

Can Predictive Analytics enable greater Employee Engagement? And in doing so, Empower the HR Function to be recognised more as a Strategic Partner, than an administrative function?

*A quantitative investigation into the strategic advantages of predictive analysis within the area of employee disengagement, and a deeper look as to whether the current HR workforce are qualified enough to become a strategic force within their organisation.*

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## Abstract

Can Predictive Analytics enable greater Employee Engagement? And in doing so, Empower the HR Function to be recognised more as a Strategic Partner, than an administrative function?

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This research is an attempt to investigate whether predictive analytics, can enable increased employee engagement. This study looks at a number of sub-objectives; exploring the idea of using trigger points of disengagement to detect potential retention issues in key staff. It also looks at whether using this type of analysis could enable the creation of a more strategic HR workforce. A survey was used as part of a quantitative approach to gather as much data as possible, in order to gain a deeper understanding of the topic while ensuring the anonymity of the participants involved. Furthermore, the data was uploaded into SPSS to identify key results worthy of further analysis. The participants chosen for the study were the populations of four separate organisations covering the Financial, Healthcare, Transport and Fintech sectors. Four organisations were selected to ensure more than one viewpoint or culture was obtained. The author was able to collect one hundred and eighty-four responses to the survey. Following the investigation, it emerged that predictive analytics could be used to identify trigger points of disengagement, but further analysis is required. As part of the investigation there were certain aspects the researcher expected to see, however this analysis has also allowed for greater insight into the chosen topic.

**Key words:** HR Analytics, Predictive Analytics, HR Skillset and Employee Engagement / Disengagement

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## **Abbreviations**

**HR - HUMAN RESOURCES**

**GDPR - GENERAL DATA PROTECTION REGULATION**

**SPSS - STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES**

**ANOVA – ANALYSIS OF VARIANCE**



## Chapter One: Introduction

This investigation attempts to identify trigger points of disengagement through the use of a survey. The benefit of collecting this data, is so that it can be used in conjunction with predictive analytics software, to identify when key talent is thinking of leaving an organisation. The outcome, HR would be able to make more informed business decisions based on data and hard facts, resulting in a more strategic HR workforce. The survey will also be used to determine how employees feel about introducing such a concept. There are four companies that the author has chosen to analyse as part of the survey. One organisation is a large financial corporation, the second is a tech start up, the third company is based in the hospitality sector, and the fourth is a large transport company. All four organisations have their headquarters in Ireland, so the analysis that takes place will not be on global scale, they also do not currently operate any type of predictive analysis. The author chose to conduct the analysis on four organisations to ensure that more than one viewpoint, culture, value, and beliefs were taken into consideration during the investigation. The names of all four companies who agreed to participate will not be mentioned as part of the confidentiality agreements in place.

### 1.1 Context

The context of this research is to gather as much rich data as possible to confirm or reject the following hypothesis: Can Predictive Analytics enable greater Employee Engagement? And in doing so, Empower the HR Function to be recognised more as a Strategic Partner, than an administrative function? Evans and Chun (2012) argue that as HR seeks to advance its strategic stance, that clearly defined metrics will help create a viable HR structure and assist in outlining the pathway HR should take towards this transformation.

This report will specifically deal with the perceived advantages of using a predictive model to enable greater employee engagement within the organisation. It will also look at whether the current HR workforce is qualified to interpret and understand said data, begging the question, are HR collecting the right data? Ittmann (2015) argues that companies using analytics, like predictive analytics, are taking the lead in their fields, thus increasing their competitive advantage. He goes on to say how people will

respond when presented with facts, and how they will make rational decisions when presented with the right data.

## 1.2 Potential significance

In today's world of expansions, and new frontiers in technology, the old way of doing things is becoming outdated, and new ways of thinking are emerging. New ways of ensuring HR collect the 'right' data, analyse, and interpret it, for the benefit of the organisation. Companies such as Facebook, and LinkedIn, are researching the idea of using analytics to predict when someone is thinking of leaving their organisation, potentially allowing them to put counter measures in place (Janjic and Warga, 2017). This is ground-breaking material which can show how HR could add value to an organisation, not only strengthening their strategic position, but showing they can move forward in the modern age. In Janjic and Warga (2017) article, Facebook outlines that if they were to introduce a predictive attrition model, and identify points of attrition, that it could be off-putting for the employee in question. However, they do say that their overall objective is to one day, use this type of analysis, to improve engagement, and the overall employee experience in their organisation.

## 1.3 Purpose of this research

The purpose of this research is to see if HR Analytics, particularly 'Predictive Analytics' can add strategic value to Human Resource departments, and whether the current HR workforce are qualified enough when it comes to identifying, collecting, analysing, and interpreting the data required. CIPD (2017) argue, that HR analytics can be both strategic and operational in nature. That if handled correctly, it could enable companies to clearly, and coherently, justify workforce decisions using data. CIPD (2017) goes on to say, that even though this is a growing trend, that the capabilities of HR, when it comes to carrying out this type of analysis, is low and should be reviewed as a new HR skill.

## 1.4 Hypothesis (Quantitative - Deductive) or Themes (Qualitative - Inductive)

This dissertation will use quantitative analysis to review the data collected. This will be actioned using a software package called Statistical Package for the Social Sciences (SPSS).

## Chapter Two: Literature review

*“For predictive analytics, we need an infrastructure that’s much more responsive to human-scale interactivity: What’s happening today that may influence what happens tomorrow? A lot of iteration needs to occur on a continual basis for the system to get smart, for the machine to “learn” — explore the data, visualize it, build a model, ask a question, an answer comes back, bring in other data, and repeat the process. The more real-time and granular we can get, the more responsive, and more competitive, we can be”.*

Peter Levine, VC and General Partner at Andreessen Horowitz

Andreessen Horowitz (2015)

### 2.1 Introduction

The research area chosen for analysis is business intelligence, business analytics is seen as a subset of this. According to Ittmann (2015), business analytics can be broken down under three different headings: descriptive analytics, predictive analytics and prescriptive analytics. Descriptive analytics tells us what has already happened, or what is currently happening. Predictive analytics focuses on what might happen in the future, based on data from the past, it follows the understanding that if you know what is going to happen it will enable you to prepare for it. One use for this type of analysis is that it will help an organisation in the retention of key talent. Finally, prescriptive analytics, suggests the actions one should take, based on predictive data. What makes this method stand out from other Human Resources (HR) analysis, is that it is free from human biases. All the methods outlined above, can have an effect in some form or another, on the approach in which HR operates as a function.

Out of the above three topics the researcher has chosen to delve further into the area of ‘predictive analytics’. Their motivation is to investigate the hypothesis that predictive analytics can enable greater employee engagement, and in doing so, empower the HR function to be recognised more as a strategic partner, than an administrative function. The author hopes to show through quantitative analysis, that this could be achieved through the detection of trigger points of disengagement in an employee’s lifecycle. The areas that will be covered as part of this analysis are HR Analytics, delving further into predictive analytics, the current skillset of today’s HR workforce, and finally employee engagement / disengagement.

In the authors opinion this topic is of great importance to the current HR workforce. HR has been around for a long time in one form or another, but with technology growing and evolving as fast as it is today, the author believes that HR must embrace technology to increase its strategic stance at the top table. Technology is changing all facets in which people conduct their lives, not just at work. These changes can be seen in how fast people can communicate with one another on a global level, right down to more flexible working arrangements / conditions at work.

Because of technology's increased impact in people's lives, legislation like General Data Protection Regulation (GDPR) is finally bringing into light the overwhelming amount of data HR currently holds on their staff, forcing them to look at what data they should maintain, and what data should be removed. This would be a perfect time to review the data being held from an analytics point of view, to redesign one's systems and processes for the better. This way, HR can ensure that the data they are receiving / maintaining is not only the right data, but it also can enable better analysis, such as predictive analysis, within the HR function. This idea of the right data was noted by Lal (2015), where he describes how moving from a transactional way of working to one of business analytics starts with identifying the correct data required to achieve the HR department's vision. This will hopefully lead HR towards a more strategic foothold, and create a means of competitive advantage.

## 2.2 HR Analytics

Business analytics subjects, such as predictive analytics, is the new terminology currently making the rounds. Many books, journals, blogs, etc, on HR analytics exist, it is hard to miss the topic. Most companies are trying to add these methods of analysis to their agenda, to become more competitive in their markets, research has shown that "some of the earliest, most successful firms used analytics as an enabler to support new business strategies" (Watson, 2015, p. 34). Data Analytics methods can be used by multiple departments within the business for various reasons depending on their needs / requirements, however, the author would like to look at this topic solely from a HR perspective.

When one discusses the topic of analytics within the business, specifically HR analytics, they describe it as a way of making better decisions for the people within an organisation, using more of an 'evidence-based approach' (Marler and Boudreau, 2017). The issue here is many companies do not see their current HR workforce as

ready to use such proactive concepts as predictive analytics. Unfortunately, most HR strategies focus solely on their administrative functions such as recruiting / onboarding new staff, training, and retaining them, instead of any activities that could increase their strategic stance (Phillips and Phillips, 2014). This inevitably means HR is relegated to maintaining employee data instead of taking a step back, analysing the data, and making better / more informed business decisions.

The researcher finds it peculiar that one of the most important assets to any organisation is its personnel, so why are HR not investing more time and effort into finding new ways of retaining their high performers. This coincides with what King (2016) said on how attrition is one of the ways in which HR analytics can be applied, his justification was that most of the data required to conduct this type of analysis is already held within HR.

As previously stated, business analytics can be broken down under three different headings: descriptive analytics, predictive analytics and prescriptive analytics. The true value when it comes to analysing data lies within predictive and prescriptive analytics, what will happen and what we should do about it. More and more organisations are seeing how valuable these types of data analysis can be, “as companies and industries transform to take advantage of technological innovations” (Tschakert, Kokina, Kozlowski and Vasarhelyi, 2016, p. 61).

### 2.3 Predictive Analytics

As the author stated earlier, the focus of this study will be based on the topic of predictive analytics and trigger points of disengagement. Predictive analytics can be described as the concept of looking towards the future. This concept takes into consideration, the environment, existing processes, and workforce planning, to predict future trends through strategic, and operational factors (Evans and Chun, 2012). Halladay (2013) goes on further to say how predictive analytics analyses past, economic, and even unstructured data to enable one to make better, more accurate predictions, by exploiting patterns in ones' data. He also mentions how HR can identify not only risks, but opportunities as well. Using predictive analytics would enable better decision making and more importantly, strategic decision making for all parties concerned.

Regrettably, as the author stated earlier, when it comes to HR, the current perception is that it is one of a reactive nature rather than a proactive one, focusing primarily on measurement of past performance. To suddenly change this method of data collection and analysis will create many challenges for organisations, not just HR.

As the author mentioned, King (2016) noted how analytics can be used to look at 'why' people stay with an organisation, it considers what employees' value most, and then uses this data to ensure retention of one's staff. Taking this one step further, predictive analytics can attempt to, "anticipate employees' preferences and future behaviors and tailor HR practices to help them hold on to their valuable talent" (Harris, Craig and Light, 2011, p. 8). This would be a huge step forward towards creating a more strategic HR department. The author will investigate further the topic of why employees chose to stay with an organisation later.

In a recent article by Heidrick & Struggles a panel was held with three 'data-driven' leaders in HR. These leaders belonged to some of the biggest names in storing and holding data across the globe. Their companies were Salesforce, LinkedIn and Facebook. Ross Sparkman, who is head of strategic workforce planning at Facebook, outlined how predictive analytics is not currently being utilised by many HR functions. That to take the next step, i.e. predictive analytics, organisations would need to execute 'machine learning models'. By doing this, Facebook hopes to become incredibly accurate in their predictions. Sparkman goes on to say how this level of accuracy could frighten people enough that they feel their privacy is being affected (Janjic and Warga, 2017).

An example of a company that embraced the idea of predictive analytics was Convergys, "a company that manages billing, payroll, benefits and pensions for businesses in 40 countries" (Harris et al., 2011, p. 8). Convergys had close to 35,000 employees working for them, but the company's turnover rate was becoming a cause for concern, leading to a requirement to recruit 50,000 new staff in 1999. To reduce their high levels of attrition, Convergys turned to a form of analytics called 'conjoint analysis'. This technique can help organisations, when used correctly, to determine how their employees' value different benefit packages. When developing a benefit package, ones' organisation should understand that not all employees want the same things, some employees have dependents, family commitments etc. and others do not (Harris et al., 2011). Once this information is gathered one could then use predictive

analytics to customise the best package to offer, especially when it comes to attracting new talent. Benefits are another topic the author will touch on later.

## 2.4 HR Skillset

As the researcher stated earlier, today's HR workforce needs to become more strategic using predictive forms of analytics. HR Analytics can be defined as a process in which one can demonstrate, how people within the organisation, can have a direct impact on significant business outcomes (Marler and Boudreau, 2017). However, using these methods of analysis is only one step towards making HR a strategic function, another is to create an effective HR strategy. Only by having an effective HR strategy in place can an organisation hope to improve the quality of their people management arrangements.

O'Riordan (2017) references how the HR strategy sets out the way a company wants to run and deliver their HR policies and practices. Her view is that the HR strategy must link in with the overall business strategy. This will ensure the organisation meets its underlying objectives, as well as creates competitive advantage. Levenson and Fink (2017) concur with O'Riordan (2017), they believe that grasping the benefits of talent analytics, to enable strategic HR decisions, can lead to improved business success. The reason being this type of analysis is still a rarity, so to the select few who can use this type of analytics, it is a source of competitive advantage.

When it comes to O'Riordan's (2017) findings, Taneja, Sewell and Odom (2015) have also come to the same conclusion and cite that the best method of achieving competitive advantage, is to focus on the business strategy. Both state that if an organisation hopes to motivate their employees enough to create competitive advantage, that they should go that one step further and create an employee engagement strategy. This is something the author will be looking at in the employee engagement / disengagement section.

Developing these different strategies is great in principle, but in practice it could be a different story. HR has a big part to play in this, they need to change how they operate as well as how they affect those around them. In the end the HR strategy is vital, but only if it evolves and transforms with any changes in the external environment (Phillips and Phillips, 2014). For any strategy, to be taken seriously by top management it cannot remain stagnant, it must change and adapt, to the needs of the organisation.

However, as the author previously mentioned, most HR strategies remain focused on HR's administrative capabilities, with regards talent acquisition and development, relegating HR back to its administrative rather than strategic functions.

One of these strategies could look at moving from a reactive state to a proactive one with the use of HR analytics. Using concepts such as predictive analytics can allow HR departments to move into a stronger and more strategic position in their respective organisations.

Analytics are all about facts and figures, HR can sometimes be run on intuition, years of experience, and gut feelings. Analytics hope to remove that human element, including any unconscious bias that may exist when it comes to business decisions, as stated by (Ittmann, 2015). These types of analysis can show physical evidence as to why a perspective employee was selected for a role above another, hopefully giving HR a better, stronger, strategic stance among the organisation.

Marler and Boudreau (2017), argue the only way to successfully bring in different methods of HR analytics is to ensure buy in, and investment from the organisation. They must have the necessary culture in place to transition smoothly into a new way of thinking, as well as the technological infrastructure required to enable this type of analysis. It is also key that organisations recognise the value and changes that predictive analytics will bring.

As Lal (2015) pointed out, moving into a business analytics model starts with identifying the correct data required to achieve the HR department's vision. Chaturvedi (2016) agrees with Lal, as he mentions how imperative it is that companies start managing their data, so they can analyse it and come to a decision with regards any problems they may be facing, in the hope of devising an appropriate strategy. This data can be found in various forms of softcopy and hardcopy throughout the organisation. Many companies have various forms of data storage and systems which may not necessarily speak to one another, Lal (2015) points out how this segregated data is essential in creating relevant and actionable insights. Bringing all this data together can help to create one source of true data for an organisation, making it easier to analyse and maintain.

There is one important question that the author has not yet addressed for predictive analytics to work. Assuming one has achieved buy in from senior management, all the



systems and data required have been identified and are in place, the remaining issue is whether the current HR workforce have the necessary skills required to gather, analyse, and interpret the data. King (2016) feels that HR simply lack the understanding required to implement analytical approaches. He also mentions that any type of analytics expert will rarely understand what HR is either. In agreement with King (2016), Harris et al., (2011) stated that companies should be focusing on building their companies analytical capabilities, that because of HR's lack of understanding and expertise in data analysis, HR systems rarely do what the department need them to do. This is just another reason as to why HR needs to change and evolve with advances in technology and data analysis.

