WHAT DO EMPLOYEES WANT?
A CASE STUDY OF FINNISH TECH COMPANY

Jyväskylä University
School of Business and Economics

Master's Thesis

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ABSTRACT

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Abstract

Employee turnover has been at an all time high within the past year with examples of the phenomenon named "the Great Resignation" rising all over the world including e.g., the United States (Work Institute, 2022 ; Achievers, 2022) and Finland (Ellun Kanat, 2022 ; Kauppalehti, 2022). Empoyee turnover is a well-studied area in the management field. However the current post-pandemic environment and the rapidly changing nature of economic sphere make the topic an essential area of research.

This study aims to expand the understanding on the expectations and psychological contracts in place between an employer and employee through a case study of a tech company. In total 22 out of 25 employees were interviewed and the interviews were analysed through qualitative methods to allow the interviewees to express their views in their own words.

The theory chapter briefly introduces the concepts explaining employer-employee relationship; Social Exchange Theory (e.g., Oparaocha, 2016), Organizational Citizenship Behavior (e.g., Organ, 1988), psychological contracts (e.g., Robinson et al., 1994), and expectations (e.g., Schweitzer & Lyons, 2008). The chapter continues with an overview of employees' individual thought-processes explaining the reactions leading to either turnover or retainment (e.g. Bandura, 1989 ; Deci & Ryan, 1985) followed by introducing possible paths to turnover (e.g., Lee & Mitchell, 1994).

The findings of the study align well with previous studies by highlighting e.g., the importance of fostering quality social interactions, concerning for employees' well-being and providing opportunities for development. The study adds to previous research on the field by elaborating on the mentions of different factors through direct quotes from the interviews.

As this study provided a broad analysis of one specific case organization, the future research may focus on the effects of a more defined concept on employee turnover through qualitative methods.

Key words

Employee turnover, expectations, psychological contract, engagement, Organizational Citizenship Behaviour (OCB)

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Tiivistelmä

Työntekijöiden irtisanoutumiset ovat olleet ennätyslukemissa viimeisen vuoden aikana. Englanniksi tälle ilmiölle on annettu nimi "the Great Resignation" ja siitä on nähtävissä merkkejä ympäri maailman, esimerkiksi Yhdysvalloissa (Work Institute, 2022 ; Achievers, 2022) ja Suomessa (Ellun Kanat, 2022 ; Kauppalehti, 2022). Työntekijöiden vaihtuvuutta on tutkittu laajasti aiemminkin, mutta erityisesti nykyisen kaltainen pandemian jälkeinen ympäristö ja talouden nopeat muutokset perustelevat aiheen uuden tutkimuksen tärkeyttä.

Tämä tutkimus pyrkii lisäämään ymmärrystä työntekijöiden ja työnantajien suhteeseen liittyvistä odotuksista ja psykologista sopimuksista yhden organisaation tapaustutkimuksen kautta. Organisaation 25:stä työntekijästä haastateltiin tutkimusta varten 22 työntekijää. Heidän haastattelunsa analysoitiin laadullisin menetelmin, jotta vastauksien tulkinnassa saatiin annettua tilaa haasteltavien itsensä omille tulkinnoille aiheesta.

Teorialuvun alussa käsitellään työntekijän ja työnantajan välistä suhdetta selittäviä keskeisiä teorioita, Social Exchange Theory (mm. Oparaocha, 2016), Organizational Citizenship Behavior (mm. Organ, 1988), psykologiset sopimukset (mm. Robinson ym., 1994) ja odotukset (mm. Schweitzer & Lyons, 2008). Luku jatkuu esittelemällä mahdollisia selityksiä työntekijöiden reaktioille tapahtumiin, jotka selittävät työntekijän irtisanoutumista tai työsuhteessa jatkamista (mm. Bandura, 1989 ; Deci & Ryan, 1985). Seuraavana luvussa käsitellään työntekijöiden mahdollisia päätöksentekoprosesseja liittyen irtisanoutumiseen tai työsuhteen jatkamiseen (mm. Lee & Mitchell, 1994).

Tämän tutkimuksen tulokset sopivat hyvin yhteen aiheesta aiemmin tehdyn tutkimuksen kanssa. Tutkimuksessa esiinnousseita pääteemoja ovat esimerkiksi työn kautta saatujen sosiaalisten kanssakäymisten, työntekijöiden hyvinvoinnista huolehtimisen ja kehittymismahdollisuuksien tarjoamisen tärkeys. Tämä tutkimus tuo lisää aiempaan tutkimukseen kuvailemalla tarkemmin haastateltavien ajatuksia aiheesta suorien lainausten avulla.

Tämä tutkimus keskittyi yhden organisaation tilanteen laaja-alaiseen tarkasteluun, joten tulevaa laadullista tutkimusta tarvitaan rajatumman yksittäisen ilmiön vaikutuksista työntekijöiden haluun jäädä organisaatioon tai haluun irtisanoutua.

Avainsanat

Employee turnover, expectations, psychological contract, engagement, Organizational Citizenship Behaviour (OCB)

Säilytyspaikka

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1 INTRODUCTION

Employee turnover has been at an all time high within the past year. In the United States the Bureau of Labor Statistics has been tracking the number of people changing their jobs since 2001, and in 2021 more employees quit their jobs than any other recorded year (Work Institute, 2022). A survey by Achievers, a company specialized in solutions for employee recognition and engagement, also stated that 66% of the survey respondents already had one foot out the door (Achievers Workforce Institute, 2022). In Finland the same phenomenon has been recognized and employers are encouraged to take action in preparation for record number of resignations and lack of workforce (Ellun Kanat, 2022 ; Kauppalehti, 2022).

This mass resignation phenomenon has been named the Great Resignation. The Great Resignation has mostly been blamed on Covid-19 pandemic, but others argue that the pandemic is not the only reason to blame. Among others, Klotz (2021) proposes that the issue has been building up for a longer time and the pandemic has merely triggered the wave of resignations. The sudden change to remote work allowed people to experience a different way of working and reflect on their needs and expectations towards their employer.

The wave of resignations did not start right away when the pandemic hit in 2020 but in the spring of 2021 it started to become a noticeable trend. The phenomenon was first noticed and is the most prominent in the United States but also globally the number of people resigning is at an all-time high.

Employee turnover is a widely researched topic, and it has been gaining more and more interest in past years (Meduri & Jindal, 2021). Replacing the left workforce and recruiting new talent into the organization is not only costly but can also lead to a situation where the company's whole existence is at risk (Tenakwah, 2021). Especially in situations where the workforce in question is highly skilled and hard to replace, mass resignations pose risks to the organization. Employee turnover can be seen as contagious since studies show that co-workers' intentions to change jobs can influence a person's desire to seek a new job themselves (Felps et al., 2009). Also, changes in management and their turnover might cause employees to start planning their resignation as well (Shapiro et al., 2016).

Researching the reasons why employees either want to stay with the company or leave for another company is a crucial part of employee retention. Schweitzer and Lyons (2008) propose in their research that the key to organizations' success in keeping their employees satisfied and committed is defining and meeting employee expectations. Due to multiple changes in the economic sphere, the expected lifespan of employement relationships has shortened, meaning that the employees are more likely to quit their job, should their expectations go unmet (Tulgan, 2004).

While there are a high number of studies on the relationship between expectations and employee turnover, most of them conceptualize expectations as

something of the past. A study by Maden et al. (2016) argues that expectations are something that continues to evolve throughout the time, and both past expectations and expectations of the future can co-exist, making expectation formation an ongoing process. They suggest that in quest for better work outcomes, it is crucial for organizations to understand and act on employees' future expectations.

Empoyee turnover is a well-studied area in the management field. However the current post-pandemic environment and the rapidly changing nature of economic sphere make the topic an essential area of research. Albeit the topic has been studied previously, many studies are focused on quantitative research on relationships between different factors affecting turnover. Furthermore, many reports on the topic prepared by consultancies, are carried out through mass-surveys. All these studies and reports on the topic are necessary in broadening the understanding of this complex issue.

Maden et al. (2016) also specified that especially highly skilled employees that have high efficacy beliefs, might be in the risk of leaving since they have high confidence that they will be offered other interesting opportunities. This makes the research on employees' future expectations crucial especially within a field where there is a high demand of proficient workforce. The other way around Maden et al. (2016) encourage organizations to focus on fulfilling employees' job expectations given that these skilled employees have the potential of responding to met expectations with high levels of performance.

Human resource practices such as performance management, rewards and recognition, and career growth support have been confirmed to have an important role in employee engagement and retainment as well as organizational commitment (Dahiya & Rath, 2021).

This study aims to expand the understanding on the expectations and psychological contracts in place through a case study of one organization. This is done through a census study and the method used is qualitative research method which leaves more space for the interviewees explain in their own words what they mean by the factors they have identified to affect their intention to either stay within the organization or to change jobs. The subject of the study is a small tech company from Finland which employs around 25 employees both full time and part time.

The research questions of the study can be specified as:

RQ1: How do employees describe the factors contributing to their everyday willingness to work at the organization?
RQ2: How do employees describe the reasons for possibly staying with the organization in the future?
RQ3: How do employees describe the reasons for possibly leaving the organization in the future?

The structure of this masters' thesis will be as follows. After the introduction there will be a section further illuminating the theory and findings of previous studies on the topic. Next there will be a chapter explaining the data collection and analysis method in more detail. Lastly the results of the study are presented followed by the final conclusions of the study.

2 THEORIES EXPLAINING VOLUNTARY TURNOVER

This theory chapter will focus on reviewing the previous literature on voluntary turnover theory. Voluntary turnover refers to situations where the wish to leave the company is initiated by the employee themselves. Hence organization-initiated reasons for turnover will not be discussed.

2.1 Explaining the employment relationship

2.1.1 Social Exchange Theory (SET)

Social Exchange Theory (SET) is based on the understanding that all social interactions build-upon psychological contracts, mutual exchanges, and mutual responsibilities (Oparaocha, 2016). According to Cropanzano and Mitchell (2005) the main principal of SET is that when both sides of a relationship abide by certain rules of exchange, the relationship grows over time into a mutual, loyal, and trusting commitment. In practise this means that when employees feel satisfied with their work conditions, they are more likely to feel obligated to perform as well towards their employer (Locklear et al., 2021). The resources exchanged can vary a lot depending on the relationship, but typically they can be classified as economic or socioemotional. Economic resources are tangible and often monetary while socioemotional resources refer to those that provide e.g., social, or psychological value (Cropanzano & Mitchell, 2005).

When observing the social exchange in the context of work, it is important to recognize that the employee might develop different relationships with different stakeholders in their job. The employee in question might have separate social exchange relationships with the employing organization as an institute, their manager, colleagues, and customers (Cropanzano & Mitchell, 2005). However, in this study the focus is on the relationship between the employee and the employer.

Tsui et al. (1997) studied the types of resources exchanged in employee-employer relationships. They divided the rewards provided by the employer as well as the employees' actions into two categories, short-term & specified and long-term & broad, unspecified. Based on this division they defined four different types of relationship types: a pure economic exchange (the employee carries out well-specified tasks and is rewarded accordingly through short-term rewards, mutual investment (alike social exchange), underinvestment (the delivered employee performance goes beyond the short-term rewards offered by the employer), and overinvestment (the employer offers long-term rewards that go beyond the employees' delivered specific performance). The finding of the study was that the employees whose relationship to their employer was identified as either mutual investment or overinvestment were more affectively committed to their employer and showed more signs of Organizational

Citizenship behavior. As overinvestment in the relationship is not often the desirable status for the employer, these findings further highlight the importance of well-balanced social exchange between the employer and the employee.

2.1.2 Organizational Citizenship behaviour

Organizational Citizenship Behaviour as a concept was first introduced by Organ (1988), and he defined it as employees' voluntary actions that benefit the organization and go beyond the demands of the employment but are not compensated for through the common rewards such as pay or benefits. Later the definition has been added to by acknowledging that the actions cannot be seen as altruistic since employees' actions are driven by their own motives (Bambale, 2014). Employees who have expectations based on mutual trust and loyalty as well a sense of continuity toward their employer are more likely to perform OCB (Lo Presti et al., 2019). Organization Citizenship Behaviour has been widely recognized to be connected to employees' low turnover intentions (e.g., Lavelle, 2010 ; Wang et al., 2017).

2.1.3 Psychological contracts

Similar concept to Social Exchange theory is the theory of psychological contracts. Fulfilment of psychological contracts has been proved to correlate positively with Organizational Citizenship Behaviour and negatively with turnover intention (Batra & Kaur, 2021). Their research proposes that employees are more likely to stay within an organization that exhibits genuine caring of their employees' wellbeing and values their unique capabilities.

A psychological contract between an employer and employee is different from the expectations that they might have for each other. While unmet expectations can lead to disappointment, violated psychological contracts resemble more of a situation where a promise has been broken and these violations can lead to stronger repercussions (Robinson et al., 1994).

