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ATTRACTING AND RETAINING GEN Z TALENT IN THE  
BIG TECH WORKFORCE

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## **Abstract**

This dissertation investigates the particular case of Company X, a “big tech” giant to look into the reasons behind its Gen Z attrition-related problems. An interview and survey were deployed to collect employee insight and the data was then cross-examined using a critical realist approach to uncover patterns and frequencies. The results were then transformed into actionable outputs that managers at Company X and several others can put in place to improve not only workplace satisfaction but also employee loyalty, hopefully, reducing dissatisfaction in the workplace, high employee turnover rates and related costs.

**Keywords:** Generation Z, Big Tech, Gen Z, HR, Attrition.

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## 1. INTRODUCTION

Over time the world's workforce has changed drastically due to the shifting presence of several generations found within it, continuous differences in preferences and needs between these generations, with Gen Z seemingly standing out from others (Prossack, 2019). Gen Z, born between 1997 and 2012, is slowly becoming a bigger and bigger portion of the workforce, representing 27% of the workforce in OECD countries by 2025 (Agenda, 2022), emphasized by the increasing number of baby boomers exiting the labour market (Fry, 2018). Furthermore, Gen Z employees are seen as a “different species” due to a higher risk of resignations or “quiet quitting” and their increased placement of importance on flexibility at work, work-life balance, remote working, and personalised mentorship (Segal, 2023). This Generation Z is also less likely to compromise when it comes to a company that does not align with their values, compared to other generations (Agenda, 2022). According to a 2023 workplace engagement survey placed by the Project Management Institute, more than half of younger professionals (59%) are likely to leave their jobs due to a sense of unfulfillment at work (Underhill, 2023). In addition to this, high employee turnover brings big costs to a company with some suggesting it costs around 33% of an employee’s salary and approximately 6 to 9 months of a salary to replace the employee (Yara, 2022).

Becoming an increasing player in the labour market together with its distinct characteristics and increased likelihood of quitting, demonstrates the importance of a deeper comprehension of this labour force. This knowledge enables us to further understand what can be done from a company’s perspective in terms of attracting and retaining this generation within the Tech industry, which was placed amongst the highest compared to other industries in terms of high employee turnover rates (Petroni, 2018).

This dissertation, therefore, aims to study the reality surrounding the difficulty in retaining the Gen Z workforce (Underhill, 2023) (Agenda, 2022), allowing “big tech”

companies to hopefully reduce this issue. By providing insight into different points of view from within a multinational tech company, we can target misalignments in opinions and develop a deeper understanding of what is key to keeping this generation in the labour market, therefore helping not only companies in attracting and retaining Gen Z talent but also help increase labour related satisfaction for Gen Zs.

This work begins by exploring the Gen Z labour force specifically in the tech industry and how this has evolved over the past few years, mentioning, in addition, what companies in this industry have changed over the years to accommodate to this generation's demands. Research into generation-related studies in the field of the labour market is examined to determine differences between Gen Z and previous generations when it comes to taking risks, making changes, and prioritizing different needs and desires.

The work continues with the application of a combination of different research methodologies to collect relevant data surrounding the root causes of Gen Z's labour exodus in the tech market. A survey was created to be distributed and answered among several Gen Z employees to gather information on what motivates them to stay at a certain company and what it is that provokes a different response. On the other hand, interviews were conducted with managers, hiring managers and mentors/onboarding buddies where information was provided on what it is that these parties perceive from the Gen Z labour force and whether they believe Company X has an issue in retaining this generation and if so, why.

The methods were all applied and limited to parties belonging to the same tech company, which we will name "Company X" throughout this dissertation for confidentiality-related motives. "Company X" is known as one of the leaders of the tech industry and in recent years, has suffered from having a larger-than-normal employee turnover rate (Croll, 2023) (Paulise, 2022) which provides us with a great example and therefore an opportunity to understand the reasoning behind this attrition.

With the results provided by these research methods, data was extracted and used to report the main findings, contributing to the conclusions and suggestive actions for companies in tech to use to increase their Gen Z retention rates. This data will provide useful insight for several companies within and exterior of the tech industry on what they can do to gain a competitive advantage when it comes to attracting and retaining this task force, whilst ensuring increased satisfaction in the workplace felt by Gen Z.

## **2. LITERATURE REVIEW**

### 2.1. Attitudes Towards Work – A Journey Across Generations

Currently and across several industries, we can encounter several different generations working alongside each other in the labour market (Valickas, 2017). First, it is important to understand what is viewed as a generation and what sets them apart. Several definitions have been used to describe a generation, one of which characterizes a generation as “an identifiable group that shares birth years, age, location, and significant life events at critical developmental stages” (Tolbize, 2008). With this understanding, we can proceed to delimit which groups we find present in our current labour force, four of which are predominant. These generations include Baby Boomers born between 1946 and 1964, Generation X born between 1965 and 1980, Millennials born between 1981 and 1996 and Generation Z born between 1997 and 2012. The periods used for each generation are approximations based on several different sources.

As mentioned above, several generations are currently present in the workforce, each having been influenced by several factors throughout their, therefore, making them different and unique in their own way. These factors include major world events, technology, and which generation they were raised by. Consequently, areas such as communication styles, workplace behaviour, technological expertise, and values, amongst others will differ among the generations.

In a Paw Research Centre 2017 study in the United States, Millennials made up the biggest portion of the labour market representing 35% of the workforce; following them was Generation X at 33%, then baby boomers at 25% and finally Generation Z at 5% (Fry, 2018) . These percentages will change over time with Baby Boomer labour rates reducing steadily due to increasing retirement rates per year and an increasing presence of Gen Z is expected in coming years (Fry, 2018).

Baby boomers are characterized by being loyal, equating self-worth to their career success (Janzer, 2021) and workaholics whilst also enjoying monetary and non-monetary rewards for their work such as peer recognition (Rampton, 2017). As they are goal-oriented, some ways to motivate them at work include increasing responsibility, praise, promotions, and recognition (Rampton, 2017). In terms of communication, “boomers” are happy to receive feedback or information face-to-face or via phone calls (Purdue University Global, 2023). Given their characteristics, we can assume that this generation prioritizes job security, are more risk averse when it comes to their career, and function better in more structured and hierarchical company structures as opposed to more flexible organizational structure (Rampton, 2017).

Gen X grew up having observed their parents prioritize work above all else (Rampton, 2017), making having a positive work-life balance very important for Gen Xers along with independence, informality, and flexibility. Personal-professional development is emphasized, with an entrepreneurial outlook at work and looking for opportunities to grow and evolve. This leads this generation to change jobs if they feel as though their job is not fulfilling their needs (Rampton, 2017). These traits suggest that less supervision at work is appreciated along with more autonomy, with a preference for instant feedback face-to-face or via a phone call. Flexible schedules, opportunities for growth and career progression, and promotions “based on competency” are suggested to motivate this generation (Rampton, 2017).

Also known as Gen Y, Millennials are driven by their competitiveness (Purdue University Global, 2023) and opportunity-seeking behaviour (Rampton, 2017). When searching for a company, they tend to investigate the work culture and see work as a place where societal change can be made (Deloitte, 2014). Gen Y appreciates transparency, and a work-life balance, wanting a challenging yet collaborative (Rampton, 2017) and fun job (Purdue University Global, 2023). If a job doesn't provide flexibility or growth opportunities to grow professionally and personally (Rampton, 2017) this generation will "jump ship". When communicating, a text or email is preferred with immediate feedback (Rampton, 2017). To motivate millennials at work, consider providing learning opportunities, flexible schedules, mentoring and some level of structure and stability (Rampton, 2017).

## 2.2. Gen Z

Generation Z represents the main future workforce in the upcoming years. This generation grew up with technology being an incremental part of their lives and lived through the Great Recession and Covid-19. This generation, like Millennials, enjoys independence and flexibility in the workplace (Rampton, 2017) whilst also looking at an organization as a place from which you gain a sense of purpose (Janzer, 2021). Inclusion and diversity, along with several other cultural factors play a big role in Gen Z's approach to work, looking for companies that are rich in people from all backgrounds and ethnicities. They like to communicate via text or social media and appreciate direction, structure, and transparency (Rampton, 2017). There are several ways to motivate Generation Z, which include providing growth opportunities, creativity, individuality, and personalization (Purdue University Global, 2023).

From these findings, we can assume that Gen Z is special, and unique and stands out from its predecessors. On the one hand, they are open, wish to grow and evolve and look for different opportunities to try new things and be challenged, ensuring they take their happiness and self-fulfilment needs into account. On the other hand, they are a complex generation which

seeks instant gratification, takes on more risks (Kreacic, et al., 2023) and is constantly looking for the next best option if not satisfied (Croll, 2023) (Agenda, 2022) which makes it extremely hard for companies to not only attract but retain these employees.

When looking at all these different generations and their unique traits and characteristics, there are a few assumptions we can make. The need for flexibility and independence grew across generations with the more recent groups (Millennials and Gen Z) prioritizing work-life balance and looking for a personal sense of fulfilment from their career path. Interest in making a considerable change on a global scale also increased, with the generations placing a focus on improving the world around them.

### 2.3. Tech Industry and Gen Z Challenges

In the past 30 years, the tech industry has been growing at a remarkable rate, with new innovations disrupting the way people live and work as we know it. This industry is usually known for providing jobs with great benefits, flexibility, creativity, and entrepreneurship which tends to be very attractive towards the naturally “tech-savvy” Gen Z (Cohen, 2023). Recently, this industry has seen several companies producing mass layoffs, these include Microsoft, Meta and Google with thousands of people losing their jobs and less perks and benefits being offered for those fortunate enough to stay (Morris, 2023). Gen Z’s already low employment loyalty rates may only, I believe, be exacerbated by seeing and experiencing this kind of action from the tech industry.