Aside from having the necessary skills to become a more strategic function, a HR department must have credibility, that if they were to go ahead and introduce any new system or way of working / analysing data, that they would have the knowledge and understanding to conduct a pilot programme first. It would be detrimental to any HR department if one of their new initiatives were to be released, only for something to go wrong. CIPD (2017) go on to say that piloting a programme is only the beginning, that one must assess its impact on the business, and how this assessment can be helpful in gathering data that demonstrates the importance of introducing a new initiative, like predictive analytics.

## 2.5 Employee Engagement / Disengagement

In this section the researcher deals with the topics of employee engagement and employee disengagement. As outlined in the author's hypothesis, how would it change the environment in which employee's work, if a HR department could predict, using predictive analytics, the moment an employee is thinking about leaving an organisation? What would it mean to an organisation if they could target and retain their key performers, and how would HR be perceived, if they could contribute to such strategic decisions. To truly understand what employee disengagement is, the researcher first needs to understand what employee engagement is and what makes an employee 'engaged' in the workplace.

Many years ago, Kahn researched the area of employee engagement and concluded that when an employee aligns themselves completely to their position in the organisation, "the more they will be motivated toward achieving performance excellence" (Taneja et al., 2015, p. 47). He also cited that the more passionate an

employee is about the work they are doing, the more inspired and engaged they will become.

The Institute for Employment Studies (IES) in Robinson, Perryman and Hayday (2004) article, agree with Taneja et al., (2015) findings. They believe engagement is all about the attitudes of the employees, and how they feel towards their organisation and its values. They also believe that when an employee is engaged, they are more mindful of the companies' objectives, and as a result, they will work together with their colleagues solely for the benefit of their employer. Of course, the company itself must continually find ways in which to encourage and maintain these feelings of engagement, it cannot be a one-sided relationship where the employee is giving their all, with nothing in return (Robinson et al., 2004).

Engagement through motivation of ones' employees can be a great source of competitive advantage. It goes without saying that all employers wish to retain their top talent, to enable them to compete in their market. Using motivation as part of ones HR practices can only enable HR to create reliable reward packages and performance management practises. In doing so, they can help further increase the levels of motivation their employees feel in the workplace. Employees will perform to the best of their abilities, especially if they know they will be rewarded for it (Chin, Yean and Yahya, 2017).

Another way in which employers can maintain their staff's engagement levels, relates to how an employee interacts and forms meaningful relationships with their colleagues. Employers should wish to create an environment where employees feel connected to their work and care about the role in which they play. In the end, flexibility, change and improvement, play a key part in today's employer, employee relationship (McLeod and Clarke, 2009).

Maden-Eyiusta (2016) brings us back to Kahn's theory of motivation, which stems from Hackman and Oldham's job characteristics model (JCM). As part of this model, five topics were identified in which an employee could be motivated. They were; individuality, variety in their roles, self-worth, autonomy, and feedback from ones' direct line manager.



**Figure 1: Hackman and Oldham's job characteristics model, Casey and Robbins (2009)**

Hackman and Oldham's model shows, that a respective employer, could show their gratitude to their employees by giving them more autonomy in their roles. Autonomy is the freedom, and the choice, to decide on how an employee operates in their role, by giving employees this option, an organisation can motivate their employees, towards achieving high levels of organisational performance (Park and Searcy, 2012). It can be very disheartening for any employee to feel like they are being micro-managed by their direct line manager, ultimately this kind of behaviour can lead to lower levels of engagement.

Many authors agree with Chin et al., (2017), that motivation should affect HR practices, and as such, they should work with the company to ensure employees become more fulfilled in their roles, thus achieving the companies' objectives. A lack of motivation can become detrimental, as well as lead to low morale, meaning teams will not achieve their targets, affecting the organisations overall performance (Kuznetsova, Sinitsina, Gafurova, Pavluhina, Salyaeva and Puzankova, 2017). A great way to motivate employees are the benefits an organisation has to offer. Schnake (2016) investigated the area of benefits and as part of his research, he identified several different interpretations, of what constitutes a benefit. These interpretations are, legally required payments, benefits that are not required by law, items that have no cost to the employer, and finally items that the employee perceive to be a benefit. All the above aspects, not just the legally required payments, must be taken into consideration when designing an effective benefits package.

Providing an employee with constructive feedback can also motivate employees to progress further in their career, and in doing so enable them to achieve increased social standing, as well as better benefits (Young and Steelman, 2014). Rao (2014) also mentions how feedback enables an employee to recognise areas for improvement, as well as time to train, upskill etc, thus enabling them to perform better.

Rao (2014) looked at the findings of a survey completed by the global giant, Towers Watson. Towers Watson had conducted a survey which covered the topic of feedback, their findings showed how 71% of a company's top performers were more likely to stay in their organisation, under the condition that they received regular feedback. This percentage drops to 43% when regular feedback is taken away from the scenario. The main point to take away from this is, regular feedback is required to retain any organisations key performers, and managers who are required to give feedback, must be trained correctly to understand its benefits. In doing so, their employees will not only see its significance but be more appreciative of it.

An important aspect to a person's benefit package, as the author mentioned already, is flexibility. Flexibility is key to motivation of employees. Having more flexibility, in a benefit package, can give employees a choice when it comes to certain benefits that are of more value to them than others. This gives the employee an increased perception of fairness towards the benefit packages on offer (De, Vidal-Salazar and Cordon-Pozo, 2017). When it comes to fairness of benefits, Sparkman, in Janjic and Warga's (2017) article, cite how they introduced a global four-month parental leave policy, for both men and women in their organisation. They based this decision on data they had gathered. This data would, through such a small change in policy, lead to increased employee engagement and cultural wellbeing (Janjic and Warga, 2017). What this all means is, an employee is more likely to join or stay within an organisation, if they feel that the benefits available have been tailored to their individual needs (De et al., 2017).

When it comes to investigating the reasons why some employees choose to stay in one organisation over another, the data is still being collected. This is valuable research as authors have ample knowledge as to why employees leave an organisation, but very little knowledge as to what makes them stay (Radford and Chapman, 2015). In Radford and Chapman's (2015, p. 61) article they state that, "lower intentions to leave do not

necessarily result in lower turnover, but higher intentions to stay significantly increase employee retention". There seems to be a correlation between Radford and Chapmans findings and that of other authors, their fellow researchers Motlou, Singh and Karodia (2016) seem to agree that very little is known as to why someone stays within an organisation, as a result they feel that the topics of turnover and retention should continue to be investigated.

When it comes to what little research has been conducted, it has been noted that employees are more likely to stay with an organisation if they feel that they have been involved in decision making processes, after all, everyone in an organisation likes to feel like they are valued and have some say in how the organisation progresses (Ghosh, Styawadi, Jagdamba and Shadman, 2013).

So far, the literature has pointed out that when it comes to retaining key talent, flexibility of benefits, constructive feedback and having employees involved in decision making processes are important. There are so many other aspects that can contribute to an engaged and motivated workforce, companies can introduce better work-life balance for their employees, a corporate social responsibility policy, that helps the local environment, to constantly monitoring company policies to ensure equality and fairness in the workplace (Taneja et al., 2015). However, let us now look at what it is that truly makes an employee disengage from or even leave their employer.

First, the researcher will start by explaining what a disengaged employee is. Aslam, Muqadas, Imran and Rahman, (2018, p. 151) define them as employees who are, "less interested in their jobs and tend to be less loyal and effective for their employer. In addition, they also tend to become less satisfied with their professional career and experience more job insecurity and stress".

As Aslam et al., (2018) noted, stress can be a big factor when it comes to employee disengagement. There are, of course, certain roles or even times of the year, that a certain level of stress is acceptable, but if it becomes constant then it can lead to all manner of health problems like emotional exhaustion and injury, which may result in an employee not being able to perform in their role (May, Gibson and Harter, 2004). If stress is left for too long without being resolved, it can lead to total burnout of an employee. Taris, Ybema and Van Beek (2017), cite that burnout can present itself in the form of exhaustion, a reduced feeling of achievement and a sense of detachment. If the stress becomes so bad an employee can end up requiring time off for stress leave,

leaving their colleagues to take on the responsibilities their void has created, this can lead to overworked employees as well as low morale (Taris et al., 2017).

As the author noted earlier, most conditions that lead to employee disengagement can also lead to employee retention issues for an organisation. As it stands, five key principles have been identified as to why an employee will leave their company, they are quite similar to the research carried out as to what makes an employee disengaged. These five principles are; the employee does not mix with the current culture, they do not get on well with their colleagues, a lack of support from their direct line manager, they're unhappy with their benefit packages and finally a lack of opportunities for growth (Ghosh et al., 2013).

The principles Ghosh et al., (2013) identified are comparable to research being carried out by Aslam et al., (2018) under the heading of a negative working environment. Through their research they identified; inadequate benefit packages, disproportionate workloads, and a lack of development and career opportunities as the main reasons for employee disengagement. Any one of these can have a negative effect on an employee causing disengagement or retention issues, after all not all employee perceptions are the same.

Employees can become disengaged or even leave their organisations due to lack of progression in their role, other researchers go as far to state that, "desirability of movement (i.e., job dissatisfaction) and ease of movement (i.e., availability of acceptable job alternatives) are the primary reasons why employees leave jobs" (Holtom, Goldberg, Allen and Clark, 2017, p.60). This research is vital when it comes to identifying triggers as to why an employee inevitably leaves their organisation.

However, movement does not only mean a promotion. Other scholars denote movement as an increase in how a person's work challenges them, or in the level of skills now required to do their role (Cicekli and Kabasakal, 2017). This means there are many different directions an organisation can take when it comes to movement in the workplace, that if an organisation creates a culture where opportunities, instead of just promotions, are possible, and widely known, then a company is more likely to engage and retain their key talent, than lose them to a competitor.

A way to look at guaranteeing movement, whether it is a promotion or increased responsibility takes place, is to ensure it becomes an integral part of a organisations culture. How this happens is it becomes a part of the business strategy. The business

strategy outlines, in conjunction with the HR strategy, what objectives a company intends to tackle in the short and long term. An important part of this strategy should be the topic of succession planning, as the researcher has seen, this is one of the main causes identified when it comes to disengagement and attrition. In the end, succession planning is a way in which the future leaders of an organisation, can be created, guided and moulded to become a true representation of an organisations values and beliefs.

Some of the ways in which succession plans can be carried out successfully are training, reward and recognition, and career-broadening programmes. With these opportunities in place an organisation can create a culture where employees feel they can grow from within. It also means their future leaders feel supported and encouraged, therefore creating a desire to remain in their company (Ballaro and Polk, 2017).

However, creating an environment where employees feel valued, and as a result engaged, lies with the current leadership team in place, especially the employee's direct line manager. Having poor leadership, as noted earlier, is likely to have a detrimental effect. McLeod and Clarke (2009), cite that poor leadership can only lead to poorly run management practices, lack of support and disproportionate workloads, the biproduct of which is managers failing to engage their staff. McLeod and Clarke (2009), goes on to say that having a direct line manager with poor people skills, can be one of the main causes of a disengaged workforce.

When creating an environment where employees feel like they belong, culture comes into play. Culture within an organisation is said to be created by, "a complex entity of values, beliefs, behaviour norms, meanings and practices shared by personnel within an establishment" (Al Saifi, 2015, p. 167). If an organisation possesses strong values and culture, this may produce a different bond between employee and employer, compared to using any other type of bonding approach.

Most employers will have already established a set of beliefs and attitudes, which they will want portrayed to the outside world by their employees. The reasoning behind this is, an organisations' employees represent how the company is viewed by the public, a bad review or testimonial by an employee, who does not feel part of the organisations culture, can be detrimental to attracting and retaining staff (Frendika, Sule, Kusman and Joeliaty, 2018) and (Mowday, 1998).

Employees are more likely to leave an organisation if they feel they do not have the support of their direct line manager. One way to address this is through embedding a sense of culture in employees and having internal programmes which encourage movement and progression. Culture, of course, should be led by the leaders in an organisation, not just by its senior leaders but also by its direct line managers (Robinson et al., 2004).

Taneja et al., (2015) argue that only by having a proper succession plan in place, will these leaders, and direct line managers, hope to embody the culture a company is trying to create from within, leading to less turnover and disengagement. As with most companies, leaders must show they care about their employees, whether it is from providing feedback, to tailored benefits, or to simply having a say in the organisation, all employees want to know is that they are cared for and valued by the company they have chosen (Taneja et al., 2015).

## 2.6 Conclusion

The above section addressed some of the major themes the author identified from the research conducted. The areas covered included HR Analytics, delving further into predictive analytics, the current skillset of today's HR workforce and finally employee engagement / disengagement. As with all research topics, more analysis is always required, but this would take much longer than the allotted timeframe for this research project. As the author identified, as part of their research, a deeper analysis needs to be carried out on why employees choose to remain in their companies.

In conclusion, employee engagement is a strategic investment in an organisation and should be handled as such. Having employees within your organisation who are dedicated and motivated to helping ones' company achieve success is a vital asset. The problem of course is how do organisations, specifically HR, even begin to measure this? How does one outline the connection between an employee / group of employees and organisational success? For a HR department to increase its credibility it needs to find a way to identify the gaps that exist in an organisation between what makes their employees engaged and what has resulted in employee disengagement and turnover. The author hypothesises that methods such as predictive analysis will help to identify and close these gaps, in the hopes of increasing employ engagement and retention.



## Chapter Three: Research Question

The hypothesis the author has put forward is, 'Can Predictive Analytics enable greater Employee Engagement? And in doing so, Empower the HR Function to be recognised more as a Strategic Partner, than an administrative function?'

A quantitative investigation into the strategic advantages of predictive analysis, within the area of employee engagement, and a deeper look as to whether the current HR workforce, are qualified enough to become a strategic force within their organisation.

### 3.1 Research objectives or specific aims

1. To explore through quantitative analysis, whether predictive analytics, can enable employers to retain key talent, through the detection of trigger points of disengagement.
2. To investigate, whether the current HR workforce are qualified to analyse / understand such data, and whether the above method of analysis can add strategic value to the HR function.
3. To review the appropriate literature, supporting documentation, and findings from the study to give a clear and concise report on the authors findings

## Chapter Four: Methodology

### 4.1 Introduction

Now that the researcher has reviewed the appropriate literature surrounding the authors chosen topic, they can decide on the most suitable method required, to analyse, and interpret the data collected. Dawson (2009) cites, that when an author mentions their 'research methodology', they are speaking about the general principles that will guide them through their investigation, in other words, that it is the 'approach' an author has decided to take, while studying a topic.

The final method chosen plays an important part in the research process, as it will either support, or reject, the author's hypothesis (Quinlan, Babin, Carr, Griffin and Zikmund, 2015). The hypothesis for this project, as outlined in the literature review is, 'can predictive analytics enable greater Employee Engagement, and in doing so, empower the HR Function to be recognised more as a strategic partner, than an administrative function'.

The areas covered in this section are; the population selected, how the data was gathered, how the data was analysed, the limitations of such a research project, as well as any ethical decisions that must be taken into consideration. The data collected will be presented in section five of this paper and discussed further in section six. The themes identified as part of the literature review; HR Analytics, Predictive Analytics, HR Skillset and Employee Engagement / Disengagement, will be maintained in all sections going forward.

### 4.2 Population

While investigating the appropriate sample size required to conduct the analysis, the author decided it was best to include as many participants as possible Zondi, Cassim and Karodia (2015), from four separate organisations, to be a part of the study. The author had originally looked at selecting specifically, the HR departments, but this would not have achieved the volume of information required to conduct a proper analysis (Magro, Prybutok and Ryan, 2015).

The reason the author chose four organisations, was to ensure that more than one viewpoint or culture was taken into consideration, thus creating more diversity in the results received. It also enabled the researcher to look at possible trends that could be

developing across more than just one industry sector (Holland and Pyman, 2006). The four organisations, who will remain anonymous, cover the following sectors, Financial Services, Health, Fintech, and Transport.

Greener (2008), cites the difficulties one can experience when gaining access to a population, fortunately the researcher did not experience this, as they had established strong contacts working in three of the four entities selected for participation, and the fourth company selected, was the researchers own organisation. When securing the agreements required to conduct their research, each of the author's connections were able to obtain permission within a few days, due to their positions, as well as their lengths of service. During the initial negotiations, both internally and externally, the author did discuss sending across a copy of the final report, to all parties involved, but this did not become a condition of the final agreement.

As part of the discussions that took place, it was agreed, that the author's connections would issue the researchers email to all participants they had permission to contact. This would reduce the amount of data the author would require and ensure anonymity of the sample was maintained (Wallace and Sheldon, 2015). This method falls under the heading of convenience sampling, which is a type of non-probability sampling. What this means is, one takes participants for their study wherever they can find them (Chang-Hoan Cho and Khang, 2006) and (Victor and Hoole, 2017). Any outstanding questions the participants might have had, in relation to the project, as well as their confidentiality and anonymity, were outlined in the author's email, which can be seen in Appendix One of this report.