2.1.4 Expectations

2.1.4.1 Defining expectations
Previous studies have linked expectations to numerous other concepts such as turnover intention (Maden et al., 2016), organizational commitment (Wanous et al., 1992) and career success (Grimland et al., 2012). In the context of employment relationships, the word expectation has been used to describe two distinct concepts, initial job descriptions and consequent pre-employment expectations (Porter & Steers, 1973) and a broader understanding in which expectation formation is seen as a continuous process of evaluating past and future expectations (Maden et al., 2016).

To get a better understanding of the word expectations it is helpful to recognize how expectations have been defined in other contexts. In line with an observation on expectations in the context of public relations (Olkkonen &

Luoma-aho, 2015), the concept of expectations is rarely defined in the literature on employment relationships. In the context of public relations, the concept of expectations is defined as 'elements that affect how organizations are perceived and assessed and how publics shape their own behaviour toward organization' (Olkkonen & Luoma-aho, 2015, p. 9). This comprehensive definition could expand to also explain the expectations in an employment relationship, with expectations being elements that affect how the employees perceive and assess the organization and shape their own behaviour accordingly. In practise this means that expectations shape employee behaviour in e.g., in a situation where an employee is expecting career progression in the organization and this expectation affects the employee's behaviour at their job.

2.1.4.2 Expectations and turnover

Many studies on the correlation of met expectations and turnover focus on the expectations employees have before starting in a new job. The framework of met expectations was first introduced by Porter and Steers (1973) and they proposed the idea that employee's intentions to quit increase when their expectations of the job are not adequately met. The evaluation between the expectations and the reality was done by examining the employees' expectations before starting the job and comparing them to the perceived reality of the job as reported by the employees. After Porter and Steers' study many similar studies aimed to further validate the connection between initial job expectations and the employees' behavior. The outcome from these studies was, that met expectations correlate with lower turnover intention as well as e.g., organizational commitment (Wanous et al., 1992) and career success (Grimland et al., 2012) while unmet expectations are related to negative outcomes such as job dissatisfaction (Maden et al., 2016). However, in other studies the connection between initial expectations and turnover has been proven to be rather weak and over-simplified (Dugoni & Ilgen, 1984).

Other studies argue that expectations are not stagnant in their nature and therefore it is not adequate to measure them only before the start of the employment and for a second time after the employment. From this perspective expectation formation should rather be seen as ongoing process where past and future expectations and their evaluation can co-exist. In addition, future job expectations can influence the way current met or unmet expectations are perceived. In practice this theory suggests that if an employee's expectations of career development possibilities are not currently met, but the employee still has expectations of a change towards better career opportunities in the company, the primary unmet expectations might not have similar effects as reported before. (Maden et al., 2016)

Schweitzer and Lyons (2008) propose a framework for creating and developing successful employment relationships. Their framework is built on the premise that a successful employment relationship is based on mutually met expectations the employer and the employee have for each other. They argue that meeting mutual expectations can lead to heightened satisfaction and organizational commitment. These in turn can result in multiple positive

outcomes such as a decrease in employee withdrawal and turnover or higher levels of employee advocacy. Based on the idea of social exchange, mutual value sharing between an employer and employee is the premise when looking to create and maintain thriving employment relationships. The value-creating factors can be divided into three different categories: economic, social, and psychological. Factors creating economic value are monetary rewards such as pay and other benefits. Social category refers to positive social encounters and relationships. The last category, the psychological factors, groups together different intrinsic rewards such as self-development, career development, possibilities to influence the decision-making and the feeling of empowerment. (Schweitzer and Lyons, 2008)

Employees expectations towards their employer as categorized by Schweitzer & Lyons (2008)
1) receiving variety of benefits
2) matching values
3) trustworthiness
4) possibilities for both personal and professional growth

Maden et al. (2016) concluded in their research that unmet career expectations may lead to emotional reactions such as emotional exhaustion and job dissatisfaction which in turn can be managed through the employee's future expectations. To retain workforce, it is important for organizations to ensure that their employees believe in the organization's capability to fulfill future expectations.

2.1.4.3 The Expectation Grid

Expectations have been widely recognized to explain and define multiple phenomena when studying the relationships between people or organizations. The Expectation Grid is a framework built to resemble the multi-dimensional nature of expectations. In the Expectation Grid is a four-quadrant grid in which the dimensions range vertically from negative outcome to positive outcome and horizontally from low confidence in organization to high confidence in organization. The four categories that expectations might fall into are labelled as cynical expectations (positive outcome – low confidence), optimistic expectations (positive outcome – high confidence), pessimistic expectations (negative outcome – low confidence), and cautious or blind faith expectations (negative outcome – high confidence). (Olkkonen & Luoma-aho, 2015.)

Cynical expectations are expectations that are perceived as something with positive outcome but not likely to be fulfilled while optimistic expectations are positive expectations that are likely to become reality. On the other half of the quadrant are pessimistic expectations and cautious or blind faith expectations. Pessimistic expectations are expectations that are likely to become reality and lead to negative outcomes. The last category cautious or blind faith expectations are negative outcomes that are recognized but something that the organization is likely to avoid. This perception of ability to avoid these outcomes can stem either

from genuine trust in the organization's ability to dodge these undesirable outcomes or from blind-faith towards the organization. (Olkkonen & Luoma-aho, 2015.)

The expectation grid has been developed in the context of public relations studies and has primarily been intended to be used for explaining the relationship between an organization and the publics. In this study the Expectation Grid has been adapted to explain the relationship between an employer and an employee. The grid provides an applicable framework for explaining the expectations in an employment relationship as well as expectations are understood to make up a large part of people's decision making and reasoning (Vo & Li, 2012) and are thus a concept that is not only specific to one type of relationship but rather applicable to all interpersonal relations.

2.1.5 Engagement

Earlier studies show that employee engagement influences the business results on financial level due to multiple factors (Harter et al., 2002). Employee engagement can act as an underlying driver for organizational commitment and Organizational Citizenship Behaviour and all these factors together can lower employees' intentions to quit (Bhatnagar & Biswas, 2010). Employee engagement is found to be positively connected to organizational commitment, job satisfaction, and organizational citizenship behavior as well as negatively related to employees' turnover intention (Saks, 2006). This finding is well in line with an earlier study where it was found that engagement is an explanator variable of low turnover intention (Schaufeli & Bakker, 2004).

Therefore, it is no surprise employee engagement is a popular term, that organizations seem to be in search of. Yet a definite definition of the term still seems to be missing. The definitions of engagement are versatile, and some are overlapping with the definitions of organizational commitment and organizational citizenship behaviour (Robinson et al., 2004). This makes giving employee engagement a definite, all-inclusive definition a strenuous task.

Kahn (1990, p. 694) defined personal engagement in a work context as a phenomenon where people "employ and express themselves physically, cognitively, and emotionally during role performances". In Kahn's research the focus was on the transience of the phenomenon and the aim of the study was to identify the specific moments in which the participants' felt engaged or disengaged in their jobs.

Kahn (1990) was able to identify three factors that contributed to a person's engagement or disengagement in their job. These three categories are: psychological meaningfulness, psychological safety, and psychological availability. Psychological meaningfulness can be further divided into three factors that contribute to the feeling of meaningfulness. These three factors are task characteristics, role characteristics, and work interactions. The last one of factors contributing to engagement is psychological availability. This means that the employee must have physical, emotional, or psychological resources to engage in their job. It is suggested that while personal life can take energy away

from work, the effect also works vice versa since employees might feel energized and empowered in their work due to success in personal life (Kahn, 1990).

Engagement and burnout can be seen as the opposites of each other (Maslach et al., 2001). However later findings have corrected this assumption by adding that well-being should not been understood as one single general dimension, but engagement and burnout should be perceived as separate, negatively correlating dimensions (Schaufeli & Bakker, 2004).

2.2   Employees as active agents in control of their career

Over the past decades, careers have transformed to a great extent due to societal and economical changes globally (Akkermans & Kubasch, 2017). While in the past it was common for employees to stay within the same organization for the most part of their career, within the past decades the careers have transformed to more boundaryless, meaning that career paths are not seen to be tied to a specific organization but rather developing across the industry or even broader (Arthur, 1994). While the career management is now seen to be the responsibility of the employee (Mirvis & Hall, 1994), the organizations still yearn to understand the motives and expectations of their employees to retain the sought-after talent. This chapter provides an overview of key psychological theories used to understand how people decide what they want and how they react to met or unmet expectations.

2.2.1   The social cognitive theory

Reactions to unmet expectations in the context of jobs and careers have previously been explained through social cognitive theory, specifically through forethoughts and self-efficacy (Maden et al., 2016).

The concept of forethoughts wells from humane tendency to set goals and predict the outcomes of future actions in the pursuit of choosing the actions with best possible outcomes. By forethoughts people motivate themselves to those actions they anticipate being the ones to lead to desired consequences (Bandura, 1989).

Self-efficacy in turn refers to humane tendency to estimate one's own capability in different contexts (Bandura, 1989). Self-efficacy is a cognitive process used in self-regulation. In workplace context Maden et al. (2016) suggest that employees' reactions to unmet expectations in their jobs might be regulated by their self-efficacy beliefs.

One classic way of understanding motivation is by dividing the rewards that motivate us into two categories, intrinsic and extrinsic (Deci & Ryan, 1985). Intrinsic rewards are one's own positive reactions to occurrences while extrinsic rewards refer to compensation obtained from others. Intrinsic motivation is understood to be the more effective one in producing positive outcomes and thus the motivation should be self-determined (Vallerand, 2000).

Again, in the work-place context, the employees whose current expectations are not met in their job but who have positive future job expectations would still respond to the expected rewards with higher level of self-motivation. The expected extrinsic rewards could include e.g., pay raises and career progression while the intrinsic motivation could be a result of expected fulfilment of their work-related personal goals. Self-motivation can make the employees more resilient to the effects of unmet current expectations. (Maden et al., 2016)

Individual's efforts to build and steer their career or future work life can be understood through the concept of future work self. A future work self is the employee's representation of themselves in the future and a salient, realistic, and accessible representation is connected to proactive career behaviour. (Strauss et al., 2012)

Unmet job expectations combined with less positive future expectations can lead to intensified negative responses and pessimistic interpretation of the current situation (Maden et al., 2016). Individuals who actively associate their current efforts to the possible future outcome and their goals are reported to have higher confidence in their career decision-making (Walker & Tracey, 2012).

It is important to notice that the resources that attract the employees in the first place e.g., rewards (Herrera, 2003) or opportunities for career growth (Achievers, 2022) might not be the same factors that influence the employees' will to stay within the company ultimately.

2.2.2 Paths to turnover

Unfolding is a voluntary employee turnover model proposed by Lee and Mitchell (1994). They aimed to understand the different reasons for employee turnover through four distinctive paths. According to their model, paths 1 to 3 are set off by a certain shock. These shocks can be any distinctive events that makes the employee question whether they want to stay with the company or start looking for something else. Path 1 describes a situation where the employee has had a plan or a dream of something else previously and a specific event makes it possible for them to execute the pre-existing plan. Path 2 deals with appalling events that happen within the organization and these events are reported to cause rapid turnover. Positive occurrences, like intriguing offers from elsewhere fall within the third path. Solely path 4 depicts the otherwise commonly discussed turnover urged by dissatisfaction.

The unfolding theory has later been expanded by Maertz and Campion (2004) who identified four different types of decision-makers in the context of turnover. These decision-maker types are Impulsive quitters, Comparison quitters, Pre-planned quitters, and Conditional quitters. In this categorization the impulsive quitters are the ones that leave the organization spontaneously because of a negative incident happening to them at work. This type of decision-making process is found to be avoidable albeit its unpredictable and rapid nature. Comparison quitters differ from the first group in the sense that they might not have any negative emotions towards or unpleasant experiences with their employer, they simply have a superior offer from a competitor. In a pursuit of

avoiding this type of turnover, the employers should invest in open communication with the employees so that they can freely express their desire to explore other options. Through this open dialogue, these types of quitters may be recognized, and possible negotiations can be commenced before their final decision to leave the organization. The least avoidable type of quitters are the pre-planned ones. They plan their resignation early, sometimes even before starting the job and the reasons for their exit are more often outside the scope of the organization but rather personal (e.g., family-related). The last group, conditional quitters, is a more incoherent group that might have different reasons for quitting. However, the common factor within them is that they have set conditions in which they continue the job or decide to leave should these conditions go unmet. This group also includes the ones that do not picture a desirable future for themselves within the organization.

Hom et al. (2012) added to the theory by highlighting the importance of considering the employees control over their possibility to stay or leave. In their proximal withdrawal states theory (PWST) the employees were placed into four categories (enthusiastic stayers, enthusiastic leavers, reluctant stayers, reluctant leavers) based on both their desire to leave and the perceived control over it. When researching the reasons for turnover of sought-after employees, it is important to consider the employees as active agents, who are constantly comparing what they are losing elsewhere when agreeing to stay within one company (Schweitzer & Lyons, 2008).