“Big tech” has seen difficulties in the retention of employees as LinkedIn research placed the tech industry as the highest in terms of employee turnover rates standing at 13.2% (Petrone, 2018), and in some companies, the median tenure being recorded to be as little as 1 year (Payscale, s.d.). Some studies have shown that there are some main factors behind the high attrition rates, these include seeking higher compensation, seeking better working conditions, need for more responsibility and capacity for creativity (Stowe, 2022). Several other trends

need to be factored in as catalysts in making this retention more difficult such as the “Great Resignation”, witnessed between 2021 and 2022, which involved an enormous amount of people resigning from their jobs in the US market (Greene, 2022) and the “quiet quitting” trend. The “quiet quitting” trend is a growing phenomenon seen in the labour market, it refers to when an employee limits their work tasks and effort to a bare minimum therefore not going above and beyond in their work, avoiding extra hours, and prioritizing a healthier work-life balance (Roccograndi, 2023).

Company X, analysed in the study, has an exceptionally high turnover rate with some suggesting it will deplete its supply of labour by 2024 (Sainato, 2022). In turn, this has placed an increased focus on the impact and influence of human resources and its policies on attracting and retaining talented employees, namely Gen Z, in “big tech” companies.

#### 2.4. Adaptation of Labour Market to Generational Shifts

As the tech industry has evolved, so has the labour force working within it with people across several generations working alongside and in collaboration with one another. HR policies have shifted from a corporate-focused mindset to one where workplace satisfaction and relationships are now heavily considered, driven largely by ever-changing demands from newer generations. Employee branding and satisfaction are some of several key focal points considered when creating HR policies as engaging and motivating the labour force has become a more challenging (Aggarwal, Sadhna, Gupta, Mittal, & Rastogi, 2020).

With Gen Z, a tech-savvy generation, being a growing participant in the labour market, increased emphasis is placed on how to hire this group of people and satisfy both their needs and those of the tech companies. Several studies have been undertaken to understand this generation and what it is that a company can offer to keep its employees, however, despite the research undertaken, some companies are still struggling to retain Gen Z talent as is the case with the companies in the study (Croll, 2023). Gen Z characteristics, along with the trends and

attrition factors that lead to an increase in attrition rates, pose additional factors amongst many others that HR needs to take into account in their policies.

With shifting demographics into a more Gen Z present labour force, we have seen HR policies being placed in a way to accommodate better to this generation's expectations, needs and desires. Research papers have concluded that flexibility with work arrangements, learning opportunities, diversity and inclusion, personalized mentorship, seamless tech experiences (Bedi, 2022), continuous feedback, and health, and well-being support are some of several aspects that positively impact in the retention of Gen Z'ers at work (Aggarwal, Sadhna, Gupta, Mittal, & Rastogi, 2020).

### 2.5. Research Questions

With a vast amount of information being available to HR in all industries, what is the reason behind Gen Z still feeling unsatisfied in the tech world with their job and continuing to look for better opportunities, are the HR policies being implemented efficiently at Company X? We will aim to understand what Gen Z wants from a job in the tech world and what mentors and managers in the tech world see from this generation, to understand better what can be done from an HR perspective to improve this dynamic in the tech industry and to reduce the attrition rates we find in this job market. Considering this analysis, the following questions have developed:

- 1) What are the motivations and factors behind the way Gen Z selects and stays within a tech company?
- 2) What can tech companies do effectively to attract and retain the Gen Z labour force?

## **3. RESEARCH METHODOLOGY**

### 3.1. Overview

After careful reflection on the data uncovered and methodologies provided by the literature review and with the aim to understand the attrition phenomenon occurring in the tech

industry, a critical realist approach is applied to find the answers to the research questions developed in Chapter 4. Critical realism, a philosophical approach to social science, distinguishes the study of true reality (ontology) from perceived reality or knowledge (epistemology), focusing on what is true over what a human mind perceives to be the truth (Leroyal, 2023) and argues that our understanding of reality is mediated through our perception and experiences. According to this research paradigm, reality or being is static and doesn't alter whereas knowledge is like plastic moulding and changing constantly. The model divides reality into three layers: the empirical domain where reality can be observed (what is perceived to be happening); the actual domain where events are generated by mechanisms when activated (what happens) and the real domain (mechanisms that generate events).

The application of this research approach is used to study social systems and their dynamics and commonly applies a mixed-method approach including a qualitative and quantitative method. For this reason, interviews which are typically qualitative, were applied for data collection as they allow for a deeper insight into individual perceptions, experiences and meaning placed on experiences. Therefore, aligning with the critical realist view that our perception of reality is influenced and moulded by social constructs and individual interpretations. These were conducted to non-Gen Z employees at Company X who had worked alongside or above a Gen Z employee in the last two years.

For the quantitative data collection, a survey was deployed to examine the frequency of the perceptions and experiences in a larger group of people, providing a wider view and reinforcing the findings from the interview. The survey was deployed to current Gen Z employees at Company X.

Through an iterative process, conducting interviews and then following by deploying a survey we can align with the critical realist approach as initial data provided by the interviews can help in developing survey questions, leading to increased refining of insight gathered from

interviews on a broader scale. Furthermore, the use of a mixed-methods approach grants for cross-verifying the findings and reinforcing the argument within an underlying reality, leading to triangulation therefore increasing the validity of the research. Lastly, conducting these methods of data collection (survey and interviews), reflect the layered reality concept of reality (empirical, actual, and real) within critical realism as it mirrors this methodological approach. Interviews help uncover the empirical (perception and experiences) whilst the survey provides insight into the actual (broader patterns and trends).

When designing the sources of data collection and to understand the exchange between the HR policies in the tech world and the interests of Generation Z, the Social Exchange Theory was incorporated. The Social Exchange Theory, first proposed by Homans (Ahmad, Nawaz, Ishaq, Khan Mumtaz, & Ashraf, 2023 ) lays its principle on the belief that social interactions are based on a cost-benefit exchange (Shari Parsons, 2022), surveys and interviews therefore act as gateways to information regarding perceived motivations, benefits and costs of all parties involved in the study relating to the topic in discussion.

The theory of Attraction-Selection-Attrition theory (ASA), proposed by Benjamin Schneider (Schneider, Goldstein, & Smith, 1995), is one that essentially determines to understand how organisations and individuals “choose” each other through shared values, characteristics and culture (Schneider, Goldstein, & Smith, 1995). By conducting surveys and interviews we will understand what motivates Gen Z employees to select a certain tech company and what Employees at these tech companies think about regarding this generation as employees, therefore providing insight into what attracts this group, what drives their selection and what may drive their attrition in the tech workforce.

### [3.2. Interviews: An Insight into the Empirical](#)

In the context of the Critical realism paradigm, for the collection of qualitative data on the perception of Gen Z and their experiences of working alongside them, interviews were

conducted. The target profile of the required respondents for these interviews consisted of employees of “Company X” in a managerial role; onboarding buddy/mentor role or hiring manager role. Furthermore, they must have worked alongside or hired a Gen Z employee within the last two years. The interview guide, which can be found in Appendix A, is organised into five main sections. The first one consists of a small introduction where the purpose of the interview is revealed to the interviewee and consent for recording is requested. Following this, a small filter section is applied to ensure the interviewees fit the requirements, if successful the interview would move to the next section where questions regarding Gen Z in the workplace were asked. The third section consists of a question set consisting of 13 questions. The data collected from this portion of the interview helps in collecting information on what the interviewees perceive to be this generation’s characteristics, motivations, and differences amongst other generational factors in the study. Before closing the interview process some questions are asked to the interviewee for sample characterization purposes, this is then followed by a wrap-up message and the interview concludes.

The way the interviews were conducted was through the company's video call platform as this allowed for the interviews to be conducted with interviewees who live and work in offices abroad. Most were held in English with others held in Spanish (then translated by me into English”, as speaking in the interviewee's mother tongue increased their sense of comfort and self-expression, lasting anywhere between twenty to thirty minutes. The interviews were also recorded and transcribed for content analysis using a platform called “Otter.ai”, the information collected can be found in Appendix B. The overall process resulted in six interviews (2 managers, 3 mentor/Onboarding buddy and 1 manager/mentor/hiring manager).

### 3.3.Survey: An Insight into The Actual

To collect quantitative information on broader patterns and trends, of Gen Z needs and preferences in big tech at Company X, a survey was deployed using XM Qualtrics software.

The data provided by this generation would help draw answers to the research questions in the study which not only aimed at understanding motivations and factors behind the way Gen Z selects and stays within a tech company but also help guide tech companies as to what can be done regarding HR policies and perks offered to attract and retain this workforce.

The survey was distributed online through the company's platform in message groups that contained interns and younger employees, this allowed for the survey to reach the target age group (those belonging to the Gen Z group and working at company X). Moreover, the survey was also distributed through personal WhatsApp groups that only contained younger company X employees and interns. The survey consisted of three main blocks, the initial served as a filter to ensure the answers were consensual and derived from a Gen Z employee working for company X, the second consisted of several questions to extract Gen Z related data and the third which allowed for sample characterisation. In the second portion of the survey, the questions were developed in several forms, some consisted of multiple choice, ranking, and written. The full questionnaire can be found in Appendix D.