The next stage, after securing agreements and obtaining access, was to decide on what information the author would like to collect. Deciding on what questions should and should not be asked can have a significant effect on the results obtained. Davis (2005) cites the importance of demographic questions, when distinguishing one's population, so as part of the design process, certain specific demographic information was requested.

This level of detail would enable the researcher to delve even further into their final population, breaking down their results by gender, full time / part time, level of experience and whether they had a family. This question was very important, as the researcher would like to see if there was a correlation, between those who had a family

and what triggers made them stay or leave an organisation, to those who did not have a family (Al-Emadi, Schwabenland and Wei, 2015).

Are you male, female, other?
Do you work full time or part time?
Are you single or in relationship?
Do you have a family?
Are you in a senior position, middle management or junior position?

**Table 1: Demographic Questions**

As soon as the questions had been finalised, the researcher decided to undertake a small pilot programme by sending out a link, to their contacts in each of the three organisations, and to a co-worker in the fourth. This way the researcher was able to not only test that the link worked, but to ensure that the layout was clear, and the questions were acceptable (Kalucy, Hordacre and Patterson, 2008) and (Laman, 2007). Other than a small mistake in one of the questions, where an answer had two duplicate words, the questions were ready to be distributed. The author will discuss in further detail the importance of a pilot programme and ethical questions later in this chapter.

After completing a successful pilot programme, it was time to send out the final link to all four organisations. As outlined earlier, the researcher's contacts would send out the finalised email and link to their populations. When sending out the link in the author's own organisation, a discussion with their direct line manager, who works in HR, had already taken place. Precedent had been set by another employee within the company, who was also completing a thesis, so the author had been given the green light to proceed.

By the time the author was ready to send out the communication internally, 'Workplace' a product of Facebook, had been introduced, so the author was able to post a link<sup>1</sup>, instead of using an email, to a few pages they now had permission to access.

During the time allotted to conduct their findings, the researcher was able to contact over three hundred people in their own organisation using Workplace. The author had been advised by their contacts in each of the three other organisations that forty in

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<sup>1</sup> The post that was issued on Workplace is outlined in Appendix Two.

the transport company, thirty in the Fintech and twenty in the health organisation had been issued the link to participate in the survey.

By the time the closing date had passed, the researcher had obtained two hundred and six responses in total. Unfortunately, only one hundred and eighty-four of the responses collected were valid, as the remainder were not fully completed. As with all research, further analysis with a larger participant group would be required, but one hundred and eighty-four responses should be enough for an initial analysis to take place.

The next topic to be discussed is how the data was gathered. Under this heading the author will cover in detail, the final method chosen, as well as the questions that were issued to all four organisations.

#### 4.3 How the data was gathered

There are many aspects a researcher must consider when choosing the most appropriate method to collect their data. To investigate the author's current hypothesis, a large volume of participants was required Zondi et al., (2015), from all levels, within an organisation. The researcher must also recognise the time constraints attributed to each method, when collecting such a sample, within such a short timeframe (Victor and Hoole, 2017).

Taking all these aspects into consideration, the author decided the best option for this investigation was to conduct a survey. Some of the benefits of conducting a survey, based on the authors requirements are; they are easy to administer, they can be created in a short amount of time, they can be administered remotely (online, email, Facebook etc.), one can collect data from large groups of recipients in multiple locations and numerous questions can be asked which can lead to better data analysis (Kelley, Clark, Brown and Sitzia, 2003).

Another benefit to using a survey, other than the ability to contact large volumes of participants remotely, was the opportunity for anonymity (Ward, Clark, Zabriskie and Morris, 2012). When an employee receives a survey where they know their name will not be assigned to it, they are more likely to be open and honest with their responses (Ward et al., 2012) and (Baez, 2002).

There are other alternatives that the author could have selected. They could have conducted interviews; however, this method would not have enabled the 'volume' of

responses the author required. The survey also permitted all levels of employees to participate, as it only took, on average, six minutes to complete; while conducting an interview could have more of an effect on their populations' busy schedules, or even their physical or emotional state Wallace et al., (2015), thus, reducing the number of willing and available participants.

An anonymous survey, as with any other method, does have downsides. One of the key downsides is, if during analysis you found an answer that you would like to discuss further, you cannot, as following up with that individual would be impossible, as you do not know who they are (Saunders, Lewis and Thornhill, 2012).

Another disadvantage relates to the actual data collected from your population. The candidates selected to participate may not give accurate responses to questions they are being asked. In other words, they might become disinterested completing the survey and their answers may not represent their true feelings. There are always going to be issues like, reliability and validity, when it comes to the quality of any method chosen (Bryman and Bell, 2011, p. 54).

When creating the survey, the researcher used an online tool called 'SurveyMonkey'. SurveyMonkey was chosen, as the brand was well known, and the companies selected, had the necessary IT access required, to open the link. While setting up the survey, all options available to ensure confidentiality and anonymity were selected, meaning that even if someone did see the raw data, they would not know who the organisations were, nor the participants who took part.

The employees, who received the link, were advised from the beginning, that their participation was voluntary and that they could withdraw, at any time<sup>2</sup>. This is another way in which conducting a survey can be seen as more favourable / even inviting to a researcher's participants, over the option of an interview (Wallace et al., 2015). If a participant is in an interview, then they are more likely to feel pressured into staying and answering questions, than to withdraw from the process as they no longer feel comfortable.

A further benefit to using an online survey is the participants are required to input their data directly into SurveyMonkey themselves, meaning, the author does not have to take into consideration the time it takes, to transcribe their data during this stage of

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<sup>2</sup> Parameters of the survey, including the option to withdraw are outlined in Appendix One and Two.

the investigation. This also means that the researcher does not have to worry about their own personal biases coming into play, which could be the case when transcribing notes from an interview, or even hearing what a researcher wants to hear, when taking down notes (Visser, Van Biljon and Herselman, 2017).

Normally surveys issued as part of a research project are ones that have already been established, however the author found it difficult to find an employee engagement survey, that not only pinpointed trigger points of disengagement, but could be linked back to the topics of HR skillset and predictive analytics. Any predictive analytics surveys the researcher did come across also could not be used, as they were either too complex, or delved too far into the topic for what the author needed. The author wished for simpler questions so that employees, who have never heard of the subject before, could understand them in plain English.

In the end, based on the research the author had carried out during their literature review, the below questions were designed and issued, to each of the four organisations selected for participation.

<b>Section 1 - Tell me about yourself?</b>		
1	How long have you been with the company?	less than 1 year 1 to 3 years 3 to 5 years 5 to 10 years 10 plus years
2	Are you male, female, other?	Male Female Other
3	Do you work full time or part time?	Full Time Part Time
4	Are you single or in relationship?	Single In a relationship
5	Do you have a family?	Yes No
6	Are you in a senior position, middle management or junior position?	Senior Position Middle Management Junior Position
7	How many currently work in your HR department?	1 to 5 5 to 10 10 plus I do not know

8	Is there a reason you chose to stay with your organisation?	Age Your colleagues / teammates Benefits Package Support from your Direct Line Manager Location Opportunities for progression
<b>Section 2 - Predictive Analytics</b>		
9	Have you ever heard of predictive analytics?	Yes No
10	Predictive Analytics could one day enable your employer to predict when someone is thinking of leaving your organisation. What is your take on this?	Interesting Creepy Didn't think this was possible A step too far in gathering data on employees
<b>Section 3 - Tell me about your HR department?</b>		
11	Do you know if your HR department have a HR Strategy?	Yes No I don't know
12	Were you involved in developing the HR Strategy?	Yes No
13	Do you have a HR system in place?	Yes No
14	Do you feel your current HR system has the capability to enable predictive analytics?	Yes No
15	Does your HR department use technology to assist them in their day to day roles?	Yes No
<b>Section 4 - Tell me about your Company?</b>		
16	How would you describe the culture in your organisation?	Friendly Creative Challenging Sharing of Ideas Fast paced
17	Do you feel like you have enough opportunities for growth? Why?	Yes No Free Text Box underneath
18	How much autonomy is there in your Job? That is to what extent does your job permit you to decide on your own how to go about your work?	No autonomy Full autonomy Changes depending on project / work required
19	How frequently do you and your direct line manager discuss your career development?	Monthly Twice Annually Quarterly Annually



20	How would you rate your relationship with your peers?	Social Clubs at work Arrange nights out Meet for a coffee in work Have lunch together I work in a role which requires me to travel a lot
21	Is there anything you would change to improve your relationship with your direct line manager?	Set up informal meetings Ask for more autonomy in your role More open communication Have them delegate more responsibility to the team Ability to ask for more support when needed
22	How often would you receive quality feedback from your direct line manager?	Weekly Monthly Quarterly Mid/ End of Year
23	What's your stress levels like at work?	Stressed all the time Stressed depending on the time of year (projects/deadlines) Never Stressed
24	What do you consider your key personal values?	Leadership Trust Integrity Innovative Diligence
25	Do the personal values you have selected align with your company's core values?	Yes No
26	Aside from monetary compensation, do the benefit programmes in place satisfy you? Why?	Yes No Free Text Box underneath
27	What other benefit programmes would you like to see introduced?	Free Text Box underneath
28	Do you feel inspired and motivated by your team?	Yes No
29	Is there any trigger that would cause you to leave an organisation? (or one you have already experienced)	Pay and stability of employment Culture Control of work / Workload Recognition Adequacy of resources Relationship among colleagues / direct line manager

<b>Section 5 - Have I missed anything?</b>	
30	<div style="display: flex; justify-content: space-between;"> <div style="width: 50%;"> <p>Is there anything else you would like to say regarding any of the above topics?</p> </div> <div style="width: 40%; border: 1px solid black; padding: 5px;"> <p>Free Text Box</p> </div> </div>
<b>Thank you for your time!</b>	

**Table 2: Full Survey<sup>3</sup>**

The researcher believed that these questions would be appropriate for the task at hand, as they not only captured the topics covered as part of the authors literature review, but they were also broad enough, to cover all departments and levels of management, across an organisation.

Section 1 – ‘Tell me about yourself’, was a way of obtaining important demographic information about the researcher’s population, which Davis (2005) deemed necessary. It also looked at their level within the company, as well as how long they had been with the company. The author did put in a question here as to what reason makes them stay with their organisation, so that they could be analysed against length of service later.

Section 2 – ‘Predictive Analytics’ was a way of finding out if the participants had ever heard of the topic prior to the survey. The second question went on to ask them how they would feel, about the concept of predictive analytics being a part of their working life. The author felt this was important as introducing the theory can be easy, but obtaining buy in and acceptance from staff could prove more difficult (Janjic and Warga, 2017).

Section 3 – ‘Tell me about your HR department’, was constructed to find out how the participants felt about the capabilities of their HR staff, and whether they had the technical skills to implement predictive analytics (Harris et al., 2011) and (King, 2016). The researcher did bring in the concept of strategy here. This was to see how involved, if any, the employees were, in creating their company’s HR strategy. This was important to the researcher given that the topic of employee engagement should be a pillar of every company’s HR strategy (O’Riordan, 2017) and (Taneja et al., 2015). This

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<sup>3</sup> Details of the specific authors in which the themes identified (HR Analytics, Predictive Analytics, HR Skillset and Employee Engagement / Disengagement) and the questions created, were derived from, can be seen in Appendix Three.

section would also give us a small insight into the HR team's current system capabilities, when dealing with data.

Section 4 - Tell me about your Company, was created to ask about the values and management styles that exist. It is here, through deeper analysis, that the author hopes to identify what aspects of an employee's company culture, benefits, and interactions with their peers / managers would cause them to become disengaged, or even leave their organisation (Robinson et al., 2004).

After the closing date assigned had passed, a copy of the data was downloaded from the system into Excel, and then uploaded directly into another software package called Statistical Package for the Social Sciences (SPSS) for further analysis. It is important to note here, that any files the researcher downloads from SurveyMonkey, during the analysis phase of the project, will be stored on a secure drive, and password protected.

The response data that remains on SurveyMonkey can also only be accessed by the author themselves. All participants were advised from the beginning, that their data was only being collected for the purpose of this project, and that the final report would be saved in the National College of Irelands library. Once the project is complete, any data stored on SurveyMonkey, as well as the secure drives, will be deleted, as it will no longer be required by the researcher.

The next topic to discuss will be how the data was analysed, here the researcher will identify whether they chose to go down the qualitative or quantitative route with the data they collected.

#### 4.4 How the data was analysed

Now that the literature has been reviewed, the survey completed, and the data returned, it is time to decide on how the data will be analysed. When analysing one's data there are two paths a researcher can take, the first is to go down the qualitative route and the second is go down the quantitative route.

Qualitative research is a method of investigation where the researcher tries to develop an understanding of the way in which people think and feel, while quantitative research is a method that uses more of a logical and mathematical approach, based on numerical data and hard facts (Craig-Henderson and Lewis, 2015).

As the researcher stated earlier in their literature review, analytics are all about facts, whereas HR can sometimes be run on intuition, years of experience and gut feelings (Ittmann, 2015). It is for this very reason that the author chose to go down the quantitative approach, by using a survey as their method of data collection. When you look at the true objective of quantitative analysis, it is all about studying the cause and effect between different variables (Allwood, 2012). As part of this hypothesis, the cause is, the concept of predictive analytics, and the desired effect, is a more strategic HR workforce, through the detection of trigger points of disengagement.

When it comes to analysing quantitative data, the best approach is to use an analytical software package, some of the options available are Microsoft Excel and Microsoft Access. These options would be the most cost effective for someone conducting a research project, however, they can be difficult to use with large quantities of data, and unless you are an expert at excel, and analysing data via the advanced functions, it can be very difficult and time consuming to learn.

The software package the researcher decided to use, as cited earlier, was SPSS. This method of analysis was chosen as the system already has several formulas created to aid the researcher in breaking down their data. Another benefit of SPSS is that the files created by SurveyMonkey, can be uploaded directly into the system, thus cutting down the time that maybe required by other software packages, when inputting data.

After the data has been uploaded into SPSS, several tasks must take place. First, the author must check that the data that has been uploaded correctly to ensure integrity of the data. Second, the researcher must select the most appropriate diagrams and tables required, according to their research objectives. Thirdly, the researcher must select the most appropriate information to describe their data, and finally, the author must decide on what specific information they should pull, to examine the relationships and trends that exist in their data. Only by conducting the above steps can the author hope to support or reject their hypothesis.

The specific testing that took place as part of this analysis will be outlined in chapter five: Analysis and Findings and discussed further in chapter six. However, before the researcher gets to the results and analysis section they must look at the limitations associated with this project as well as the importance of ethics.

## 4.5 Limitations

As with any research project there are limitations, especially when conducting research in such a small timeframe. These limitations can be seen from the very beginning when one is selecting their population. Following this, another issue the author experienced was, how does one prove that all the different levels of management or even the correct dispersion of employees, were covered in the responses received, given the participants were anonymous (Ward et al., 2012). This relates back to where the author mentioned that one cannot delve further into a response they find interesting, or whether a researcher can stand over the data they received, as the participants might just be filling in the bare minimum to complete the survey (Bryman and Bell, 2011, p. 54).

A further limitation that will be discussed is the level of information an investigation can obtain. Boeren (2018) cites, that a researcher must take into consideration whether they are using the most appropriate tool or not for what they are seeking, as well as the most suitable method of analysis.

As the author stated earlier, HR is often seen as making decisions based on feelings and years of experience, whereas analytics, are all about facts and making strategic decisions based on hard evidence (Ittmann, 2015). The author felt that the best method of analysis for this investigation was to go down the quantitative route. The author does realise that for a full and thorough investigation to take place, that qualitative analysis should be included as an avenue for further research.

The limitation of choosing a completely quantitative approach was taken into consideration by the researcher during the construction of their survey questions. During the surveys design, most questions were written so that they could be uploaded and analysed through SPSS, however, certain questions were given a free text box afterwards in order to gain more qualitative data. These questions are outlined below:

17	Do you feel like you have enough opportunities for growth? Why?	Yes No Free Text Box underneath
26	Aside from monetary compensation, do the benefit programmes in place satisfy you? Why?	Yes No Free Text Box underneath

27	What other benefit programmes would you like to see introduced?	Free Text Box underneath
30	Is there anything else you would like to say regarding any of the above topics?	Free Text Box

**Table 3: Open Questions**

As the open-ended responses in these questions cannot be uploaded and quantified in SPSS, they will not be a part of the author’s investigation<sup>4</sup>. The author would suggest, a potential second phase to this investigation, and that the researcher conduct a thematic analysis of the open-ended responses. Thematic analysis is “a way of seeing, making sense, analyzing, systematically observing, or simply converting qualitative information” Hartman and Conklin (2012, p. 828), what this means is, the researcher reviews the data collected, make notes and divide it down into categories which enables the author to discover patterns and themes throughout the research conducted.