In addition to the decision-making processes, the path employee turnover can be examined through analysing the motivational forces to quitting. These different types of motivational forces describe the underlying reasoning behind either staying with the organization or leaving (Maertz, 2001, according to Maertz & Campion, 2004).

The table below represents the motivational forces that influence employees' will to continue in the organization or leave the organization. The right side of the table lists the forces with short descriptions of each. The column labelled "possible reason for turnover" highlights the possible reasons leading to turnover that could be categorized under each motivational force. Last column on the left of the table represents the perceived control the organization would have over situations where employees are leaving due to reasons in each force category.

TABLE 1 Motivational forces to quitting

Type of force	Characteristics	Possible reason for turnover	In the control of the organization (high – medium – low)
Affective	An emotional occurrence with the organization	Negative emotional response	High
Contractual	Reciprocal psychological contract in place	Violation of the psychological contract	High

Constituent	Loyalty to people in the organization	Conflict with the people in the organization or contagious turnover	Medium
Alternative	Self-efficacy beliefs explaining the attractiveness of alternative job opportunities	Compelling job opportunity elsewhere	Low
Calculative	Expected future satisfaction and value	Lack of perceived career opportunities or other positive expectations	High
Normative	Pressure to stay to please others	Termination of the influence of the external force	Low
Behavioural	Avoiding costs of quitting	Perceived lack of psychological or explicit costs associated with leaving	Medium
Moral	Valuing continuity vs. perceiving changing jobs as a virtue	Viewing changing jobs as something desirable	Low

2.3   Mitigating turnover intentions - summary of the possible antecedents

As stated before, career management is largely seen to be something controlled by the employee, yet it is increasingly important for the employer to understand their employees wishes and expectations to mitigate their turnover intentions. In this chapter essential theories explaining low turnover intentions are presented. Due to extensive nature of the research on turnover, only those theories found to be most relevant to this study, are addressed.

The figure below highlights the focus of this study. Expectations and psychological contracts are key concepts explaining employer-employee relationship and both are connected to employees' turnover intention both directly and through Organizational Citizenship Behaviour and employee engagement.
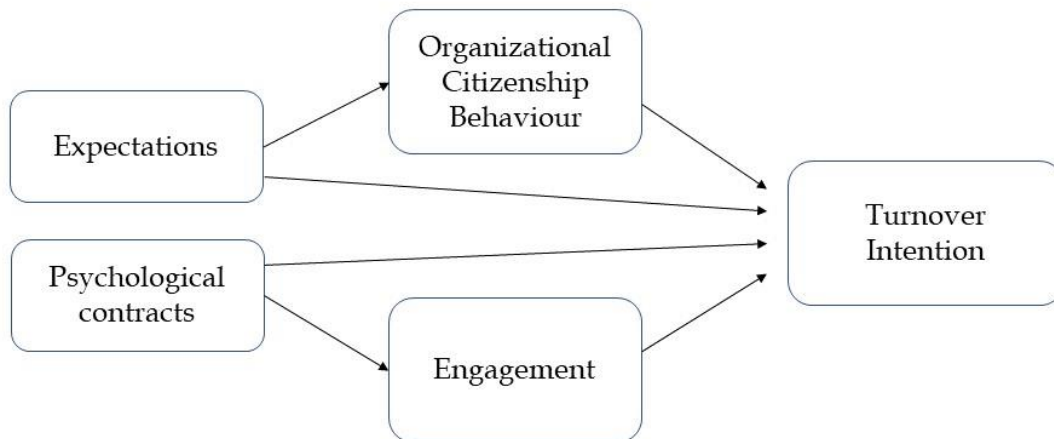
FIGURE 1 Key theories explaining turnover intention

Studies show that the reasons for turnover are versatile and multiple factors can be seen to influence the employee's intention to quit their job. Moreover, it is important to recognize that all reasons for turnover are not in the control of the employer. The question that is left, is what do the employees want and which of these can the organization act on. In this chapter, based on the theory presented above, some of the factors contributing to employee turnover or retention are presented to recapitulate the key points of the theory chapter. The tables 3 & 4 below provide examples of factors connected to turnover, engagement, and Organizational Citizenship Behaviour and are not meant to be regarded as exhaustive listings of all factors contributing to these phenomena.

On the left side of the column are the examples of factors affecting the turnover intention. The middle column of the table describes the type of impact each factor has as either direct impact or through a mediating factor such as engagement or OCB. The last column on the right categorizes the factors into categories based on the type of value or benefit they are providing. This categorization of economic, social, and psychological is used when describing the benefits of a relationship in marketing literature (Gwinner et al., 1998) and adapted to be used in description of employer-employee relationship (Schweitzer & Lyons, 2008).

TABLE 2 Turnover antecedents - decreasing turnover intention

Factors decreasing turnover intention	Type of impact	Type of value or benefit
Social support (Schaufeli & Bakker, 2004)	Indirect, through engagement	Social
Community and social support (Maslach et al., 2001)	Indirect, through engagement	Social
Manager relationships (Achievers, 2022)	Direct impact	Social

Managerial support (Meduri & Jindal, 2021)	Direct impact	Social
Rewards and recognition (Maslach et al., 2001)	Indirect, through engagement	Economic / psychological
Psychological meaningfulness, psychological safety, and psychological availability Kahn (1990)	Indirect, through engagement	Psychological
Perceived opportunity for development (Robinson et al., 2004)	Indirect, through engagement	Psychological
Perceived Organizational Support (Rhoades & Eisenberger, 2002)	Indirect, through engagement	Psychological / social
Job characteristics (Saks, 2006)	Indirect, through job engagement	Psychological
Procedural justice (Saks, 2006)	Indirect, through organization engagement	Psychological
Sense of feeling valued and involved (Robinson, 2004)	Indirect, through engagement	Psychological
Workload, control, perceived fairness, values (Maslach et al., 2001)	Indirect, through engagement	Psychological
Happiness, well-being, employee experience, recognition, ownership (Costa & Loureiro, 2019)	Indirect, through engagement	Psychological
Organizational justice, trust, social exchange (Lavelle et al., 2007)	Indirect, through OCB	Psychological
Being valued (Achievers, 2022)	Direct impact	Psychological
Work-life balance (Achievers, 2022)	Direct impact	Psychological
Recognition (Achievers, 2022)	Direct impact	Psychological

TABLE 3 Increasing turnover intention

Explanatory variable	Intermediate variable	Type of value or benefit
Co-workers' job search behaviours (Felps et al., 2009)	Direct impact	Social
Unsuccessful coping regarding threats to identity and well-being (Rothausen et al., 2015)	Direct impact	Psychological
Career opportunities elsewhere (Work Institute, 2022)	Direct impact	Psychological
Job specific factors – stress, job characteristics, availability to resources etc. (Work Institute, 2022)	Direct impact	Psychological
Work-life balance (Work Institute, 2022)	Direct impact	Psychological
Total rewards (Work Institute, 2022)	Direct impact	Economic

As seen from the tables above previous studies have proven turnover, engagement, and Organizational Citizenship Behaviour antecedents are versatile and for some part overlapping. The common consensus seems to be that turnover intentions cannot fully be understood and not always anticipated. However, it is still important to listen to the employees and form an understanding of what they want to be able to better retain workforce.

3 DATA AND METHODOLOGY

The subject of the research is a tech company from Finland that employs 25 people. The invitation to the research was sent to all 25 employees whose names were provided by the HR representative of the company. Out of the 25 invitations, 22 interviews were conducted. 2 of those who the invitation was sent to were out of office during the period when the research was conducted and 1 declined the invitation to participate. Thus, the research included almost the whole staff of the company including owners and the management team.

Qualitative research was chosen since the aim of the study is to further explain the phenomenon as well as give the interviewees a chance to explain with their own words how they feel about the topic. Qualitative research fits well to this purpose of expanding understanding of a topic without the need to form universally generalisable and repeatable research results as qualitative research is understood to provide contextual understanding of specific situations (Hirsjärvi & Hurme, 2008).

The interview method chosen was thematic interview where the interview themes and preliminary questions are formed prior to the interview but the interview does not have to follow a strict structure which leaves room for authentic discussion and free flowing of the conversation (Hirsjärvi & Hurme, 2008). This type of half-structured interview method was chosen as the goal of the interview was actively listen to the interviewees opinions on the topic to broaden the understanding of the topic.

The interviews were conducted during January 2022 via zoom online tool. In the beginning of the interview the interviewees were informed about their rights, so that they were all aware that they did not have any obligation to participate in the research process, they were entitled to not answer any specific question if they wished to do so, and they could stop the interview and ask the answers to not be included in the research at any point of the process. They were also informed that their names or other contact information would not be public anywhere and their answers would be handled in a way that they could not be linked back to them.

The questions in the interview included both statements that the interviewees were asked to rate numerically on a scale from 1 to 5 and open-ended questions that they were asked to respond as broadly as they wanted. The respondents were also encouraged to ponder out loud or to elaborate any numeric questions if they felt like explaining further or justifying their numeric answer. This gave more room to the conversation and allowed the interviewees to explain their views on the topics more than just by giving a definite number. The part where the interviewees were asked to rate statements on a numeric scale was done to get data that is easier to combine and compare. The combination of answers on a numeric scale and freely worded discussion on the topic enabled the answers to be represented both as tables and graphs that summarize the data

and as quotes from the interviewees that further elaborate the interviewees' views on the topic.

All the interviews were transcribed, and the numeric results were combined into tables and graphs to display the data in a form that is easy to view and examine. The main method used to analyse the open-ended questions were thematic analysis. Using this method, the answers to each separate question were grouped under same categories to make the structure of the analysis clear and to be able to observe which categories the interviewees viewed as the most important and least important.

4 RESULTS AND ANALYSIS

In this chapter the results of the research are presented. The results relating to each research question of the study are presented in separate sections. The predetermined statements are presented in the order of importance given by the interviewees while all the factors mentioned by the interviewees are categorized into six categories. The base of the categorization are the three categories that are used to explain the type of value provided in an employment relationship. These categories are economic, social, and psychological. As psychological category is the biggest one, and most answers fall into this category, it has been further divided into 3 categories, development & job tasks, well-being, and other intrinsic factors. In addition to these a sixth category, organizational development, is added to include the factors that do not directly relate to the employee themselves but the organization more broadly.

4.1 RQ1: How do employees describe the factors contributing to their everyday willingness to work at the organization?

4.1.1 What is important to the employees?

The interviewees were asked to rate ten statements on a scale from 1 to 5, with 1 being the lowest and 5 the highest rating. The same statements were posed two times. The first round the participants were asked to rate each statement based on how important they considered the fulfillment of the statement. The second time the participants were asked to assess the current situation at their work and give the rating based on how well the statement was fulfilled in their work currently. The participants were also encouraged to elaborate on any rating they gave if they felt like they wanted to give context to their answer.

First round of statements, assessing the importance of the statements, scale:

1 = not important, 2 = low importance, 3 = neutral, 4 = important, 5 = very important

Second round of statements, assessing the current level of fulfillment, scale:

1 = no fulfillment, 2 = low fulfillment, 3 = neutral, 4 = fulfill well, 5 = fulfill very well

The results of these statements are be presented in an order from the highest ratings on importance (most participants assessing the statement as *very important*) to lowest on importance (lowest number of participants assessing the statement as *very important*). The responses were also compared on individual level to gain understanding on the possible gaps people are experiencing between the perceived importance and the experienced current state of fulfillment.

