	2	1,1
1979	7	3,9
1980	5	2,8
1981	2	1,1
1982	3	1,7
1983	10	5,6
1984	29	16,3
1985	42	23,6
1986	28	15,7
1987	28	15,7
1988	11	6,2
Missing	4	2,2
Total	174	100,0

**Place of Study**

	<b>Frequency</b>	<b>Percentage</b>
University of Applied Sciences	87	48,9
University of Jyväskylä	91	51,1
Total	178	100,0

**Number of study years**

	<b>Frequency</b>	<b>Percentage</b>
1st	59	33,1
2nd	37	20,8
3rd	58	32,6
4th	13	7,3
5th	4	2,2
other	7	3,9
Total	178	100,0

**Previous work experience**

	Frequency	Percentage
Less than a year	58	32,6
1-2 years	67	37,6
3-4 years	33	18,5
5 years or more	20	11,2
Total	178	100,0

**Marital Status**

	Frequency	Percentage
Single	102	57,3
Married	15	8,4
Other	60	33,7
Missing	1	0,6
Total	178	100,0

**Do you have children? /Amount of children**

	Frequency	Percentage
Yes	6	3,4
No	172	96,6
Total	178	100,00

**Question 9: It is important to me to work in a well-known company**

	Frequency	Percentage
1= I totally disagree	36	20,2
2= I somewhat disagree	71	39,9
3= I do not agree or disagree	45	25,3
4= I somewhat agree	21	11,8
5= I totally agree	2	1,1
Missing	3	1,7
Total	178	100,0

Mean= 2,33

**Question 10: I would like to work for a company that shares the same ethical values as me**

	Frequency	Percentage
1= I totally disagree	4	2,2
2= I somewhat disagree	10	5,6
3= I do not agree or disagree	21	11,8
4= I somewhat agree	100	56,2
5= I totally agree	41	23,0
Missing	2	1,1
Total	178	100,0

Mean= 3,93

**Question 11: I would rather work for a big company than a small one**

	Frequency	Percentage
1= I totally disagree	10	5,6
2= I somewhat disagree	42	23,6
3= I do not agree or disagree	84	47,2
4= I somewhat agree	31	17,4
5= I totally agree	6	3,4
Missing	5	2,8
Total	178	100,0

Mean= 2,89

**Question 12: I would like to work for a company that offers me a possibility to work abroad**

	Frequency	Percentage
1= I totally disagree	4	2,2
2= I somewhat disagree	21	11,8
3= I do not agree or disagree	66	37,1
4= I somewhat agree	55	30,9
5= I totally agree	29	16,3
Missing	3	1,7
Total	178	100,0

Mean= 3,48

**Question 13: A good salary is important to me**

	Frequency	Percentage
1= I totally disagree	3	1,7
2= I somewhat disagree	5	2,8
3= I do not agree or disagree	21	11,8
4= I somewhat agree	103	57,9
5= I totally agree	46	25,8
Missing	0	0,0
Total	178	100,0

Mean= 4,03

**Question 14: Interesting work environment and tasks are important to me**

	Frequency	Percentage
1= I totally disagree	0	0,0
2= I somewhat disagree	0	0,0
3= I do not agree or disagree	2	1,1
4= I somewhat agree	62	34,8
5= I totally agree	114	64,0
Missing	0	0,0
Total	178	100,0

Mean= 4,63

**Question 15: I would rather choose a good salary than a job that pleases me more but is paid less**

	Frequency	Percentage
1= I totally disagree	31	17,4
2= I somewhat disagree	91	51,1
3= I do not agree or disagree	31	17,4
4= I somewhat agree	19	10,7
5= I totally agree	3	1,7
Missing	3	1,7
Total	178	100,0

Mean= 2,27

**Question 16: In addition to salary, other benefits (e.g. lunch and sports benefits) could make me more interested in working for a company**

	Frequency	Percentage
1= I totally disagree	3	1,7
2= I somewhat disagree	17	9,6
3= I do not agree or disagree	22	12,4
4= I somewhat agree	100	56,2
5= I totally agree	35	19,7
Missing	1	0,6
Total	178	100,0

Mean= 3,83

**Question 17: The company has to be able to offer me possibilities in proceeding on my career**

	Frequency	Percentage
1= I totally disagree	1	0,6
2= I somewhat disagree	3	1,7
3= I do not agree or disagree	18	10,1
4= I somewhat agree	96	53,9
5= I totally agree	59	33,1
Missing	1	0,6
Total	178	100,0

Mean= 4,18

**Question 18: The company has to be able to offer me a chance to participate in training or further education while working**

	Frequency	Percentage
1= I totally disagree	0	0,0
2= I somewhat disagree	9	5,1
3= I do not agree or disagree	30	16,9
4= I somewhat agree	92	51,7
5= I totally agree	46	25,8
Missing	1	0,6
Total	178	100,0

Mean= 3,99

**Question 19: I could compromise my free time for work if needed**

	Frequency	Percentage
1= I totally disagree	11	6,2
2= I somewhat disagree	52	29,2
3= I do not agree or disagree	43	24,2
4= I somewhat agree	56	31,5
5= I totally agree	12	6,7
Missing	4	2,2
Total	178	100,0

Mean= 3,03

**Question 20: If all is well, I could imagine working for only one company for the rest of my life**

	Frequency	Percentage
1= I totally disagree	7	3,6
2= I somewhat disagree	19	10,7
3= I do not agree or disagree	27	15,2
4= I somewhat agree	63	35,4
5= I totally agree	58	32,6
Missing	4	2,2
Total	178	100,0

Mean=3,84



## APPENDIX 4. Descriptive statistics

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Question 9	175	1	5	2,33	0,972
Question 10	176	1	5	3,93	0,885
Question 11	173	1	5	2,89	0,886
Question 12	175	1	5	3,48	0,982
Question 13	178	1	5	4,03	0,802
Question 14	178	3	5	4,63	0,507
Question 15	175	1	5	2,27	0,936
Question 16	177	1	5	3,83	0,914
Question 17	177	1	5	4,18	0,724
Question 18	177	2	5	3,99	0,798
Question 19	174	1	5	3,03	1,075
Question 20	174	1	5	3,84	1,126