An Exploratory Analysis of The Effect of Employer Branding on Attraction and Retention of Employees in The Drinks Industry in Ireland.

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Abstract

Employer Branding is a relatively new concept that is of great interest to organisations due to the many benefits it can bestow on them when managed successfully. Due to its relatively recent conception the academic research into this topic is relatively lacking and so it is worthy of further investigation and research. It is also an area of interest to the author and his employer company.

The purpose of this research was to explore the impact of employer branding on employee attraction, in terms of recruitment, and employee retention within the drinks industry in Ireland. The method of analysis used was quantitative research using separate scales for attraction and retention. The measurement of attraction was assessed using the EmpAt scale while the measure of retention was assessed using the TIS-6 scale, both of which are well established and validated scales.

The findings of this research were that both scales were validated in this jurisdiction as being, by and large, an accurate prediction of the criteria and factors, generated through employer branding strategies, that cause employees in the Drinks Industry in Ireland to be attracted to, and to remain with, an employer organisation. This information will be of use to companies operating in this jurisdiction when planning future employer branding strategies in an effort to attract and retain their staff.

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Finally, this dissertation is dedicated to my late Uncle Sexton Cahill, former HR Director at Golden Vale and president of the Irish Institute of Training and Development, whom I think of regularly as my career develops in HR and whose brain I would have loved to pick during the process of writing this dissertation. If my career is half as successful as his was I will consider myself to be very fortunate.

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Contents

1. Introduction

"We define 'Employer Brand' as "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company" (Ambler, Barrow, 1996).

It is widely agreed that this is the first definition of "employer brand", formulated by Tim Ambler and Simon Barrow back in 1996, and it is still accurate today albeit it could be, and has been, expanded on since. Employer Branding is a relatively new concept which incorporates the marketing concept of branding and applies it to human resources, designing and implementing an "employer brand" on an organisation in order to achieve a myriad of benefits. The benefits of employer branding are manifold and many of them are outlined in the wide array of resulting academic research on this topic. Two of the primary benefits which re-occur on a regular basis are the attraction and retention of employees to an organisation. The first of these benefits the organisation by assisting it in its recruitment process, aiding it in the war for talent by enticing high quality employees to its organisation over its direct and indirect rivals by differentiating itself from the competition (Backhaus et al 2004). It also assists in reducing the cost of recruitment, creating the human resource equivalent of "inbound marketing" by attracting candidates to the organisation rather than having to go and seek them out. It can also result in a reduction in salaries as employees are willing to accept less due to their desire to work for the organisation and enjoy the many benefits of being one of its employees.

The second major benefit is the retention of employees, with employer branding recognised as cementing an employee's commitment to an organisation once they are part of it (Backhaus et al 2004).

The alcohol industry in Ireland supports over 92,000 jobs and contributes over €2 billion to the economy (ABFI, 2018) making it one of the largest industries in the country. Traditionally there are a number of major key players in this industry (for example, Diageo, Heineken, C&C Group, AB InBev and Molson Coors) however, during the recession, Ireland witnessed a wave of entrepreneurialism as the prevalence of unemployment and the lack of available jobs drove people into establishing their own businesses. This led to two phenomena within the industry that have survived the recession and are now thriving even more in these more affluent times; the phenomena I refer to are of course rise in the popularity of craft beer production and consumption and the explosion of the gin market also, both in terms of product and popularity also. Accordingly, what was already a competitive market place has now become even more competitive again and the sleeping giants of the industry have had to innovate themselves in order to maintain their market share. Accordingly, attracting the best talent and retaining the talent you already have has become key to these company's competitiveness in this busy marketplace and so is an area of real interest in this major industry.

The author noticed that there is a dearth of research in relation to employer branding in Ireland but in particular there is no research into its effect on the drinks industry here, an industry of real significance to the national economy. The author is a Human Resources Business Partner within this industry who has

taken a professional interest in this area and felt that this was an are worthy of research to the industry as it competes for talent.

The dissertation is structured in seven Chapters. Chapter One is the introduction which gives an overview of the key concepts, the problem the author is seeking to address, why this is an area of interest, an overview of the methodology employed in the research of the topic and the structure of the dissertation.

Chapter Two is a review of the literature to date on this topic that has been used as a source of secondary research by the author in gaining an insight into the topic, the theories surrounding it and the basis for the research being undertaken by the author. It will establish the reasoning underlying the methodology section of the research.

Chapter Three is the research question that the author has chosen to study and investigate. It also covers what the author aims to achieve and the objective of the research.

Chapter Four explains the methodology employed by the author in undertaking the research in question. It sets our what research philosophy the author subscribed to, what methodological approach was taken, why that approach was deemed to be appropriate and how that methodology was implemented on a practical basis. It will also address the data collection and analysis methods employed by the author.

Chapter Five sets out the results reached on foot of the data obtained in the course of the authors research as well as the authors analysis of that data, what

it means in relation to the research questions being asked and any key findings to be aware of.

Chapter Six will apply the findings to the theoretical research acquired in the literature review and reach conclusions based on this comparison.

Chapter Seven will make recommendations based on the conclusions reached in Chapter Six and suggest timelines and costings for their implementation. It will also include a Personal Learning Statement outlining what the author learnt from undertaking this research.

2. Literature Review

2.1 Branding and Marketing / Corporate Branding

The attraction of employer branding has its nexus in the attraction of the corporate image of a company, whereby a company's corporate image could influence potential applicants to pursue a role within the company (Gatewood, Gowan, & Lautenshlager, 1993). This was what preceded the notion of employer branding before companies were actively curating such a brand or image. Employer branding as a practice seeks to curate a company's external and internal image in the same fashion that marketers seek to manage the brands of their organisations products (Taylor, 2010). Similarly to recent developments in the field marketing, the influence of social media is now of great importance to employer branding in reaching younger audiences such as millennials. The importance of reaching this audience has become paramount as acquiring young talented professionals is a key aim for most companies while the level of distrust

amongst this demographic is more acute than previous generations (Houghton, 2017). The ability of the HR and Marketing department to align in relation to the implementation of employer branding initiatives will be key to a successful programme as interaction between the two departments will be required throughout the entire employer branding process (Moroko, Uncles, 2008).

The key difference between branding and employer branding is that while branding can be achieved through advertising your product as attaching to a certain perceived image or concept, employer branding must be attained through the actual achievement of the characteristics or features you wish to incorporate into your brand in order to be effective. Where employer brand is portrayed as one thing but is actually another, incoming employees will soon discover that the brand is false and it will have the converse effect of making employees cynical towards the company, will reduce engagement, hinder performance and ultimately taint the external brand for potential recruits (Taylor, p.173). Therefore, mere rhetoric will not suffice as employer branding requires the company employees to embody the brand, living by its values and leading by example when it comes to new employees (Houghton, 2017).

Berthon, Ewing and Hah discuss the concept of "internal marketing" and how employers began to harness the tools or marketing and branding in order to make themselves an "employer of choice" to talented candidates. The authors discuss how, as well as lowering recruitment costs, effective employer branding can improve employee relations but also allow companies to offer salaries below market rate due to their attractiveness to candidates as a brand and an employer. As part of their study they discuss how attractive benefits are another draw that

can be part of an employer branding strategy, using a famous DaimlerChrysler advertisement as an example. The advertisement was a two-page spread in a printed production which showed a range of their products but positioning them as benefits rather than consumer products. The message is that their employees not only work for a great company, but they also drive DaimlerChrysler company cars as a benefit (Berthon, Ewing, Hah 2005). This is employer branding at its most brazen, but effective in making the company more attractive to candidates.

2.2 Employer Branding

The concept of Employer Branding concerns the company's image as an employer and how it is perceived by current and prospective employees as a place to work. It is a concerted strategy of marketing your organisation to potential employees as a strong employer brand attracts employees to your organisation by making it an appealing place to work. Conversely, a poor employer brand can have the opposite effect, making it more difficult to attract employees to your company who are put off by their opinion of your image as an employer. Simultaneously, a strong employer brand can help retain your organisations current employees who enjoy being associated with the company as well as the working environment, conditions and benefits received as an employee.