TABLE 4 The statements in order from highest importance to lowest importance

1	My work provides me with opportunities for development
2	I enjoy being part of our work community
3	I enjoy my daily work tasks
4	The projects I work with are interesting
5	I feel that my work is meaningful
6	I feel valued in my work
7	The organization's values align well with my own values
8	I am satisfied with my salary
9	Our office is comfortable and pleasant to work in
10	I am satisfied with fringe benefits provided by my employer

4.1.1.1 My work provides me with opportunities for development

Opportunities for development was weighted as either important or very important 21 times out 22, with only one participant rating it as neutral. Current fulfillment was evaluated to be high as well with 19 participants evaluating it to be fulfilled well or very well and only 3 participants as neutral.
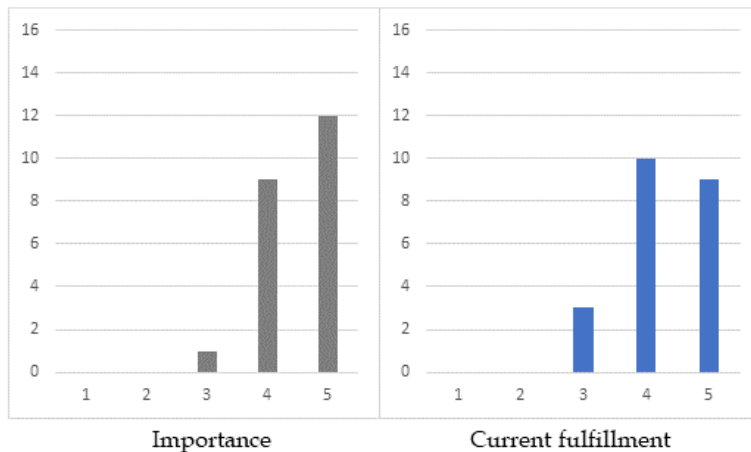

FIGURE 2 Opportunities for development – importance & current level of fulfillment

> *(5 on importance)*
> *"… it should be alarming if you feel like you're stagnating."*
>
> *(5 on current state)*
> *"…we've just had this new thing that we are allowed to spend working time to self-studying. I think that is a great revision. It is always one day a month that we get to spend on it. It is very nice."*

The figure below displays visually the gaps between the perceived importance of the statement and the current level of fulfillment as experienced by the

employees. The numbers on the bubbles represent how many times this combination of importance emerged. For example, in the context of this statement, 6 interviewees stated that their perceived importance of opportunities for development and the actual current opportunities can be both rated as five (very important & very well). 5 interviewees rated both importance and current level as 4 (important & well) and one interviewee both as 3 (neutral & neutral). This could be interpreted as total 12 of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. On the other hand, 3 employees felt that current level of fulfillment went beyond the perceived importance and in total 7 employees felt that the current level of fulfillment did not meet the level of perceived importance.
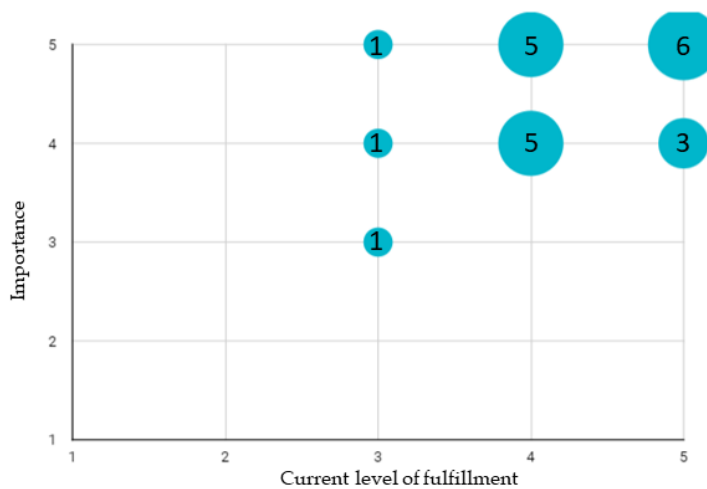

FIGURE 3 Opportunities for development – comparing the importance and current level of fulfillment

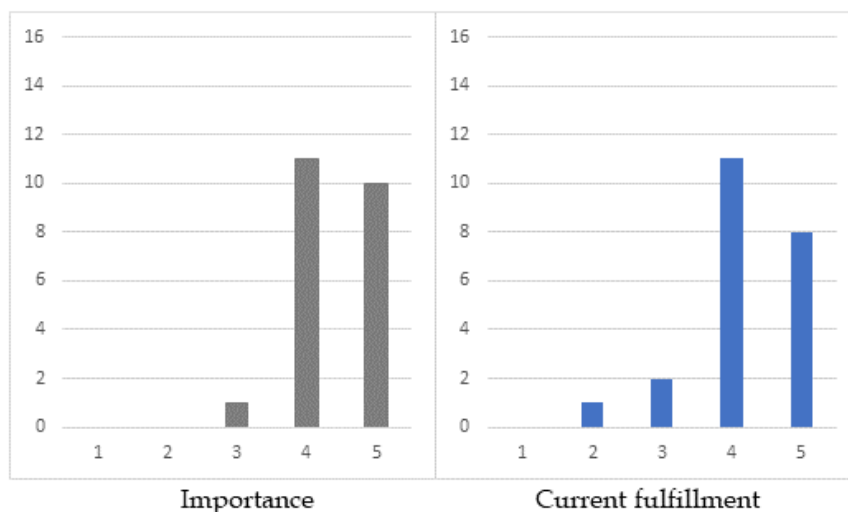### 4.1.1.2   I enjoy being part of our work community

FIGURE 4 Enjoying being part of the work community – importance & current level of fulfillment

Enjoying being part of the work community was weighted as either important or very important 21 times out 22, with only one participant rating it as neutral. Current fulfillment was evaluated to be high as well with 17 participants evaluating it to be fulfilled well or very well and 2 as neutral. One interviewee felt that the fulfillment was low.

(4 on importance)
"I've thought about that a lot… It is important but it is not vital. I have noticed that I get more out of it when the job itself is enjoyable. I do get along with all kinds of people, so that it is not a problem. But it (the work community) is clearly less important than the work itself."

(3 on the current level)
"I've experienced some kind of isolation now during covid. And I am not sure what I would mean by saying that a enjoy being part of the work community… I think if it was clear that we have a great community, I'd definitely recognize that it feels super great."
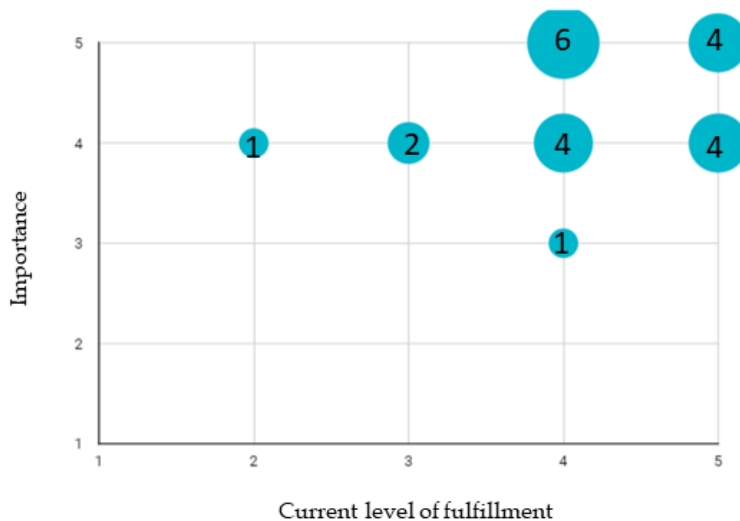

FIGURE 5 Enjoying being part of the work community – comparing the importance and current level of fulfillment

Regarding enjoying being part of their work community, in total 8 of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 5 employees felt that current level of fulfillment went beyond the perceived importance and in total 9 employees felt that the current level of fulfillment did not meet the level of perceived importance.
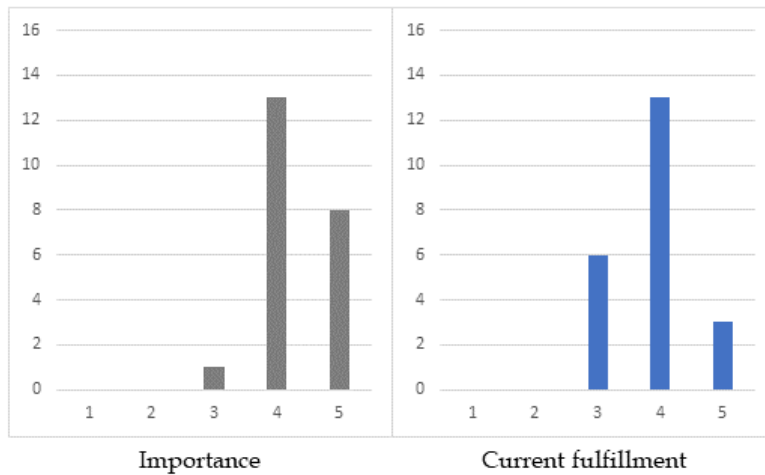
4.1.1.3 I enjoy my daily work tasks

FIGURE 6 Enjoying daily work tasks – importance & current level of fulfillment

Enjoying daily work tasks was weighted as either important or very important 21 times out 22, with only one participant rating it as neutral. Current fulfillment was evaluated to be fulfilled well or very well by 16 participants while 6 participants evaluated their experience of fulfillment as neutral.

(4 on importance)
> ”I think on average the work tasks should be motivating, important and something enjoyable. But they can't always be to one's liking. Sometimes there are those tasks that just need to be taken care of and that is not so enjoyable.”

(4 on importance)
> ”I've thought before that I should be able to enjoy my work tasks somehow. That is something that I used to go for before. Now I think my own attitude towards the whole working life has changed and maybe that doesn't… I now understand that a job is just a job. Still, it is important to somehow like the job to hold it all together.”

(4 on importance)
> "Surely working is allowed to feel like working because in the end it is done for money, and you get compensation for doing the work. But anyway, I wouldn't do that job if I didn't get any joy out of it."
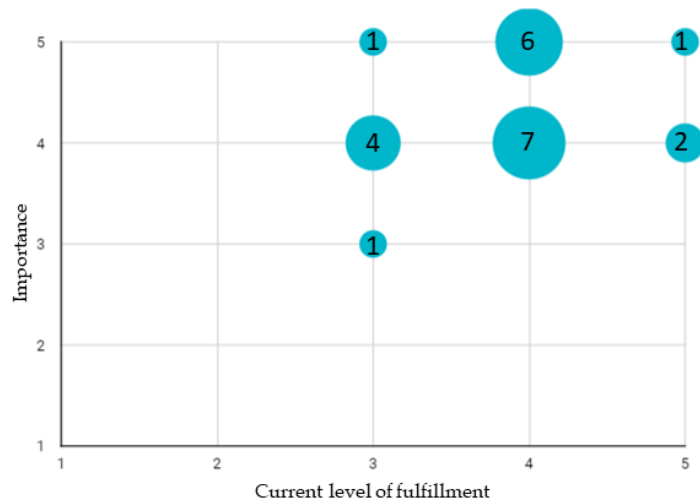
FIGURE 7 Enjoying daily work tasks – comparing the importance and current level of fulfillment

Regarding enjoying daily work tasks, in total 8 of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 2 employees felt that current level of fulfillment went beyond the perceived importance and in total 11 employees felt that the current level of fulfillment did not meet the level of perceived importance.

4.1.1.4   The projects I work with are interesting*

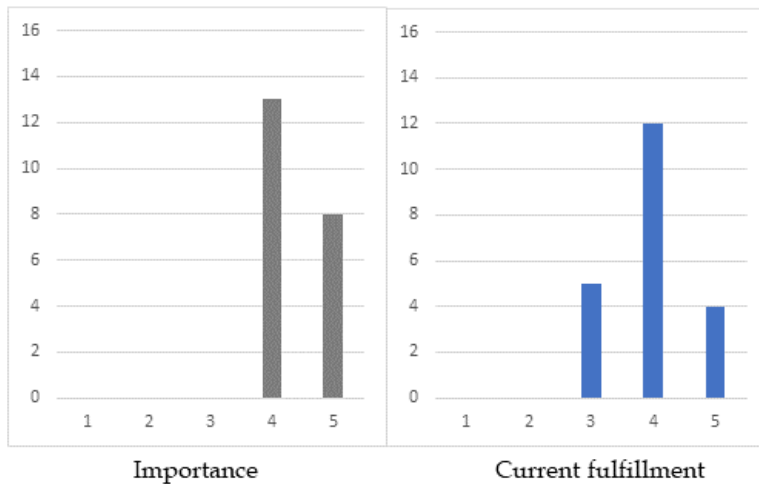*21 respondents as one of the people interviewed did not anwer the question since it was not applicable to their job

FIGURE 8 Opportunities to work with interesting projects – importance & current level of fulfillment

All the participants viewed the opportunity to work with interesting projects as either important or very important. 16 participants evaluated the current situation to be fulfilled well or very well and 5 participants evaluated it as neutral.

(5 on importance)

"This is very important to me because it… It gives off some extra motivation when the work itself and the projects are interesting and valuable. Those are good chances for self-development as well as they are good for the company as well."
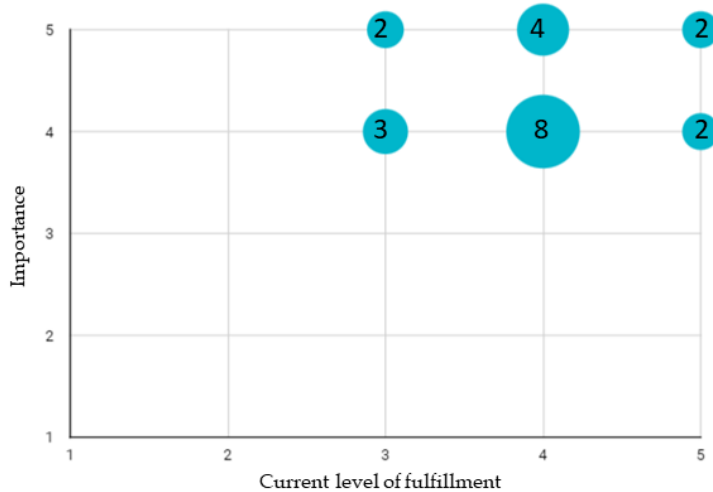

FIGURE 7 Opportunities to work with interesting projects – comparing the importance and current level of fulfillment

Regarding opportunities to work with interesting projects, in total 10 of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 2 employees felt that current level of fulfillment went beyond the perceived importance and in total 9 employees felt that the current level of fulfillment did not meet the level of perceived importance.