The next and final topic to be discussed in this chapter is ethics. Here the author will discuss the importance of maintaining a high ethical standard when conducting a research project.

#### 4.6 Ethical Considerations

*“When we undertake research, we are representing ourselves and our institution or organisation in the wider community and we must consequently adopt in our research endeavour the highest ethical standards” (Quinlan et al., p.42).*

As the author mentioned earlier in this chapter, ethics plays a vital part in conducting any research project that involves human beings. The main aim when conducting such an investigation is to ensure the author does no harm to those involved (Fisher, 2010). The researcher must ultimately make a judgement call, when it comes to the possible harm that could be caused, because of their investigation.

Horn (2009) cites that when conducting any type of investigation, one must understand that it is the way in which a question could be interpreted, that could cause emotional harm to a participant. Therefore, as the author stated earlier, a pilot study

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<sup>4</sup> The responses to the open ended questions are outlined in Appendix Four.

should, and was, carried out as part of this investigation. This way, the researcher was able to run their questions by their contacts, as well as their relative HR departments, to ensure none of the questions being asked, could cause a negative emotional response.

In addition to causing no harm, another aspect of ethics, is to ensure the researcher obtains informed consent from those involved. That the sample selected, have the right to understand what exactly it is, that you are asking of them. Horn (2009) and Fisher (2010) mention some of the basic requirements when obtaining informed consent are; the title of the study, its purpose, the length of time required to complete their involvement, how confidentiality, anonymity, and privacy will be maintained, their right to withdraw at any time, and the researchers contact information. As you can see, in Appendix One and Two, all this information was presented in the email and post that was issued to the participants.

#### 4.7 Conclusion

As the author outlined, the method chosen by a researcher to conduct and analyse their data is vital, as it can either help to support or reject the researcher's current hypothesis. With that in mind, the researcher looked at a multitude of options before deciding on the most suitable method, which not only supported the task at hand, but would yield the most responses in the shortest timeframe.

The main strategy behind selecting a survey was to obtain as much data as possible to conduct a thorough investigation. This is also why the author chose to include not just one organisation but four from different sectors. The motive being, the richer and more diverse the number of participants, the more varied a picture could be obtained. The demographic questions, that were also created as part of the survey, will enable a deeper analysis of the results to take place, which will be outlined in the next two chapters.

When selecting the four organisations the researcher was very lucky to have well established connections, which allowed them access to their populations. It also allowed for a speedier response time when trying to arrange the agreements required.

One downside to the method chosen was the author ended up designing the survey themselves, this did cause the researcher to lose time that could have been spent on other aspects of the investigation, but it did give them a deeper understanding into their literature review.

This was one of many limitations the author experienced as with any other research method that might have been selected. As the author has seen, based on the above literature, no one method is better than the other, even when it comes to selecting quantitative over qualitative. With regards this investigation, the author chose quantitative but feels that further analysis through qualitative research could only help to further investigate the chosen topic.

An important aspect of the investigation was the ability to conduct a pilot study as part of the process. This might not seem like a big deal, but it allowed the researcher to test the link as well as make sure the questions being asked would not have a negative emotional response on any of the participants.

The next chapter will outline the results of the survey under the headings that were created; 'Tell me about yourself' (demographic), 'Predictive Analytics', 'Tell me about your HR department'' (HR Skillset) and finally, 'Tell me about your Company' (engagement/disengagement), which the author will then discuss further in chapter six.



## Chapter Five: Analysis and Findings

As the survey contained thirty questions in total, and the researcher received one hundred and eighty-four valid responses, this chapter will only present a very high-level overview of the relevant findings. As the author mentioned in the previous chapter, all the responses were uploaded into SPSS for the analysis to take place, so the below results have been pulled from that system. The tests conducted as part of this investigation are, Frequency Analysis, Single Factor ANOVA, Independent Samples t-Tests, Correlation Analysis and finally Multiple Regression Analysis.

### 5.1 Frequency Analysis

The first set of testing the researcher decided to conduct was a frequency analysis. A frequency analysis allows the researcher to consider a variable. In this first instance the variable is 'Gender' and explore the distribution of data associated with that variable. The researcher used this type of analysis to gain a quick overview of the final sample obtained from their survey. This simple frequency test informs the author of the response rate associated with each question and its accompanying percentage.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	78	42.4	42.4	42.4
	Female	105	57.1	57.1	99.5
	Other	1	.5	.5	100.0
	Total	184	100.0	100.0	

**Table 4: Frequency of response rate by Gender**

In table 4, the author noted that most respondents to the survey were female at 57.1%, with 0.05% or 1 participant selecting the option other. Given the number of responses and the anonymity of the survey, it would be difficult to target an even distribution of responses, unless certain parameters were set to ensure this.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Part-Time	14	7.6	7.6	7.6
	Full Time	170	92.4	92.4	100.0
	Total	184	100.0	100.0	

**Table 5: Frequency of response rate by employment status**

In table 5, the researcher noticed that there is a complete imbalance in response rate to this question, with 92.4% of the population stating that they work full time, to a meagre 7.6% of part-time workers. It is noted that this imbalance in response rate could influence the data obtained from the survey.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	77	41.8	41.8	41.8
	Yes	107	58.2	58.2	100.0
	Total	184	100.0	100.0	

**Table 6: Frequency of response rate by family status**

In table 6, the sample were asked whether they had a family. Here it can be seen that the response rates are approximately equal, with a 58.2% response of 'Yes' to having a family. It is hoped that this result would not have much of an effect on the data collected.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	40	21.7	21.9	21.9
	In a Relationship	143	77.7	78.1	100.0
	Total	183	99.5	100.0	
Missing	System	1	.5		
Total		184	100.0		

**Table 7: Frequency of response rate by relationship status**

In table 7, the researcher asked a similar question, of whether the respondent was single or in a relationship. Here one can see an imbalance in response rate with only 21.7% or 40 people stating that they were single out of one hundred and eighty-four participants. This could influence the information collected and is a candidate for a further phase of analysis, using the open-ended responses.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	107	58.2	58.5	58.5
	Yes	76	41.3	41.5	100.0
	Total	183	99.5	100.0	
Missing	System	1	.5		
Total		184	100.0		

**Table 8: Frequency of response rate by knowledge of predictive analytics**

In table 8, the researcher queried whether the participants in this sample had ever heard of the topic of predictive analytics. The author was surprised to see that 41.3% of the respondents had in fact knowledge of the above subject.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A step too far in gathering data on employees	40	21.7	21.7	21.7
	Creepy	14	7.6	7.6	29.3
	Didn't think this was possible	18	9.8	9.8	39.1
	Interesting	112	60.9	60.9	100.0
Total		184	100.0	100.0	

**Table 9: Frequency of response rate by effect of predictive analytics**

In table 9, the author delved further into the topic of predictive analytics and asked how the respondents would feel if their employer could predict when they were thinking about leaving their company. The researcher was surprised to see that the highest response rate was 'interesting' with 60.9%. In contrast to this, the second highest response with 21.7%, was that responders felt it was a step too far when it came to gathering such data.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	153	83.2	84.1	84.1
	Yes	29	15.8	15.9	100.0
	Total	182	98.9	100.0	
Missing	System	2	1.1		
Total		184	100.0		

**Table 10: Frequency of response rate by effect of HR system capable of predictive analytics**

Following on from the above two questions, the author was curious to see if the participants current HR systems would be even capable of using an analysis such as predictive analytics. In table 10, 83.2% of those who responded feel their HR system would not be up to the task.

## 5.2 Single Factor ANOVA

The next set of experiments the researcher conducted is an ‘analysis of variance technique’, otherwise known as an ANOVA test. The ANOVA test is used, when a researcher has more than two independent groups and wishes to measure if a significant difference exists between those groups. Prior to running the ANOVA test, a pre-test called the ‘Homogeneity of Variances’ test must be conducted.

		Levene Statistic	df1	df2	Sig.
ScaleChooseToStay	Based on Mean	1.176	1	181	.280
	Based on Median	.772	1	181	.381
	Based on Median and with adjusted df	.772	1	180.490	.381
	Based on trimmed mean	1.178	1	181	.279

**Table 11: Homogeneity of Variance test, scale choose to stay and Gender**

In table 11, the null hypothesis<sup>5</sup> associated with the homogeneity of variance test is assumed. In other words, it is always presumed that no difference between the variables exists. As the sig.<sup>6</sup> value is 0.280 which is not less than 0.05, the researcher cannot reject this assumption and therefore proceeds with the ANOVA test in the knowledge that the homogeneity of Variance is guaranteed.

ScaleChooseToStay					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.216	2	.108	.060	.942
Within Groups	324.023	181	1.790		
Total	324.239	183			

**Table 12: ANOVA test, genders effect on retention**

In table 12, the researcher conducted an ANOVA test to see if the variable ‘gender’ had any effect on an employee’s intention to stay. As the sig. value is 0.942 which is not less than 0.05, the author cannot reject the null hypothesis that there is no difference between these variables. Therefore, the researcher can infer that there is insufficient evidence to assume that gender is an important factor that effects an employee’s intention to stay.

<sup>5</sup> The hypothesis which states that there is no significant difference between specified variables.

<sup>6</sup> Sig. value in SPSS relates to the significance level of the test conducted.

		Levene Statistic	df1	df2	Sig.
ScaleChooseToStay	Based on Mean	.429	2	180	.652
	Based on Median	.258	2	180	.773
	Based on Median and with adjusted df	.258	2	179.984	.773
	Based on trimmed mean	.303	2	180	.739

**Table 13: Homogeneity of Variance test, scale choose to stay and position in organisation**

Like table 11, in table 13, the homogeneity of variance test is assumed. As the sig. value is 0.652 which is not less than 0.05, the author cannot reject the null hypotheses of no differences assumption and therefore proceed with the ANOVA test in the knowledge that the homogeneity of Variance is guaranteed.

ScaleChooseToStay					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.282	2	4.141	2.360	.097
Within Groups	315.795	180	1.754		
Total	324.077	182			

**Table 14: ANOVA test for position in organisations effect on retention**

In table 14, another ANOVA test was conducted to see if the variable 'position in the organisation' had any effect on an employee's intention to stay. As the sig. value is 0.097 which is not less than 0.05, the researcher cannot reject the null hypothesis that there is no difference between these variables. Therefore, the researcher can infer that there is insufficient evidence to assume that one's position in their organisation is an important factor that effects an employee's intention to stay.

### 5.3 Independent Samples t-test

In this section the researcher performed several independent samples t-tests. This type of analysis is used to measure if the averages of two samples are considerably different from one another. In other words, it compares two independent groups. In the sample below, the test looks at the variables 'full time' and 'part-time' and measures them against the dependent variable 'why they choose to stay'.

		Variances				
		F	Sig.	t	df	Sig. (2-tailed)
ScaleChooseToStay	Equal variances assumed	.235	.628	-.285	182	.776
	Equal variances not assumed			-.324	16.031	.750

**Table 15: Independent t-test, employment status and its effect on retention**

In table 15, when conducting ‘Levene’s test for equality of variances’, the researcher must take the initial sig. value, which in this case is 0.628. As this figure is not less than 0.05, the author must then infer that equal variances are assumed. The researcher must then investigate the sig. (2-tailed) value for this test, which is 0.776. This figure is also not less than 0.05, therefore, the author cannot reject the null hypothesis. The researcher can therefore deduce that there is not enough evidence to suggest that an employee being ‘full time’ or ‘part-time’ has any effect on why employees choose to stay with their organisation.

		Variances				
		F	Sig.	t	df	Sig. (2-tailed)
ScaleChooseToStay	Equal variances assumed	.016	.899	1.861	181	.064
	Equal variances not assumed			1.753	57.867	.085

**Table 16: Independent t-test, relationship status and its effect on retention**

In table 16, the initial sig. value is 0.899, as this figure is not less than 0.05 the author must then infer that equal variances are assumed. The researcher must now investigate the sig. (2-tailed) value for this test, which is 0.064. This figure is also not less than 0.05, therefore the author cannot reject the null hypothesis. The researcher can therefore deduce that there is not enough evidence to suggest that an employee being ‘single’ or ‘in a relationship’ has any effect on why employees choose to stay with their organisation.

		Variances				
		F	Sig.	t	df	Sig. (2-tailed)
ScaleChooseToStay	Equal variances assumed	.079	.779	1.007	182	.315
	Equal variances not assumed			.999	159.430	.319

**Table 17: Independent t-test, family status and its effect on retention**

In table 17, the initial sig. value is 0.779, as this figure is not less than 0.05 the author must then infer that equal variances are assumed. The researcher must now investigate the sig. (2-tailed) which is 0.315. This figure is also not less than 0.05, therefore the author cannot reject the null hypothesis. The researcher can therefore deduce that there is not enough evidence to suggest that an employee ‘having a family’ or ‘not having a family’ has any effect on why employees choose to stay with their organisation.

#### 5.4 Correlation and Multiple Regression Analysis

The author also decided to run several correlation analysis tests on some of the variables from the survey. A correlation test allows the researcher to investigate if a change happens in one variable, will it result in a change for the second variable.

		ScaleChoose ToStay	DiscussCareer Development
ScaleChooseToStay	Pearson Correlation	1	.285**
	Sig. (1-tailed)		.000
	N	184	182
DiscussCareerDevelopment	Pearson Correlation	.285**	1
	Sig. (1-tailed)	.000	
	N	182	182

\*\* . Correlation is significant at the 0.01 level (1-tailed).

**Table 18: Correlation between discussing career development and retention**

In table 18, the researcher decided to look at whether increasing the frequency of times one discusses career development will influence the variable ‘intention to stay’. As the researcher can see from the above table, the test has confirmed that a significant correlation exists between these two variables.

As the correlation test identified a correlation, the researcher decided to delve further into that dataset and conduct a multiple regression analysis. Multiple regression analysis is used to predict the unknown value of a variable from two or more variables.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.285 <sup>a</sup>	.081	.076	1.273

a. Predictors: (Constant), DiscussCareerDevelopment

b. Dependent Variable: ScaleChooseToStay

**Table 19 :Multiple Regression between discussing career development and retention**

The results in table 19, conclude that if an organisation increased the number of meetings they had with their staff, the top option here being monthly, that it would increase an employee’s intention to stay by 8.1%.

The next correlation analysis the author conducted was to see if any of the participants in the survey who felt they did and did not have opportunities for growth, would influence their intention to stay.

		ScaleChoose ToStay	FeelOpportunities ForGrowth
ScaleChooseToStay	Pearson Correlation	1	.322**
	Sig. (1-tailed)		.000
	N	184	182
FeelOpportunitiesForGrowth	Pearson Correlation	.322**	1
	Sig. (1-tailed)	.000	
	N	182	182

\*\* . Correlation is significant at the 0.01 level (1-tailed).

**Table 20: Correlation between feeling opportunities for growth and retention**

In table 20, it clearly states that a correlation does exist between the variables ‘feel opportunity for growth’ and ‘intention to stay’, so the author conducted a multiple regression analysis to see what that effect might be.



Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.322 <sup>a</sup>	.104	.099	1.270

a. Predictors: (Constant), FeelOpportunitiesForGrowth

b. Dependent Variable: ScaleChooseToStay

**Table 21: Multiple Regression between feeling opportunities for growth and retention**

In table 21, the author can see the results of the above test conclude that if employees feel that they have opportunities for growth within the organisation that it would increase an employee's intention to stay by 10.4%.

Taking the first two correlation analyses into consideration the researcher decided to test both, 'discuss career development' and 'feel opportunities for growth' to see if these combined variables would have an increased effect on the samples intention to stay with their organisation.

		DiscussCareer Development	FeelOpportunities ForGrowth
DiscussCareerDevelopment	Pearson Correlation	1	.363**
	Sig. (1-tailed)		.000
	N	182	181
FeelOpportunitiesForGrowth	Pearson Correlation	.363**	1
	Sig. (1-tailed)	.000	
	N	181	182

\*\* . Correlation is significant at the 0.01 level (1-tailed).

**Table 22: Correlation between growth and career developments effect on retention**

In table 22, a correlation does exist between the variables 'discuss career development', 'feel opportunity for growth' and 'intention to stay', so the author proceeded to conduct a multiple regression analysis to see what, if any, increase in effect both these variables would have on an organisation's employees.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.364 <sup>a</sup>	.133	.123	1.243

a. Predictors: (Constant), DiscussCareerDevelopment, FeelOpportunitiesForGrowth

b. Dependent Variable: ScaleChooseToStay

**Table 23: Multiple Regression between growth and career developments effect on retention**

In table 23, it has been noted that discussing an employee’s career development as well as ensuring they feel like they have opportunities for growth can have a 13.3% effect on whether an employee’s choses to stay with their organisation.