So what is "Employer Branding" or the "Employer Brand"? All organisations have an employer brand whether they have actively cultivated one or not (Houghton, 2017). The reason is that the employer brand is how the organisation is seen as a place to work and once the company has any sort of profile then it will have a public perception of what it is like as a company, as an employer and as a physical

place to work. Obviously, the higher the company profile the greater the degree of public perception it is likely to attract and the more its employer brand comes into play. However, with the development on the internet pretty much all companies have some degree of accessible online profile now, whether that be their company webpage, news articles about them online or social media and/or jobs sites such as LinkedIn, Glassdoor or even Facebook.

To cultivate an employer brand, companies must engender a strong sense of identity with the company's culture in its own employees but must also broadcast this internal culture externally, in order to attract external candidates to the company and its brand (Andrews, 2015). The company's current employees play a vital role in communicating the internal culture and values outward, into the external environment, and this must be factored into any effective Employer Branding strategy implemented by a company (Balmer, Gray, 2003).

Effective employer branding should influence all aspect of the employee lifecycle and the company must be cognisant of this when it comes to constructing their policies and procedures around induction/on-boarding, performance management, employee relations, internal communications all the way through to the exit process (Houghton, 2017). In fact, employer branding continues to influence even after an employee has left the company, as their experience of the life cycle while they were there will then be disseminated to the outside world, including potential future employees but also, interestingly, current and potential customers. By treating your organisations employees well though, and getting your employer brand right, even your ex-employees can be advocates for

your company, its brand and its products after they leave the company (Moroko, Uncles, 2008).

However, some hold that employer branding is really just a form of strategic and organisational control by an employer over its employees. Similar to how marketers try and influence and control their customers, employer branding is a company's concerted effort to implement organisational strategies through the careful curation of its employees and their approach towards the company customers, thus achieving the company goals (Corte, Mangia, Micera and Zamparelli, 2011). However, they do concede that the knowledge sharing and motivation these employees receive from employer branding increases their sense of belonging and pushes them to play their part in improving the company and its reputation which has positive effects on their self-confidence. So essentially, while the motivation for employer branding may have the company's interests as its heart, there are numerous benefits for the employees regardless.

2.3 Benefits of Employer Branding

So what are the benefits of actively cultivating your employer brand? As already stated above, one of the main benefits is the ability to attract employees to your company by differentiating your company from your competitors as well as being a method of retaining and engaging current employees. Furthermore, employers can expect to see improvement in performance levels as well as a reduction in the levels of absenteeism it experiences as a result of successful employer branding initiatives (Taylor, 2010).

Keohane, meanwhile, finds that the benefits of Employer Branding on brand management and talent management for the business improves the reputation

and organisational performance of the company. He argues that the omnipotence of technology in society provides greater transparency to potential employees and this provides companies with an opportunity to enhance their reputation through the medium of employer branding. The outcome of better brand and talent management is an improvement in both cost reduction and business efficiency which allows the company to increase its margin, thus giving it the capability to increase investment and grow the company further still (Keohane, 2014).

A survey conducted by The Career Builder in relation to "Applicant Experience" found that the top three reasons that motivated employees to apply to a company were Location, Branch and Reputation/Brand (i.e. employer brand). That makes employer branding the easiest of the top reasons to alter if your company does want to attract applicants and talent to apply for the roles you have available without changing the location of your business entirely (Wilska, 2014). LinkedIn's research from 2015 found that employers could save $4,723 per employee hired were they invested in their reputation and that companies with strong employer branding experienced a 43% reduction in recruitment costs on average (Burgess et al, 2016). So, it is a cost saving measure that can be implemented easily without having to make considerable changes to the business.

While there are numerous benefits both to the employee and the company borne out across the research undertaken, the two that stand out as most prominent, and possibly the most important to employers, are the attraction and retention of employees, which will explore more in depth now.

2.4 Attraction

A company's reputation as an employer can be determinative of how easy that company finds it to attract candidates to apply for positions of employment in the company. However, it is not just the volume of candidates that it effects but also the quality of the candidates that apply. So, by working on employer branding, a company can make itself more attractive to a greater volume of candidates including the kind of talent that they wish to attract in order to give themselves a competitive advantage. Done successfully, the company can make itself an "employer of choice" which results in an inbound flow of talent and applicants who seek out the company as an employer rather than them having to seek out the candidates, inverting the standard recruitment practices. This has a further knock on effect of reducing the not insignificant costs of recruitment to the company, including advertising fees and agency fees (Taylor, 2010). Davies also observed the effect of employer branding in relation to the recruitment of talented personnel but also noticed the importance of an organisations managers influence on the employer brand and the multiple aspects they must manage that impact upon the employer brand (Davies, 2008).

In their 2005 research on Employer Branding, Berthon, Ewing and Hah explored this concept of employer attraction in depth in order to isolate the individual components that attract employees to an organisation and develop a scale for measuring this attraction (Berthon et al 2005). The five elements they captured are interest value, social value, economic value, development value and application value and these elements are supported and built upon by other research done in this area. It should be noted that Highhouse et al's research

argued that where distinct components are identified they should be measured using separate scales (Highhouse et al 2003) whereas Berthon et al have used one scale divided into five components to measure attraction as a whole.

A) Interest Value

The interest value refers to the employees' interest in working for an organisation or applying to work at an organisation due to its working environment, the fact that it is innovative and creative but also that it will afford them as an employee to be innovative and creative also. Berthon et al define "employer attractiveness" as "the envisioned benefits that a potential employee sees in working for a specific organisation" (Berthon et al 2005), benefits meant in a general sense rather than referring to the more specific "compensation and benefits". Others define attraction as being an organisation that employees want to apply to work in when they are not an employee and one that they want to remain in and that they are actively engaged in when they are an employee (Uebbing, 2015). Backhaus and Tikoo explored the social identity theory in relation to employer branding, how employees essentially derive their own identity from "membership" of the organisation. Similar to how a consumer identifies with a product (e.g. Apple consumers almost religious devotion to Apple products and branding) an employee can be attracted to an organisation as they identify with the brand and derive positive feelings toward it. This essentially evolves into them wanting to actually become a "member" of the organisation/brand and seek out work opportunities there to further cement this identification (Backhaus et al 2004).

B) Social Value

The "social value" component of the scale refers to the working environment that the organisations employees work in, the atmosphere within a company and whether it is a happy, enjoyable and fun place to work but also whether there is a good sense of collegiality, teamwork and friendships among its employees (Berthon et al 2005).

This component is supported by the research of Tews et al who found that a fun working environment was a better indicator of whether or not an organisation would be an attractive place to work than economic factors or promotional opportunities (Tews et al 2012). They also found that a natural sense of fun in the workplace, whether through your relationships with your colleagues or through instilling a degree of fun into some of the day to day tasks, was better at attracting employees than having more formal organised events designed to create socialisation outside of the workplace.

Taylor supports this argument, arguing the importance of reinforcing the employer brand by focussing on the experience of the existing employees and making it an enjoyable place for them to work together. By doing this you cement the employer brand and enhance the external reputation which filters out to the external environment where potential recruits (and potential customers) learn about the company and become attracted to it as a place to work (Taylor 2010).

C) Economic Value

The economic value refers to the traditional idea of the psychological contract between employees and their employer, whereby they receive job-security and

payment in return for their services to the company. According to the research completed in constructing the EmpAt scale, the modern version of the psychological contract is based on an above average salary, an attractive overall compensation package, job security and opportunities for advancement (Berthon et al, 2005).

D) Developmental Value

"'Development value', assesses the extent to which an individual is attracted to an employer that provides recognition, self-worth and confidence, coupled with a career-enhancing experience and a springboard to future employment." (Berthon et al 2005). This value was supported in further research where it was found that development value significantly predicted how attractive an organisation was to employees but also how attractive it was to students, whom the researchers also sampled (Kavitha et al, 2012). By making the organisation an "employer of choice" a company can make itself a desirable place to work which also increases the self-confidence and self-esteem of the employees that work there who are proud to be part of such a desirable organisation (Olapido et al, 2013).