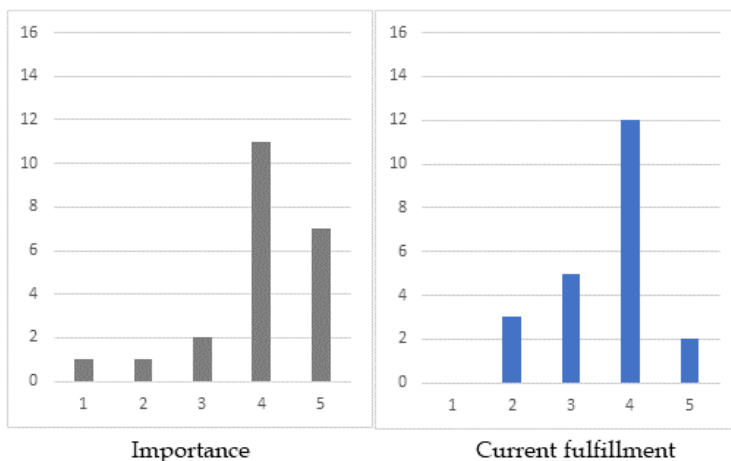### 4.1.1.5 I feel that my work is meaningful

FIGURE 8 Meaningfulness of the work – importance & current level of fulfillment

Meaningfulness of the work was weighted as either important or very important 18 times out 22, with two participants rating it as neutral, one as low in

importance and one as not important at all. 2 participants evaluated the current level as being fulfilled very well, 12 participants as well, 5 as neutral and 3 as low.

> *(4 on importance)*
> *"It is important to me to be able to help the customer. That is something that motivates me throughout the day."*

> *(4 on importance)*
> *"There needs to be something there… Some kind of impact, like broader impact. Either by developing the customer's business or then relating to our company's goals."*

> *(1 on importance)*
> *"I also have those types of tasks that I think make no sense, but I have to do them if the customer so wants. Or I don't know, I'm the type of person to just do what I am asked, and I don't think what the meaning behind them is."*

> *(4 on current state)*
> *"Certainly, these are important to the customer but in the end websites are not ground-breaking things. If you compare with other jobs you could do, we are not saving lives here."*
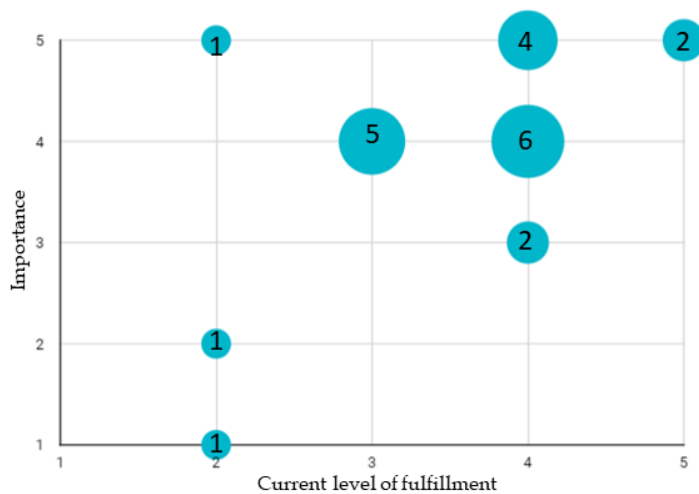

FIGURE 9 Meaningfulness of the work – comparing the importance and current level of fulfillment

Regarding meaningfulness of the work, in total 9 of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 3 employees felt that current level of fulfillment went beyond the perceived importance and in total 10 employees felt that the current level of fulfillment did not meet the level of perceived importance.
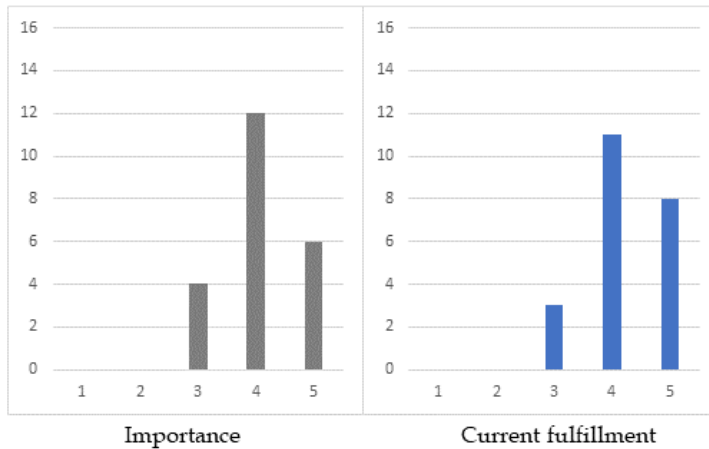
4.1.1.6 I feel valued in my work

FIGURE 10 Feeling valued – importance & current level of fulfillment

Feeling valued at work was weighted as either important or very important 18 times out 22, with 4 participants rating it as neutral. Current fulfillment was evaluated to be high as well with 19 participants evaluating it to be fulfilled well or very well and only 3 participants as neutral.

> *(4 on importance)*
> *"I think the most important thing is that you value yourself. That'll do even if others don't show appreciation."*
>
> *(3 on importance)*
> *"Yeah, sure, I am good at evaluating myself when I have succeeded and when I have not. So that is why I won't give a higher mark. Of course, lack of appreciation could be a bad thing as well. That's why the middle ground."*
>
> *(3 on importance)*
> *"Maybe just working together is enough. I don't think that I'd need anything special, just the feeling of working forward together."*
>
> *(5 on current state)*
> *"In slack we have this 'praises and thanks' channel where people post positive feedback on each other. It helps a lot to get positive feedback for a job well done. Sometimes it saves the day if I feel like nothing is going right and someone messages that "hey, you are doing great'."*
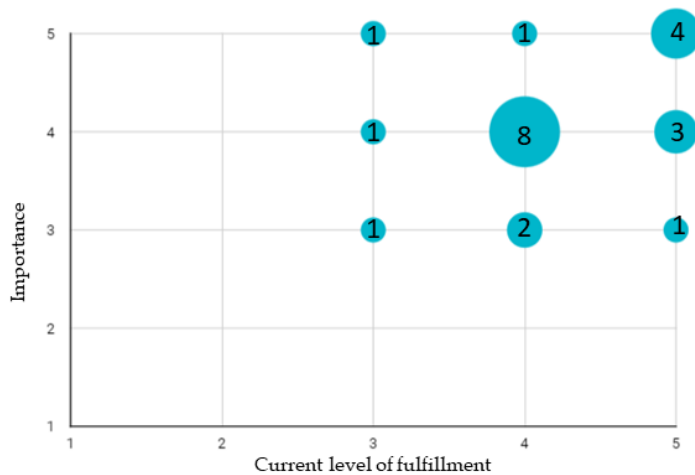
FIGURE 11 Feeling valued – comparing the importance and current level of fulfillment

Regarding meaningfulness of the work, in total 13 of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 6 employees felt that current level of fulfillment went beyond the perceived importance and in total 3 employees felt that the current level of fulfillment did not meet the level of perceived importance.

4.1.1.7 The organization's values align well with my own values
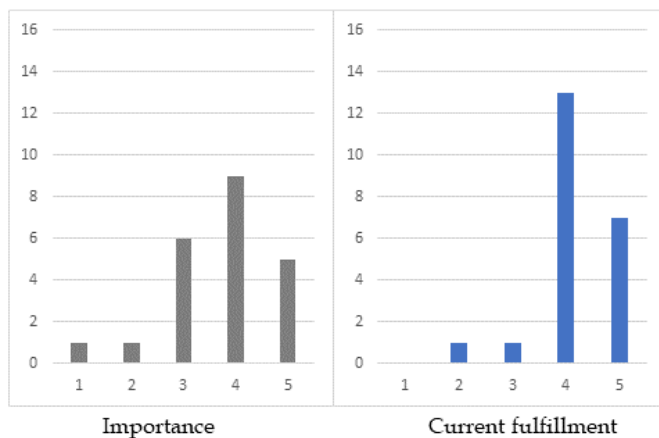
FIGURE 12 Aligning values – importance & current level of fulfillment

Organizations values aligning well with the participant's own values was rated as either important or very important 14 times out 22, with 6 participants rating it as neutral, 1 as low importance and 1 as not important at all. Current fulfillment was evaluated to be high as well with 20 participants evaluating it to be fulfilled well or very well while only 1 participant rating it as neutral and 1 as low.

> *(5 on importance)*
> *"That is very important. And also, so that the values don't seem to be just glued on and presented somewhere on one slide. But rather that they really steer the operations and show in different actions. I think that is very important."*

(2 on current state)
"… I don't think they are that clear. The values are not explained adequetly. We talk about how this is (the organization's name) way of working. But I think that relates more to the technical operations, those that we have information security and we have heavy servers and so on… But I don't see what is (the organization's name) way of working in a team or in different encounters or… I think the values are on quite generic level."

(1 on importance)
"I have never thought about our values."

FIGURE 13 Aligning values – comparing the importance and current level of fulfillment

Regarding organization's values aligning with employee's own, in total 9 of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 10 employees felt that current level of fulfillment went beyond the perceived importance and in total 3 employees felt that the current level of fulfillment did not meet the level of perceived importance.

4.1.1.8   I am satisfied with my salary

FIGURE 14 Satisfaction with salary – importance & current level of fulfillment

Satisfaction with salary was weighted as either important or very important 17 times out 22, with 4 participants rating it as neutral, and 1 as low importance. Current level was evaluated to be fulfilled well or very well by 17 participants and as neutral by 5 participants.

> *(4 on importance)*
> *"…it (the salary) must be adequate. It is a bit like a hygiene factor, by that I mean that it needs to be enough, and it needs to be in order. You have to be able to pay your bills. And now looking at the increasing inflation and the way everything, like fuel and electricity, is becoming more expensive, it leads to situation where less and less of the pay is left for other expenses. In that sense the salary must be adequate, and it needs to be reviewed to keep up with the times."*
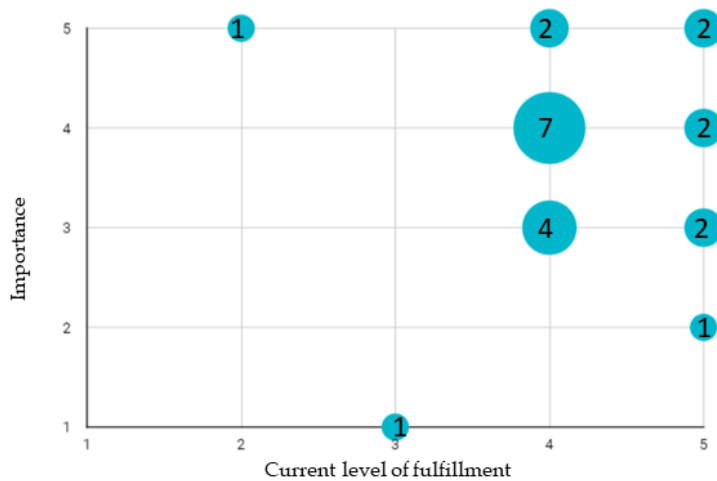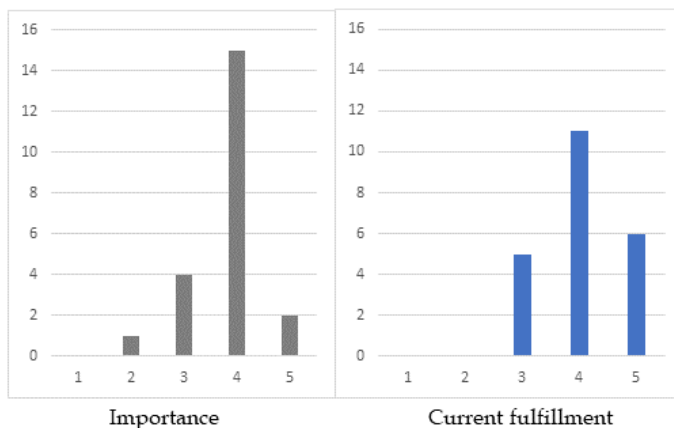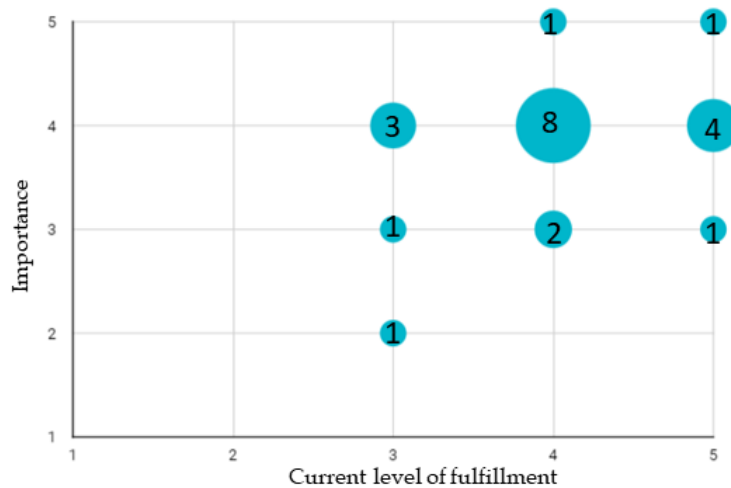

FIGURE 15 Satisfaction with salary – comparing the importance and current level of fulfillment

Regarding organization's values aligning with employee's own, in total 10 out of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 8 employees felt that current level of fulfillment went beyond the perceived importance and in total 4 employees felt that the current level of fulfillment did not meet the level of perceived importance.