#### **4. RESULTS AND DISCUSSION**

The “results and findings” Chapter contains and presents the main findings and results provided by the interviews (qualitative data) and survey deployed (quantitative data). For the research questions, conclusions and further details are provided and discussed in the next Chapter. For detailed information on interview answers please refer to Appendix B, and for survey answers refer to Appendix F.

##### [4.1. Sample Characterisation: Interviews](#)

For the interviews, a total of 6 (non-Gen Z) Company X employees were questioned, 2 managers, 3 mentor/onboarding buddies and 1 employee who fell into all three categories manager, mentor/onboarding manager and hiring manager. Moreover, all worked alongside or hired a Gen Z employee in the past 2 years. The percentage of male respondents was 66.66%

with females representing 33.33%, two respondents being of Italian nationality, one German, one French, one English and one Costa Rican. The mean year of birth of the interviewees was approximately 1989 (Millennial), and the mean tenure was 3.3 years. For full sample characterization information on interview respondents refer to Appendix E.

#### 4.2. Sample Characterisation: Survey

For the survey, a total of 61 respondents completed fully, which was the final number of Gen Z employees who passed the three initial filter questions which asked for consent and needed the participants to work at Company X and having been born in 1997 or after. Of the 61 respondents, 27 (44.3%) were female and 34 (55.7%) were male, from a “highest educational background” point of view 68.9% had obtained or were obtaining a master’s degree whereas the rest (31.1%) only obtained or were obtaining a bachelor’s degree. 22 different nationalities were registered among the participants in this survey, three of the main nationalities identified being the Italians constituting 26.6% of all participants (15), over one-fourth, followed by the Spanish participants at 13.1% (8), then the French at 11.5% (7).

When collecting the average age of the surveyed group, the value came to 23.74 years old (SD=1.68), with an average tenure in months of 9.66 (SD=9.23). For full sample characterization information on survey participants, refer to Appendix C.

#### 4.3. Results and discussion of RQ1: What are the motivations and factors behind the way Gen Z selects and stays within a tech company?

To understand what the main motivational drivers for Gen Z company selection in the Tech world are, interviews provided empirical data with insight into what Company X employees perceived to be these drives and the surveys provided actual data on what these factors are for the generation in study.

The empirical data provided from the interviews, by Company X employees, concluded that having a flexible work schedule (which was brought up the most), wanting rapid career

growth, recognition, stability, having a decent salary, standing out, gaining some personal fulfilment at work, and being aligned with the company culture were the main motivations and aspirations of Gen Z.

From the survey, insight into the actual in form of patterns and trends was collected where the respondents described what motivates them to pursue a job in “big tech”. Out of 61, 24 answered that they wanted growth and career opportunities (34.8%), 17 wanted high salaries (24.6%) and 8 claimed innovation motivated them (11.6%).

The three main factors that led them to accept a job at Company X were: salary, selected 48 times (78.7% of participants), growth opportunities, 40 times (65.6%) and company status/name selected 39 times (63.9%). The three lowest-performing factors included autonomy, benefits/perks and other. When provided with a list of eleven different factors to rank in importance when looking into a tech company, the main factors selected ranked as “High” were Salary (83.6%), Growth Opportunities (83.6%), Work-life balance (60.7%) and Company Culture (55.7%). Gen Z was then asked if they prefer In-office work, Hybrid, or remote work. The most answered preference was for a hybrid model with 51 votes (83.6%) followed by in office with 7 votes (11.5%) then remote with 3 votes (4.9%).

From the results provided by the interviews and survey, we can identify points that agree with the research reviewed in the literature review chapter about what motivates Gen Z which is what was expected. The interviewees, like (Bedi, 2022) (Rampton, 2017), believed flexibility was a motivational factor along with a sense of personal fulfilment (Janzer, 2021). Moreover, career growth (Purdue University Global, 2023) and salary (Stowe, 2022) also aligned with the literature uncovered. In terms of the survey data growth opportunities, salary and flexibility were among the main motivational drivers which align with the literature uncovered in chapter two, respectively (Purdue University Global, 2023), (Stowe, 2022) and (Bedi, 2022) (Rampton, 2017).

When comparing the empirical data with the actual, there were some similarities and some points that were missed by the interviewees. The interviewees were good in recognizing career growth, company culture and salary as motivational drivers for Gen Z along with a workplace that provides the generation with the flexibility they desire. However, the interviewees failed to see innovation, work-life balance, and company prestige as big motivators behind Gen Z's company selection.

#### 4.4. Results and discussion of RQ2: What can tech companies do effectively to attract and retain the Gen Z labour force?

To understand what tech companies can do differently, further insight into Gen Z, their satisfaction at the company and what Company X provides to this generation was collected. Through the interviews, data was provided on how Gen Z differs from previous generations along with methods they believe to be effective in attracting and retaining this generation and strategies and initiatives implemented effectively and ineffectively by Company X to attract and recruit Gen Z talent. Moreover, the interviews uncovered whether the company was anticipating Gen Z needs and preparing for the changes that would surface over time and whether they believed the company in fact, suffered from Gen Z attrition. On the other hand, surveys gave insight into Gen Z employee satisfaction, whether Company X provides the main factors ranked as "high", identifiable in the "Results and discussion of RQ1 section", and if they would consider staying at Company X, providing incentives to stay if they selected "no". This information will allow us to pinpoint Company X's weak spots when it comes to its dynamics with Gen Z and help understand what it can do to improve Gen Z attraction and retention, guiding other companies in "Big tech" in achieving the same goals.

With the empirical data provided by the interviews, most interviewees were not aware of effective strategies implemented by Company X to attract and recruit Gen Z, however, those who had an idea added that high recruitment of Gen Z's, high salaries, and a good working and

innovative environment were effective strategies applied, most of which matches the motivational drivers provided by Gen Z in the survey. In terms of whether Gen Z felt that Company X provided the factors they ranked as “high”, 94.1% believed Salary was provided, 84.3% believed growth opportunities were provided, 70.3% believed work-life balance was provided and 91.2% believed that Company culture was also provided. Despite this, interviewees accepted that there is an issue, at company X and in general, in retaining Gen Z which aligns with the literature in our study (Sainato, 2022) (Croll, 2023) (Paulise, 2022) and aligns with our survey findings where 60.7% of respondents were “more or less satisfied” or not at all. The main reasons provided for dissatisfaction came from an improper job description and a lack of challenge/room to grow (which seemed to be a weak point, identified by interviewees, for company X in terms of Gen Z-specific career/growth opportunities). Moreover, when asked whether they would stay at Company X, 29 participants making up 47.5% of total respondents voted yes, 24 (39.3%) voted maybe and 8 (13.1%) voted no. For the participants who voted “no” (8), incentives provided in the answers mentioned more than once included the removal of the return to office(RTO) policy of three days per week, a more stable career progression, and a more purposeful mission (aligning with research (Janzer, 2021)). Interestingly, the interviewees believed that there needs to be a change in Company X’s workplace where more flexibility (aligning with the removal of the RTO policy mentioned in the survey along with literature (Bedi, 2022)) , clear path progressions and growth options are offered and clearly communicated (something mentioned as a dissatisfaction driver by gen z due to a lack of) with the addition to offering experiences out of the standard working norm. As we can see, the interviewee's empirical view on what the company needs to change aligns with the dissatisfaction points felt by Gen Z and the incentives that would change this into a positive sentiment, therefore supporting the critical realist approach. Another belief included that Company X will accommodate to or try to align with Gen Z’s future needs and preferences

further stressing that that the possibility for remote working, allowing for a hybrid work model, is a crucial attraction point for this generation, once again aligning with literature (Bedi, 2022) and with Gen Z survey answers.

As can be seen above, information on the actual, provided by the survey seems to reinforce the data uncovered from the empirical evidence provided by the interviews. Both methods agreed that there are attrition issues at Company X and that the company is lacking in some fields when it comes to attracting and retaining their employees, namely when it comes to the flexibility provided, proper communication on job descriptions and career growth and path progression and a more meaningful mission.

## **5. CONCLUSIONS AND RECOMMENDATIONS**

In this final chapter, conclusions on the data collected, literature analysis and recommendations on what Company X and others in Beg Tech can do to improve Gen Z attraction and retention are provided. The chapter is divided into three main sections: Academic contribution, Managerial implication and Limitations and further research.

### **5.1. Academic Contribution**

As seen in the literature review chapter, information on tech industry attrition is available and has identified the problems felt in the tech industry in attracting and retaining employees in general. There is also insight and data on what Gen Z employees are motivated by and seek from companies in general. However, I believe that Gen Z insight within the tech industry is missing, and the data collected for this study helps not only uncover new information but also see where there are similarities with the existing data on Gen Z in the labour market. Both the survey and interview provided data that agreed with the motivational drivers also uncovered in the literature and provided a unique view on “the actual” felt and experienced by Gen Z in company X. The data collected reinforced the importance, for Gen Z employees, of flexibility, personal fulfilment, career growth and opportunities, salary, work-life balance,

innovation and company culture, aligning with and reinforcing existing literature (Rampton, 2017), (Janzer, 2021), (Stowe, 2022), (Bedi, 2022) and (Purdue University Global, 2023). Data collected also provided insight into Company X's Gen Z attrition reasons, delivering information which research literature has not produced.

With this, we can say that we uncovered the following regarding Gen Z's experience at Company X, most believe that salary, company culture, work-life balance and growth opportunities are provided however more flexibility is desired, the wish for a clear path progression and growth options being offered and communicated is also felt along with wanting better job descriptions and a more purposeful mission. This information along with existing data, I believe, will help company X and other tech companies reflect on what they think they know about Gen Z and hopefully allow for a better use of this information when it comes to attracting and retaining this generation. Moreover, I hope this encourages companies to survey the satisfaction rate of their Gen Z employees more frequently to understand their weaknesses and apply improvements that align with the comments provided by the respondents.