Based on the above findings, the author decided to conduct additional correlation and regression analysis tests on several factors from the survey, to see if any of these variables would have an impact on why an employee stays with their organisations.

		ScaleChoose ToStay	AutonomyIn Role
ScaleChooseToStay	Pearson Correlation	1	.217**
	Sig. (1-tailed)		.002
	N	184	182
AutonomyInRole	Pearson Correlation	.217**	1
	Sig. (1-tailed)	.002	
	N	182	182

\*\* . Correlation is significant at the 0.01 level (1-tailed).

**Table 24: Correlation between autonomy and its effect on retention**

In table 24, it also shows that a correlation does exist between the variables ‘autonomy in role’ and ‘intention to stay’, so the author conducted a multiple regression analysis to see what that effect might be.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.217 <sup>a</sup>	.047	.042	1.298

a. Predictors: (Constant), AutonomyInRole

b. Dependent Variable: ScaleChooseToStay

**Table 25: Multiple Regression between autonomy and its effect on retention**

In table 25, the researcher investigated the impact that 'autonomy in one's role' would have on retention levels in an organisation. In this context, it would only have a 4.7% on effect an employee's intention to stay.

		ScaleChoose ToStay	PositionIn Company
ScaleChooseToStay	Pearson Correlation	1	.158 <sup>*</sup>
	Sig. (1-tailed)		.016
	N	184	183
PositionInCompany	Pearson Correlation	.158 <sup>*</sup>	1
	Sig. (1-tailed)	.016	
	N	183	183

\*. Correlation is significant at the 0.05 level (1-tailed).

**Table 26: Correlation between position in company and its effect on retention**

In table 26, the above table confirms that a correlation does exist between the variables 'position in company' and 'intention to stay', so the author conducted a multiple regression analysis to see what effect this variable would have on this sample.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.158 <sup>a</sup>	.025	.020	1.321

a. Predictors: (Constant), PositionInCompany

b. Dependent Variable: ScaleChooseToStay

**Table 27: Multiple Regression between position in company and its effect on retention**

In table 27, the author noted that considering an employee's position in the organisation only had a 2.5% effect on an employee's intention to stay with their organisation.

		ScaleChoose ToStay	InvolvedInHR Strategy
ScaleChooseToStay	Pearson Correlation	1	.162 <sup>*</sup>
	Sig. (1-tailed)		.014
	N	184	183
InvolvedInHRStrategy	Pearson Correlation	.162 <sup>*</sup>	1
	Sig. (1-tailed)	.014	
	N	183	183

\*. Correlation is significant at the 0.05 level (1-tailed).

**Table 28: Correlation between being involved in the HR strategy and its effect on retention**

In table 28, the test concluded that a correlation does exist between the variables 'Involved in HR Strategy' and 'intention to stay', so the author proceeded to conduct a multiple regression analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.162 <sup>a</sup>	.026	.021	1.320

a. Predictors: (Constant), InvolvedInHRStrategy

b. Dependent Variable: ScaleChooseToStay

**Table 29: Multiple Regression between being involved in the HR strategy and its effect on retention**

In table 29, it shows that involving employees in the creation of a HR strategy will only have a 2.6% effect on an employee's intention to stay.

		ScaleChoose ToStay	HRSystemIn Place
ScaleChooseToStay	Pearson Correlation	1	.182 <sup>**</sup>
	Sig. (1-tailed)		.007
	N	184	183
HRSystemInPlace	Pearson Correlation	.182 <sup>**</sup>	1
	Sig. (1-tailed)	.007	
	N	183	183

\*\* Correlation is significant at the 0.01 level (1-tailed).

**Table 30: Correlation between being having a HR system in place and its effect on retention**

In table 30, the correlation test concluded that a correlation does exist between the variables 'HR System in place' and 'intention to stay', so the author conducted a multiple regression analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.182 <sup>a</sup>	.033	.028	1.315

a. Predictors: (Constant), HRSystemInPlace

b. Dependent Variable: ScaleChooseToStay

**Table 31: Multiple Regression between having a HR system in place and its effect on retention**

In table 31, it was noted that considering whether an organisation has an integrated HR system only has a 3.3% an effect on an employee's intention to stay with their organisation.

		ScaleChoose ToStay	PersonalValues AlignCompany
ScaleChooseToStay	Pearson Correlation	1	.209**
	Sig. (1-tailed)		.002
	N	184	183
PersonalValuesAlignCompany	Pearson Correlation	.209**	1
	Sig. (1-tailed)	.002	
	N	183	183

\*\* Correlation is significant at the 0.01 level (1-tailed).

**Table 32: Correlation between the participants personal values being aligned to the company and its effect on retention**

In table 32, a correlation does exist between the variables 'personal values align with company' and 'intention to stay', so the author conducted a multiple regression analysis to see what that effect might be.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.209 <sup>a</sup>	.044	.039	1.308

a. Predictors: (Constant), PersonalValuesAlignCompany

b. Dependent Variable: ScaleChooseToStay

**Table 33: Multiple regression between the participants personal values being aligned to the company and its effect on retention**

In table 33, it shows that if an employee's values match that of the organisation, it will only have a 4.4% effect on an employee's intention to stay.

		ScaleChoose ToStay	SatisfactoryBenefit Programmes
ScaleChooseToStay	Pearson Correlation	1	.192**
	Sig. (1-tailed)		.005
	N	184	182
SatisfactoryBenefitProgrammes	Pearson Correlation	.192**	1
	Sig. (1-tailed)	.005	
	N	182	182

\*\* . Correlation is significant at the 0.01 level (1-tailed).

**Table 34: Correlation between satisfactory benefit programmes and its effect on retention**

Table 34 notes that a correlation does exist between the variables 'satisfactory benefit programmes' and 'intention to stay', so the author proceeded to conduct a multiple regression analysis to see what, if any, increase in effect this variable would have on retention.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.192 <sup>a</sup>	.037	.031	1.312

a. Predictors: (Constant), SatisfactoryBenefitProgrammes

b. Dependent Variable: ScaleChooseToStay

**Table 35: Multiple regression between satisfactory benefit programmes and its effect on retention**

Table 35 shows that if an employee have satisfactory benefit programmes in place that it will only have a 3.7% effect on an employee's intention to stay.

		ScaleChoose ToStay	FeellInspired MotivatedBy Team
ScaleChooseToStay	Pearson Correlation	1	.263**
	Sig. (1-tailed)		.000
	N	184	180
FeellInspiredMotivatedByTeam	Pearson Correlation	.263**	1
	Sig. (1-tailed)	.000	
	N	180	180

\*\* . Correlation is significant at the 0.01 level (1-tailed).

**Table 36: Correlation between being motivated by one’s team and its effect on retention**

It is noted in table 30, that a correlation does exist between the variables ‘feel inspired and motivated by their team’ and ‘intention to stay’, so the author conducted a multiple regression analysis to see what, if any, increase in effect this variable would have.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.263 <sup>a</sup>	.069	.064	1.291

a. Predictors: (Constant), FeellInspiredMotivatedByTeam

b. Dependent Variable: ScaleChooseToStay

**Table 37: Multiple regression between motivation by one’s team and its effect on retention**

In table 37, it shows that if an employee feels inspired and motivated by their colleagues, it will have a 6.9% effect on an employee’s intention to stay.

Based on all of the above correlation tests, the author decided to look at what effect all of the above factors; inspired and motivated by team, HR system in place, involved in HR strategy, autonomy in role, position in company, discuss career development, satisfactory benefit programmes, personal values align with the company and feel opportunities for growth would have on this particular samples intention to stay with their organisations.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467 <sup>a</sup>	.218	.176	1.203

a. Predictors: (Constant), FeelInspiredMotivatedByTeam, HRSystemInPlace, InvolvedInHRStrategy, AutonomyInRole, PositionInCompany, DiscussCareerDevelopment, SatisfactoryBenefitProgrammes, PersonalValuesAlignCompany, FeelOpportunitiesForGrowth

b. Dependent Variable: ScaleChooseToStay

**Table 38: Multiple regression between all variables and its effect on retention**

Taking all the above correlations into account the researcher is able to show that, while some of the above correlations might only have a small impact on an employee's intention to stay, the combined effect of all these factors together, in this case, can have a 21.8% effect on levels of retention.

To summarise, this chapter presented a very high-level overview of the relevant findings obtained through various statistical tests in SPSS. Now that the author has concluded their investigation, the next chapter will discuss the above results in connection with the literature review, to see if the results, based on this sample, support or reject the research conducted.



## Chapter Six: Discussion

This study started out with a hypothesis, which was, 'Can Predictive Analytics enable greater Employee Engagement? and in doing so, Empower the HR Function to be recognised more as a Strategic Partner, than an administrative function? To support or reject this hypothesis, several actions had to take place. The first action the author took was to conduct a thorough investigation of their chosen topic through peer reviewed journals. The reason for this was to obtain a deeper understanding of the different elements that made up their hypothesis.

The next action required, was to decide on the most appropriate method in which to conduct their analysis. As the researcher referred to in their methodology chapter, given the short timeframe and volume of participants required, the author decided that the most suitable course of action was to conduct a survey. After the survey closed, the results were uploaded into SPSS for further analysis, and a high-level overview of the findings were outlined in the previous chapter. Now that all the above steps have been completed, it's time to see if the answers discovered, match that of the literature review.

The main aspect of the survey was to identify key trigger points of disengagement in an employee's lifecycle. The reason, so they could be used to flag when top talent is thinking of leaving. The author had created a question in their survey, which specifically asked what trigger points would cause, or had already caused, their participants to leave. However, as part of the initial research phase, the author discovered work conducted by Motlou et al., (2016) and Radford and Chapman (2015) that several investigations have already investigated why employees leave their organisation, but very little research has been conducted on what makes an employee stay. They even go on to say how if an organisation increases the emotions associated with staff willingness to remain, that this can have a significant impact on a company's retention levels.

Because of these findings, the researcher decided to conduct most of their analysis against the question, 'Is there a reason you chose to stay with your organisation?'. Choosing to go down this route would be more beneficial to this research topic, as the goal is to make HR more of a strategic force in their organisations. The author identified that creating a more strategic HR workforce could be achieved through retaining their

key top talent, not finding out after they have left what went wrong. If HR could tap into, analyse, and recognise the key aspects that make their employees want to stay, and harness that information, then they could programme these variables into a predictive analytics software to flag these trigger points.

### 6.1 Outcome of the Tests

One of the tests the author looked at was seeing if there was a correlation between employees feeling like they had opportunities to progress in their organisation and how this would affect their intention to stay. This analysis was based on the findings of Ballaro and Polk (2017) and Ghosh et al., (2013), who stated that a lack of opportunities for progression, and culture where employees feel they cannot grow, can lead to disengagement and retention issues. The results supported their findings, as it showed that if a company did create such a culture, that it would increase an employee's willingness to stay by 10.4%. This percentage could have quite a consequence on an organisation, especially if they are losing their top talent to a competitor.

The next test the author decided to conduct was to look was whether increasing the number of times a year that managers and their staff discussed career development, would have an impact on why an employee chooses to stay. This test was a direct result of research conduct by Aslam et al., (2018), who note that an employee who becomes less interested in their career is more likely to become disengaged or even leave their organisation. This research was backed up by Young and Steelman (2014) who argue that providing feedback and having one to one discussion, can help to motivate an employee so they progress further in their careers. It was also noted in the literature based on Aslam et al., (2018) and Ghosh et al., (2013) findings, that a lack of opportunities for growth, as well as development and career opportunities are the main reasons for employee disengagement. The results of this analysis show an 8.1% increase in retention. This could argue that Aslam et al., (2018); Ghosh et al., (2013) and Young and Steelman (2014), findings are correct, it does have some effect, but the author would note that this analysis should be conducted on a much larger sample to gain a true representation of the findings.

As both career development and opportunities for growth were identified by several authors, Aslam et al., (2018) and Ghosh et al., (2013) to name a few, the researcher decided to conduct a third analysis, using both variables, so increasing the number of

career development meetings as well as opportunities for growth, to see the combined effect of both measures. As observed in the previous chapter, acknowledging both conditions at the same time would increase the percentage an employee is willing to stay by 13.3%. The researcher finds that this percentage does in fact support the above research, based on this sample, and that using these two indicators could enable HR to predict leavers based on these parameters.

Based on the above finding, the researcher decided to conduct several additional tests to see if a strong correlation existed between any of the below variables and an employee's intention to stay. The results are as follows:

A test was conducted on whether an employee who feels motivated and inspired by their teammates would have a consequence on their intention to stay. The result of this question was a 6.9% increase in an employee's retention levels. While this percentage is quite low, it shows that one's colleagues can affect the outcome of whether their teammates remain with an organisation or not. This finding supports McLeod and Clarke (2009), who cite that maintaining employee engagement levels, relates to how one's staff interact with, and form meaningful relationships with their colleagues. Ghosh et al., (2013) also mention how if an employee does not identify with the current culture, or they do not get on well with their colleagues, the more likely they are to leave.

The next finding the author would like to discuss is the impact that 'autonomy in one's role' would have on retention levels in an organisation. In the context of this sample, it has a 4.7% effect on an employee's intention to stay. This result matches Park and Searcy (2012) findings, that giving employees the freedom to decide on how they operate in their role, can help an organisation to motivate their employees, thus retaining them. However, the result could reduce, or increase based on a different or even larger sample size.

One aspect the researcher decided to investigate was company values. All organisations have a set of values and beliefs with which they operate. The Institute for Employment Studies (IES), in Robinson et al., (2004) article cited that engagement is all about the attitudes of the employees, and how they feel towards their organisations values. Al Saifi (2015) expands on IES's research by stating that a sense of shared values and behavioural norms leads to a culture where employees feel like

they belong. The result of conducting the above analysis resulted in a 4.4% effect on an employee's willingness to stay. Again, while this is a small percentage, the sample size was only one hundred and eighty-four, therefore the author would consider this a supporting factor for the above research.

The next test relates to whether the sampled employees believe that they have satisfactory benefits in place, and how that might have an impact on whether an employee will stay with an organisation or not. As Harris et al., (2011) alluded to earlier, not all employees want the same benefit package, it often comes down to the personal preferences or commitments, family, kids etc., that each individual employee has. The result of this analysis showed an increase in intention to stay of 3.7%. This percentage could be seen as quite low considering the attention benefit packages in particular seem to have received over recent the years. This would lead the author to believe that based on this sample, that benefit packages are not the major contributing factor in whether an employee chooses to stay. This goes against the findings in the literature review where Aslam et al., (2018); De et al., (2017) and Taneja et al., (2015) mention how flexibility of benefits is key to motivating an employee, thus retaining them. It even goes against the experiment conducted by Sparkman, where he mentions that based on a data set that they changed a parental leave policy which in turn lead to increased employee engagement and cultural wellbeing (Janjic and Warga, 2017). However, the researcher did not investigate the flexibility of available benefits in this study.

The author decided to run an analysis, considering whether an organisation having an integrated HR system, could influence an employee's intention to stay with their organisation. The result of this analysis was a 3.3% effect on retention. This may indicate that employees have very little interest in whether their organization has a HR system or not. Whilst this does not have much of an effect on employee retention, the author wished to see what the technical capabilities were of the organisations selected. The frequency test that the author conducted on this topic showed that 83.2% felt their current HR systems were not capable of predictive analytics. This test supports Harris et al., (2011) findings, as he believes that having a capable and integrated HR system is something all organisations should be focusing on, and that HR should be trying to build up their company's analytical capabilities with the introduction of an integrated system. Harris et al., (2011) does mention that as a result

of HR's lack of system integration, when it comes to implementing any system, especially one needed for predictive analytics, that HR departments will not be equipped enough to design a system that meets their needs. This finding also supports King's (2016) conclusion, where he states that HR simply lack the understanding required to implement analytical approaches.

The following test conducted relates to the importance of having employees contribute to the creation of a HR strategy. Ghosh et al., (2013) argues that employees are more likely to stay with an organisation if they feel that they have been involved in decision making processes. However, the results of the above analysis showed a 2.6% effect on an employee's intention to stay. This does not support Ghosh et al., (2013) finding, however this could be the result of this samples responses.

