Recruitment and Retention of Millennials:

Does the millennial cohort tend to choose organisational culture over financial compensation in work related decisions?

Tara Daly Aune

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Abstract

One of the biggest challenges facing organisations is the recruitment and retention of millennials (Kapoor and Solomon, 2011). This research addresses this situation in relation to the Irish labour market. As millennials are quickly becoming the largest demographic in the workplace, this can translate into very real costs for businesses (Bolelli and Durmus, 2017, Seago, 2016). This study aims to examine the decision-making tendencies of Irish millennials in accepting a job, and also in staying with an organisation. A survey of 90 respondents within the millennial generation was conducted. The data collected examined whether Irish millennials tend to choose each of one of four aspects of organisational culture over 10% above the financial salary for their industry when deciding to take a job offer, and also examined the same criteria for deciding to stay in a job role or leaving for 10% above the financial salary for the industry. In accordance with existing literature, Irish millennials tend to choose organisational culture over financial incentive in accepting, and remaining in a job role. These findings can add to the existing research and provide further recommendations on restructuring existing organisational policies to incorporate a more flexible workplace, with career opportunities, training and development, and feedback all clearly visible attributes in the organisational culture of an organisational, with a view to lowering recruitment and turnover costs.

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Chapter One: Introduction

1.1 Introduction

This piece of research aims to contribute to organisational practices in the Irish labour market, in order for organisations to successfully recruit, but also successfully retain millennials, when faced with indirect and direct competition in a tightening labour market (Nicholls, 2013). The research objectives are laid out and an overview of the chapters that address these research objectives are provided.

1.2 Research Objectives

This piece of research studies the existing literature regarding millennials, their attitudes towards organisational culture, and whether policies and practices can be restructured by organisations to more effectively recruit and retain millennials using organisational culture as its predominant reward structure. The aims are to address the research questions relating to recruiting and retaining millennials - are their decisions when taking a job role motivated by organisational culture? Or are they motivated by financial incentives? The research offers a sample group the opportunity to decide between two attractive job roles to determine whether this generation is financially incentivised or prefers a high level of organisational culture.

1.3 Overview of Chapters

1.3.1 Chapter Two: Literature Review

The literature review examines existing research on millennial tendencies, their values and the factors that influence their decision-making. The concept of organisational culture is narrowed into

a smaller scope of four key items; flexibility, career opportunities, training and development, and feedback. A gap in the literature surrounding Irish millennials emerged from this, along with existing research suggesting that their tendencies are to choose these aspects of organisational culture over relative financial incentives.

1.3.2 Chapter Three: Methodology

The methodology chapter discusses the research philosophies behind quantitative analysis, and also outlines the process of designing an instrument that accurately tests the hypotheses. This chapter will argue the importance of asking direct, single-item questions to test a hypothesis that has practical implications for organisations.

1.3.3 Chapter Four: Data Analysis and Results

This chapter outlines the results of the survey and quantitative method which addresses the hypotheses highlighted in previous chapters. Data collected is analysed using SPSS and hypothesis testing statistics are conducted.

1.3.4 Chapter Five: Discussion of Results

The discussion of results relates to the previous literature on the topic of millennials and their tendencies to choose aspects of organisational culture over solely financial incentives in recruitment and retention practices to this new research to discuss the practical implications for organisations. This outlines the results of the findings, along with the research hypotheses outcomes.

1.3.5 Chapter Six: Conclusions, Recommendations and Financial Implications

The recommendations and financial implications outline how the conclusion of the study can be used to aid organisational practices in recruitment and retention. It includes cost and benefit analysis for practical use of the recommendations.

1.3.6 Chapter Seven: Reflection

This chapter outlines the personal learning experiences of the researcher through the dissertation process. It highlights the challenges faced in constructing a single-item questionnaire, and describes new skills that were developed such as time management and research skills.