## 5.2. Managerial Implication

In this section, a summary of the findings from the survey and interview are reflected in actionable recommendations Company X and others can take to successfully attract and retain Gen Z employees, providing new management techniques and the potential for an industry practice revolution.

We understand, from the results of the study, that Gen Z feels as though Company X provides salary, work-life balance, good company culture, growth opportunities and company prestige. The company should investigate what they are doing that may be driving the results about these factors and ensure that this is sustained and continuously improved and monitored. On the other hand, the data provided by Gen Z led to the conclusion that Company X's weaknesses fall mainly on the reinstatement of the RTO policy (reducing flexibility and hybrid

working opportunities), the lack of communication regarding job roles and career progression opportunities and possibilities and the lack of a more purposeful mission. Moreover, as innovation is a main factor as to why Gen Z select jobs in tech, the company could work on better communicating its innovations and future path. There are several actions the company can take to improve on these aspects:

- 1) To improve the effects of the RTO policy:
  - a. Effectively and clearly, communicate the reasons behind this reinstatement addressing benefits and company vision for improved in-person collaboration.
  - b. Collect employee feedback regarding their preferences surrounding this policy.
  - c. Create a gradual transition plan to reduce the sudden impact felt by employees that arises from an overnight policy implementation.
- 2) To improve the lack of clear communication on job roles, career progression and growth opportunities:
  - a. Collect feedback on people from roles and match the description with actual experience, requesting perhaps a review from employees who have been in that role previously.
  - b. Be clear, concise, and transparent regarding the job role, responsibilities, scope, and organisational impact.
  - c. Provide Gen Z's with career workshops, skill development and training opportunities whilst additionally providing the possibility to be mentored regarding their career goals within the company.
- 3) To transmit the idea of a more purposeful mission and emphasize their innovation plans:
  - a. Develop initiatives that allow the company to contribute positively to the community or larger societal causes. Communicate these efforts internally and externally to showcase the company's purpose.

- b. Evaluate the company's mission and vision whilst trying to communicate these in a way that resonates with Gen Z employee's aspirations and societal needs.
- c. Communicate innovative works and future paths in terms of tech goals and aspirations.

These are just some of the actions Company X, and others feeling the same issues with Gen Z employees, can take to improve attraction and retention of this generation. With this, the company can create a more inclusive and purpose-driven environment whilst addressing Gen Z's concerns relating to the RTO policy, company mission, career growth and path progression and opportunities. Consequently, the company may successfully reduce this attrition, increasing employee satisfaction and morale which will positively impact productivity and save the company a lot of costs related to high turnover rates.

### 5.3.Limitations and Further Research

The approach selected for the research methodology involved Critical realism which in turn, allowed for a deeper understanding of reality. On the other hand, this method may lead to potential biases in the research such as subjectivity in the interpretation of the data collected from the Company X employees, researcher bias (especially being a Gen Z working in Big Tech at the moment of the writing of this dissertation), risk of generalisation (as Company X is one case in several within not only the tech industry but others suffering from Gen Z attrition) and difficulty in identifying causal mechanisms.

Moreover, I believe it is important to add that this dissertation was undertaken to get an in-depth view from the side of Generation Z, however, we must not disregard the side of the companies facing these issues and it is crucial to take it into account when investigating into the matter that is attracting and retaining Gen Z employees.

It is with hope, that the research provided by this dissertation can help Company X and many others counteract the attrition issues felt within and exterior to the tech industry and assist

in providing a space and environment where both Gen Z employees can be satisfied and motivated at work and where the company can trust that their employees will remain loyal to them despite the competitive labour market.

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## 7. APPENDIX

### A. [Interview Guide](#)

#### Interview Guide for Data Collection

Master Thesis on “Attracting and Retaining Gen Z in the Big Tech Workforce”

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#### **Introduction**

Good morning / afternoon / evening. My name is Natasha Persson, and I am currently a student undertaking an international Masters In Management at NOVA School of Business and Economics.

As I am currently developing research for my thesis on Gen Z retention in the Big tech industry, I am aiming to collect insight on what managers and mentors, who have worked above or alongside Gen Z employees, believe are the issues behind the retention of this generation in the labour market.

For this purpose, I would like to interview you for approximately 30 minutes through a structured plan, to which all answers are valid and full transparency is encouraged. Furthermore, to analyse responses later, I wish to record this interview with your consent. All answers will be anonymous in compliance with the General Data Protection Regulation and no further contact will be had after this interview.

If the interviewee accepts being recorded, proceed with the interview. On the contrary, finish the interview.

#### **Filter**

I just have some questions to ensure that you fulfil the interviewee's requirements.

Q1) Can you confirm that you work at Company X?

- Yes
- No

Q2) Are you in any of the following roles (Manager, Mentor/Onboarding Buddy/Hiring manager)?

- Manager (other than hiring manager)
- Mentor/Onboarding Buddy
- Hiring Manager

Q3) Have you worked alongside or hired a Gen Z employee in the past 2 years?

- Yes
- No

Perfect, thank you. Now we will move onto the main part of the interview, where we will ask you more targeted questions regarding Gen Z in the workplace and their retention. Please feel free to respond as you wish.

#### **Questions set #1**

Q1) What do you believe are the key characteristics that define the Gen Z workforce?

Q2) What do believe to be the primary motivations and aspirations of Gen Z employees in the workplace?

Q3) How does Gen Z's approach to work differ from previous generations?

- Q4) What strategies or initiatives has your organisation implemented to attract and recruit Gen Z talent effectively?
- Q5) In your opinion, what are the most effective methods for engaging and retaining Gen Z employees, considering their values and expectations?
- Q6) How do you see the role of technology and digital tools in retaining Gen Z employees?
- Q7) What kind of feedback and recognition systems have proven to be most effective in motivating and retaining Gen Z workers?
- Q8) How does your company handle issues related to mental health and well-being, and what efforts have been made to support the mental health needs of Gen Z employees?
- Q9) Can you share any insights on the impact of remote work and flexible work arrangements on Gen Z retention and engagement within your organization?
- Q10) What data or metrics does your organization track to measure the satisfaction and retention of Gen Z employees?
- Q11) Do you believe your company offers initiatives or programs to foster continuous learning and upskilling among Gen Z employees?
- Q12) How do you anticipate the expectations and preferences of Gen Z employees evolving in the future, and how is your organization preparing for these changes?
- Q13) Do you believe there is an issue in retaining Gen Zs at Company X? main reasons.

### **Sample Characterization questions**

Thank you very much for your answers, that concludes the main portion of this interview. I want to ask you some final questions so that I can characterize the sample of respondents when aggregating the study results.

Please indicate the following:

1. Year of birth: \_\_\_\_\_
2. Nationality: \_\_\_\_\_
3. Gender (do not ask, just fill): \_\_\_\_\_
4. Tenure at company: \_\_\_\_\_

### **Wrap Up**

That concludes our interview, thank you very much for your participation, it is extremely helpful and valuable. Have a great day.