The second last test the author conducted was whether an employee's level within the organisation, junior, middle, or senior influences an employee's intention to stay. This question was based on Kahn's research, which features in Taneja et al., (2015) publication, where he concluded that if an employee aligns them self to their position, the more motivated they will be. The result of this test does not support Kahn's findings as it only showed a 2.5% difference in the level of retention experienced.

The author was intrigued to see how some of the response rates differed from that of the research conducted, so decided to conduct one final analysis. As many of the above factors happen in tandem with one another, and would rarely happen as separate factors, the researcher wished to see what effect all of these aspects, in the same environment, could have on an organisations employees. The result was a 21.5% effect on an employee's intention to stay. This is quite a result and shows that the above variables should be considered when implementing an analytics system with a view to increasing employee engagement.

## 6.2 Conclusion

In conclusion, the above analysis has shown correlations between the data tested, and the results achieved. The researcher has learned from the above, that although one variable might have a low percentage when you add that to other contributing factors the overall percentage could increase, it is merely finding the right combination in which to analyse. The above tests would require analysis to take place on a much larger

scale to see if the same findings could be replicated. The author also acknowledges, based on the frequency tables, that an uneven distribution of the sample, as was the case here, could have had an impact on the result obtained. The researcher also acknowledges that quantitative analysis on its own is not enough to conduct a solid investigation, and further research should be conducted through a qualitative approach. This second phase of the investigation could commence using the free text responses in Appendix Four.

## Chapter Seven: Conclusion & Recommendations

The purpose of this research project was to support or reject the authors hypothesis, that predictive analytics, could enable HR, to pinpoint when employees were thinking of leaving their organisation. The biproduct would be a more strategic HR workforce, that bases their decision on data, rather than intuition and experience. The researcher hoped to achieve this through the objectives outlined in chapter three. As a reminder these objectives were: 1) To explore through quantitative analysis, whether predictive analytics, can enable employers to retain key talent, through the detection of trigger points of disengagement. 2) To investigate, whether the current HR workforce are qualified to analyse/understand such data, and whether the above method of analysis can add strategic value to the HR function and 3) To review the appropriate literature, supporting documentation, and findings from the study to give a clear and concise report on the authors findings.

Taking objective one as a starting point, the author was able to conduct a quantitative analysis of the results received via survey. This survey allowed the researcher to gather valuable data across multiple entities in which to conduct the investigation. The limitation of this approach is the inability to delve further into the answers obtained. It is the authors recommendation that a further study be conducted using a qualitative approach, with the results obtained from this survey as a starting point.

When the research began, the author had intended to specifically target why employees left an organisation, but found, based on the data obtained, as well the research conducted, that choosing to investigate what made employee stay would be more beneficial. As a result, the author did discover the effects that certain aspects of the employee lifecycle had and on an employee's willingness to stay. The researcher was also intrigued that by conducting such a small survey, over such a short timeframe, could achieve the results that were obtained. The speed of analysis was achieved using SPSS, a programme which enabled the author to delve further into their results in just a few hours. When analysing the findings, the author was interested to learn that one could predict a 13.3% increase in an employee's willingness to stay, simply by recognising the importance of increased discussions about career development and creating an environment where employees felt that they had opportunities for growth. The test the author conducted on all the variables, where it returned a 21.5% effect on retention cannot be ignored. This finding only increased the researcher's interest in

this topic. The limitation of course is that these results may not be replicated if a large sample was obtained, but for the one hundred and eighty-four responses received that could mean a lot to organisations with high turnover rates. In the authors opinion, based on the above information, predictive analytics would be capable of detecting triggers points of disengagement. It all comes down to identifying the correct variables that exist within each organisation. Like finding out what makes employees stay for so long or conducting a simple anonymous survey to identify what was making staff unhappy. This way an organisation could feed this data into predictive software and start building on its capabilities. The recommendation here, would have several factors to consider. An organisation would need to have an integrated system in place to begin with. The next stage would be to ensure that the right data was being collected. After that it would simply be a matter of introducing a predictive analytics model into the already existing system. The main issue here would be ensuring the staff that either buy or update the HR systems understand both analytics and HR.

Objective two, looked at the HR workforce and the current skillset they use to conduct their role. While we learned that employees have no preference whether HR have an integrated system or not, it is clear from the participants, who had a system in place, that their HR department were not capable of conducting this type of analysis, with a response of 83.2%. This is a substantial percentage and could show how little investment these companies have been putting into their systems. As part of the literature review, it was made clear that because of HR not using technology as an enabler in their lives, that they lacked the knowledge to design or implement systems of use, so it is the authors recommendation that these companies should invest in upskilling their HR staff.

As outlined in the literature, companies that used this type of analytics were seen as having an advantage to that of their competitors. Here the organisations would need to decide what kind of organisational structure they would like to see. Would they like to create a specific HR analytics team, separate to that of their current HR staff, or would they like to upskill their existing staff. The priority here is to ensure that the connection mentioned earlier, between analytics and HR remains. It would be detrimental to the organisation, when trying to implement a new system or capability to end up with two separate teams who do not understand each other.

The final objective was to review appropriate literature to give a clear, and concise report of the findings achieved, again the researcher was able to accomplish this using



SPSS. This software package allowed the author to conduct a full analysis of the data collected, over the space a few hours, which could have taken days to achieve using a programme like Excel. The literature reviewed was enough for the author to progress with their research but recognises this is only a small fraction of the data that exists and its only going to increase as the topic gains more momentum. Organisations who are abundant in data like Facebook, LinkedIn etc. will have an easier time implementing predictive analytics but that's not to say employee will be happy about it. As Sparkman pointed out, it still might bring with it that 'creepy' factor. While most participants in the survey found it interesting, the author must recognise that the second highest percentage, thought it was a step too far. This is something that each organisation is going to have to tackle separately, as they will have their own unique culture, values and beliefs, even requirements from predictive software.

The recommendations outlined above can vary in size and scale depending on each organisation and should hopefully improve the current HR capabilities that exist. While having a new system capable of prediction would be beneficial the researcher is not saying that organisations should all go out and purchase a new system. The author does acknowledge that a capable, integrated system should be a requirement for most if not all organisations. HR should try to move away from the old way of doing things, paper, Excel etc. to using systems to enhance the experience for both staff and HR. The cost associated with each system varies and as it depends on how many modules in the system you want to buy, with an additional cost associated per number of employees. It also can take some time to refine, test and implement a new system. The authors own company is going through such a change and the timeline associated, is about six to twelve months to get the new system up and running. The cost associated in the researchers organisation is somewhere in the millions.

The second recommendation was around the HR staff themselves. Hiring in trained analytics staff could be costly and given the increased demand could take weeks even months to secure the staff. It would also require the creation of new role profiles, one that was tailored to the needs of both HR and analytics. This brings with it its own complications as very little HR staff would have any type of analytical background. The most viable option may be to create the staff from within. This could involve online learning courses which the organisation could run, or they could hire in external trainers to get staff up to speed. There would be a cost associated with hiring a whole new department, this cost would depend on the current market rates linked to each

role, also a new department would not be immediately effective, and it could take several weeks before the organisation sees its value. The benefits though would be an integrated and trained HR workforce who know what data to collect, how to analyse it for competitive advantage, and a system that creates a more interactive employee experience.

## Personal Learning Statement

This piece of research is in partial fulfilment of the Master's in Human Resource Management with the National College of Ireland. This project is the biggest piece of work I have ever written, and has provided me a further opportunity in which to hone my time management, planning skills, and to increase my knowledge in HR.

This piece of work has been very challenging for me as I found it difficult to find the time to focus on the report itself. The area of analytics has always been one of interest to me, and I am very lucky to currently work in the Reward section in HR for a large financial institution. Analytics is all about facts and figures, and yes, they may move away from seeing the human element, but I feel that one day it will change the way HR is viewed within organisations.

I returned to study part time in NCI years after I left secondary school, it took me some time to learn how to write again. This research project has brought about a sense of achievement, as I feel I have done something I did not know I was capable of. It would however be wrong to say that everything went according to plan. When planning out my schedule it never seemed to stay within the time frame I had assigned. I also had to send out a survey to four different organisations, which I have never done before, I got wrapped up in confidentiality aspect, so I sent the same SurveyMonkey link to all of them, what this meant was I could not divide my results by entity.

Another issue I discovered was how one sided my choice of analysis method was, by choosing to conduct a quantitative only analysis, it meant I could not delve deeper into any of the responses I received. I did create certain questions which could lead to further analysis, but it would have been nice to do a mixed method approach to see what kind of data I could have collected. The research collected did give me great insight into how people felt about my chosen topic, however I would have liked to obtain a larger sample size for the investigation. I also believe that I could have handled the project better so that I would feel under less pressure, as such I owe a lot of people, in work and at home, who supported me and enabled me to complete this project. This experience has truly been one of a kind, it has increased my level of confidence in myself, and I feel that this experience will help me in my future endeavours, whatever they may be.

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## Appendix One – Email issued to Participants

I am conducting a survey as part of my Master's in Human Resource Management and would greatly appreciate your assistance in completing my survey via the link below.

<https://www.surveymonkey.com/r/mycroft>

This study aims to investigate whether predictive analytics can enable greater employee engagement, and in doing so empower the HR function to be recognised more as a strategic partner, than an administrative function.

Your participation in this research study is voluntary and you may withdraw at any time. The questionnaire is completely anonymous, the data collected will be used only for this study and will be treated in the utmost confidentiality. Your data will be stored securely and the results will be used only for academic purposes. The completed thesis will be kept in the National College of Ireland library.

The survey is divided into 5 sections and will take approx. 5-7 minutes to complete.

Section 1: Tell me about yourself, Section 2: Predictive Analytics, Section 3: Tell me about your HR department, Section 4: Tell me about your Company and Section 5: Have I missed anything.

The deadline for submission is **close of business, Wednesday 25<sup>th</sup> July**.

By clicking ok, you are consenting to be a participant in this study, which is a research project being conducted for a level 9 qualification at the National College of Ireland. The study has been reviewed by the National College of Ireland ethics committee for research involving human subjects.

If you require any further information please do not hesitate to contact me by email at [x12100200@student.ncirl.ie](mailto:x12100200@student.ncirl.ie)

Thank you for your participation and assistance in this study.

Kind Regards,  
Christina

## Appendix two – Post issued to Employees on Workplace

**Christina Mycroft** shared a link to the group: **Corporate Resources**.

PLEASE HELP !!!!

I am conducting a survey as part of my Master's in Human Resource Management. Ideally, I would need to obtain 500 responses (for robust analysis), so I would really appreciate it if you could please complete the below survey and share this post on workplace in your workgroups:

<https://www.surveymonkey.com/r/mycroft>

By clicking ok, you are consenting to be a participant in this study, which is a research project being conducted for a level 9 qualification at the National College of Ireland.

This study aims to investigate whether predictive analytics can enable greater employee engagement, and in doing so empower the HR function to be recognised more as a strategic partner, than an administrative function.

**Deadline:**

Close of business, Thursday 26<sup>th</sup> July

Thank you for your help!

Christina.

**Disclaimer:**

*Your participation in this research study is voluntary and you may withdraw at any time. The questionnaire is completely anonymous, the data collected will be used only for this study and will be treated in the utmost confidentiality. Your data will be stored securely and the results will be used only for academic purposes. The completed thesis will be kept in the National College of Ireland library.*

## Appendix Three – Justification for Survey Questions

Q #	Question	Layout of Question	Author	Obj	Notes
1	How long have you been with the company?	<b>Give Options:</b> less than 1 year 1 to 3 years 3 to 5 years 5 to 10 years 10 plus years	Simply to gather information about my population	N/A	Demographic question
2	Are you male, female, other?	<b>Give Options:</b> Male Female Other	Simply to gather information about my population	N/A	Demographic question
3	Do you work full time or part time?	<b>Give Options:</b> Full Time Part Time	Simply to gather information about my population	N/A	Demographic question
4	Are you single or in relationship?	<b>Give Options:</b> Single In a relationship	Simply to gather information about my population	N/A	Demographic question
5	Do you have a family?	<b>Give Options:</b> Yes No	Simply to gather information about my population	N/A	Probing question to see how benefits outside of monetary increases would have more value to them
6	Are you in a senior position, middle management or junior position?	<b>Give Options:</b> Senior Position Middle Management Junior Position	Simply to gather information about my population	N/A	Demographic question

7	How many currently work in your HR department?	<p><b>Give Options:</b> 1 to 5 5 to 10 10 plus I do not know</p>	Simply to gather information about my population	N/A	Demographic question
8	Is there a reason you chose to stay with your organisation?	<p><b>Give Options:</b> Age Your colleagues / teammates Benefits Package Support from your Direct Line Manager Location Opportunities for progression</p>	<p>"Research examining employees' intentions to stay is still emerging. This research is valuable because while much is known about factors influencing employees' intentions to leave, little is known about their intentions to stay. This was highlighted by Cho, Johanson and Guchoit (2009) who argued that examining the factors that influence employees' intentions to stay-rather than just the factors that influence employees' intentions to leave-is important because lower intentions to leave do not necessarily result in lower turnover, but higher intentions to stay significantly increase employee retention" (Radford and Chapman, 2015, p61).</p> <p>"The fact that there seems to be no definitive answers as to why people leave or stay in organisations implies that turnover and retention research continues to be an important research topic" (Motlou, Singh and Karodia, 2016, p. 20).</p> <p>"Predictive analytics encompasses a variety of statistical techniques that analyze current, historical, economic, and even unstructured data such as texts and pictures. This information is used to identify risks and opportunities and capture relationships among various factors. The results of the analyses are used to make more accurate predictions about future events and to exploit patterns found in that data, thereby resulting in better decisionmaking" (Halladay, 2013, p. 1).</p> <p>"Predictive analysis evaluates why past trends have occurred and how they will change or continue without intervention. An example of predictive analysis would be the use of a model to increase the probability of selecting the right candidate for a job" (King, 2016, p. 488).</p> <p>"Data analytics is often misunderstood as descriptive analysis ("what is") only. The real value, however, lies in predictive ("what will be") and prescriptive analysis ("What should we do?"). Data analytics is highly relevant as companies and industries transform to take advantage of technological innovations, and as expectations of regulators and investors with regard to data availability and analysis are increasing" (Tschakert, Kokina, Kozlowski and Vasarhelyi, 2016, p. 61).</p>	2	Have they remained in their organisation for the benefits on offer, their colleagues, or is their current age a factor?
9	Have you ever heard of predictive analytics?	<p><b>Give Options:</b> Yes No</p>	<p>"Predictive analytics evaluates why past trends have occurred and how they will change or continue without intervention. An example of predictive analysis would be the use of a model to increase the probability of selecting the right candidate for a job" (King, 2016, p. 488).</p>	1,2,3	Introduce the topic for understanding and future questions
10	Predictive Analytics could one day enable your employer to predict when someone is thinking of leaving your organisation. What is your take on this?	<p><b>Give Options:</b> Interesting Creepy Didn't think this was possible A step too far in gathering data on employees</p>	<p>"Data analytics is often misunderstood as descriptive analysis ("what is") only. The real value, however, lies in predictive ("what will be") and prescriptive analysis ("What should we do?"). Data analytics is highly relevant as companies and industries transform to take advantage of technological innovations, and as expectations of regulators and investors with regard to data availability and analysis are increasing" (Tschakert, Kokina, Kozlowski and Vasarhelyi, 2016, p. 61).</p>	1,2,3	To show what kind of effects predictive analytics could have on the future of HR and their strategic value, also to see what kind of reaction this could have on staff.

