

## **Abstract**

### **What drives them ?**

An analysis of motivation factors among specialists on the Danish labor market

The subject for this thesis is motivation among specialists.

The background for the project is based on my experience as Global Recruitment Manager at LEGO Group 2009-2012, where the company realized huge difficulties in attracting enough applicants for specialist position. The amount of candidates were remarkably low in a time, where the unemployment rate among graduates was rather high.

This paradox seems to be a general challenge on the job market in Denmark. The job market is characterized by a high demand for competencies in one (the west) part of Denmark and at the same time we have a lot of unemployment highly educated in the other part (east) of Denmark

### **The paradox is obvious:**

Why don't the specialist from east apply for these positions in west, and what does it take to make them apply?

The overall purpose of this project is to answer the question – why specialist do not apply for open specialist position, which leads to the main questions of this thesis, which is:

### **What drives specialist to apply for a job ?**

This main question of the thesis has the following sub questions:

Which barriers avoid specialist for applying for a position?  
What kind of influence does the job ad have – as the medium or information channel?  
What kind of influence does the geographical/demographical challenge have regarding the motivation?

The question is being answered via a quantitative study, conducted together with Jobindex – the largest jobportal in Denmark. 2770 people participated in the survey.

### **Conclusions:**

The result of the data from the survey shows, a priority, where specialist priorities motivation factors, which are closely linked to their identity as specialists and which are closely linked together with specific values.

The conclusion of the thesis is that it is possible to identify specific motivation factors for specialists on three levels:

1) Regarding motivation factors in general – the data show, that specialists priorities: Salary, being able to work in depth with in the professional area

2) Regarding motivation factors linked to the job design – the conclusion stress more internal motivation factors. Specialists' choose to have varied tasks and to work under conditions with a high level of freedom in terms of independently planning and conducting the everyday tasks. These requirements regarding the way of working seems to be closely linked together with the specialist identity

3)Further specialist priorities motivation factors which are linked to a “specialist environment”. Specialist choose an environment where people like themselves live and work. The analysis stress network both as a way to communicate, to live and to work.

4)The conclusion stress that the job ad as a communication channel dos not reflect specialists demand for dialogue and communication. The conclusion is that the job ad in its structure is monologue based. This means that the job ad has been a barrier in itself.

5)The last chapter suggest some alternative initiative for companies to use for communicating with specialists. The most important is to build network together with specialist in order to exchange mutual information and dialogue.

The theoretical framework for the thesis is based on John Bailys book “Jobdesign an work organizations’. His perspectives is being discussed and compared with ”the rise of the creative class by Richard Florida”.

**Har du lyst at læse hele analysen, så send en mail til [rikke.krogh@populos.dk](mailto:rikke.krogh@populos.dk) med dine kontakt-info.**