## B. Interview Answers

	Interviewee	L1	L2	L3	L4	L5	L6
Q1) Can you confirm that you work at Amazon?	Interviewee	Yes	Yes	Yes	Yes	Yes	Yes
Q2) Are you in any of the following roles (Manager, Mentor/Onboarding Buddy, Hiring manager)?	Interviewee	Mentor/Onboarding Buddy	Manager	Manager	Mentor/Onboarding Buddy	All three	Mentor/Onboarding Buddy
Q3) Have you worked alongside or hired a Gen Z employee in the past 2 years?	Interviewee	Yes	Yes	Yes	Yes	Yes	Yes
Q1) What do you believe are the key characteristics that define the Gen Z workforce?	Interviewee	"I think that Gen Z employees normally look for having an impact on the workplace... they want to stand out from the rest of the workforce company. They are normally looking for fast paced career progression. They have strong principles that are much to do to the time they come from as in sustainability, you know, they follow their strong principle about the themes that they have been exposed to. And that they are generally they are being to the company resources that are not otherwise available in other generations such as technological skills or academic insights."	"I think they simply have more flexibility. There isn't enough labor on the market to they can just do what they want because we have to hire them anyway. From my point of view are coming from being in a comfortable position."	"I think they're more flexible or they they require more flexibility and also their let's say their they set up more boundaries"	"I would say innovation, flexibility, short attention span and have a bias for action. I know like I have a better expression but that's the point."	"I believe is the big boundaries. The they're ambitious people for sure from the very beginning, they're super ambitious in where they want to be in the speed they want to get there."	"I think they like to change the subject they're working on often, they tend to look not only the role they're doing like the skill that their role is. So they're less focused on subject matter and maybe more inclined to participate like globally in the in the company. I think more inclined to change roles, like not really like do a career. Could be more like transversal and less subject matter related."
	Interviewee	Gen Z wants to make an impact, stand out, have fast career progression, have principles that were influenced by their surroundings and being a different set of skills than those of other generations	Gen z are more flexible and more demanding	Gen z are more flexible, require flexibility and set more boundaries	Gen z are innovative, flexible, short attention spanned and tend to be prone to action	Gen z set more boundaries, are ambitious in terms of goals and speed towards those goals	Gen z are flexible and enjoy a transversal career path
Q2) What do believe to be the primary motivations and aspirations of Gen Z employees in the workplace?	Interviewee	"No uniqueness is one of the main motivations and aspirations is to stand out from the mass. And also there is one big point which is somehow I would call it a stability, I would call it continuity because I think I'm also referring to many other Gen Z I worked with before Amazon. I would say I would call it like a solution that works for them for the moment without stalling their career path."	"I would assume like everybody, make enough money to lead a happy life."	"Well, I think that it could be having a flexible schedule or location and I think also, they value gaining a personal side to work, not like only come to work to work, it's like also to network, I think."	"I would say to do well and have fun"	"Rapid Growth. I believe that's the main one. I think. What I see with Gen Z at Amazon is rapid growth and recognition from the highest levels."	"Flexibility, being capable of envisioning themselves with the vision of the company with the vision of their leaders and manager"
	Interviewee	The wish to stand out, have stability and a career solution that works for them for now	Have a decent salary	Have a flexible work schedule and get some personal fulfillment at work	Have fun and do well at work	Have a rapid career growth and recognition	Have a flexible work schedule and be aligned with the company culture
Q3) How does Gen Z's approach to work differ from previous generations?	Interviewee	"Usually the Gen Z's confidence is the point that they are prone to self confirmation, has rather than understanding their workplace situation. So there is less capability than the other generations to interpret the anecdote and there is more attitude for sticking to what they know. So before accepting a different approach, they first need to disprove their. There's something that is different from other generations I believe"	"I would say they are more, they have more related approach in the sense of not getting stressed out too much and taking more free time, you know, more laid back. I would say focusing more on the life that you say work life balance."	"Think in my perspective, they're much more let's say open, they're also much more human resources also I have to do a lot with the people they recruit. Okay, but in the organization itself, like at least from my close network, I don't think we're doing much"	"I would say like flexibility is a key. I think like we've had things that have improved that as work, but a generation is even more I see like people traveling around the world even before start working"	"I see the Gen Zers are super flexible on time to work on starting time and finishing time or think which can mean they're willing to work later in the night. And that's a peculiar thing for me, because I'm a different generation apparently. And for me, the the start and finish times were always arrangements"	"I think they're less technically prepared. I would say like or even interested to be technically. When my generation was starting to work. We're like much more inclined to like be super good at like Excel, PowerPoint. And, you know, know how to really be very skillful on a very particular subject. Here, it seems that they're more inclined to you know, like, participate on different ways of working like more, I mean, less formal, having the ability to speak, you know, to give their vision and their ideas."
	Interviewee	Very self confident, rather believe they are mostly right	Related approach and aiming for a good work life balance	Open, informal and communicative when unsure on a topic at work	They focus on flexibility at work in order to "live more"	Have a more unstructured work schedule	Less technically prepared, more open to different roles, more informal, communicative
Q4) What strategies or initiatives has your organization implemented to attract and retain Gen Z talent effectively?	Interviewee	"One of the main strategies in advertisement and visibility. Early career positions, there is also lot of work of month there is a lot of advertisements. I think that compared to other big techs the pool of juniors is much higher. I think also it's fast pace and innovative environment, which is attractive to Gen Z more than the establishment if I can express it this way. And for sure, 100% attractive or working conditions, the salary. I think it's related to the change in the macroeconomic environment and attractive salary is a great point."	"Actively some, okay. Have a stipend idea to do trainings for both as Gen Z and Boomers and Gen millennial means. It's a waste of time though."	"I think now they are sending these delimiters on how to like how such generation is different. So I think from the DEIA, grew up three working on it, and I also believe that human resources also I have to do a lot with the people they recruit. Okay, but in the organization itself, like at least from my close network, I don't think we're doing much"	"No, I'm not sure honestly."	"I'm not aware of any to actively recruit Gen Z. I know that we actively recruit from universities for internship. However, I'm not aware of any particular incentives for Gen Z"	"Well, I think the fact that we onboard and we hire interns like the interns program management, we do recruit a lot of interns every each year. In the end, I think Amazon takes responsibility as a global company to train and to allow young generations to come and work in many different teams, maybe even change teams very easily. So yeah, I think the organization does a lot for to attract to attract generate talent."
	Interviewee	Advancing, sound of month, having a young and innovative environment, good working conditions and an attractive salary	none	not much	not sure	recruit directly from universities	recruit many interns and train them wholly having a generationally diverse workplace
Q5) In your opinion, what are the most effective methods for engaging and retaining Gen Z employees, considering their values and expectations?	Interviewee	"I think absolute sincerity, absolute honesty and clear explanation and clear data of how does the workplace work, what are the tasks, what are the tasks for what is the outcome of what they do. What are the times by which they have to be in the workplace? So I would say complete transparency and honesty of the information that is given to them. It's key to recruit them. Above all"	"Well, I think to change the system of how we work to not expect that you have to work 40 plus hours if you want to get ahead but to be able to accept that somebody can lead even if they only work half time. Well, let's face it extends further. So to say for example, I mean, if you have if you're a parent, that you can like another example would be that we have to change the system of working in a way that people who want to be parents don't have to plan their pregnancies and getting children around that career. But they can they don't have to worry if I got to try to model do I have to wait another five years to get promoted? Or do I have my side and in doing a year and get promoted today like that these kind of stupid pay offs don't have to be considered"	"I think this is a general one, but it would be to not assume that everybody's, let's say motivation, or how they get recognition in the same. Yeah, just make sure that you're not generalizing because everyone is different. And for me, I don't know for me it could be that time off for myself. It's the way that you motivate me. For other people might be money and for other people might be life experience related. Like events for example. Like I would say the possibility to have a growth and a clear path"	"Their path of progression from the very beginning. That making progress along the path. Validation isn't needed all the time, but the key stages of progress, right? Also I found that I have to be proactive, to give feedback. And this is a peculiar learning part for me to that Gen Z will not always ask you how you're going. It's almost like they have to go to them. Gen Z will if they have a mission that focuses on that mission. You have to go and tell them how it's going."	"So I think it is important to open like to be very open about like, how they can contribute. Without like doing a solo where you know, what an intern should be doing what the manager should be doing, but if really more about being like, taking this this team and developing them as if they were already managers, let's say"	
	Interviewee	clear, honest and sincere explanations on what can be expected in a position at the company (tasks, impact, etc)	clear, honest and sincere explanations on what can be expected in a position at the company (tasks, impact, etc)	ensure the company values the way they give Gen Z recognition to what motivates them	have a young and fun environment at work, clear career path and growth options and more flexibility	clear career path/progression from the start. Be proactive in giving feedback and validation, at the right time	Be clear on how Gen Z can contribute while including them in overall organization
Q6) How do you see the role of technology and digital tools in retaining Gen Z employees?	Interviewee	"I think it's a double edged sword. It can definitely work towards their preferences, but it could work against their needs. I think that Gen Z is generally characterized by team work but that it's mostly expressed through individualization, which is normally a contradiction. But I think it's really straightforward as in the believe, technology enables Gen Z to enhance their individual contribution in a collective effort, but this risks to the risk of disengagement to the Gen Z. I think that in general the digital tools and technology have the role of enablers and not enablers, they are like positive enablers in making sure that the diverse, very diverse skill set of Gen Z can be applied into many different many different industries, which is something that was not possible for the previous generations"	"probably mainly to be able to work remotely"	"I don't know if like it's the most valuable, but it is a highly valuable because of course, this generation are born with it. So I think like doing things manually for them, it's just like other, how their brains were taught, or how they were raised. It's not something so appealing, because it's not part of their day to day. Let's say if they think they won't see the benefits of doing things when they when they know that there's so much technology that they have access to that can simplify those work."	"So I would say like being able to develop and use new technologies. Like it's an accelerator of like, inputs for Gen Z"	"See the goals are often focused on the outcomes. So digital tools can often be the way that they see a fast solution for the usability index of things, to give feedback. And this is a peculiar learning part for me to that Gen Z will not always ask you how you're going. It's almost like they have to go to them. Gen Z will if they have a mission that focuses on that mission. You have to go and tell them how it's going."	"I honestly don't know if this is like a big thing for Gen Z is retention of attraction in the sense that you know, like, there are too many tools also, it might be a bit overwhelming for for them. I don't know I don't see digital tools as like a retention for Gen Z. Maybe I'm wrong, but I don't see it"
	Interviewee	Good tool for enhancing their skills and individualism within a collective group but also works against them by increasing the chance of being the cohesive behaviour and mind.	Allows them to work remotely	Appearing as in what they are used to but not super important	Appearing as an acceleration tool at work	Appealing to engage Gen Z, however must avoid carefully and not seen as a solution to problems but as a tool	not necessarily important
Q7) What kind of feedback and recognition systems have proven to be most effective in motivating and retaining Gen Z workers?	Interviewee	"The best is to work through positive reinforcement, rather than rather than to go talk down directions, so positive reinforcements of self initiative. However, if I can add something that works against that is promoted for agencies, which is trial and error. So I believe that the two methods that are being used most, but positive reinforcement and trial and error are not 100% compatible. And this is, and I think that this is problematic."	"I have no idea. Probably just be nice"	"I believe that being empathetic, I think having that empathetic or that safe space, it's very important. And also the flexibility that if there's something that they need to go do at home, or that they need to do something outside of work, during work hours, that you can use, of course, you don't block them and that you give them the late that they see that you treated and that if they just leave for an hour that you know that anyway the work is gonna be done and you're not micromanaging on, so, yeah, it's like that honest space where you're there mutual trust"	"Small but powerful statements. Okay, in a bit more detail. Quickly, so you have to choose your moment. Follow up quickly from a success to validate the success and then trust that that person absorbs it. Right, don't keep repeating it because the more you repeat it, the more they doubt. So follow up quickly. Give short encouragement and validation and choose a separate time to give growth areas"	"Well, I think direct feedback from the people they work for like more like I'd you know, not only with their managers, but with the people they have been working with. And you know, like very open and direct feedback. I think also motivating them when they're doing something good, really telling them that it's your, your, great. I think now with the new generation, people tend to be more careful about how you're saying something negative. This is not really what you're expecting. And it seems it seems that what the generation wants, like not be too much, you know, overwhelmed by like, really negative feedback. And it seems that managers I think, are really learning how to do that. But I think we also need to be careful not to, you know, because you have to give them the right direction. And course, negative feedback is also necessary. So I think there's a you know, something to be worked on there."	
	Interviewee	give positive reinforcement	be nice in the way of giving feedback	be empathetic, provide a safe space and foster trust	be transparent and clear	quick, small yet powerful statements. Be quick at validating, don't repeat and choose different moments when validating and when providing growth areas	Well, I think direct feedback from several people among them, motivate when they did something right but also carefully call out when something is to be improved.
Q8) How does your company handle issues related to mental health and well-being, and what efforts have been made to support the mental health needs of Gen Z employees?	Interviewee	"I think my company has put factually or not factually, initiatives to promote mental health. And well being is active. However, many actions are aimed to resolve issues rather than prevent them. Okay, I believe that the two methods that are being used most, but positive reinforcement and trial and error are not 100% compatible. And this is, and I think that this is problematic."	For Gen Z, I'm not aware of plenty, okay. They offer some kind of support systems for the burnouts that they cause"	"Well, there's now there's an application so that's, that's one thing. Also we have some, like employee assistance if you need like some therapy sessions, we will give you the a few."	"Well, there are several you have mentorship you have some mental health awareness training managers a trainee plus you can call on case like, you feel your mental health is not well supported, but this is for everyone"	"Amazon has structured assistance for mental health and well being there is applying employee assistance programs, this some countries also have arrangements for counseling and guidance like this. I always made sure that all new hires including Gen Z will have mentors and onboarding buddies when they begin with Gen Zed. make sure that that person stays with them longer. Because Gen Zed will not always include the issue straightforwardly. You know, so it takes to build the trust for longer. So onboarding, onboarding buddies and onboarding continues for four months in my team with Gen Zed, whereas with other generations is normally stops after two months. Okay, it's not a standard procedure. It's just the way that I operate."	"I think there's a lot of tools like like health program. There's also like Amazon groups for mental health, and there is a lot of you can if you're interested in a mental health check, you can join a lot of conference. I mean, I think there is a lot of awareness on this topic."
	Interviewee	They provide solutions but nothing Gen Z specific	They provide solutions but nothing Gen Z specific	They provide different general solutions	They provide different general solutions	They provide solutions but nothing Gen Z specific. Up to manager to plan for support	They provide different general solutions