4.1.1.9 Our office is comfortable and pleasant to work in
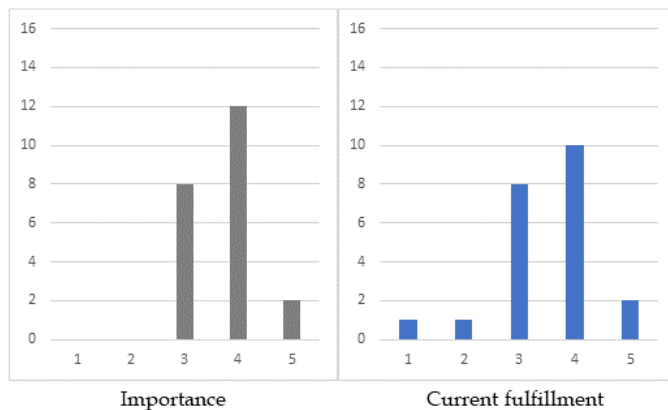
FIGURE 16 Comfortable and pleasant office – importance & current level of fulfillment

Comfortable and pleasant office was weighted as either important or very important 14 times out 22, with 8 participants rating it as neutral. Current level was evaluated to be fulfilled well or very well by 12 participants, neutral by 8 participants, as low by 1 participant and not fulfilled at all by 1 participant.

(1 on the current state)
"…we have only desks, a messy, inoperative meeting room and nothing else. We have a phone booth, which is the coolest thing here. We have a couch that no one uses and a funny light board. But that's it. For example, we have nothing for building team culture."

(5 on the importance)
"… [it is important] to have good ergonomics and well-working office equipment."

FIGURE 17 Comfortable and pleasant office – comparing the importance and current level of fulfillment

Regarding comfortable and pleasant office, in total 13 out of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 2 employees felt that current level of fulfillment went beyond the perceived

importance and in total 7 employees felt that the current level of fulfillment did not meet the level of perceived importance.
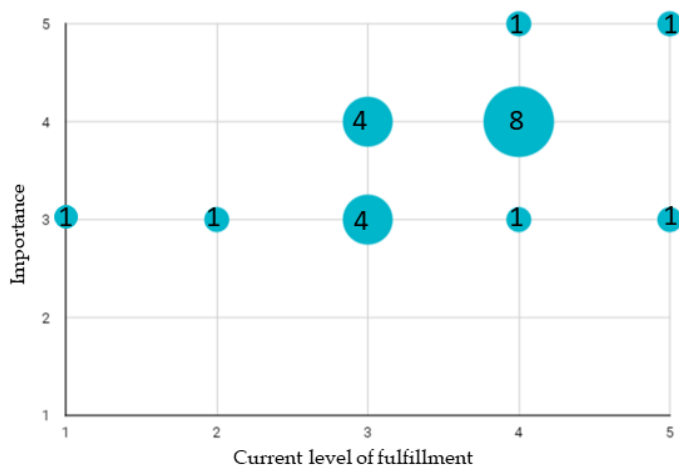
4.1.1.10 I am satisfied with fringe benefits provided by my employer
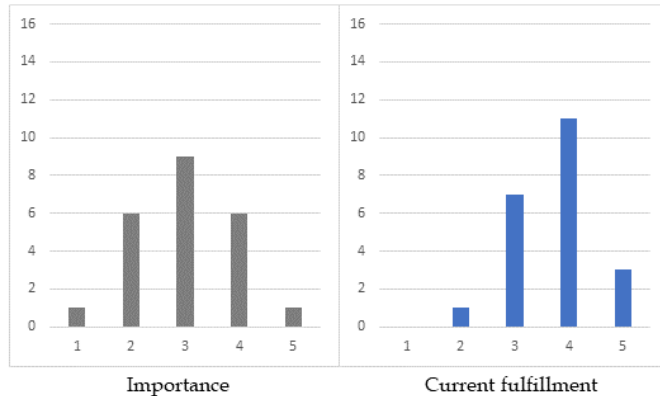
FIGURE 18 Benefits provided by the employer – importance & current level of fulfillment

Satisfaction with fringe benefits provided by the employer was weighted as either important or very important only 7 times out 22, with only 7 participants rating it as neutral, 6 as low importance and 1 as not important at all. Current level was evaluated to be fulfilled well or very well by 14 participants, neutral by 7 participants and as low by 1 participant as.

> *(2 on importance)*
> *"For me the main things are the meaningfulness of the job itself and the work community and salary…Those other benefits are not that important."*

> *(2 on importance)*
> *"I haven't really thought about those benefits. In my opinion the meaningful work tasks and the good work atmosphere are the most important things. Those other benefits could be an additional plus, I think. I don't go to work to get benefits but for the people and the work tasks themselves."*

> *(4 on current level)*
> *"Many companies have like dental care or stuff like that. So of course, listening to those I'm thinking 'oh boy, I wish we had that too'."*
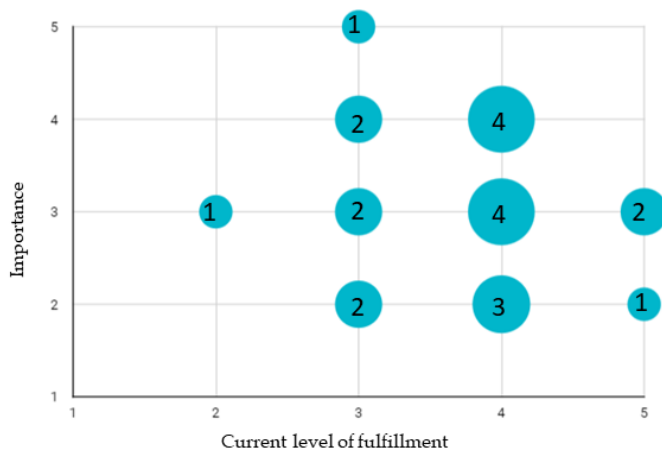
FIGURE 19 Benefits provided by the employer – comparing the importance and current level of fulfillment

Regarding benefits provided by the employer, in total 6 out of 22 employees felt that the current level of fulfillment met their perceived importance of the factor. 12 employees felt that current level of fulfillment went beyond the perceived importance and in total 4 employees felt that the current level of fulfillment did not meet the level of perceived importance.

4.1.2 Sources of daily work motivation

The interviewees were asked to tell in their own words what currently motivates them in their daily work. The question was the first question of the whole interview, and the participants were asked to answer in their own words what comes first to mind. Most participants responded with couple of different factors and examples of motivating instances at work.

As the participants responded with their own words, the way the responses were worded varied. During the analysis process all similar answers were grouped together and given a descriptive name to summarize the factors brought up during the interviews. Finally the factors were categorized into the six categories explained in the beginning of this chapter.

The categories that were mentioned the most were social factors (20), development & job tasks (17) and other intrinsic factors (16). The table below represents all the categories and the amount of mentions each category got.

TABLE 5 – Categories describing everyday work motivation

Category	Times mentioned
Social	20
Development & work tasks	17
Other intrinsic factors	16
Economic	3
Organizational development	2
Well-being	-

4.1.2.1 Social

Social factors

Social factors were mentioned most of all the categories and it was often mentioned among other factors almost as an obvious one that just need to be added to the response since it does have significant importance. Also, the effects of Covid-19 pandemic and recent years working remotely were mentioned in the responses. This could signify that the importance of a work community has been something that has been emphasized in the minds of the interviewees as well as the public discussion.

> *"I'll have to mention that the work community is very important. Or I could say that in the end it is the most important thing. Whatever you do at your work if you don't like the work community, you don't even want to go to the office. A good team so that everything works and we can discuss things, that is what is important."*

> *"Well, now due to the Covid-times, the work environment has mostly been at home. So remote. But the work community… It does develop online as well. So it is motivating to have a good work atmosphere where it is nice to joke around for example."*

Helping others was mentioned a couple of times as a motivator.

> *"And then it is good to see that my work helps others and supports things. And helps others to be more efficient in their jobs. It is super important to me to help others. That is actually the number one thing for me."*

Customer encounters was mentioned as a source of motivation a few times. The motivation originating from customer encounters could have been grouped together with other social factors but as relationships with co-workers and customers differ a lot from each other, a separate category was created for the customer encounters.

> *"The customers and the relationships with the contact person of the customer company are important. Getting to discuss with them about new solutions that they'd need and what they see could be improved. And doing work to get the best possible solution, that is important."*

4.1.2.2 Development & work tasks

Career or self-development was mentioned multiple times, often accompanied with a mention about adequately challenging work that leads to learning.

> *"Of course, learning new things if I get to work on something a bit more challenging or something that I feel like I can't quite do yet. But if I successfully finish those tasks and learn something new during the process."*

"And one personal source of motivation is that I get to learn a lot all the time and develop myself. I have quite free reigns so that no one really tells me that 'now you have to do this and that'."

Some mentioned career development as a separate goal that has been in the plans for a longer time and towards which the individual is working determinately.

"I have changed jobs and I am motivated by the opportunity to learn new things in this job. I see this as somehow a career… This progresses my career towards what I really want. This is more like what I ultimately want than my previous job. So maybe the motivation comes from the career progression. Or the self-development."

The mentions on interesting projects and work tasks were simple, solely stating that interesting work is a good source of daily motivation.

"When I get to do something that is important to myself, it is motivating."

"Also having an interesting and valuable product to sell so that I can fully support it. That is definitely important."

4.1.2.3   Other intrinsic factors

The mentions counted into the category of involvement and control talked mostly about the benefits of a small, agile company where the employees' sense that they can influence the direction of the company and their opinions and views are taken into consideration.

"Well, it is so that this company is quite small, I haven't been working in any big corporations, but if I had to guess, I'd say that this is more agile and we have lower hiararcy here. We can contact the management and we can more easily point out points of development with a lower threshold…"

"And maybe the most important thing that I'd like to raise is that I get to really influence things and I get to, so to say, look under the hood and see how things are done. It is possible to voice opinions and views…"

"It motivates me that we have this right and freedom to seize opportunitied. I mean that if I'd been interested in something or thought about if something could be done. If I've wanted to steer my job to more these and these type of things, we've kind of had the right to do so and we've been listened to well."

Sense of accomplishment was mentioned both in the context of tackling small daily work tasks as well as in the broader context of taking pride in one's own work.

"I am motivated by… um… I am a performance-oriented person. I have noticed that I am motivated when I can get things done. Like physically I get a good feeling when I can cross off things from my to-do -list."

"I feel some kind of professional pride, so that when I am [doing the work] I want it to be good. I can say to everyone that I have made it. So at the moment it motivates me a lot that I want to do my job well."

"And having enough skills to keep up with others, so that I don't get pushed to the side. That creates a feeling of meaningfullnes to the job."

"Finding a problem and finding out the reason behind it and solving the problem."

4.1.2.4 Economic

Salary or money as a source of motivation was mentioned a few times. It was mentioned each time in the end briefly.

"Obviously the salary is a big part of the motivation, I am not doing this as a hobby."

"Also, a big source of motivation is money."

4.1.2.5 Organizational development

The will to see the company thriving was mentioned a couple of times.

"And then seeing us moving from one level to other and developing, that is what motivates me. Somehow it keeps… I have noticed that I need to see things happening. So that it is noticeable when work has been done and things have gone forward. The motivation comes through these things."
"I have a list of things that I want the company to accomplish within the next year, and I monitor it actively."

4.2 RQ2: How do employees describe the reasons for possibly staying with the organization in the future?

The interviewees were asked to describe reasons or situations that would make them want to stay with the organization in the future. The question was worded as: "What would have to happen…". These answers were considered to be the expectations that the employees have towards their employer. The factors mentioned during the interviews were categorized into the six categories presented in the beginning of this chapter. The table below presents the categories and how many times each category was mentioned in the context of this question.