11	Do you know if your HR department have a HR Strategy?	<p><b>Give Options:</b>  Yes  No  I do not know</p>	<p><i>"Sparkman: As of now, not many HR functions are using predictive analytics. For industry leaders, the next horizon of the learning models. And if we are able to use our platform data, we could get really, really accurate in our predictions— accurate enough that privacy concerns and the "creepy" factor could come into play in a real way" (Janjic and Warga, 2017, P. 4).</i></p> <p><i>"When organisations seek to improve their people management arrangements they will typically consider developing a HR Strategy. A HR strategy sets out what the organisation wants to do about its human resource management policies and how delivering on these will help to achieve the overall objectives of the organisation" (O'Riordan, 2017, p. 15).</i></p> <p><i>"Organizations can achieve competitive advantage by efficiently and effectively increasing their employee engagement strategy. Therefore, organizations should focus on the business strategy which can increase the engagement level of employees and thereby increase their motivational level for overall organizational success" (Taneja, Sewell and Odom, 2015, p. 46).</i></p> <p><i>"HR's role and influence need to change relative to the environment. The challenge is to connect important external changes to the human capital strategy. If it is important enough for strategy, then it will be addressed properly in the organization. Unfortunately, typical human capital strategy focuses on the administrative functions of acquiring, developing and maintaining talent in organizations, as shown in Table 1. The HR function is relegated to an administrative role instead of a proactive business role" (Phillips and Phillips, 2014, p. 130).</i></p> <p>When it comes to analytics in general the business must be willing to put in the necessary investment as well as the "required organizational (e.g., focus on factbased decision making) and technological (e.g., a scalable, flexible BI infrastructure) changes" (Watson, 2015, p. 35) needed for it to work, the business must also value the changes analytics will create for them.</p>	2,3	Enquire about the status and capabilities of the HR department
12	Were you involved in developing the HR Strategy?	<p><b>Give Options:</b>  Yes  No</p>	<p><i>"HR's role and influence need to change relative to the environment. The challenge is to connect important external changes to the human capital strategy. If it is important enough for strategy, then it will be addressed properly in the organization. Unfortunately, typical human capital strategy focuses on the administrative functions of acquiring, developing and maintaining talent in organizations, as shown in Table 1. The HR function is relegated to an administrative role instead of a proactive business role" (Phillips and Phillips, 2014, p. 130).</i></p>	2,3	Enquire about the status and capabilities of the HR department
13	Do you have a HR system in place?	<p><b>Give Options:</b>  Yes  No</p>	<p>When it comes to analytics in general the business must be willing to put in the necessary investment as well as the "required organizational (e.g., focus on factbased decision making) and technological (e.g., a scalable, flexible BI infrastructure) changes" (Watson, 2015, p. 35) needed for it to work, the business must also value the changes analytics will create for them.</p>		Enquire about the status and capabilities of the HR department

			<p>"HR Analytics is an evidence-based approach for making better decisions on the people side of the business; it consists of an array of tools and technologies, ranging from simple reporting of HR metrics all the way up to predictive modeling. Finally, focusing on the link with strategic HRM, Mandare, Douthitt, and Carson (2011) define HR Analytics as demonstrating the direct impact of people on important business outcomes" (Marler and Boudreau, 2017, p. 14).</p>	2,3	
14	<p>Do you feel your current HR system has the capability to enable predictive analytics?</p>	<p><b>Give Options:</b> Yes No</p>	<p>"Many HR professionals lack a detailed understanding of analytical approaches. This hinders their ability to have meaningful interactions with data. Similarly, many analytics experts do not understand HR. This lack of overlapping skill and expertise leads to a mismatch between what HR information systems can do and what HR departments need. This calls for a different approach to HR analytics" (King, 2016, p. 491).</p>	2,3	<p>Enquire about the status and capabilities of the HR department</p>
15	<p>Does your HR department use technology to assist them in their day to day roles?</p>	<p><b>Give Options:</b> Yes No</p>	<p>"For a human capital analytics program to be successful, it must be led by the right people with the right analytical skills. Such leaders must also be able to manage the changes in culture, process, behavior and capabilities caused by an analytics initiative. Ideally, senior executives who are passionate about analytics and fact-based decision-making should lead the charge" (Harris, Craig and Light, 2011, p. 11).</p>	2,3	<p>Enquire about the status and capabilities of the HR department</p>

16	How would you describe the culture in your organisation?	<p><b>Give Options:</b>          Friendly          Creative          Challenging          Sharing of Ideas          Fast paced</p>	<p>"Sparkman: Recently we've been in the news because we implemented a four-month parental leave policy for both male and female employees around the world. That decision was driven by data; my team performed a cost-benefit analysis to understand the opportunity cost of retaining certain individuals, as well as the cultural well-being and workforce engagement that such a policy would create" (Janjic and Warga, 2017, P. 3).</p> <p>"Organisational culture can, however, be effectively defined as a complex entity of values, beliefs, behaviour norms, meanings and practices shared by personnel within an establishment" (Al Saiji, 2015, P. 167).</p>	1,2	Try to get an understanding of the type of environment they work in, does it except change well etc
17	Do you feel like you have enough opportunities for growth? Why?	<p><b>Give Options:</b>          Yes          No          Free Text Box underneath</p>	<p>"Kanter (1977, p. 161) relates opportunity not just to promotion but to either "movement from" a job or "growth through it," arguing that the structure of opportunity is also determined by matters like challenge and increase in skills. Similarly, other scholars argue that, because of reduced opportunities for upward mobility, the concept of opportunity at work should not be restricted to promotions" (Cicekli and Kabasakal, 2017, p. 260).</p> <p>"A corporate strategic plan outlines the organizational goals for the short and long term, as well as the necessary steps for the company to achieve planned goals. The strategic plan also includes a succession plan constructed to provide a set of steps to choose future successors (Successfactors, 2014). Succession plan elements include employee-retention rates, salary rates, promotion rates, and responsibility rates. An effective succession plan should include guidelines for tenure, training, awards, and career-broadening programs; when combined with training and growth programs the plan helps enhance the skills of current and future leaders" (Ballaro and Polk, 2017, p. 46).</p> <p>"When employees are given job autonomy, they can more effectively perform producing and servicing activities by more efficiently utilizing their knowledge, skills, and abilities. Job autonomy refers to the degree to which employees are provided with the freedom and discretion to determine how to conduct their job, and often has positive relationships with employee attitudes and organizational performance" (Park and Searcy, 2012, p. 305).</p>	1,3	Employees want growth in their roles, more money, more responsibility, more credit, more autonomy
18	How much autonomy is there in your Job? That is to what extent does your job permit you to decide on your own how to go about your work?	<p><b>Give Options:</b>          No autonomy          Full autonomy          Changes depending on project / work required</p>	<p>"When employees are given job autonomy, they can more effectively perform producing and servicing activities by more efficiently utilizing their knowledge, skills, and abilities. Job autonomy refers to the degree to which employees are provided with the freedom and discretion to determine how to conduct their job, and often has positive relationships with employee attitudes and organizational performance" (Park and Searcy, 2012, p. 305).</p>	1,3	From discussion with my own friends it's clear that they value autonomy in their roles, they even mentioned that being micro managed would be a trigger for them to leave their organisation



19	How frequently do you and your direct line manager discuss your career development?	<p><b>Give Options:</b> Monthly Quarterly Twice Annually Annually</p>	<p>"Leading scholars in employee engagement literature have emphasized the role of job design elements in influencing employee engagement and subsequent work outcomes. Specifically, Kahn's (1990) theory of work engagement is rooted in Hackman and Oldham's (1980) job characteristics model (JCM), which identifies five motivational job features (i.e. task variety, identity, significance, autonomy, and feedback) that influence organizational outcomes through the psychological states of meaningfulness, experienced responsibility, and knowledge of results" (Maden-Eyiusta, 2016, p. 1236).</p> <p>"According to Govindarajo and Ramulu (2014), a negative organizational environment, such as one with excessive work overload, insufficient benefits and compensation, inadequate career development opportunities, and a lack of collaboration, can lead to employee disengagement from work" (Aslam, Muqadas, Imran and Rahman, 2018, p. 151).</p>	1,3	Employees stay with an organisation as long as they feel they can progress beyond the role they commenced in. No employee joins an organisation with the idea of remaining in that role for the rest of their entire career. From speaking with my colleagues most have left their companies for development opportunities.
20	How would you rate your relationship with your peers?	<p><b>Give Options:</b> Social Clubs at work Arrange nights out Meet for a coffee in work Have lunch together I work in a role which requires me to travel a lot</p>	<p>"Engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organisation. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job...it is a concept that places flexibility, change and continuous improvement at the heart of what it means to be an employee and an employer in a twenty-first century workplace" (McLeod and Clarke, 2009, p. 8).</p> <p>"Employee engagement measures employees' attachment and relationship with the organization and working culture as well as their roles and relationships with colleagues. The level of engagement will positively or negatively influence their willingness to go the extra mile at work or to innovate and assist a company in reaching its corporate or unit strategy" (Taneja, Sewell and Odorn, 2015, p. 48).</p>	1,3	This is important, staff need to be able to work together to achieve deadlines, targets etc. Employee may also stay with an organisation as they have built up friendships with their colleagues.

21	<p>Is there anything you would change to improve your relationship with your direct line manager?</p>	<p><b>Give Options:</b>  Set up informal meetings  Ask for more autonomy in your role  More open communication  Have them delegate more responsibility to the team  Ability to ask for more support when needed</p>	<p>"Poor leadership inexorably leads to poor management practice, where line managers fail to engage their staff. Where there is no pressure for engagement, poor line management can quickly douse enthusiasm. Poor management skills in dealing with people lie behind many of the factors of disengagement" (McLeod and Clarke, 2009, p. 32).  "The line manager clearly has a very important role in fostering employees' sense of involvement and value — an observation that is completely consistent with IES' research in many different areas of HR practice and employment, all of which point to the critical importance of the employee-manager relationship" (Robinson, Perryman and Hayday, 2004, p. xi).</p>	1,3	<p>The relationship that exists between an employee and their direct line manager is important. A manager can have such a positive or negative effect on their employees. It's important that an employee feels they have an open and honest relationship with their manager so they feel they can express their opinions without fear of how they would react.</p>
22	<p>How often would you receive quality feedback from your direct line manager?.</p>	<p><b>Give Options:</b>  Weekly  Monthly  Quarterly  Mid/ End of Year</p>	<p>"A study by global consulting firm Towers Watson reveals that 71 per cent of top performers who receive regular feedback are likely to stay on the job versus 43 per cent who do not receive it. Feedback helps employees to recognize their blind spots, correct themselves and perform better. It also serves as an employee retention tool. People crave feedback, especially positive feedback. But the feedback givers must know the art of giving feedback so that they are respected for it" (Rao, 2014, p. 40).  "If supervisors or coworkers regularly provide constructive feedback to an individual, feedback that allows an individual to attain more social and tangible benefits, according to social exchange theory he/she is more likely to understand the benefits of the relationship and repay the group with increased attachment" (Young and Steelman, 2014, p. 231).</p>	1,3	<p>Feedback is vital in order for employees to grow. From looking at other journals the optimum frequency is monthly but this may not be possible for larger organisations. Regular informal meetings should also take place. Monthly feedback is also great but the quality of the feedback is also important.</p>
23	<p>What's your stress levels like at work?</p>	<p><b>Give Options:</b>  Stressed all the time  Depending on the time of year (projects/deadlines)  Never Stressed</p>	<p>"Excessive amounts of stress, emotional exhaustion and injuries may prevent individuals from being available for their roles" (May, Gibson and Harter, 2004, p. 31).  "Maslach (1993) defined burnout as "a psychological syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that can occur among professionals who work with other people in some capacity" (Taris, Ybema and Van Beek, 2017, p. 3).</p>	1,3	<p>Most employees are stressed, tired, and overworked. Being able to say this openly to your colleagues / direct line manager is important, as the last thing an employer wants is a staff member out on stress leave.</p>

			<p>"Disengaged employees are usually less interested in their jobs and tend to be less loyal and effective for their employer. In addition, they also tend to become less satisfied with their professional career and experience more job insecurity and stress" (Aslam, Muqadas, Imran and Rahman, 2018, p. 151).</p>		
24	<p>What do you consider your key personal values? Select 3</p>	<p><b>Give Options:</b>  Leadership  Trust  Integrity  Innovative  Diligence</p>	<p>"Value refers to Hofstede (1988) is beliefs and attitudes which presented the philosophical basis for the association of fundamental values. These values vary among different group of people in different cultures. Kamakura Dan Mazzon has adopted value structure of Schwartz by grouping into three parts; Achievement, Emptay and Hedonism" (Frendlika, Sule, Kusman and Joeliaty, 2018, p. 2).</p>	1,3	<p>Asking this question as I would like to see if their value's match that of the organisations.</p>
25	<p>Do the personal values you have selected align with your company's core values?</p>	<p><b>Give Options:</b>  Yes  No</p>	<p>"IES defines engagement as 'a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee" (Robinson, Perryman and Hayday, 2004, p. ix).</p> <p>"Organizations that possess strong values and cultures may produce a different bond with their employees than other organizations using market-based approaches to binding employees" (Mowday, 1998, p. 391).</p>	1,3	<p>When an employee's personal values align with their company it is a true fit. As such motivating and keeping your workforce becomes much easier.  Employee's believe in the organisation and are motivated for the company to do well.</p>
26	<p>Aside from monetary compensation, do the benefit programmes in place satisfy you?</p>	<p><b>Give Options:</b>  Yes  No  Free Text Box underneath</p>	<p>"A higher flexibility of the benefit system allows employees to choose those benefits that better fit with their personal necessities (Hillebrink et al., 2008) and increase the perception of equity (Cole and Flint, 2004). Thus, it is not surprising that the flexibility of benefit systems has been related to higher firm's capacity of attracting and retaining valuable employees" (De, Vidal-Salazar and Cordon-Pozo, 2017, p. 3).</p>	1,3	<p>Salary can be a touchy topic depending on the culture of the organisation and the employee's involved. So I think it's best to look at benefit packages as a whole. Having more flexible arrangements for employees can mean more to them than a salary increase.</p>

			<p>"According to Govindarajo and Ramulu (2014), a negative organizational environment, such as one with excessive work overload, insufficient benefits and compensation, inadequate career development opportunities, and a lack of collaboration, can lead to employee disengagement from work" (Aslam, Muqadas, Imran and Rahman, 2018, p. 151).</p> <p>"Harris and Fink (1994) note that the terms benefit and benefit satisfaction have not yet been precisely defined. Lengnick-Hall and Bereman (1994) found several definitions of benefit in the literature including: (1) legally required payments which have a direct cost to the employer (e.g., unemployment insurance), (2) benefits not legally mandated, (3) items which have no direct cost to the employer, and (4) employees perceive a service or payment is a benefit" (Schnake, 2016, P. 35).</p> <p>"It is the responsibility of organizational leaders to influence a culture that will drive employee engagement, i.e. to show their employees that they care and value people in their workforce. Other drivers could include making corporate social responsibility a strategic imperative, reviewing work processes and channels of communication to achieve employee empowerment and a healthy work - life balance, reviewing compensation policies to ensure fairness and focusing on measures to increase customer satisfaction to enhance and improve the corporate image. All these measures collectively contribute to a culture of engagement for global organizations" (Taneja, Sewell and Odom, 2015, p. 49).</p> <p>"Motivation enhancing human resource management practices means organisations use contingent rewards and performance management to increase employees' motivation to perform better (Guerci, et al., 2013). Employees have motivations to put higher efforts when their performances are rewarded" (Chin, Yean and Yahya, 2017, p. 302).</p>		<p>mean more to them than a salary increase.</p>
27	<p>What other benefit programmes would you like to see introduced?</p>	<p>Free Text Box underneath</p>	<p>1,3</p>	<p>Trying to find out here if people value alternative benefits over the usual salary increase they receive.</p>	
28	<p>Do you feel inspired and motivated by your team?</p>	<p><b>Give Options:</b> Yes No</p>	<p>1,3</p>		<p>Motivation is important, if an employee loses their motivation then they have no interest in the work they are doing, which can have an effect on productivity and competitiveness.</p>

			<p>"According to earlier studies including the works of Hashim Zameer, Shehzad Ali, Waqar Nisar, Muhammad Amir (2014), motivation affects human resources, and thus the company should motivate the employees for better fulfillment of their tasks or for the fulfillment of the company's objectives and for improving the labor efficiency. At the same time, motivation is a principal tool for reducing the staff turnover rate. The lack of adequate (effective) motivation of human behavior results in failure to fulfill the targets and objectives of the company and thus in poor operational efficiency" (Kuznetsova, Sinitsina, Gafurova, Pavluhina, Salyaeva and Puzankova, 2017, p. 321).</p>		
29	<p>Is there any trigger that would cause you to leave an organisation? (or one you have already experienced)</p>	<p><b>Give Options:</b>  Pay and stability of employment  Culture  Control of work / Workload  Recognition  Adequacy of resources  Relationship among colleagues / direct line manager</p>	<p>"Early theoretical and empirical work maintained that desirability of movement (i.e., job dissatisfaction) and ease of movement (i.e., availability of acceptable job alternatives) are the primary reasons why employees leave jobs" (Holtom, Goldberg, Allen and Clark, 2017, p. 60).</p> <p>"According to Magner et al. (1996), employees feel comfortable to stay longer in positions where they are involved in some level of the decision-making process. [53] Herman (1999) has discussed five principal reasons why employees leave companies: incompatible corporate culture, unsatisfactory relationships with coworkers, insufficient support, inadequate opportunities for growth, and dissatisfaction with compensation offered" (Ghosh, Styawadi, Jagdamba and Shadman, 2013, p. 290).</p>	1,3	<p>Question to cover what makes an employee finally leave their organisation. Literature states that most leave for development, or they 'divorce their manager' so I would like to see their responses to this question.</p>
30	<p>Is there anything else you would like to say regarding any of the above topics?</p>	<p><b>Free Text Box</b></p>	<p>Put this question in to cover any information I might have missed.</p>	N/A	<p>Free Text Box – cover anything I have missed</p>