<p>Q9) Can you share any insights on the impact of remote work and flexible work arrangements on Gen Z retention and engagement within your organization?</p>	<p>"quote"</p> <p>"I think that remote work is essential to retain and attract and retain agencies from a company. I also think that it's better this way, remote work is essential to attract everything Gen Z workers. However, remote work is also the main cause for signs and quitting intention and other mechanisms, other events that reduce retention and to be honest, they cannot be important. In what cases it's positive. And in worst case, it's a negative for retaining talent for hiring. It's for sure positive for attracting"</p>	<p>"I guess that makes your life easier. Like I see that some of the interns they have a more flexible life so I guess it would help remote part makes it able for them to work while they are remote."</p>	<p>"Yes, I mean, I think it impacts a lot. I think that definitely the option to either go to the office because you want some socialization or you want to serve to be on a more office setup, versus remote work that you can be at peace of your home as well. It's something that the gen values right now. And eventually as they grow older, they have families and everything that is going to become more and more important."</p>	<p>"positive side, allow them to keep flexibility and work from everywhere, kind of at least be more flexible on when and how to come to the office. negative impact probably like they would struggle a bit more in getting company culture, and like a feel part of something"</p>	<p>"Yeah, so I've had two interns that started this year. One of them they were both the University joined COVID times. One of them was fully remote. One of them attended classes. One of them the first one completed their entire matters remotely. The second was remote for the beginning, but then attended classes in person. One, the person who was fully remote was very hard to engage in an office environment tended to work alone and would only engage at the office in a social aspect. Typically collaborate well working something whereas the person from Gen Zed, who had in person classes more, was very quick to collaborate, but also like to work alone. They were it was easier for them to adapt to an office environment. Now that could be beyond just that, that could be for everyone. But what I've seen is, other generations were eager to come to the office, right? Gen Zed were went through some of their formative time, in a remote environment. So that's harder to shake off, they will often replicate hybrid working in an office."</p>	<p>"I have an experience where I think of course, giving like flexibility to Gen Z, then like, really, really important but I think they also need to have an office where they can like, you know, be between, you know, between generations. So, I would say like, it's great to give them the flexibility of working from home I, but I also feel that they like also to have this corporate kind of, you know, fun environment that is only possible in an office."</p>
<p>Q10) What data or metrics does your organization track to measure the satisfaction and retention of Gen Z employees?</p>	<p>"I don't know"</p>	<p>"I mean, we have the connections but nothing specific"</p>	<p>"I have no idea"</p>	<p>"I don't think we have something specific"</p>	<p>"I'm not aware of anything specific to gen z"</p>	<p>"I don't know"</p>
<p>Q11) What initiatives or programs does your organization have in place to foster continuous learning and upskilling among Gen Z employees?</p>	<p>"I don't know"</p>	<p>"I think that it's just as much as for every other employee. I don't think it's more for specific."</p>	<p>"Yes, I think there's three opportunities for everyone."</p>	<p>"I would say yes. Are they specific to Gen Z no, but as a manager etc. We are empowered to push and foster like on any knowledge field of knowledge that is related to work that could be good for the employee."</p>	<p>"I'm not aware of anything specific for Gen Zed. The same way that there isn't anything specific for millennials"</p>	<p>"would say that learning and development within Amazon is not very well marketed, you know, it's not like other companies where we would like really foster and and make available some very interesting trainings. You know, very, like, specific to a career path for an employee. I think this is definitely missing."</p>
<p>Q12) How do you anticipate the expectations and preferences of Gen Z employees evolving in the future, and how is your organization preparing for these changes?</p>	<p>"I think it would evolve them to lowering expectations, okay. Or at least let me put it this way I aligning them to the rest of the population to the rest of the workforce within my company in general, and talking about talking about preferences. I think that my company will try to automate and try to streamline as much as possible to make sure that they meet the preference of Gen Z"</p>	<p>"I think the organization is probably not preparing. At least I don't I cannot tell how expectations and preferences of Gen Z. I think that, yeah, they most probably just to more effective in leveraging I think as just as they will have there's like workforce as they are able to leverage what they want than."</p>	<p>"I don't know if we're anticipating it. Let's say we're not I don't think we're anticipating them proactively, or at least, what I have knowledge of, but I do think that as, let's say millennials and even Gen C's start reaching the managing management positions, then of course, it's going to evolve naturally, but I don't know if we're doing anything like on purpose. People are like dropping their jobs because they're not flexible enough or they're not meeting their requirements. It's happening a lot, then eventually. The companies are going to basically accommodate."</p>	<p>"So I would say like an approach for a company should always be the one of empower technological change, and use like the new technological tools and availabilities in order to facilitate the retaining of seven generation like Gen Z in this case"</p>	<p>"I think expectations will evolve as much as we allow them to. If I'm totally honest with you. The more that we try to treat a generation differently, that generation will grow into that right. I'm not aware of any planned changes to encourage or accommodate personal demands of the next generation. I'm curious to know how where Gen Zed will take us because typically, if we're talking about clear paths, fast progression, but also at the same time, remote work. How's that going to work? Because you're developing a fragmented work approach there. So there's gonna have to be tech involved to bring all this back together again. I don't know how it's gonna work. But I'm curious."</p>	<p>"I think organizations are already prepared. You know, I think COVID helped a lot. And I think Gen Zed is already integrated in somehow in the workforce, so they're already they have already impacted a lot here, you know, how manager relationships work, how feedback works, how flexible it can be in terms of home of his home or office work. And I think Amazon is a company who is very active, very active actor on these new technologies. So I think everything will be put in place quite easily here."</p>
<p>Q13) Do you believe there is an issue in retaining Gen Zs at Amazon? main reasons.</p>	<p>"Yes, I do believe there. Amazon is not clear and honest and open enough to Gen Z's about what they can expect from the company okay. That is not to say that Amazon is clear at all, but that to say that Gen Z is required to have a different sensitivity to the topic and require a different approach. Okay. The second one is that Amazon is using the same approach to let's say, career paths and career progression with Gen Z workers when this should be different for Gen Z workers"</p>	<p>"Well, I think Amazon is good at hiring the same mindset people with the same mindset. So somehow, I see a lot of people making friends I would think that Amazon is on the past for breaking this up because they are getting too big. So I mean, I would think I don't know we are not taking everybody anybody over but I think that because we don't have the positions at the moment. But I think that Amazon will probably be used as a stepping stone in a CV and then I hope that Gen Z's will go to nicer companies that are not so focused on consumer. I mean, it's super it's super difficult to have young people remain in your company. You have to be able to offer them continuous improvement. And career growth, also compensation for which is super difficult anyway, so it's much easier to change companies and get a promotion this way then to stay in the same company and it's difficult in any company. And it's not easy or that Amazon so that's what Gen Z's related. So it's related to I'm hiring 25 year olds right out of college. And after three to five years, they want to earn a lot more money, and if they stay in the same company, you're not gonna get that much more money than we had when we started."</p>	<p>"I think that Andy Jesse communication thing is one of the one issue there, because it was very general. It was not, let's say contemplating, I think for my perspective, at least it was not contemplated the thing that we are becoming more nomads and we're the experiences but also like we want the life, work life balance that allows us to like have more experiences. Also not to like have more experiences outside even experiences within the company. Like being able to jump from one country to the other, learn from other cultures or other job types. I don't think Amazon is in right now quite up to speed. With those, let's say new work cultures, because of Gen Z"</p>	<p>"No, I don't believe so. No, I don't. I don't believe there's an issue to retain. We have a retained number of people who can work at a company. So it's not so easy, but Gen Zed employees who come here have great skill sets to have open minds. And in my experience, they bring a lot I don't I don't see any issues there. Any more than any other generation"</p>	<p>"No, I don't believe so. No, I don't. I don't believe there's an issue to retain. We have a retained number of people who can work at a company. So it's not so easy, but Gen Zed employees who come here have great skill sets to have open minds. And in my experience, they bring a lot I don't I don't see any issues there. Any more than any other generation"</p>	<p>"I think every company will struggle to retain this generation. Because you know, there is so much more like freelancing options, you know, you can start your own company very easily. I don't know if the core values of you know, these big corporations will be aligned with the new generations aspirations. So I think it definitely will be a huge challenge. But again, I think as long as Amazon can empower people, you know, give them responsibilities early on, make them progress quickly in their careers, and have also the the feeling to be you know, in a company which is like top of the in terms of new technology, you know, vision about ESG you know, this climate pledge like I think it will be hard for everyone but I think Amazon is quite well placed in you know, in comparison to other big organizations. I'm not comparing with smaller organizations, which might be a bit easier to not to target for, for some reasons."</p>
<p>Interpretation</p>	<p>hybrid working opportunity is essential to attract gen z but negative for retaining as it fosters quiet quitting</p>	<p>remote working is attractive for gen z and make life easier</p>	<p>provides the freedom to gen z to go to work and socialize or stay at home</p>	<p>provides gen z with the flexibility of choosing how they work but increases the struggle in really being a part of the company</p>	<p>In general, given how Gen Zers spent their formative years, flexible work arrangements work best for this generation</p>	<p>important for the gen z but can but can increase their struggle to deal with people from other generations</p>
<p>Interpretation</p>	<p>doesn't know</p>	<p>nothing specific</p>	<p>doesn't know</p>	<p>nothing specific</p>	<p>nothing specific</p>	<p>doesn't know</p>
<p>Interpretation</p>	<p>company provides these but not gen z specific</p>	<p>nothing specific</p>	<p>nothing specific</p>	<p>company provides these but not gen z specific</p>	<p>company provides these but not gen z specific</p>	<p>company provides these but badly marketed and not gen z specific</p>
<p>Interpretation</p>	<p>Gen z will lower expectations or just adapt to a more generalized standard. The company will try to meet gen z preferences</p>	<p>doesn't know how expectations are evolving and company is not really preparing</p>	<p>company not anticipating needs simply slowly accommodating to generational needs as they come</p>	<p>doesn't know how needs will evolve but believes amazon should anticipate by empowering technological change</p>	<p>gen z's expectations/trends will evolve in a way we allow them to. Too much accommodation to their needs and they will have more expectations</p>	<p>gen z has already had na impact in the workforce and amazon has evolved with this generation</p>
<p>Interpretation</p>	<p>Yes, lack of clarity and honesty regarding what can be expected from the company and using the same approach regarding career progression across several generations.</p>	<p>Yes, there is an overall issue in retaining Gen Zs as compensation raises and career growth is more easily achieved by changing jobs frequently (not an Amazon-specific issue)</p>	<p>Yes, lack of attractive communication, towards gen z, from the company, in culture and in future path</p>	<p>no problem</p>	<p>no problem</p>	<p>Yes, there is an overall issue in retaining Gen Zs</p>