E) Application Value

"'Application value', assesses the extent to which an individual is attracted to an employer that provides an opportunity for the employee to apply what they have learned and to teach others, in an environment that is both customer-orientated and humanitarian" (Berthon et al, 2005)

A lot of the literature on application value focuses on Corporate Social Performance and Corporate Social Responsibility (CSR), the latter of which is a

very common undertaking for HR departments. Corporate Social Performance refers to a businesses impact on other people, organisations, institutions, communities, societies and the earth itself through their actions, their values and their business practice outcomes, whether intentional or otherwise. Companies that have higher corporate social performance are seen more positively as employers and enjoy an enhanced reputation as a result. This gives them a competitive advantage in the jobs market as they can attract talent over their rivals who don't have as good a reputation (Turban, Greening, 1997). An example of this would be a company that is seen as being very environmentally friendly or who give back to the world in terms of CSR. Corporate Social Responsibility forms part of many Employer Branding initiatives as a result.

Corporate Social Responsibility also has an impact on retention. It forms part of many Employer Branding initiatives as some of the benefits of CSR are that they increase satisfaction amongst employees as well as leaving them with a more positive impression of their employer (Wilska, 2014). The benefits of a successful CSR initiative to a company are so numerous in fact that commitment to a CSR programme can be driven as much by business imperatives as it is by the commitment to do something for the greater good (Jones, Hillier and Comfort, 2013). Three of the benefits they list that result from such a programme include increased staff commitment and involvement (engagement), enhanced reputation and brand value (brand equity) and a development of closer links with customers.

Employees who already work in organisation play a very important role for corporate branding, because through them brand values are transmitted to the

external and internal environments (Foster et al. 2010). Therefore, good corporate branding helps organisation in recruiting best possible candidates and with the development of existing employees as well (Balmer and Gray,2003), so employer branding in the companies has to be done internally and externally as well.

2.5 Retention

Academics widely agree that effective employer branding, as well as attracting candidates and talent to an organisation, also improves the organisations ability to retain their employees, which is seen as becoming increasingly difficult at the moment. Taylor provides a number of reasons for this improvement in retention. The first is that the employees perception of their current employer improves after employer branding initiatives and they look at it more favourably than previously when compared to rival companies. The second is that they recognise that their benefits are better than the average for that industry. The third is they develop a positive emotional relationship with their employer. This has a number of effects including improving their self-esteem and giving them pride in their status of an employee of the organisation. They take pride in informing people that they work for the organisation and that also creates a sense of loyalty to the organisation which is a key driver of employee retention (Taylor, 2010) but also contributes to increased employee productivity (Backhaus, Tikoo, 2004).

Engagement

Another key driver of employee retention is employee engagement, as research has shown engaged employees are 87% more likely to be retained (Hppy, 2017). Kunerth and Mosley found conclusive evidence that Employer Branding can

drive employee engagement when done correctly and uses the case study of Coca-Cola Helenic in proving this to be the case. In this case study, the company implemented an employer branding project that's aim was to improve engagement through the creation of an "employee value proposition" (EVP). The EVP was created with input from multiple departments within the organisation before being disseminated to the employees of the company in 2006. The results were impressive with engagement increasing from 36% of the population to 43% after a year of the EVP being disseminated and up to 55% within four years (Kunerth et al, 2011). While you may think that there could be other factors driving engagement concurrently at the time, these increases were actually achieved during a period where the company managed to reduce its headcount as well as putting strict controls on salary raises (most likely due to the global downturn at that time).

The finding that employer branding drives engagement is a common theme across a multitude of academic studies. Some say it as simple as recruiting employees whose values match those of your company so that your values are ultimately aligned, giving you a common purpose albeit, once again, these values must be genuine for this to succeed (Erickson, Gratton, 2007). Others discuss the creation of "Employee Based Brand Equity (EBBE)" which gives employees a sense of purpose or meaning about the work they do, rather than it just being a job or profession. Brand equity is the value that is created through the curation of a brand as part of a marketing strategy. EBBE is the value created for employees which influences their attitudes or behaviour, i.e. influences them on an emotional level. By influencing them on an emotional level it gives them pride

in their work, creates an emotional attachment and drives engagement across the business (Berger-Remy, Michel, 2015).

Ambler and Barrow argued that employee engagement and brand equity have a cyclical effect on each other with each benefitting the other as a result of effective employer branding. By actively managing the organisational culture, a company can improve performance across the organisation which in turn has a knock-on effect on the company's customers which means that they are more satisfied with the product or service (or both) that they receive. This improves the companies brand equity which then makes employees more highly motivated and, therefore, engaged (Ambler et al, 1996).

Delayed Post-Employment Dissonance

Berthon, Ewing and Hah found in their research that another benefit of employer branding is the delay in "post-employment dissonance". This is the description used for the point that the employee's initial enthusiasm and positivity towards the new job and the company begins to wane, with boredom or, worse, cynicism starting to develop in their stead (Berthon et al, 2005). Apart from having a negative effect on the individual, this also has a knock-on effect on their team and their productivity also, something that employers are understandably keen to avoid.

3. Research Question

3.1 Research Title

"An Exploratory Analysis of The Effect of Employer Branding on Attraction and Retention of Employees in The Drinks Industry in Ireland".

3.2 Research Aim

The research aim is to explore the effect of employer branding, both in an Irish context and in the context of the alcohol industry here, one of the country's most significant industries in terms of employment but also in terms of how much it contributes to the economy financially through exports. The author aims to test the viability of the EmpAt and TIS-6 scales within a large multinational organisation in the drinks industry in Ireland to see if they are as effective and valid in this jurisdiction. This will be valuable research for companies operating within this industry in future.

3.3 Research Objective

The author's research objective is to explore and analyse the effect of employer branding on the drinks industry in Ireland in attracting employees and talent to the organisations operating within that industry. The objective is also to discover to what extent the five individual values of the EmpAt scale impact on attraction, find out which of them proves to be the most attractive and which is the least attractive. Another objective is to discover what impact employer branding has on improving retention in the industry and what effect it can have on organisational commitment by engendering loyalty to the company in its employees.

4. Methodology

4.1 Research Philosophy

Epistemology and Ontology are both research philosophies, the former concerning how we know things, the nature of knowledge and how it is acquired while the latter is concerned with the knowledge itself, what in fact is true and known in reality (Saunders et al. 2012). In other words, epistemology concerns how we know things while ontology concerns what we know. There is no ideal or "best" research philosophy per se, it is a matter for the researcher to decide which one to adopt dependent on what they are seeking to know (Saunders et al. 2012).

There are two methods of ontology, objectivism and subjectivism, while there are three epistemological methods which are interpretivism, subjectivism and positivism. The positivist approach suggests that the only knowledge acquired that can the researcher can depend on as reliable is that which is gained through measurement and data collection. Using this approach, the researcher is bound to objectively gather the data and then reach conclusions based on their analysis of same once it is complete (Saunders et al. 2012). In this way there is little or no influence of the researcher on the data gathered and their role is predominantly interpretative. A positivist approach essentially applies a scientific process to the realm of social studies (Bryman et al 2011).

In terms of research approaches, the choice was between an inductive approach or a deductive approach, with the former being concerned with developing theories while the latter is concerned with testing theories (Bryman et al 2011).

As the purpose of this research is to test the theories already established in the literature review using validated scales that have emerged from previous research, but in a different country and a specific industry within that country, it is appropriate that the researcher adopts a deductive approach for the purpose of this research.

4.2 Qualitative Research

The employment of qualitative methods of research are based on an inductive approach to the research being deployed. The methods used in qualitative research include observations, interviews, focus groups and case studies which seek to discover the descriptive reality behind the subject matter of the research. The research tends to be deployed where there is no need for the interpretation of numerical data but where the researcher is seeking to analyse the subject's thoughts and emotions (Barnham 2015). Qualitative research affords the researcher much more flexibility as they can adapt the research as it progresses, responding to the responses of the research subjects and expanding on their responses, gaining deeper insights in the process. Also, qualitative research may also be utilised alongside quantitative research methods where qualitative questions are appended to the quantitative analysis in a mixed method approach. This approach gains the best of both worlds but is more time consuming than choosing a single method unfortunately.