Chapter 2: Literature Review

2.1 Introduction

The literature review aims to examine the tendencies of millennials in the workplace. It compiles existing research that study the decision making tendencies of millennials to examine their preference for organisational culture over financial incentives in accepting a job offer and also staying in a job role. Generational theory and the theory of cultural dimensions will provide a background into the topic and aid in understanding why millennials share values and attributes that are different to those of previous generations, and also how their values are shaped by their cultures. The literature review will also outline current research on the recruitment and retention of millennials by organisations.

2.2 Generational Theory and The Theory of Cultural Dimensions

This review aims to study the existing research on generations in the workplace, with a particular emphasis on the millennial generation and their attitudes to work. The results could have potential ramifications for recruiting and retaining millennials in organisational policies that best suit their, and the organisations, needs. For the purposes of this research, it is important to view millennials as a cohort, and to define the generation in the most efficient way to retain and recruit them successfully.

Generally understood to be the generation born between 1980 and 2000 (Puspanathan et al. 2017, Rondán-Cataluña, Sanz-Altamira, and Peral-Peral, 2017) Generation Y, or the millennial generation, has differing attitudes, beliefs and desires in a work environment then that of previous generations (Maürtin-Cairncross, 2014). Indeed, generational theory is founded on the basis that a

particular cohort or group of people in the same age bracket, exhibit many of the same characteristics based on shared values and beliefs (Mannheim, 1952). Strauss and Howe (1991) develop this theory, and comment on the principle that these values and beliefs are developed in the primary years of that generation. These primary years are significantly related to outside influences surrounding their upbringing, and can also be defined as a group that share a set of ideals based on external societal understandings and experiences (Puspanathan, Ramendran SPR, Muthurajan and Singh 2017, Kupperschmidt, 2000). One of the defining and monumental occurrences in the formative years of millennials was the economic recession that started its downward spiral in 2008, and the subsequent period of economic growth is widely considered a primary factor in shaping millennial characteristics and attitudes, especially towards work (Susaeta, Pin, Idrovo, Espejo, Belizón, Gallifa, Aguirre and Pedrozo, 2013). Generational theory also suggests a sense of shared emotions and culture, in particular their attitudes towards diversity, tolerance, and open-mindednes. This has a unique standing in the workplace, especially when compared with those of older generations (Dokadia, Rai and Chawla, 2015). Positive attitudes towards technology, globalisation and open-mindedness, with comprehensive understandings of economic and political unrest and the resulting impact on personal economics, all contribute in defining the millennial generation. Also known as the digital generation, millennials are not only comfortable with, but also fully immersed in technology, making them adaptable, flexible to change and less structured, short-term planners. (Bencsik, Horváth-Csikós, and Juhász, 2016).

As millennials are definitively understood as more tolerant, future research should also reflect on whether employees from the same generation share the same attitudes or whether these attitudes differ depending on external factors such as family, society or personal economics and social standing (Guillot-Soulez and Soulez, 2014). Changing attitudes may present with the maturation of a generation, reflecting changing attitudes towards work and beliefs or values (Willie, Hofmans, Feys, and De Fruyt, 2014). Hofstede's (1984) theory regarding cultural dimensions