### C. Interview Participant Profile

Interviewee	I.1	I.2	I.3	I.4	I.5	I.6
Year of birth	1993	1989	1991	1995	1981	1987
Nationality	Italian	German	Costa Rican	Italian	English	French
Tenure at company (in years)	2	2,5	6,3	3	3,5	4
Gender	Male	Male	Female	Male	Male	Female

### D. Survey Guide

# Master Thesis Survey on “Attracting and Retaining Gen Z Talent in the Big Tech Workforce”

## Survey Flow

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### Start of Block: Question Tour Block 1

#### Introduction

Hi! I am a student at Nova School of Business and Economics, currently developing **research for my thesis on Gen Z retention in the tech world** aiming to understand, in further detail, what drives Gen Z employees in the Tech Industry. Moreover, trying to gather insight on their motives and desires and what a company needs to not only attract but also retain these employees within the company, therefore reducing attrition.

Your insight is highly appreciated, welcoming all types of responses. All participation is anonymous, with the data collected being used solely for this study. The survey takes approximately **3 minutes**, if you have any questions feel free to contact me at 53660@novasbe.pt.

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Page Break

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Q1 Do you consent to participate in this survey?

- Yes (1)
  - No (2)
- 



Q2 Can you confirm that you work at Company x.

- Yes (1)
  - No (2)
- 



Q3 Can you confirm that you were born in 1997 or after?

Yes (1)

No (2)

---

Page Break

Q4 Are you currently satisfied with your job?

- Yes (1)
- No (if so, describe why) \_\_\_\_\_  
(2)
- More or less (3)
- Would rather not answer (4)

Q5 Select 3 main factors that you can attribute to having selected a job offer at Company X.  
(Location is not accepted as a reason).

- Salary (1)
  - Growth Opportunities (2)
  - Autonomy (3)
  - Company name/status (4)
  - Work-life balance (5)
  - Tech resources available (6)
  - Capacity for creativity (7)
  - Company culture (8)
  - Hybrid work model (10)
  - Benefits and Perks (11)
  - Other (write another factor if applicable) (9)
-

Q6 What is the importance you place on each of these factors when looking for a job or staying at a company in big tech?

	Low (1)	Mid (2)	High (3)
Salary (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growth Opportunities (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autonomy (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company name/status (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-life balance (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tech resources available (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity for creativity (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company culture (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hybrid work model (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits and Perks (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
⊗ Other (write another factor if applicable) (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Carry Forward Selected Choices from "What is the importance you place on each of these factors when looking for a job or staying at a company in big tech?"*



Q7 In your opinion does Company X provide these factors?

	Provides the factor	
	Yes (1)	No (2)

Salary (x1)	<input type="radio"/>	<input type="radio"/>
Growth Opportunities (x2)	<input type="radio"/>	<input type="radio"/>
Autonomy (x3)	<input type="radio"/>	<input type="radio"/>
Company name/status (x4)	<input type="radio"/>	<input type="radio"/>
Work-life balance (x5)	<input type="radio"/>	<input type="radio"/>
Tech resources available (x6)	<input type="radio"/>	<input type="radio"/>
Capacity for creativity (x7)	<input type="radio"/>	<input type="radio"/>
Company culture (x8)	<input type="radio"/>	<input type="radio"/>
Hybrid work model (x11)	<input type="radio"/>	<input type="radio"/>
Benefits and Perks (x12)	<input type="radio"/>	<input type="radio"/>
<input checked="" type="checkbox"/> Other (write another factor if applicable) (x9)	<input type="radio"/>	<input type="radio"/>

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Page Break

Q8 What motivates you to pursue a job in the world of “big tech”?

---

Q9 Given recent trends in remote work, which do you prefer?

- In-office work (1)
- Remote work (2)
- Hybrid Model (3)

---

Page Break

Q10 Do you consider continuing to work at Company X?

- Yes (1)
- No (2)
- Maybe (3)

---

*Display This Question:*

*If Do you consider continuing to work at company x? = No*

Q11 What would incentivise you to stay at Company X?

---

End of Block: Question Tour Block 1

---

Start of Block: Question Tour Block 2

Page Break

Q12 Almost done! Please provide the following information to help with sample characterization, thanks.

Age (1) \_\_\_\_\_

Nationality (2) \_\_\_\_\_

Tenure at company (in months) (3) \_\_\_\_\_

Educational Background (Bachelor or Masters) (4)  
\_\_\_\_\_

Gender (5) \_\_\_\_\_

---

End of Block: Question Tour Block 2

E. Survey Participant Profile

	Values	Frequency	Percent
<b>Tenure at company in months</b>	1.00	1	1,6
	2.00	3	4,9
	3.00	8	13,1
	4.00	5	8,2
	5.00	14	23,0
	6.00	10	16,4
	7.00	1	1,6
	8.00	2	3,3
	10.00	1	1,6
	13.50	1	1,6
	15.00	1	1,6
	16.00	2	3,3
	19.00	2	3,3
	20.00	2	3,3
	21.00	1	1,6
	25.00	1	1,6
	26.00	1	1,6
	30.00	2	3,3
	33.00	1	1,6
	36.00	2	3,3
	Total	61	100,0
<b>N</b>	Valid	61	61
	Missing	0	0
<b>Mean</b>		9,6639	23,74
<b>Std. Deviation</b>		9,23703	1,682
<b>Age</b>	20	3	4,9
	21	4	6,6
	22	7	11,5
	23	11	18,0
	24	12	19,7
	25	15	24,6
	26	9	14,8
		Total	61
<b>Nationality</b>	American	1	1,6
	Belgian	2	3,3
	Bulgarian	1	1,6
	Egyption	2	3,3