The author decided that the quantitative method of research was more appropriate for the research he undertook for this dissertation. There were several reasons for this, including the ability to obtain results and data from a wide sample population, the fact that these methods had been deployed in a lot

of the literature reviewed which proved that it was a suitable method for this type of research and also the time constraints that the author faced.

4.3 Quantitative Research

Quantitative methods of research are largely associated with a positivist philosophy with a deductive approach, so were deemed to be the appropriate method for this piece of research, along with the aforementioned constraints the author was operating under which made them more suitable to the circumstances. Quantitative research involves using surveys, questionnaires and other tools to gather data from a sample of participants and it allows the researcher to reach a broad range of participants in the process. The data gathered can then be analysed and statistics can be extrapolated from the numerical data, as per the positivist philosophy. The data taken from the sample can then give an indication of accurate measurement for the broader population from which the sample was taken and allow the author to make deductive conclusions on foot of that (Bryman et al 2011). The data is then analysed by employing a variety of statistical processes through the medium of SPSS (Creswell 2014). The aim of the authors research is to test an established theory using the data collected from the sample, by comparing the results against the theory established in the literature and proving or disproving the theory in relation to the specific sample, namely the drinks industry in Ireland.

4.4 Surveys

The researcher chose the quantitative method of research and the strategy for deploying this method was via the utilisation of a survey which was based on the

scales discovered in the literature review, namely the EmpAt scale and the TIS-6 scale, both of which have been validated. The survey was implemented in order to obtain numerical data relating to the two scales which could then be analysed and interpreted to gain insights into how relevant the theories were in relation to the sample population. The scales were translated into survey format using the Survey Monkey website (https://www.surveymonkey.com/) which allows the survey to be distributed over the internet via email, social media and other forms of online communication. This allows the researcher to reach their sample with relative ease and speed. The participants are then able to complete the survey online and the results are collated on the website which the researcher then has live access to as well as having a number of tools that enable the researcher to analyse and interpret the data in different ways.

4.5 Sample

There are two forms of sampling that can be deployed in research and these are probability and non-probability sampling. Non-probability sampling operates on the basis that the researcher samples those that are available to him or her but that are deemed by the researcher to be representative of the demographic they are seeking to study. The researcher employed non-probability sampling in this study, namely convenience sampling whereby the researcher chooses a sample to which he has easy access and the sample ultimately ends up being whoever responds from the sample rather than specifically selected participants. By sending the survey to the entire population and having what is essentially a random selection of them submit responses, the researcher received data from a

broad spectrum of demographics in terms of age, sex and job level which means that there was no sampling bias in the results.

The sample group for this research was the entire employee population of the researcher's employer organisation, which is a large organisation within the Irish alcohol industry. The organisation has an employee population of over 500 employees at the time of sampling and the aim was to obtain about a 20% return from the surveys issued or about 100 or more responses in total, representing about 0.11% of the entire population of workers in the industry in question which employs about 92,000 people at the time of research (ABFI 2018). The employee population consisted of all levels of staff from entry level staff through to management, senior management and executive level also, giving the sample a broad range of feedback. The sample was created and then issued via hyperlink contained in an email that issued from the authors work email address along with an explanation of the purpose of the survey (which had a research purpose but also related to the researchers work at the organisation), clarification of the ethical issues involved and explained how to complete the survey as well as the aspirational return date for completion. It has been shown that surveys that clarify these elements to the participants involved obtain a better response rate than those that don't (Saunders et al 2012). The researcher received a return of 97 participants from the population in question, which was close enough to the 100 that the researcher was aiming for and was thus satisfactory.

4.6 Data Analysis

The researcher used SPSS software to analyse the data collected on foot of the survey. The data was transferred from Survey Monkey into Microsoft Excel by

using the export functionality provided on the website. Once the data had been exported, it was cleaned so that it was readily transferrable to SPSS, giving the software the best chance of interpreting the data without the researcher having to manage it further. Once uploaded to SPSS the researcher was able to run multiple tests that allowed him to extrapolate the results he required for his research as well as running a number of necessary tests in relation to validity, reliability and accuracy.

4.7 Overview of Participants

The majority of respondents were male, with approximately 71% of the respondents being male with the other 29% being female. This would be in line with the prevailing demographic of the company as a whole so is not surprising.
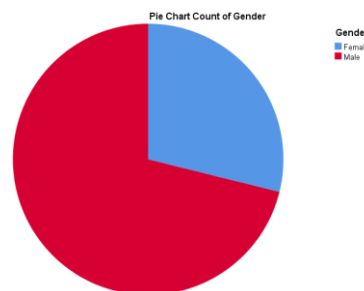
In terms of age, the majority of the respondents were from the 36-45 years old age bracket, with nearly a third of participants being within that age range. The next highest was the 26-35 age bracket with the majority of the remainder being in the 46-55 age bracket.
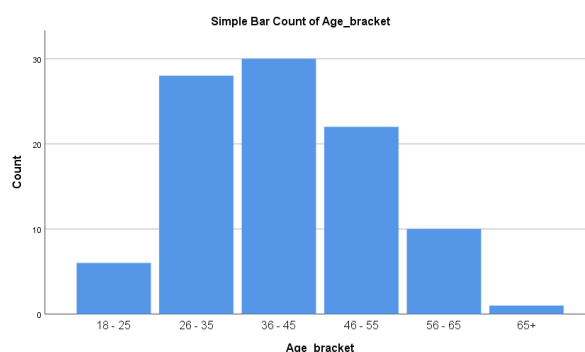
4.8 Limitations to Research

As with every piece of research, there were a number of limitations to this study of which the author is aware. The first limitation is in relation to the sample which was taken entirely from the authors employer organisation. The reasons for this limitation were the reasons of convenience, lack of access to other organisations and lack of time to gain access and conduct a survey within the other organisations within the industry. However, in order to gather a more complete picture of the impacts of employer branding on attraction and retention of staff in this industry, it would have been ideal to have been able to survey a number of the organisations major competitors and compare and contrast the results. Consistency across the organisations would demonstrate that the results of the study were a solid representation of the industry whereas without that comparison the results are more limited. Sampling competitor organisations would also have expanded the size of the sample which was quite small. Had the sample size been bigger this would have increased the accuracy of the results.

Another limitation is the possibility that the responses were answered dishonestly due to the perceived risk involved where divulging your personal private thoughts about your employer to the human resources department of the organisation. While the survey was anonymous, the participants were asked to outline a few personal characteristics about themselves at the beginning of the survey. It is conceivable that some participants may have had concerns that they could be identified on this basis and tailored their answers accordingly so that they would seem more favourable to their employer and its brand then they

actually are, particularly in relation to the questions on the TIS-6 scale which discussed their desire to leave the company.

The third limitation was the lack of scope for qualitative responses which limited the additional context that could have been added in relation to certain answers. There is a rigidity to surveys that unfortunately means that you may not get the full picture when receiving participants answers. A combination of qualitative and quantitative research would be the ideal method of researching this topic and if the author was to research it again this would be the method deployed.

4.9 Ethical Considerations

With any body of research there are a number of ethical considerations to be factored into the work and should be addressed as part of the research so that there is transparency for the participants but also for anyone who seeks to rely on the work at a later stage. Ethical considerations to be taken into account include privacy, confidentiality, anonymity, dignity and that the process is voluntary; these issues should be addressed with all participants in advance of any data being collected. Whether collected in person or online, all research is subject to a significant ethical onus that must be discharged carefully by the researcher (Saunders et al 2012).

The primary consideration is confidentiality, mainly in relation to any organisation that is participating in the survey and any individuals within the organisation also, who may have concerns about the answers they give but also how those answers are handled and if they could have any repercussions for their job. Given the recent implementation of the General Data Protection Regulations

in May of this year, there is also an acute need for transparency on how the data is stored, how long it will be stored for and when it will be destroyed.