TABLE 6 - Categories describing reasons for possibly staying with the organization in the future

Category	Times mentioned
Development & job tasks	10
Well-being	6
Organizational development	4
Economic	3
Social	2
Other intrinsic factors	-

Development & job tasks

Development, daily work tasks and control over one's own work was mentioned the most times as something that should happen or improve for the employees wanting to continue working for the company in question. The interviewees talked about wanting to have challenging work tasks and opportunities for development as opposed to being stuck in the same role and tasks for too long.

> "… so that you can develop in your work and get new challenges. And to have time for self-studying."

> "Well, work tasks would have to stay interesting, and I would have to have the opportunity to develop. And also, the salary would have to grow adequately."

> "It would be to grow more into an overall expert in our field … So that as many as possible of us could get the chance to develop these sides of us."

> "I would need to have a new area of responsibility more strongly in my work. By then I will have multiple years of experience of this basic level work. And it is important but to have an area of responsibility that I could take on and decide about. That would be the appropriate progression in my opinion."

The freedom to change own work role came up in couple of answers when the participants talked about wanting to either change positions or leave out some parts of their current role at work.

> "And then, so that I could focus on [the work tasks] that I am most interested in. But I have to do so much of everything else that is not my passion. So that I could leave that everything else and only focus on the things that I feel are important."

> "If I could move to a completely new role within this company and I wouldn't have to think about the previous tasks at all. I think that would be something… It would be easier to stay in house."

Well-being

The worry about extensive workload was a significant theme throughout the interviews. The participants talked about their concerns about having excessive workload that they were afraid that could lead to fatigue and burnout. However,

it was commonly agreed that an excessive workload is not an issue if it only lasts for a short period of time.

"Everyday way of working and every day activities would have to be organized a bit differently, so that it would not be so straining for myself. It would make everyday life easier … Maybe people's tasks should be allocated somehow. Now we have that type of policy that everyone does absolutely everything. Now it is a bit of a mess, so that you can't really… Only a few are able to pull through and even those ones get tired quickly."

The interviewees talked about the importance of open and honest organizational culture and hoped for the continuance of mutual respect between the employees and the employer.

"I would hope for a change in culture towards even more openness. We have the goal that [case organization] would be an attractive workplace and I think it all starts with us all being humane to each other and understanding of different aspects of both work and personal life. And so that people could be themselves, showing all work-related emotions, both happiness and sadness. No one needs to pretend anything."

"This type of mutual respect that we now have between the employer and the employee needs to continue. And in a way that I feel needed and appreciated here and it shows in my work tasks and pay as well."

Also, the availability of psychological support was seen as something desirable.

"… as I have understood, traditionally in the IT field not that much of attention has been paid to the psychological side and in my opinion that affects in the work community… Because this is constant problem-solving day in, day out … No one should be left to ruminate until eventual exhaustion, but help should be given and the requests for help should be reacted to with compassion. I believe it is an important theme. I think it has been paid attention to here, but I can't talk certainly for other people."

The freedom to choose between working remotely and working from the office was seen as an important factor.

"I don't think the job duties or other things would have to change that much. It will be mostly due to whether I will move to other location and to do with that the possibility to work remotely."

"Of course, the flexibility regarding work from home and office work needs to obviously remain, whether there is a pandemic or not. It is important to me that we have flexibility, and it is possible to arrange everyday life around the work life … I

would not want to have any fixed days, so that you would have to be at the office for example every Monday and Thursday. That would not sit with me."

Organizational development

Organizations strategy and future direction of business was seen as something that should change in accordance with the individual's own wishes and goals.

"… so that the operations model, I'd clearly see that it is changing. Maybe towards somehow more agile or more modern direction. So that things would be done to… Now I think we are a bit more old-fashioned that could be… What a modern company could be within this field."

"And maybe also the direction, where we are going [would have to change]. Like the choices in technology and the direction of business, maybe that would have to change somehow as well."

"The business focus would have to change slightly. I think it could be that our way of working would be diverted more towards the appreciation of planning and designing or stronger highlight on it."

Economic

The importance of monetary compensation and the importance of getting a pay rise was often mentioned in conjunction with the goal of career progression. It was often mentioned that the pay needs to progress in line with the requirements and responsibilities of the job.

"Another thing is obviously the pay. The fact is that the best way to raise one's pay is to change jobs. So, I hope this is something that is taken into consideration here in my current workplace."

Social factors

Work community did not get as many mentions as other categories despite being rated as one of the most motivating factors during other parts of the interview. The explanation for this could be that the participants were mostly happy with their current work community and thus did not perceive it as something that would need to change.

"For me it is important that I have a work community and that I can share my everyday life with them. I would like to have peer support from my work community. If there were more likeminded colleagues so that I'd have those work friends."

"… I'm thinking that the atmosphere of the work community would have to change somehow. It obviously has a lot to do with these times and covid, since we are mostly remote."

"I miss going out to the big world. We should have seminars and training trips and these types of things."

4.3 RQ3: How do employees describe the reasons for possibly leaving the organization in the future?

As opposed to the previous question, the interviewees were also asked to describe reasons or situations that would make them want to leave the organization or start looking for a new job. The question was similarly worded as: "What would have to happen…". These answers were considered to be breaches of psychological contracts or negative expectations the employees recognized as something that would make them consider leaving. The factors mentioned during the interviews were categorized into the six categories presented in the beginning of this chapter. The table below presents the categories and how many times each category was mentioned in the context of this question.

TABLE 7 - Categories describing reasons for possibly leaving the organization in the future

Category	Times mentioned
Social	9
Other intrinsic factors	6
Well-being	4
Organizational development	3
Development & job tasks	1
Economic	-

Social
A change in the work community or mass resignations of co-workers was mentioned as something that could make the participants consider whether they want to continue their employment or follow their colleagues' example.

"One would be if all my colleagues turned into poopheads. That'd be one."

"Maybe not having support from the work community."

"Many colleagues would need to leave at the same time or something else big."

Some interviewees mentioned that they would start considering changing jobs if there were either unresolvable conflicts or if the organization's failure would seem as something unavoidable.

"Or then otherwise if I somehow felt that things are going wrong. I mean, so that we would absolutely not get anywhere as a company, even if we tried. And things started to be bad, we'd be making a lot of losses and got completely stuck."

"Now we've had a lot of resignations within the past year, so if now we had more, especially key people, resigning and if it looked somehow obvious that the company will… Maybe not go into bankruptcy, but to grow significantly smaller. That'd be something to make me look for a new job."

One factor that the interviewees brought up as something that could lead to their resignation was the feeling of not being valued.

"Yes, being heard and the appreciation of my vision because it has to do with how I am valued in the work community. And it also relates to that, if some of the operating models that I see as functional, so if those are not seen as relevant, that makes me wonder… Because I see them as relevant and I have the arguments for them, so if still nothing was done about them, I'd wonder why."

"If for some reason I'd start to feel like what I am doing is not appreciated. That could be very triggering."

Other intrinsic factors

Violation of organizations values or breaking the mutual trust was mentioned the most times as something that would make the employees want to leave the organization. However, most interviewees that mentioned these violations, also stated that it was something that they did not believe could happen.

"I don't think this is very realistic, but if something stupid came up… Something like publicly supporting anti-vaxx… Some type of absolutely irrational value. So that we'd start to fly the flag for something that I'd consider absolute nonsense."

"If something happened and the values of the employer changed. So that we'd have direct racism at the workplace or something…"

"Obviously some outrageous abuse from the management, which I am by no means afraid of. But I would leave as a protest of something was done wrong. Towards a colleague or also customer."

Well-being

The concern about excessive workload came up in both categories. Other interviewees stated that an improvement in the amount of workload would help them to make the decision to stay within the organization while others brought up the effects of excessive workload as something that could lead to their resignation.

"… maybe such a thing, if the workload was so heavy… and because my work is that type of work that I'm under time pressure and I have to solve problems within certain timeline. So, if it was so that the problems just keep piling and can't… If I didn't realistically have time to solve the problems as quickly as I should. If most days were like that, it would make me consider changing jobs. At least in the long run."

"… if the workload is excessive, people end up multitasking and as we know, it is bad for the brain health and there is the risk of burnout. And in haste bad decisions might be made and then you need to fix them in the future feeling even more rushed."

"And if the workload is not controlled in the long run, if it is excessive. Then I'd have to think how I'd manage it and should there not be a solution to be found, I certainly would not want to fall ill because of stress. Maybe that could be the worst-case scenario when I could have those thoughts of leaving."

"But not having as much mishmash, of which everything needs to be… Now we have to mark everything, I have a clock ticking all the time, measuring what I do and how much… I see it being stressful sometimes. If there was a company where you would work on one project at a time and dedicate a whole day for it, that sounds like a tempting alternative. If a competitor would clearly promote that, it could be tempting."

Organizational development

Organizations strategy and future direction of business was seen as something that could lead to the employees wanting to resign should it not be in line with their own goals and ambitions.

"If we absolutely got stuck with our vision, in a way that in my opinion we'd be stuck in things that are not in line with what I want to go for… Let's say, a case that we'd strongly geared towards only technical things… Somehow went down a different path. That'd be something that would make me want to change jobs."

"Well surely if somehow… the organizations strategy changed in a way that my own scope would narrow down to minimum, and the work tasks got boring. Or if we changed businesses to something that I am not interested in at all. Some things like these."

"Another thing could be if I got interested in some technology that is not possible to work with here."

Development & work tasks

One very practical mention was regarding the daily work tasks.

"Something like a change in the job duties in a way that I'd only have unsatisfactory work tasks. If that continued all time, that I'd only have annoying work tasks. That's when I most likely would think about leaving."

"Maybe such a thing like if projects become less demanding or more so-called cheap projects, that could be one thing..."

Economic

None of the interviewees mentioned any factors falling to the economic category when answering to the question of factors that would make them leave. However, throughout the discussion, many participants stated that something that could make them consider leaving the organization would be a significantly better-paid job offer from a competitor. Nonetheless, most of the participants continued by stating that the other attributes of the job offer would also need to be equally attracting to the current job if not even more attractive.

4.4 Exploring the expectations

After talking about what would make the participants to either stay or leave the organization, the same factors that came up during the conversation were repeated back to the interviewees and they were asked to give each factor two numeric values, one evaluating the importance and one evaluating probability. The importance was asked to observe how much value the interviewee gave to this factor that came to their mind during the open-ended conversation. The probability was asked to evaluate how likely the participant perceived the fulfillment of scenario they described. The participants were asked to give a numeric value to both aspects on a scale from 1 to 5.

The importance of the factors, scale:

1 = not important, 2 = low importance, 3 = neutral, 4 = important, 5 = very important

The probability of the factors' fulfillment, scale:

1 = very unlikely, 2 = unlikely, 3 = neutral, 4 = likely, 5 = very likely

Some of the possible reasons for staying within the organization or leaving the organization can be considered as the employees' expectations towards the employer and others as psychological contracts that should not be broken.

As presented in the theory chapter, Expectation Grid is a framework that can be used to assess different types of expectations in public relations research (Olkkonen & Luoma-aho, 2015). When utilizing the Expectation Grid, people's expectations can be placed on a double dichotomy based on the type of the outcome (positive – negative) and the experienced confidence in the organization in question (high – low). Based on the position of the expectation the factors can

be categorized into four different categories: cynical expectations, optimistic expectations, pessimistic expectations and cautious or blind faith expectations. In this study the expectations and psychological contracts in place were categorized based on these four categories presented in the Expectation Grid.

When examining the positive expectations, a probability rated as 4 or 5 was regarded as optimistic, 3 as neutral (between optimistic and cynical) and 2 or 1 as cynical expectation. The other way around when examining non-fulfilment or violation of the expectations or psychological contracts that the interviewees brought up as something that would make them to consider leaving the organization, a probability rated as 4 or 5 was regarded as pessimistic expectation, 3 as neutral (between pessimistic and cautious or blind faith) and 2 or 1 as cautious or blind faith expectation.