	French	7	11,5
	German	4	6,6
	Greek	1	1,6
	Indian	3	4,9
	Italian	15	24,6
	Kazakhstan	1	1,6
	Kuwaiti	1	1,6
	Latvian	1	1,6
	Luxembourg	1	1,6
	Moroccan	1	1,6
	n/a	1	1,6
	Norwegian	3	4,9
	Polish	1	1,6
	Portuguese	4	6,6
	Spanish	8	13,1
	Swedish	1	1,6
	Turkey	1	1,6
	Venezuelan	1	1,6
	Total	61	100,0
<b>Education</b>	Bachelor	19	31,1
	Masters	42	68,9
	Total	61	100,0
<b>Gender</b>	Female	27	44,3
	Male	34	55,7
	Total	61	100,0

#### F. [Survey Answers](#)

<b>Are you currently satisfied with your job?</b>			
		Frequency	Percent
Valid	Yes	24	39,3
	No (if so, describe why)	7	11,5
	More or Less	30	49,2
	Total	61	100,0
Mean		2,70	

Std. Deviation	1,418
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**Are you currently satisfied with your job? - No (if so, describe why) - Text**

	Frequency	Percent
Valid	54	88,5
Boring, not impactful	1	1,6
I am very stressed	1	1,6
I feel I'm not challenged enough/not have enough room for growth	1	1,6
It does not match the job description I was told, and it is not a good fir with my skills and interests	1	1,6
Job different to the description, I am changing to more challanging role now	1	1,6
not alligned with my values	1	1,6
not enough money	1	1,6
Total	61	100,0

**Select 3 main factors that you can attribute to having selected a job offer at Company X. (Location is not accepted as a reason).**

<b>Salary</b>	Frequency	Percent
Valid	48	78,7
Missing	13	21,3
Total	61	100,0

  

<b>Growth Opportunities</b>	Frequency	Percent
Valid	40	65,6
Missing	21	34,4

Total	61	100,0
<b>Autonomy</b>	Frequency	Percent
Valid	4	6,6
Missing	57	93,4
Total	61	100,0
<b>Company name/status</b>	Frequency	Percent
Valid	39	63,9
Missing	22	36,1
Total	61	100,0
<b>Work-life balance</b>	Frequency	Percent
Valid	14	23,0
Missing	47	77,0
Total	61	100,0
<b>Tech resources available</b>	Frequency	Percent
Valid	11	18,0
Missing	50	82,0
Total	61	100,0
<b>Capacity for creativity</b>	Frequency	Percent
Valid	7	11,5
Missing	54	88,5
Total	61	100,0
<b>Company culture</b>	Frequency	Percent
Valid	16	26,2
Missing	45	73,8
Total	61	100,0
<b>Hybrid work model</b>	Frequency	Percent
Valid	9	14,8
Missing	52	85,2
Total	61	100,0

<b>Benefits and Perks</b>	Frequency	Percent
Valid	4	6,6
Missing	57	93,4
Total	61	100,0

  

<b>Other (Option for relocation around the world)</b>	Frequency	Percent
Valid	60	98,4
	1	1,6
Total	61	100,0

<b>Importance on factor in tech comp - Salary</b>				<b>Does company x provide factor - Salary</b>				
		Frequency	Percent			Frequency	Percent	Valid Percent
Valid	Low	1	1,6	Valid	Yes	48	78,7	94,1
	Mid	9	14,8		No	3	4,9	5,9
	High	51	83,6		Total	51	83,6	100,0
	Total	61	100,0					

<b>Importance on factor in tech comp - Growth Opportunities</b>				<b>Does company x provide factor - Growth Opportunities</b>				
		Frequency	Percent			Frequency	Percent	Valid Percent
Valid	Mid	10	16,4	Valid	Yes	43	70,5	84,3
	High	51	83,6		No	8	13,1	15,7
	Total	61	100,0		Total	51	83,6	100,0

<b>Importance on factor in tech comp - Autonomy</b>				<b>Does company x provide factor - Autonomy</b>				
		Frequency	Percent			Frequency	Percent	Valid Percent
Valid	Low	3	4,9	Valid	Yes	19	31,1	79,2
	Mid	32	52,5		No	5	8,2	20,8
	High	24	39,3		Total	24	39,3	100,0
	Total	59	96,7					

Importance on factor in tech comp - Company name/status				Does company x provide factor - Company name/status				
		Frequency	Percent			Frequency	Percent	Valid Percent
Valid	Low	4	6,6	Valid	Yes	33	54,1	100,0
	Mid	24	39,3	Missing	System	28	45,9	
	High	33	54,1	Total		61	100,0	
	Total	61	100,0					

Importance on factor in tech comp - Work-life balance				Does company x provide factor - Work-life balance				
		Frequency	Percent			Frequency	Percent	Valid Percent
Valid	Low	3	4,9	Valid	Yes	26	42,6	70,3
	Mid	21	34,4		No	11	18,0	29,7
	High	37	60,7		Total	37	60,7	100,0
	Total	61	100,0					

Importance on factor in tech comp - Tech resources available				Does company x provide factor - Tech resources available				
		Frequency	Percent			Frequency	Percent	Valid Percent
Valid	Low	11	18,0	Valid	Yes	21	34,4	91,3
	Mid	26	42,6		No	2	3,3	8,7
	High	23	37,7		Total	23	37,7	100,0
	Total	60	98,4					

Importance on factor in tech comp - Capacity for creativity				Does company x provide factor - Capacity for creativity				
		Frequency	Percent			Frequency	Percent	Valid Percent
Valid	Low	8	13,1	Valid	Yes	13	21,3	59,1
	Mid	30	49,2		No	9	14,8	40,9
	High	22	36,1		Total	22	36,1	100,0
	Total	60	98,4					

Importance on factor in tech comp - Company culture				Does company x provide factor - Company culture				
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							Valid	
						Frequen	Perce	Valid
						cy	nt	Perce
						ty	nt	nt
								t
Valid	Low	6	9,8	Valid	Yes	31	50,8	91,2
	Mid	20	32,8		No	3	4,9	8,8
	High	34	55,7		Total	34	55,7	100,0
	Total	60	98,4					
<b>Importance on factor in tech comp - Hybrid work model</b>				<b>Does company x provide factor - Hybrid work model</b>				
						Frequen	Perce	Valid
						cy	nt	Perce
								t
Valid	Low	10	16,4	Valid	Yes	29	47,5	87,9
	Mid	18	29,5		No	4	6,6	12,1
	High	33	54,1		Total	33	54,1	100,0
	Total	61	100,0					
<b>Importance on factor in tech comp - Benefits and Perks</b>				<b>Does company x provide factor - Benefits and Perks</b>				
						Frequen	Perce	Valid
						cy	nt	Perce
								t
Valid	Low	4	6,6	Valid	Yes	26	42,6	78,8
	Mid	23	37,7		No	7	11,5	21,2
	High	33	54,1		Total	33	54,1	100,0
	Total	60	98,4					
<b>Importance on factor in tech comp - Other (write other factor if applicable)</b>				<b>Does company x provide factor - Other (write other factor if applicable)</b>				
						Frequen	Perce	Valid
						cy	nt	Perce
								t
Valid	Low	10	16,4	Valid	Yes	5	8,2	71,4
	Mid	4	6,6		No	2	3,3	28,6
	High	8	13,1		Total	7	11,5	100,0
	Total	22	36,1					
<b>Importance on factor in tech comp - Other (write other factor if applicable) - Text</b>				<b>Does company x provide factor - Other (write other factor if applicable) - Text</b>				

	Frequency	Percent		Frequency	Percent	Valid Percent
Valid	50	82,0	Valid	57	93,4	93,4
.	1	1,6	ESG	1	1,6	1,6
ESG	1	1,6	Feeling of Purpose	1	1,6	1,6
Feeling of Purpose	1	1,6	Location	1	1,6	1,6
Interest of missions and projects (among 3 most important, lacking in previous question)	1	1,6	People	1	1,6	1,6
Location	2	3,3	Total	61	100,0	100,0
n/a	1	1,6				
People	1	1,6				
purpose of the company	1	1,6				
Relocation opportunity	1	1,6				
Well located	1	1,6				
Total	61	100,0				

**What motivates you to pursue a job in the world of “big tech”?**

	Frequency	Percent
Innovation	8	11,6%
Money	17	24,6%
Make impact	5	7,2%
Resources/tech	3	4,3%
Hybrid model	2	2,9%
Prestige	4	5,8%
Opportunities/Growth	24	34,8%
Work-life balance	3	4,3%
Comp culture	1	1,4%
Stability	1	1,4%
The international experience	1	1,4%
Total	69	100,0%

**Given recent trends in remote work, which do you prefer?**

	Frequency	Percent
In-office work	7	11.5
Remote work	3	4.9
Hybrid Model	51	83.6
Total	61	100.0

**Do you consider continuing to work at company x?**

	Frequency	Percent
Yes	29	47.5
No	8	13.1
Maybe	24	39.3
Total	61	100.0

**What would incentivise you to stay at company x?**

	Frequency	Percent
	53	86.9
A better manager	1	1.6
A more purposeful mission or clear ways to climb leadership roles	1	1.6

A position in the marketing field	1	1.6
A stable career progression, which at company x and other tech compaies in general is not guaranteed	1	1.6
more world-issues oriented company	1	1.6
Nothing, at the moment I am looking at other career path	1	1.6
remove 3 days to office policy	1	1.6
remove RTO and better salary	1	1.6
<b>Total</b>	<b>61</b>	<b>100.0</b>