This survey was completed on a completely anonymous basis, both in relation to the organisation and the participant employees. The name of the organisation and any descriptive terms that could be used to identify it were left out of the research altogether. Similarly, participants participated on an anonymous basis as no names were collected as part of the survey and only a limited amount of essential demographic data was collected for the purposes of the research. Participants to the survey were informed in advance that their participation was voluntary and there was no onus on them whatsoever to participate in the survey if they didn't feel comfortable doing so. Participants were also entitled to withdraw from the process at any stage if they no longer felt comfortable or if they no longer wished to participate for any reason. The participants were informed that the survey data would be destroyed and deleted after the completion of the dissertation, albeit the findings would be reported and stored in the NCI library and database and that they should be aware of this. Participants were asked to consent to these conditions prior to completing the survey.

4.10   Reliability of Scales

Reliability of scales was assessed using Cronbach's alpha which finds that a score of 0.70 or above indicates that the scale is in fact reliable.

In relation to the interest value, Cronbach's alpha of .763 indicates that this scale is reliable.

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded[a]	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.763	5

In relation to the social value, Cronbach's alpha of .660 indicates that this scale is unreliable.

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded[a]	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.660	5

In relation to the economic value, Cronbach's alpha of .675 indicates that this scale is unreliable.

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded[a]	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.675	5

In relation to the developmental value, Cronbach's alpha of .745 indicates that this scale is reliable.

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded[a]	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.745	5

In relation to the application value, Cronbach's alpha of .656 indicates that this scale is unreliable.

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded[a]	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.656	5

As we can see from the above, two out of the five scales were deemed to be reliable with the remaining three deemed unreliable. While this is unfortunate, it must be noted that the three unreliable scales were not far off the requisite score of 0.70 and so are very close to being reliable. The researcher cannot offer any exact reasons as to why these scales were found to be unreliable, however the different jurisdictions and demographic of respondents, compared to the original study, could be a factor. Another possibility is the size of the population which was significantly smaller than the original research. Regardless of this outcome, the researcher will factor this finding into the results.

In relation to the reliability of the TIS-6 scale, this received a Cronbach's alpha of 0.890 indicating that this scale is reliable.

Case Processing Summary

		N	%
Cases	Valid	93	95.9
	Excluded[a]	4	4.1
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha	N of Items
.890	6

5. Results

5.1 Interest Value
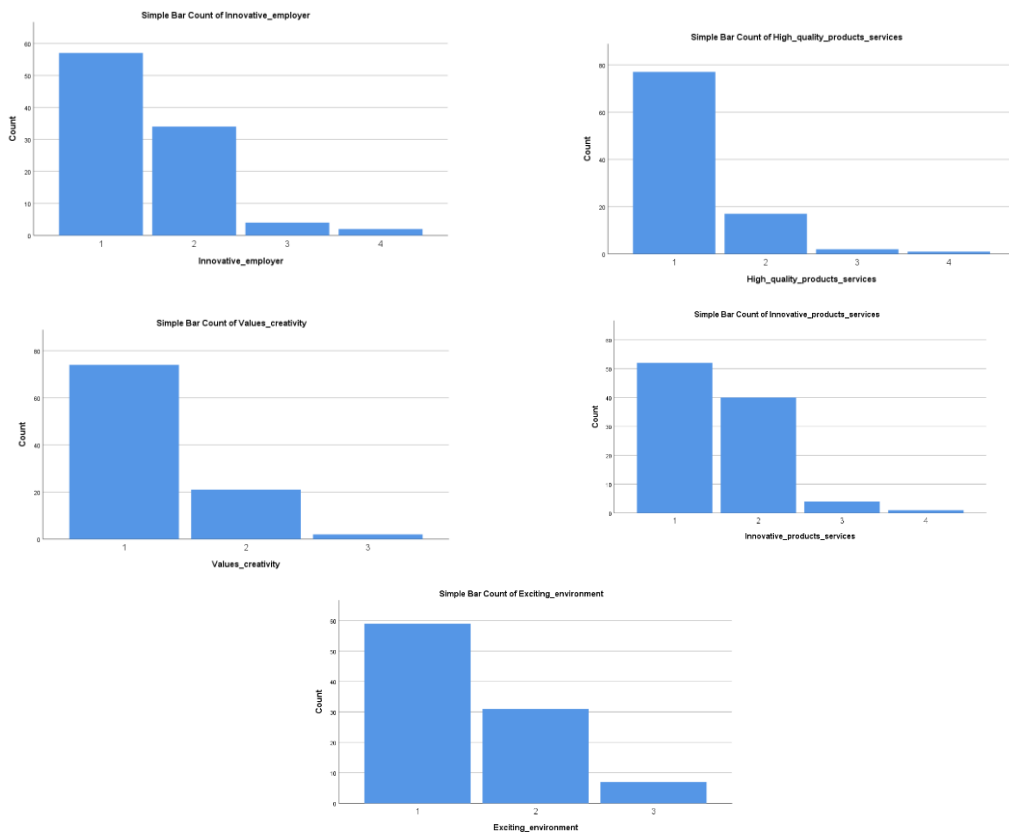
Analysing the constituent elements of the Interest Value, it is clear to see that they are all positively skewed towards being either very important or important for the majority of participants, with a very small amount of people undecided.

Out of all the criteria, only three of them registered with any employees as unimportant and none registered as not important at all. The three that registered some unimportant votes were the employer producing high quality products and services, the employer producing innovative products and services and the employer being an innovative employer who employs novel practices and is forward thinking. A total of two participants felt this way about these criteria, leaving them in a very small minority of the total population sampled.

The figures also show that the two elements valued the most in terms of interest value are that the employer provides high quality products and services and that they value creativity in their employees which is interesting to note.
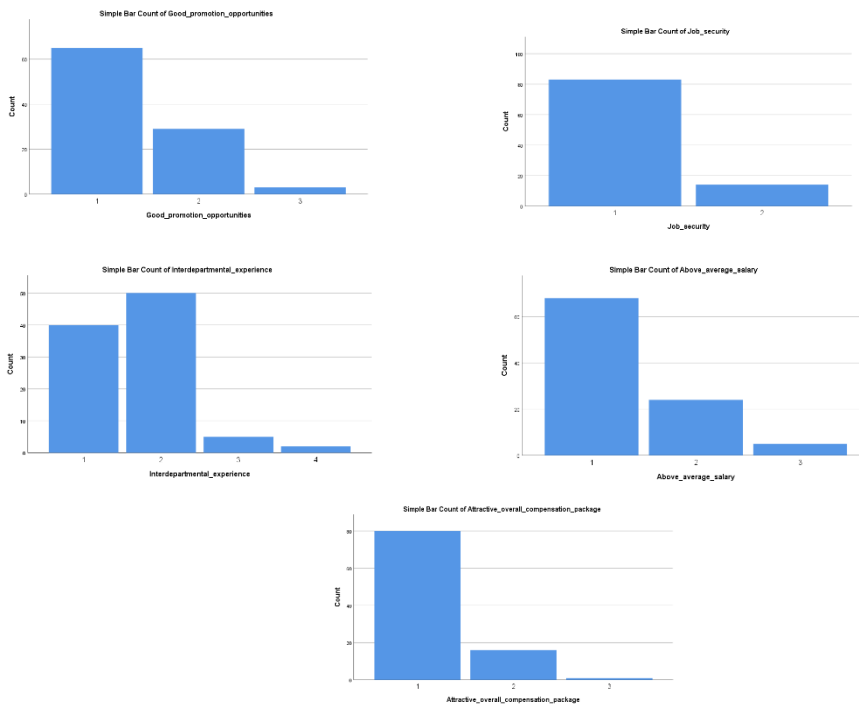
5.2 Social Value
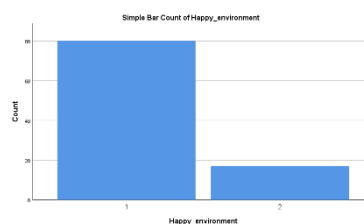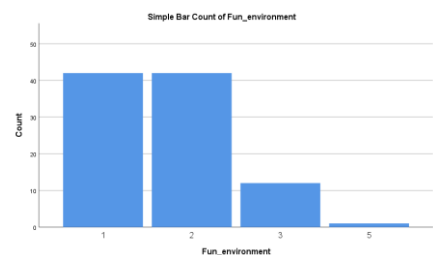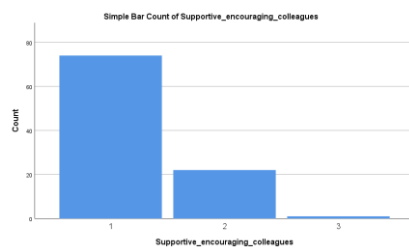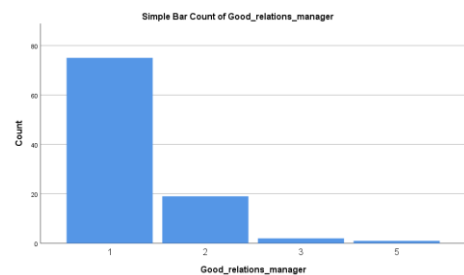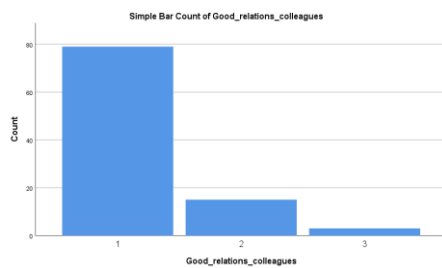
The results of the Social Value analysis are also positively skewed towards either being deemed very important or somewhat important by the participants of the survey, with the Happy Environment criteria receiving those two responses solely. However, the negative answers provided were vehemently against the propositions with having a positive relationship with your manager and working in a fun environment both receiving one response stating that these were "not important at all". Again, though, these participants are in a tiny minority when compared to the rest of the populations responses.