outlines the effect of culture on particular societies; how their values are shaped, and how these values affect culture. Hofstede's work provides a general cross-cultural system of communication, taking into account several factors of the culture in question to aid in effective work in organisations. Schewe, Debevec, Madden, Diamond, Parment and Murphy (2013) posit that if millennials differ across cultures, it makes it more difficult to strategise them in multicultural workplaces. This reiterates the above point - is it generation that influences, or social and cultural circumstance of a particular generational cohort? One study concludes that millennials have developed certain expectations relating to their working lives that are generationally influenced (De Hauw and De Vos, 2010). Winter and Jackson (2016) add to this debate with the idea that an individual within a cohort is influenced across different aspects of society, at different stages of life. For example, cultural beliefs of millennials in countries such as India cannot be the same as cultural beliefs or millennials in Ireland, despite being part of the same generation. Similar cultures share traits that millennials are often known for, such as familial values, and liberal tolerance. For example, Sweden and New Zealand share similar values on the Hofstede model in terms of liberal values, whereas American millennials, whilst more liberal than previous generations, are not as openly liberal as their Scandinavian counterparts (Schewe et. al., 2013). This again strengthens the idea that generational or cohort attitudes can deviate depending on society and culture. Indeed, one of the prominent recurring issues in existing research begs the questions of whether the cohort values of millennials will continue as the generation naturally evolves and grows (Kuron, Lyons, Schweitzer and Ng, 2014). A counter-argument posits that millennial attributes may not be generational in the sense of generational theory, but rather circumstance of evolution and growing up in conjunction with the technical revolution along with its worldwide implications. This is an interesting, if derivative point, and an arguably important aspect in trying to structure recruitment and retention policies for millennial workers, along with strategising multigenerational and also multicultural workplaces. It suggests fluidity and openness may be the safest policy strategy, and

highlights the necessity of narrowing the scope of research to a particular culture within the millennial generation - in this instance the Irish millennials.

2.3 Demographics

The ageing global workforce is a considerable factor in driving this research, as both Baby Boomers and Generation X, the previous generation, are currently moving into more executive and experience-based roles. As a result, millennials fill the gap, and are currently the largest proportion of the labour force, especially at graduate and entry-level roles (Bolelli and Durmus, 2017, Seago, 2016). Many millennials reached adulthood during a period of significant economic recession, in or around 2008. While it is too soon to determine whether the recession was the pivotal factor in shaping millennial attitudes, Strauss and Howe's (1991) theory allows for reasonable assumption. As a generation, many have resultantly also experienced a lack of job opportunities in their chosen field, an early introduction to debt (student and graduate, particularly), and longer time spent living at home, with little opportunity to buy houses (Debevec, Schewe, Madden and Diamond, 2013). The recent rent and housing crisis in Dublin suggests that this is not likely to change in the near future. However, due to their formative experiences, along with their exposure to economic unrest, they are the generation that is most equipped to deal with organisational change (Gong, Ramkissoon, Greenwood and Hoyte, 2018). They typically have had a different relationship with their parents than previous generations, have generally experienced more praise and less discipline, but have also experienced parents more involved in their adult lives with high expectations bestowed upon them (Bartley, Ladd and Morris, 2007). Technology plays a major part for millennials, who are not only comfortable around it, but embrace new concepts and ideas more readily as a result (Kapoor and Solomon, 2011). Bartley et al. (2007) imply that as a result of this connection with technology, the main attributes of millennials tend towards strategic team players, good multi-taskers and employees that require a positive and openly communicative relationship

with their direct manager. It also implies that, due to constant access of information, "millennial perspective [is] that work is a thing, not a place and certainly not a life" (Seago, 2016 p.73). This study by Bartley et. al (2007) also suggests that millennials often take on too many projects or responsibilities while also attempting to achieve a healthy work-life balance. This is corroborated by a study that finds that there are adverse affects to millennials' need for a successful work-life balance - namely that the attempt to achieve this often causes higher instances of work-family conflict when combined with their desire for career development (Buonocore, Russo and Ferrara, 2015). Evidently, the current perception of millennials is not always positive. Due to factors such as increased dependence on their parents, millennials have been labelled as entitled, overly-informal, and have a decreased sense of loyalty in a workplace setting compared with previous generations (Thompson and Gregory, 2012). They are not known for their inclination towards delayed gratification (Karminska and Borzilla, 2018). Attributes both positive and negative of the millennial generation are important in order to understand the existing perceptions of managing millennials in the workplace, especially the perceptions of older generations. These perceptions can be targeted by human resource professionals aiming to integrate millennials successfully into multigenerational workplaces.