## Appendix Four – Responses to Open Ended Questions

<b>Do you feel like you have enough opportunities for growth? Why?</b>	
No	As the organisation has grown larger, creativity has been suppressed so much that it doesn't feel like I can reach my potential anymore.
Yes	large organisation
No	I'm fixing bugs = less coding
No	Older organisation with a lot of lifers, the next level is senior mgt or exec. The current execs will most likely be here until retirement. The company is changing and there are new roles but once you go past management, not much room to move up unless you move horizontally. Progression and promotion here takes a long time, you would have to change teams or roles or leave to get to the next level and get more growth.
No	When you get to a certain level the opportunities obviously decrease
No	Age profile of sales team too old
No	They don't care for people high staff turnover
No	Volume of work means focus is on operational aspects rather than strategic ones
Yes	There is a constant learning in technology (the product) and being a start up
Yes	Plenty of challenges as part of your objectives and jobs advertised a lot
Yes	Feedback is appreciated
Yes	Plenty of opportunity across the group for new roles or training.
Yes	There are always opportunities to learn and grow - it is what you make of it
No	Initially yes, not long-term though
No	promotions at senior level are almost impossible
No	Lack of promotional opportunity outside of Dublin
Yes	I believe that there are opportunities for growth in my company and in HR - anyone looking to progress just has to work hard and let ambition show.
No	Not enough chances for progression, limited pool
No	Limited promotions for the area I work in and will then reach top level and if want to move beyond that need to go into management
No	company too top heavy already with friends of friends
Yes	Great variety in work load
No	Due to the area I am in and my specific skill set
No	Because there aren't any. Opportunities arises where there is a flow.
Yes	Upskilling opportunities are provided.
Yes	Regular support for development and varying job requirements
Yes	There are lots of learning opportunities
Yes	My manager is extremely encouraging, she puts a lot of trust in me and this makes me want to do the best job I possibly can to prove to her and myself that I am capable of it and appreciate the trust she puts in me.
No	political culture and still male dominated.
No	Organisation too focused on process and prior experience and not enough able to see potential in staff
Yes	I'm happy with where I've got to in the Company.
Yes	worked hard to be given the opportunities I have been given
Yes	Rapid expansion
Yes	Quarterly reviews and diverse range of opportunity.
No	Bad Management
Yes	Career Paths are openly discussed with my line manager - I am clear on what my options are

No	Because sometimes we work in a fast paced environment
Yes	Because I'm not too old to learn
Yes	Over the years many opportunities have been presented which allowed me to develop and provided me with a 3rd level education which I would not have received in most other jobs.
No	Because I'm female
No	jobs advertised already have someone doing the job
No	Yes, to a certain point and then it often plateaus
Yes	Restricted applications to general working public
No	Most opportunities arise in the Dublin Area and when you are based another location and have Family commitments the room for growth is very restricted
No	Jobs are already gone before you apply - depends who you know and if your face fits
No	no opportunity to go up the ladder.
No	Budget restrictions within the organisation
Yes	Within my own department - outside the department, not so much
No	Often too busy on day to day operational agenda but plans in place to address this with a review of HR processes in advance of a new HR System
Yes	It's a wide and varied organisation with a good approach
Yes	They is always new opportunities to apply for, basically every week in different fields and roles
Yes	always expanding
Yes	I have been well supported in career development over the years and there is a new structure with good opportunity for talent to shine through and be nurtured
No	section I am involved in is too small
Yes	I embrace new challenges
No	Limited to certain people
No	It's the type of role I'm aiming for
Yes	Company is growing fast, knowledge of the system is highly valued
No	culture is evolving to reward those that talk the talk rather than walk the walk
No	It can at times be hindered by the higher management's agenda
No	current pay model doesn't support this
Yes	Working with new technology and learning
Yes	It is obvious given the level of promotions given after relatively short tenures
Yes	Start-up company, growing quickly
No	Being part time limits job placement opportunities. Although it is possible to get involved in projects etc, role progression is limited.
No	I have opportunities to learn however no real opportunities to progress
No	Not enough opportunity to get involved in other areas of the business
Yes	large company
Yes	opportunities arise within company often
No	Not a meritocracy
Yes	If I want to grow I will
No	Restricted by location
Yes	Lots of opportunities available in a large organisation.
Yes	Manager keen to progress staff with potential
Yes	There could be more, the higher up the food chain, the longer people tend to stay with the company which means that new opportunities don't really come frequently
No	Culture isn't there
Yes	Varied role with lots of opportunity to get involved in new projects
	Lack of Promotion
Yes	Large group with a variety of businesses
No	Lack of support from Manager

Yes	My environment would lead me to believe I have
Yes	Support from my direct line manager
Yes	I seize opportunities and proactively look for them
No	Recent senior hires were all external so limited room for internal advancement
Yes	Currently going through an HR transformation which creates opportunity
Yes	Plenty of opportunities due to good trading environment
Yes	Good company to work for
Yes	Organisation is growing and ever changing. Also the scale of the organisation means there is scope to move into other functions, if you desire
No	Not much movement at the top. Overrun with process/compliance.
No	Don't shout loud enough or have the right connections

<b>Aside from monetary compensation, do the benefit programmes in place satisfy you? Why?</b>	
Yes	They are exceptionally good.
Yes	Much more benefits than in previous job, besides I'm not I'm not demanding person.
No	Yes/no ...it's fine but we should get free health insurance
No	Overall yes, but I do feel that the size of the company and the fact we have a health business means we could/should get free health insurance
Yes	provides security and peace of mind
No	There are no benefits
Yes	good choice
No	We've none
No	I would like to be able to have a permanent part time position not have to reapply every year
No	Don't have any
Yes	Good recognition of things important to me at this stage of my life.
Yes	Loads of benefit offerings, just not well communicated / people don't utilize
No	None available
Yes	in general they are good but focussed on those with families which is unbalanced
Yes	Except to say that the €750 PMI contribution is not great and very disappointed that our DB scheme has closed so based on that I am looking at other employment opportunities
No	When compared to other similar organisations my company's benefits are at the top end.
No	No company health insurance for lower paygrades
Yes	newly introduced benefits are fantastic benefits
Yes	extensive social & wellbeing opportunities to avail of
No	Because there aren't any. I only get salary
Yes	They give me peace of mind.
No	Lack of health insurance that most other companies of this size offer
Yes	Health cover, holidays, share scheme, pension scheme
Yes	I have generous benefits including a very good pension and health insurance paid for by the company
No	DB Pension removed from us with no actual reasoning as the fund was not in deficit



Yes	great work life balance and flexible working arrangements in current role. Previous mgr not as flexible
Yes	Allows for working flexibility and options to pursue further education
Yes	Pension
No	The benefits are good however the Defined Benefit was a huge benefit for me which is now gone. But the other benefits are good.
No	There could be more of them
Yes	Facilities further training and quarterly opportunity for promotion
Yes	recent launch of new and improved benefits
Yes	Because other companies doesn't offer this as an option
Yes	There comes a point where there are too many benefits
No	I'd like a better deal on healthcare
Yes	The benefits extended to family for example doctor services and free travel.
Yes	It saves me some of my own money
Yes	TRAVEL/DOCTOR
No	Would love to see a health care package in place
Yes	Free travel to/from work.
No	I don't have children so cannot avail of extra leave etc
Yes	Strong benefits package in place
No	Good pension and work life balance initiatives.
Yes	Flexible working
Yes	I believe that what we are able to avail of is more than fair. Still would like more though...
Yes	The new benefits outlined in June 2018 are excellent
No	Full Medical Cover not in place, Annual leave not competitive at all
No	Some of the benefits are given to try persuade people to join and is unfair to current long serving employees, i.e. newer employees have a better bonus plan
No	expectation for overtime and travelling in own time is excessive
No	Does not match industry standards
Yes	They value family life.
No	No Health insurance/ No many annual leave days
No	Hard to pick an answer because this is under development with some progress already made
Yes	flexitime, working from home, enhanced maternity, sabbatical - all forward thinking and helps employee as an individual
Yes	If I want them they're there
Yes	Broad range of other benefits available
Yes	Parental Leave is important. Health Allowance adds to the benefits package hugely - and this has just been introduced
Yes	Stronger focus has developed on work life balance with additional leave policies provided.
No	Good benefits in place, however the focus is on those with families and kids - at this stage I don't have kids so not benefiting from theses. Also flexi time is available to only some departments, it should be available to all
Yes	They now reward loyalty
Yes	To an extent... great gym and sports and social club.. pension not so much!!
No	no enough and people with families seem to have better benefits
Yes	Good work life balance in place, it shows they take the employee 'as a person' into account.
Yes	good balance of benefits; generous compared to others

No	I was in the DB pension and now it is gone and no real compensation in its place. Not very fair on loyal staff
No	Company is closing its DB pension scheme, no bonus scheme in place in our area though there is in other areas
Yes	They are really good, especially gym, etc.
No	feel lots of benefits are geared towards employees with children - no comparable benefits for staff providing care role for parents
No	I only just became permanent so they were never a requirement for me as I never benefited, and even now only my ER pension contribution is a benefit.
Yes	People have access to great benefits and the company just launched more benefits recently.
Yes	Good relative to previous organisations I worked for. Better communications around individual total package would be useful
Yes	benefit packages are non-existent in hospitality, the corporate world has many benefits
No	No provision for ongoing education only for the select few

<b>What other benefit programmes would you like to see introduced?</b>
Working from home programme
Health insurance
A better equipped gym on site. Even if they built one and charged, they are missing out on gym membership for 2500/3000 people. Free health insurance/health checks annually (and not just for execs), Dental cover, Subsidised travel insurance, onsite creche...
Flexible working - 9 day fortnights
flexible working - remote working
Just to respect people would go a long way
Working from home
health, pensions and wellbeing
Reimbursement of gym fees
New Benefits launched are a huge improvement
Health Insurance
Health Insurance
More around mental wellbeing
health care paid by the company
Ability to balance work with elder care
Full healthcare
Full equality between males and females on maternity leave (this benefits women in the work place and addresses the gender pay divide and recognise that Dads have an equal role in raising their children) higher PMI contribution. Annual medical health check for staff over 40. Long service pay increment or bonus (does not have to be pensionable and would help with staff retention)
No company health insurance for lower paygrades
Better DC pension, healthcare, no dress code
Employee of the Month, Employee of the year. Companywide yearly fun family day
Health insurance
health
More consideration for single / families with no children. It is very focused on parental packages, when it is the people who do not avail of these are generally the people left to take the additional work / training etc
Proper career path & exam recognition within the HR area
Bonus

Overtime.
Health insurance
more purchased annual leave/ unpaid leave, better AL allowance. recent introduction of sabbatical is an excellent initiative
Staff scheme for buying computers
Working from home
As this company now has health insurance dept I would expect more benefits from that programme, My Husbands company provides them with Free health insurance and they are an IT company
Health Care Package
more performance reviews, and targets for all levels
Health Insurance assistance
Paid for Health Insurance
training, gym membership
Social/Sports clubs subsidies
Shorter working year like in civil service
Better healthcare package and partners added to it.
Duvet Day or Birthday Day - other companies have these days listed as annual leave
The time limits placed on the Bike 4 Work scheme seem unduly restrictive.
More time off for new mothers
HEALTH
As above, healthcare package
new devices and platforms for testing use and remote access
subsidised catering facility for lunches etc.
Dental benefits, Annual bonus
less standalone departments,
A bonus scheme for Management Level. It was scrapped a few years ago. Would allow the company to set goals for levels of management
A dental scheme would be great
Upon completion of allocation of service - e.g. 25 years - be given annual leave instead of a watch that will never be worn
36 hour week over 4 days instead of 5
Continue to develop more opportunity for flex working arrangements such a working from home or alternative sites as suits individual and organisation best
Health insurance
More benefits that further the "work/life balance" programs we offer
Real learning program (Udacity, Lynda...) Real opportunities to go to talks, workshop,....
Creche on-site (happy to pay the same rates - just need more flexibility on when I drop and collect my toddler). I think if the organisation offered on-site creche facilities and the same going rates as others, they would be prepared to give more in their job as they wouldn't be worried about finishing on time to beat traffic or make train / bus times to reach their child on time
Health Insurance for all employees, allowance does not cover proper plan Introducing competitive annual leave for Junior roles
Gym membership, catered lunches
pay for all hours of overtime done and not expect a full working day a week before overtime can be claimed.
Dental, Subsidised canteen
Mentoring programmes
Contribution toward Gym membership. Ability to sacrifice salary for additional leave.
Flexible benefit packages
Health insurance paid by the company / more annual leave days/ More contribution to pension plan

Childcare, Health/medical, flexible work times including from home, Technology training, Role exchanges and shadowing,
wfh has just been introduced in our department and was top of my list
cross-company personnel exchanges
Health care
Remote working and more flexibility and acceptance around it
More flexible working arrangements depending on your life stage i.e. working from home x days per week
health insurance rather than allowance
Good benefits in place, however the focus is on those with families and kids - at this stage I don't have kids so not benefiting from these. Also flexi time is available to only some departments, it should be available to all
Christmas Bonus, Cheaper prices in Canteen
Health Insurance for all staff
Working from home as an option on occasion
To get the DB pension benefits back in some form. Free Health Care Option to work from home
provided health insurance, ability to get tax saver more than twice a year, standing desks
free health insurance
financial wellness / support for financial planning
With the new sabbatical leave have the option to spread the cost of this over 12 months too like the Parental Leave
Profit sharing and bonus, free healthcare.
flexible home working
None that come to mind but we could all always do with more training I guess
A more flexible benefits package so you can opt in and out of certain benefits depending on what you require
Recognition programmes to award actual positive demonstrations of the company values. Financial Wellness Programmes, which would enable staff to financially plan for the future
More flexible working. 3 -4 day weeks, remote working
Time off for care of elderly parents
stress relief programmes, in service education days available to everyone, time allocated during work even 1 hour a week to catch up with colleagues for a chat

<b>Is there anything else you would like to say regarding any of the above topics?</b>
<p>Predictive analytics is good in that it can tell if someone would leave. What would be even more interesting in a company like mine is if a similar study could just be done on engagement with it. Given the number of people who have been here a million years, it would be interesting to see how engaged they are or how much dead weight there is in the company. Similar themes may shine through from people and whilst SLT are doing a lot to change the company in terms of actions, the company still does not feel like one company, with one set of values with employees who all identify with the values. People need to practice what they preach and management need to stop deciding what is best for the company (top down/old way of thinking) and involve/ask employees. If you involve people, they will feel engaged and will follow. It has a long way to go before becoming a global company with one unique brand should that what they aspire to be.</p>
<p>There is an annual staff survey, but I do not feel the responses are given the focus they should. There is also a diversity and inclusion agenda but it doesn't cover diversity of skills and styles and I feel if you have a different style or skills to you manager you are expected to change</p>
<p>Our organisation is terrible and I will leave as quickly as possible</p>
<p>work satisfaction is a combination of interesting and challenging work with opportunities for promotion and a good relationship with direct line manager when one of these is missing then there are likely to be issues</p>
<p>Would love to see change in the way things are done, be open to new technology and ideas. Be more forward planners in relation to employee relationships and systems</p>
<p>After 38 years' service with my company I was asked recently if I had my time again would I take the same path, and said yes. But would be interested to see where another path might have taken me.</p>
<p>Predictive analysis on toxic staff would be a better use of technology imho.</p>
<p>Answers to No. 19 and 22 is NEVER but you didn't give that as an option. Some other answers I gave as no because there wasn't an option to say 'Don't Know'. Not involved in HR so no idea what goes on there.</p>
<p>Possibly the relationship between HR and the general population of an organisation. It can often be quite poor and lead to frustration when employees feel their needs are not even a consideration not to mind priority</p>
<p>I would like information on how Predictive Analytics can enhance line managers</p>
<p>Relationships generally are shown to have a major influence on people's decisions to stay or leave an organisation. I think we could be better at really valuing people's contribution. It feels sometimes that it is taken for granted.</p>
<p>Engagement is a function of a high trust environment. the appropriate level of support and challenge is key to keeping engagement and motivation levels high.</p>
<p>Organisation current HRIS capability is limited and are currently in the process of implementing an integrated Global IS, which will promote better self-service for managers and employees. This, in turn, will enable capturing of better metrics to help gauge where improvements can be made in the employee engagement lifecycle.</p>
<p>One of the key factors in a decision to leave in the current climate is location and infrastructure as the traffic is horrendous as is the cost of accommodation within the Dublin area</p>