The most valued factors to the participants were having good relations with their managers and colleagues, having a supportive working environment and working in a happy environment. The least valued was working in a fun environment, which is an interesting takeaway from this study.

5.3 Economic Value

The results of the Economic Value analysis are also positively skewed towards either being deemed very important or somewhat important by the participants of the survey, with Job Security and an Attractive Overall compensation package seemingly the most important to participants. The sole negative answer in relation to any of the criteria related to the opportunity to gain interdepartmental experience which was deemed somewhat unimportant by two of the participants. Again, these answers represented a tiny minority of the participants.
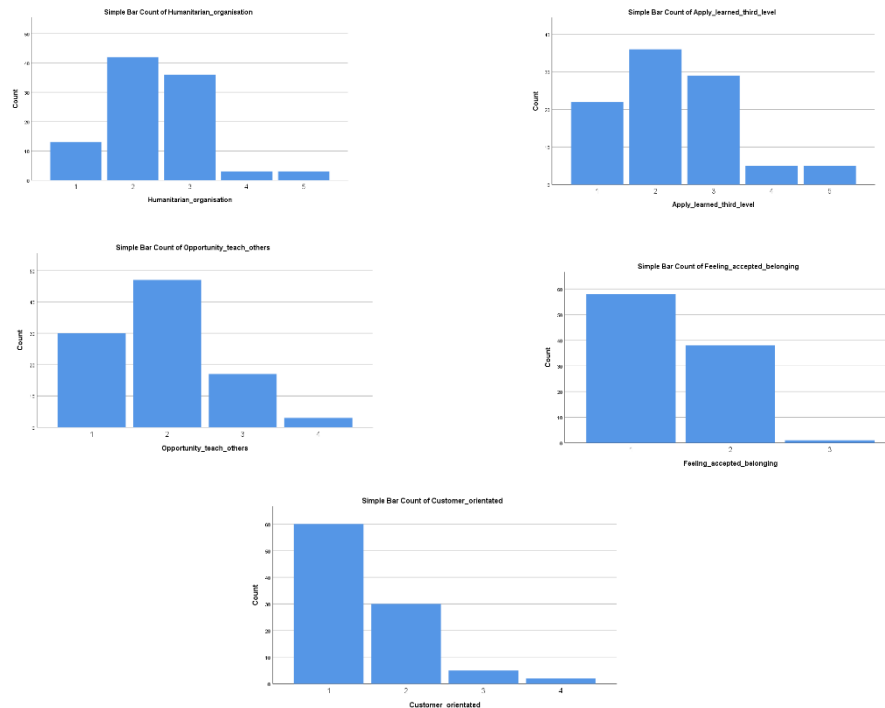
5.4 Development Value
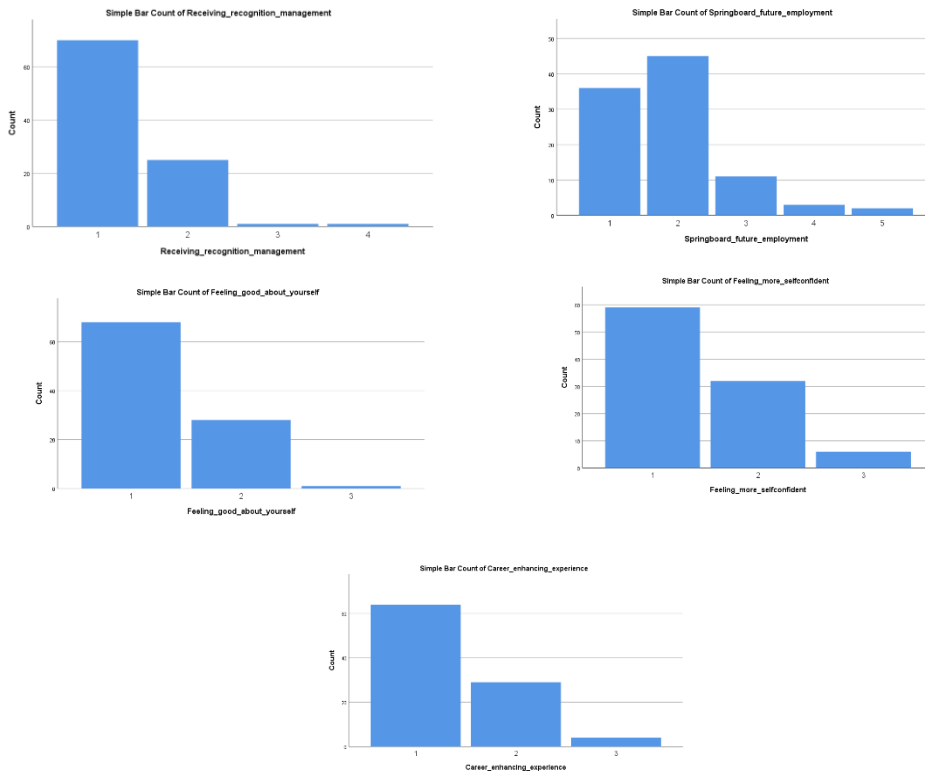
The results of the Developmental Value analysis are also positively skewed towards either being deemed very important or somewhat important by the participants of the survey, although to a lesser degree than the Economic Value, indicating a lesser degree of importance placed on this value.

A number of negative responses were provided in relation to two of the criteria, namely one response of somewhat unimportant in relation to the need to receive recognition from management but five negative responses to the criteria of the employment acting as a springboard for future employment, with three people deeming it somewhat unimportant and two deeming it to be not important at all. Again, these answers represented a minority of the participants however more than had been provided in the previous values.

5.5 Application Value

The results of the Application Value analysis are also positively skewed towards either being deemed very important or somewhat important by the participants of the survey, although less so than all the other values and with our most divergent spread to date. Two out of the five criteria registered as not important at all to some of our participants and four out of the five registered as somewhat

unimportant to participants. In what was the least positively received of all the criteria, almost half the respondents stated that the employer being a humanitarian organisation was either very unimportant, somewhat unimportant or neither important or unimportant to the participants. This is the closest we have to a negative result in this piece of research.