There are additional demographic factors to contend with. The changing demographics of Ireland suggest that the feminisation of the Irish workplace (O'Sullivan, 2012) can have huge implications for organisations, in conjunction with a rising need for flexible work practices in order to improve national retention, and to fill the labour gaps in the market. Due to the sheer size of the millennial employee demographic (Seago, 2016), practices such as these should not be ignored by employers. Additionally, in response to a greater demand for continual development, training and learning by a predominantly millennial employee base, online resources are only set to increase, a tool that can be utilised by employers at less of a cost than high turnover (Little, 2015).

2.4 Multigenerational Workplaces

Generation Y, or the Millennial Generation, require a different means of communication and management style than the previous generations. The fact that conflict between generations is a reality is undisputed (Stark and Farner, 2015). Conflict often arises as a result of multigenerational differences, and these issues can directly affect the production and profitability of an organisation (Artley and Macon, 2009). Multigenerational issues that often resulted in conflict included a millennial preference for inclusion on projects and teamwork, in contrast to a Generation X, and also Baby Boomer preference of achieving individual goals and subsequent individual credit (Dokadia et. al, 2015). In addition, Kaminska and Borzillo (2018) reiterate that the perception of millennials can be negative, whether or not it reflects reality, especially with Generation X's view that millennials' constant and immediate online connection is a distraction in the workplace. Older generations find millennials impersonal with a preference for communication over social media, which translates to a source of conflict between generations (Seago, 2016). These combined factors provide potential for regular instances of conflict, resulting in turnover and loss of productivity. There are ways that this can be managed, however. Haynes (2011), cites the launch of the Pwc headquarters in Dublin as a case study on how to communicate with different generations efficiently within one multigenerational workforce, using techniques targeted at each generation depending on their preferred management style. Jauhar, Ting and Rahim (2017) would also suggest that the use of a tailored approach based on organisational values and company ethos is necessary when attracting and retaining talent from the millennial generation. Arsenault (2004) denounces the current traditional belief that generations grow to change their values to that of the older generations, and suggests that as they grow, their ideals and values strengthen and become more founded in society. As such, this leads to a necessary exploration of whether a revision of recruitment and retention practices will in turn lead to a beneficial synergy for both the millennial generation and their organisations. There are many suggestions as to bridging the gap between generations and reducing

conflict to make a more productive and positive working environment. A recent study found millennials to be more direct and honest in communicating concerns than generation X, which proved to have a positive impact in terms of working conditions and improvements in organisational culture (Kaminska and Borzillo, 2018). Houck (2011) determines that mentorship programmes between entry level millennials and more experienced employees of older generations can make a multigenerational workplace a highly effective one. Each generation adds value and brings a fresh set of ideas to the workforce, with a possible symbiotic environment of learning through positive multigenerational management (Zopiatis, Krambia-Kapardis, and Varnavas, 2012). Multigenerational management is a necessary step for employers, as along with millennials making up the largest part of the workforce in the years to come, an ageing population means older generations are working for longer. Stark and Farner (2015) even advise devising multiple strategies for management to deal with each generation in the workforce, taking into consideration their strengths, weaknesses and dominant traits. Calo (2008) suggests that the best solution is to restructure the organisation's competency frameworks and job speculations - instead of implementing effective exit strategies from a company, human resource professionals need to move towards retaining older generations as well as incoming generations for longer periods of time. There are multifaceted benefits to this - it seems prudent that a benevolent atmosphere between these generations is prioritised, and as Calo (2008) points out, transferring knowledge between generations is a necessary evolutionary step. Ng and Feldman (2010) conclude in a recent study that job satisfaction and attitudes actually tend to change positively with age. This has unmitigated potential, as it can be used to influence millennials, and can also be studied further to determine if it can affect retention and recruitment of millennials. Reward structures can be used in a similar fashion. Lower percentage rewards more often may incentivise and motivate feedback hungry millennials. Lu and Gursoy (2016) make the example of 1% increases thrice yearly depending on performance for millennials, whereas older generations may prefer an increase of 3.5% annually.

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This research suggests a need to separate organisational practices based on generational needs, ruling out a one-size-fits all category.