4.4.1   The reasons for possibly staying within the organization in the future
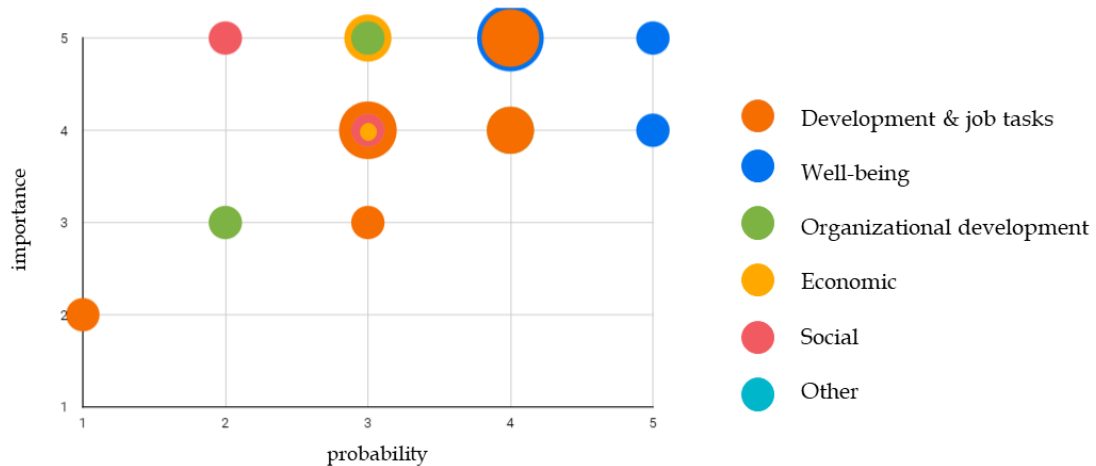

FIGURE 20 Visual representation of the relationship between importance and probability – reasons for possibly staying with the organization in the future

TABLE 8 Exploring the expectations – reasons for possibly staying with the organization in the future

Categories	Optimistic expectation	Neutral	Cynical expectation	Total of times mentioned
Development & job tasks	5	4	1	10
Well-being	6	-	-	6
Organizational development	2	1	1	4
Economic	-	3	-	3
Social	-	1	1	2
Others	-	-	-	-

All the interviewees that mentioned factors falling to the category labelled as "well-being" were optimistic about the fulfilment of their expectations in the

future. The category with most mentions, "development & job tasks" split in results a bit more, with 5 out of 10 interviewees who mentioned this category perceiving the fulfilment of their expectations optimistically, 4 as neutrally and 1 as cynically. The answers fitting to category of "organizational development" fell into all categories as well with 2 of 4 interviewees perceiving it optimistically, 1 neutrally and 1 cynically. All answers regarding the category "economic" were seen as neutral and both answers in the category "social" were either neutral or cynical.

4.4.2 The reasons for possibly leaving the organization in the future
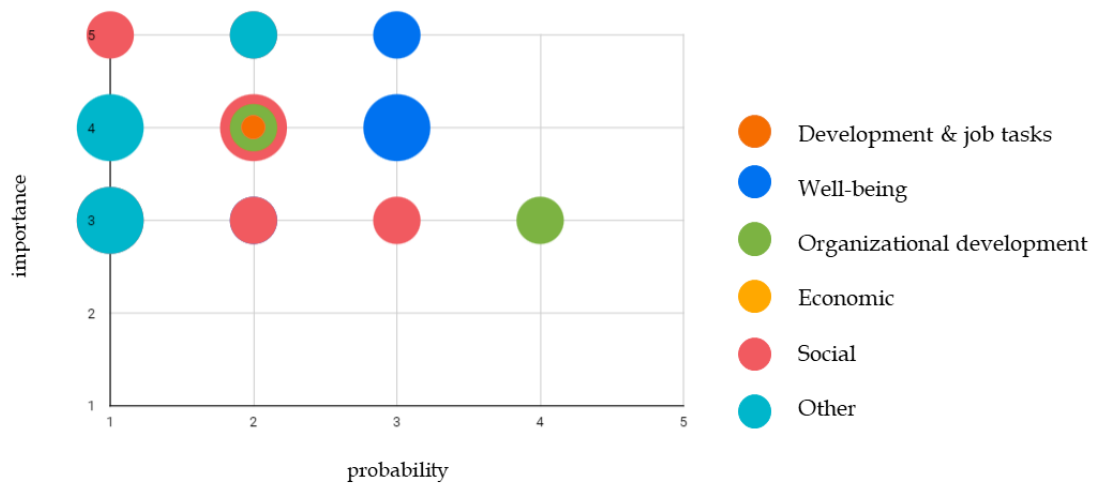

FIGURE 21 Visual representation of the relationship between importance and probability – reasons for possibly leaving the organization in the future

TABLE 9 Exploring the expectations – reasons for possibly leaving the organization in the future

Categories	Cautious or blind faith expectation	Neutral	Pessimistic expectation	Total of times mentioned
Social	8	1	-	9
Other intrinsic factors	6	-	-	6
Well-being	1	3	-	4
Organizational development	2	-	1	3
Development and job tasks	1	-	-	1
Economic	-	-	-	1

Answers falling to the category "social" were mostly seen as cautious or blind-faith expectations, meaning that most interviewees believed in the organization's ability to avoid these problems that could lead to their resignation. In the context of this question, all answers that fell into the category "other intrinsic factors" were about violations of trust and all interviewees perceived those as something the organization was likely to be able to avoid. On the contrary the answers falling into the category of "well-being" were for the most part seen as neutral,

meaning that the interviewees were not sure whether the organization would be able to avoid these risks. "Organizational development" was the only category that got a mention that was categorized as pessimistic expectation, meaning that the interviewee recognized a situation with a negative outcome and perceived it as something that was likely to happen in the future. The other two answers within the category were seen as unlikely to become reality.

4.5   Summary

The table below summarizes the categories used in this study, their descriptions and compares them to previous study on the topic. The findings of this study did not provide any surprising factors influencing employees' turnover intention or daily willingness to work at the organization in question. However, this study aligned well with previous studies on the field and added to the research with expressive direct quotes from the interviewees that further elaborate what these possible turnover antecedents and other factors influencing one's willingness to work with certain employer could mean in practise.

TABLE 10 – Summary

Categories	Summary of this study's findings	Findings of previous studies
Development & job tasks	- The second most mentioned category when describing daily sources of motivation - Rated as most important (most 5's) out of all 10 statements - Most mentions when describing the reasons for possibly staying with the organization in future	In line with previous studies e.g., 'Perceived opportunity for development' (Robinson et al., 2004)
Well-being	- Not directly mentioned when discussing daily sources of motivation - Taking care of the employees' well-being mentioned multiple times when discussing reasons for staying with the organization in the future and vice versa, failing to do so as reasons for leaving the organization	In line with previous studies e.g., Work-life balance (Work Institute, 2022 ; Achievers, 2022) Workload (Maslach et al., 2001)
Economic	- Not seen as the most important but still not perceived as indifferent - Explained to be important but not the most important factor - Described to be attractive when looking at other job opportunities, but not sufficient alone	In line with previous studies e.g., Monetary rewards as pulling factors (Herrera, 2003)

Social	- Broad category, includes mentions of both daily social interactions and other value acquired through social contacts such as recognition and feeling valued - Mentioned as category most as daily source of motivation and enjoying being part of the work community rated second on importance (most 5's) out of ten statements - Problems with social aspects of work mentioned most times as reasons for possibly leaving the organization.	In line with previous studies e.g., 'Perceived Organizational Support' (e.g., Rhoades & Eisenberger, 2002 ; Saks, 2006) 'Social support' (e.g., Schaufeli & Bakker, 2004) and 'Community and social support' (Maslach et al., 2001)
Other intrinsic factors	- Includes a variety of different types of factors - As daily source of motivation mostly mentions of being in control of own work and feeling involved - As reasons for possibly leaving all mentions about violations of trust or values	In line with previous studies e.g., 'Sense of feeling valued and involved' (Robinson, 2004) 'Procedural justice' (Saks, 2006)
Organizational development	- Not many mentions - Factors out of the control of the individual but affecting their work - Mentions of organization's strategy and motivation stemming from the success of the organization	No direct mention in the literature used in this study, however, does not conflict either since the experienced value can be explained through other concepts (e.g., own opportunities for development or expected rewards)

5 CONCLUSIONS

5.1 Conclusions of the results

In the context of turnover research, it is imperative to acknowledge that today's employees take charge of their career paths and environments instead of solely reacting to events around them (Lo Presti et al., 2019). Hence it is not always in the organizations power to make their valuable employees stay within the company. However, it is crucial to give the employees room to express their opinions on the topic and keep exploring the subject in search of more applicable information for other organizations as well.

5.1.1 Evaluating the factors contributing to everyday willingness to work at the organization

When the interviewees were given a chance to freely talk about what motivates them and what gets them up and going to work every day the two categories that got most mentions were "Social factors" and "Development and job tasks". The highest importance (most participants rating the importance as five) was given to the statements "My work provides me with opportunities for development", "I enjoy being part of our work community" and "I enjoy my daily work tasks".

The commonness of development as an important factor was well line with previous studies (e.g., Robinson, 2004). The opportunities for development are considered as a common expectation and psychological contract in employer-employee relationship (e.g., Carter & Tourangeau, 2012).

The participants did not specify in their answers whether they talked about their managers or co-workers when referencing to the importance of social factors. However, many participants talked about the perks of working at a small, low-hierarchy company and it was made clear in their speech that there was no need to separate between co-workers and management. Hence this study's findings do not directly support the importance of managerial support (e.g., Meduri & Jindal, 2021) but are not conflicting either. Regardless, the importance or Perceived Organizational Support (e.g., Rhoades & Eisenberger, 2002 ; Saks, 2006), social support (e.g., Schaufeli & Bakker, 2004) and community and social support (Maslach et al., 2001) was supported with the findings of this study.

The lowest importance (least participants rating the importance as five) was given to "I am satisfied with fringe benefits provided by my employer", "Our office is comfortable and pleasant to work at" and "I am satisfied with my salary". However, circa 77% of the participants rated "I am satisfied with my salary" as four or five. Many participants explained their rating by stating that money or monetary benefits are not the most important thing, but they need to be on an adequate level. Many participants also stated that something that could make them consider leaving the organization would be a significantly better-paid job offer from a competitor. Nonetheless, most of the participants continued by

stating that the other attributes of the job offer would also need to be equally attracting to the current job if not even more attractive. This supports the understanding that rewards can be classified as mostly pulling factors (Herrera, 2003), but they do not necessarily play as an essential role in retaining current workforce. Naturally the level of pay or the additional rewards should not be noticeably inferior to what other companies are offering and should be reviewed regularly to maintain an appropriate level.

5.1.2 Evaluating the reasons for staying or leaving as expectations

The case-organization's employees' expectations and psychological contracts in place were studied through questions "what would have to happen for you to want to stay within this organization in the future?" and "what would have to happen for you to want to leave this organization?". The factors brought up during the conversations followed by these questions were examined by their perceived likelihood of fulfillment and classified into categories loosely based on The Expectation Grid (Olkkonen & Luoma-aho, 2015).

The negative expectations or assessments of possible violations of psychological contracts were mostly seen as cautious or blind faith expectations meaning that the employees that mentioned there as possible reasons for leaving the organization did not perceive them as something that would realistically happen in the future. The only pessimistic expectation was regarding the organization's strategy and future direction of business which was seen something that could realistically go to the wrong direction and lead to a situation where the employee would want to resign due to differences in personal and organizational goals.

The positive expectations the employees had were mostly optimistic expectations that the employees perceived as something that is likely to happen in the future. However, all mentions of expectations of desired wage development were deemed as neutral meaning that the employees were not sure whether their wage development would be adequate for them in the future. Cynical expectations were quite rare but in three categories: "development and job tasks", "organizational development" and "social factors" each got one mention of cynical expectations.

5.2 The utility and the limitations of the study

This study provided a comprehensive look into one company's particular case through a qualitative study on their whole personnel. As the research material is collected only from one source by one researcher, the results cannot be universally generalized to explain other instances. Despite that the study can widen the understanding of what employees currently wish from their employers and what they deem as important in their jobs. Especially in today's unprecedented times and rapidly changing business environment continuous

enhancement on the knowledge of the best practices in managing employee well-being and retaining valuable workers. The organizations can benefit from understanding and actively influencing their employee's future job expectations by providing resources and support to the employee's career development and professional goals (Maden et al., 2016).

5.3 Possible future research topics

Future research on the topic is needed to form a more holistic understanding of employees' needs in today's rapidly changing environment and economy. Future research could focus on examining a more specific and limited phenomenon and its effects on turnover through qualitative methods. This could add to the more detailed understanding of the topic and provide valuable information for organizations in search of enhancing their employees' well-being and improving retention of workforce.

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APPENDIX

Interview questions

Background questions

1. What do you do for work?
2. How long have you worked at this company?

Actual research questions

3. How would you describe your daily work motivation? What motivates you in your job or your work environment?
4. On a scale of 1 to 5*, how important is the fulfillment of these statements at your work for you?
5. On a scale of 1 to 5*, how well are these statements fulfilled at your work at the moment?
6. Do you see yourself working at this company in a year?
7. Do you see yourself working at this company in three years?
8. What should happen for you to want to stay within this company in the future?
9. What should happen for you to want to leave this company in the future?
10. Based on the answers to previous questions:
    a. On a scale of 1 to 5*, how important are these factors to you?
    b. On a scale of 1 to 5*, how likely are these factors to happen in the future?

*Scale 1 to 5 with 1 being the lowest and 5 the highest rating.