The company being customer oriented and the employee feeling accepted and a sense of belonging were the most positive of all the results, tending towards the figures seen in the other values but still on the low side of those figures. The remaining two criteria of being able to apply what you learned at third level and having the opportunity to teach others showed a lower and more widely dispersed level of importance to the population that those received in the previous values.

5.6 Retention

41
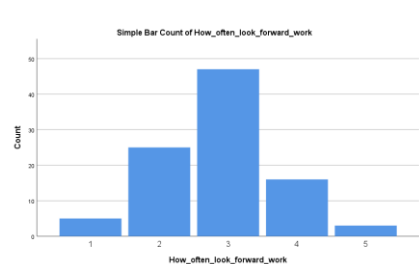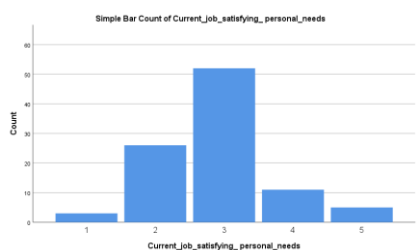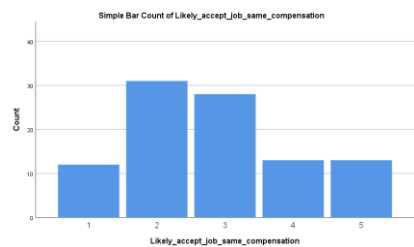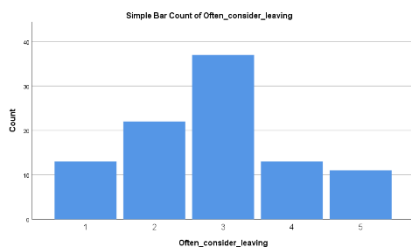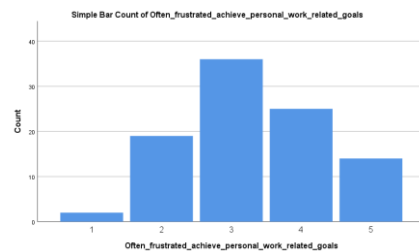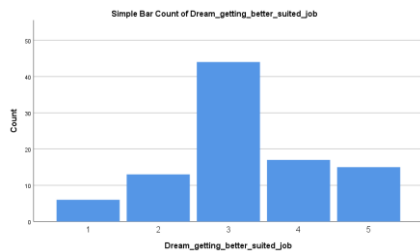
The graphs above show mixed results in relation to the retention of employees in the organisation in question based on the TIS-6 scale. It is evident from first visualisation that this data tends more towards a symmetrical skew when compared to the data we received in relation to the EmpAt scale, however it is still more positively than negatively skewed with four of the results being positively skewed while two of them were negatively skewed.

The two negatively skewed results were in relation to how often employees dream about getting another job and how often they are frustrated by not being given the opportunity to achieve their personal goals.

6. Conclusions

6.1 Attraction

What the author found from testing the EmpAt scale in the drinks industry in Ireland is that the scale was generally applicable in this jurisdiction, albeit on employees rather than students and in the drinks industry alone, as it was on students in Australia. This was proven through the positive skews of each result in relation to every one of the criteria. However, there were some interesting findings when examining the individual criteria in comparison to the literature.

The finding that the company providing high-quality products and services being valued the most seems to align with Backhaus and Tikoo's assertion in regard to social identity theory, whereby the consumer identifies with the product and the brand and wants to seek "membership" of the company as a result. Thus, your

customers essentially become your employees by virtue of your product and brand (Backhaus et al, 2004).

In relation to the social value, the results show that good working relations with both colleagues and managers alike as well as working in a happy environment are the most important of the criteria to employees within the drinks industry in Ireland. The results also stated that being a fun environment was important or very important but was deemed less important than the other factors in terms of its emphasis. Even more interestingly is that economic factors were deemed more important overall to the sample population than working in a fun environment. This is contradictory to the research conducted by Tews (2012) who found that a fun working environment was more indicative of attraction than economic or promotional considerations.

The economic value results show that we have evolved from the traditional psychological contract to a more advanced, modern version, where job security is still paramount but an attractive overall package, or "total rewards package", is more attractive to employees than an above average salary which is in line with Berthon et al's findings (2005).

The development value results showed a dip in importance when compared to the previous results which could indicate that this value is less important than the other values on the scale. This could be seen to be at odds with the findings of Kavitha et al (2012) who found that the development value was a significant predictor of attraction not only to employees but also to students. However, as the result is still positively skewed it still supports their general argument that it is a predictor of attraction. The results support the assertion of Olapido et al

(2013) in that successful employer branding is valued by employees who feel good about themselves as a result which was the second most important criteria after receiving recognition from management in this category.

The results of the application value research are the most interesting when compared to the literature. The majority of the literature in relation to the application value focuses on the humanitarian criteria or the application of CSR in the workplace as an employer branding technique, making the company a more attractive place to work and helping to retain current employees also. However, the research showed that despite this being one of the criteria that provided the greatest amount of literature, it was deemed the least important of all the criteria by the participants in the study, with the employer being customer-oriented being the most important criteria within this value. However, it is still positively skewed, so it does support the research that this criterion does have a positive effect on attracting employees to a company (Turban et al, 1997). It also assists in retaining current employees (Wilska, 2014).

6.2 Retention

The results in relation to the retention of staff were mixed in comparison to the results relating to the attraction of employees. While the majority were positively skewed there was a minority of two of the six results which were negatively skewed, namely that they often or always dream of another job that would suit their personal needs and that they feel they are not getting the opportunity to satisfy their personal needs in their current job. However, on a positive note, the organisations employees rarely or never consider leaving the company, are for the most part unlikely or not at all likely to accept another job for the same

compensation and their current role is satisfying all or most of their personal needs. For the most part, they always or most of the time look forward to another day at work.

The organisations last employee engagement survey showed that by and large the company's employees were engaged at work and didn't have any inclination to leave the company and these results would correlate with those results. This supports Kunerth et al's (2011) proposition that employee engagement can be positively affected by successful employer branding. This would also support Ambler and Barrow's findings in relation to the cyclical effect employer branding has on employee engagement.

6.3 Future Research

This research could be expanded on in future by conducting research using the mixed method approach of quantitative and qualitative research which could expand on some of the answers provided and give greater context in relation to why certain results emerged and what the rationale was behind them. The research could also be conducted on an industry wide basis, obtaining data from other large multi-national companies working in the industry but also some of the more bit-part players, some of the Small to Medium Enterprises, the Craft Brewers and Gin Distillers to give a broader overview of opinions in the industry. If the research was done in a cooperative fashion then these companies could share the data they already have on their files which would give great insights into the industry as a whole, although convincing competitors that this is in their own personal interests would obviously be a challenge when it comes to such sensitive personal data.

7. Recommendations

On foot of the results of the research, the author has decided on a number of recommendations to be made to the company in terms of applying the findings practically towards an employer branding strategy. These recommendations will aim to assist the company in improving its ability to attract and retain employees in the future.

7.1 Interest Value

The findings the author took from the interest value results was that the employees most valued an appreciation of their creativity and that the company provides high quality products and services. The authors company is a drinks company working within the drinks industry in Ireland which owns a number of different products of varying degrees of quality. At the premium end of its portfolio is a craft beer section that produces a portfolio of high quality craft beers. Combining the two valued criteria of appreciating high quality products and appreciating our employee's creativity, the company could instigate a craft beer and cider laboratory where a certain amount of time is put aside per year for interested employees to learn about the craft of brewing beer. This lab could evolve to allow the participants in the project to come up with new ideas for craft beers, with new flavours emerging as a result. In terms of the costings of this project, the main cost would be indeterminable in that it would be the loss of the employee's services to their own team for the period allocated to this project. Also, there would be a cost to the craft brewery of time that it would usually allocate to its day to day running. Neither of these are easily quantifiable, however, both would be offset by the collective creation of new and inventive

types of craft beer and their impact on the market which could result in innovative new products which could prove to be a popular item for the company. Furthermore, the benefits achieved from the improved employer branding in attracting and retaining employees would also reduce costs in relation to recruitment and turnover which could also be offset against the minor costs in employee hours and production hours involved in the project.

7.2 Social Value

The Social Value findings were that employees value having good relations with their colleagues and managers as well as having a supportive and happy environment to work in. This section is clearly focussed on relationships and a social, collegiate atmosphere. The company in question has a successful Sports and Social Club in its operations division but not in its commercial division which is mainly due to the wide dispersion of its commercial employees across the Island of Ireland. The company could implement an employee-lead Sports and Social Club, funded by the company and operated on a regional basis which would organise a number of social events per year including a family summer barbecue, a Christmas night out, a family Christmas party in the office during the day and a spring sports day. Further to this, the club would have representatives from around the country who would be responsible for helping the local offices to organise an agreed upon sports initiative locally, such as a yoga class, boxing classes or Bootcamp for willing employees to participate in together. These classes are proven to improve employee bonding and bring not only the benefits of fitter, healthier employees but also better relationships among participants.

The locally organised part would circumvent the issue of our dispersed workforce.

In terms of costings, the cost for this initiative would be shared by the employer and the employees. The amount required based on the operations Sports and Social Club is €416 per employee per year. In order to achieve this the employer would require €4 per participant employee per week which would then be matched by the employer. In a previously created survey, 72% of employees at the company said they would pay for such an initiative which amount to 374 employees. The cost to the employer based on that figure would be €77,792. This cost assumes that those that indicated they would participate in the club in the survey actually did join the club and it is also on the basis on that number of events per year as well as the local sports initiatives. The cost could be varied based on membership and also could be reduced depending on how successful the club was. This cost would require authorisation from the management committee before the initiative was allowed to proceed. However, again the benefits of the initiative would be offset against the cost in terms of the reduced recruitment costs and turnover also.

7.3 Economic Value

The findings from the economic value showed that Job Security and an Attractive Overall Compensation Package are the two most valued criteria. Job security is an issue in the industry and the company as it is an industry of large companies that go through a lot of change including mergers and acquisitions that result in redundancies. Accordingly, it would be difficult to improve the feeling of job security in such an organisation, so we will focus on the compensation package

instead. The company offers a decent compensation package but offer its employees health insurance which is commonly a standard benefit now in most companies. However, to implement this benefit would cost the company €966,160 based on the average rate of €1,858 that health insurance costs per person in 2018 and with full uptake of the benefit by employees. The benefits of free health insurance are manifold with employee's health being looked after properly so they are fit and healthy to work as well as the employer branding benefit of how important this is to employees, helping you to attract new talent and retain your current employees also by making them feel valued.

However, as this is a significant outlay, there is also a number of cost-free initiatives that the company could implement as an alternative to improve the overall compensation package. These include allowing the option of flexible working practices, working from home, sabbaticals for those with long service, bring your dog to work day or innovation days where employees are given an opportunity to innovate new work practices, products or services for the company to test and possibly implement if successful. There would be zero cost for any of these benefits but an appreciable return from the employee in terms of making their lives easier and making them appreciate their employer more, thus improving employer branding.

7.4. Developmental Value

Receiving recognition from management was the standout criteria in terms of value to the employee in the Developmental Value category and an area that we could do with working on. The author proposes the introduction of an employee recognition scheme whereby managers can recognise their team members for

their significant contributions to the team and the company. The scheme would involve the managers awarding the employees a gift of up to €500 worth of vouchers with a maximum of only one gift per employee per year. This is in line with a government tax incentive whereby that number of vouchers can be gifted absolutely tax free. This would make the employee feel recognised but also provide them with the tangible gift which would contribute to the overall compensation package we discussed under the last value. The maximum outlay for this scheme per year would be €260,000 but that would be based on every employee being recognised which is highly unlikely. Instead, you would expect that the top 10-20% of your workers would be rewarded for their efforts as the talented high-achievers, costing the company somewhere in the region of €26,000-52,000 per year, a very reasonable outlay for the return on investment it would bring.

7.5 Application Value

The company being a humanitarian organisation was the least important for the participants which is interesting as the employer has implemented a number of CSR initiatives in recent years. One of the outcomes of this research in relation to employer branding would possibly be to maintain the CSR we have but not to add to it further in the near future given the results of this survey. Instead the focus should apparently be placed on being more customer oriented. We are currently in the process of launching a set of values for the company, so we could include this as one of our values at zero cost to the company. It would then be a case of ensuring that this value started to be lived by our employees, starting from the top down with the management committee ensuring they lead by example. From

a HR perspective we would build this value into our recruitment strategy and try and hire customer-oriented employees to all positions going forward resulting in an altogether more customer-oriented organisation, which would improve our employer brand for zero cost.

7.6 Retention

The issue in relation to retention seems to stem from employees feeling their personal needs are not being met in their current, with some of them dreaming of a job that does meet their personal needs. In order to satisfy these employees, we could implement days or half-days during the year where employees could explore their personal desires and or needs within the workplace. This could involve inter-departmental swaps where employees work on a different team or department for a day or half day so that they can explore if it is something that they would be interested in transferring into. We could also allow employee to explore things that are of personal interest to them in the workplace. For example, if an employee was interested in yoga or meditation we could allow them to run a yoga or meditation class before or after work in the workplace and have other employees attend. This would benefit both the employee whose interest it is and the other employees attending and for zero cost to the company.

7.7 Personal Learning Statement

The author experienced a number of challenges throughout the year which made the dissertation more difficult. The obvious challenge with a project of this size is time management and the author was guilty of complacency to a degree in not having written agreements in place with his employers in relation to an

agreement to be allowed to survey the general population of the employer organisation on the topic of engagement. In unfortunate circumstances, the authors manager then left the business and her successor was unwilling to permit the arrangement to proceed and the author was required to switch topic as a result. This resulted in a serious time deficit ultimately and one that could have been avoided by noting the agreement in writing. If undertaking a project like this again the author would also aim to have the project complete well in advance of the deadline in case such an unforeseen event occurred again.

Time management in general was a personal learning from this topic, as the author has a busy job and a young family so there were a lot of competing demands. The author became very adept at getting an hour or two done at any available pocket of time and it makes you realise how much spare time you do have if you actually look for it.

Finally, the author would undertake a mixed method of research if undertaking such a study again as a mix of quantitative and qualitative data would give more context to the results and would provide a more rounded view of how Employer Branding impacts on the drinks industry in Ireland and more specifics in relation to the impact it has.

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9. Appendix

9.1 Appendix 1

EmpAt Scale

How important are the following to you when considering potential employers?

Very important 1 2 3 4 5 Not important

Interest Value

1. Innovative employer – novel work practices/forward-thinking
2. The organisation produces high-quality products and services
3. The organisation both values and makes use of your creativity
4. The organisation produces innovative products and services
5. Working in an exciting environment

Social Value

1. Having a good relationship with your colleagues
2. Having a good relationship with your superiors
3. Supportive and encouraging colleagues
4. A fun working environment
5. Happy work environment

Economic Value

6. Good promotion opportunities within the organisation
7. Job security within the organisation
8. Hands-on inter-departmental experience
9. An above average basic salary
10. An attractive overall compensation package

Developmental Value

1. Recognition/appreciation from management
2. A springboard for future employment
3. Feeling good about yourself as a result of working for a particular organisation
4. Feeling more self-confident as a result of working for a particular organisation
5. Gaining career-enhancing experience

Application Value

1. Humanitarian organisation - gives back to society
2. Opportunity to apply what was learned at a tertiary institution
3. Opportunity to teach others what you have learned
4. Acceptance and belonging
5. The organisation is customer-orientated

TIS-6 Scale

Scale: 1 = Never to 5 = Always

1. How often do you dream about getting another job that will better suit your personal needs?
2. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
3. How often have you considered leaving your job?
4. How likely are you to accept another job at the same compensation level should it be offered to you?
5. To what extent is your current job satisfying your personal needs?
6. How often do you look forward to another day at work?