2.5 The effect of work-life balance on millennials

Work-life balance is paramount to the satisfaction of millennial employees, and must be given sufficient attention by managers in organisations that require demanding workloads. Work is either on par with, or considered less important than, the personal life of millennials (Lu and Gursoy, 2016). Although this is somewhat disputed by an earlier study by De Hauw and De Vos (2010) who maintain that millennials have a positive expectation of an increase in career development which correlates to their perceived work efforts, and suggests that millennials are driven by their work ethic. The challenge for managers is to motivate and increase job satisfaction for millennial employees in order for them to consider work life on par with personal life. One of the key seminal concepts in attracting millennials to organisations has been explored through Ohlrich's (2015) study of the impact of corporate social responsibility on Generation Y recruitment. The main inference of the study conducted is that while strategies focused solely on corporate social responsibility are not effective alone in attracting millennials, if implemented as part of the overall organisational culture this strategy can be successful in attracting employees of the millennial generation. It is important to them to work for a company that matches their own set of values and beliefs. This can be construed across other aspects of organisational culture; a combination or the presence of one factor of organisational culture has a positive impact on millennial recruitment and retention. Guillot-Soulez and Soulez (2014) study suggests that many organisations in France should evaluate the benefits to a total restructuring of recruitment practices in order to attract millennial candidates based on their attitudes and values. In addition, Montgomery and Ramus (2011) conducted a study finding that MBA graduates predominantly within the millennial demographic in North America and parts of Europe tend to seek jobs in organisations with a notable corporate social responsibility programme,

to the extent that a majority of the sample surveyed chose job satisfaction and organisational culture that matched their values over a higher financial package. Ohlrich (2015) agrees with this assessment and claims that while corporate social responsibility programmes are not enough to solely attract employees, when implemented as part of the overall organisational culture of a company that matches the values and mission of the company to that of the potential employee, this strategy can be successful in attracting employees. Cordeiro and Albuquerque (2017) contribute to this field of thought and claim the benefits for organisations are just as interesting and many may experience a higher return on investment in recruitment policies from implementing general flexibility practices that can be adapted to reflect the needs of individual employees, rather than predicting a one size fits all approach. HR management strategies can offer greater flexibility including working from home or remote working, along with other types of compensation such as time worked in lieu, or additional holiday days, in order to attract millennials seeking a good work-life balance. (Kultalahti and Viitala, 2015) Ardebili (2017) even suggests using those key phrases on job specs in order to attract millennials, and to achieve employer of choice status for that generation. One particular study stresses the importance that the individual aims and goals of a millennial employee needs to align with their everyday working practices and experiences (Luscombe, Lewis and Biggs, 2013). Aruna and Anitha (2015) posit the interesting theory that the millennial generation are potential investors in an organisation, as they aim to receive as much value from an organisation as they give, in terms of development. Similarly, another study adapts the generalisation that millennials prefer collaboration over an authoritative work structure and suggests that two-way, approachable relationships with managers that are focused on knowledge sharing is one of the most productive environments for those employees (Sinha and Kshatriya, 2016). Kapoor and Solomon (2011) posit that millennial demands for openness and shared respect in the workplace, coupled with a move toward horizontal hierarchical structure, may lead to an increase in employee satisfaction rates, and a subsequent increase in retention. This may also

combat the perceived lack of loyalty attributed to the generation, as millennials who change careers excessively may feel their developmental needs are being met by such an environment (Thompson and Gregory, 2012).

Another factor of work-life balance includes millennial relationships at work, with their managers and colleagues. Lu and Gursoy, (2016) imply it is plausible that support and open communication with younger workers can prevent burnout from demanding schedules and lower the rate of turnover.

2.6 Recruitment and Retention

Much of the research takes into account potential correlations between organisational culture, and the decisions taken by Generation Y workers in the global workplace regarding recruitment and retention. In an era of LinkedIn and Jobbio, employers often have to contend with the emerging online job portals where candidates can upload resumes and be contacted without actively job searching (Ray and Singh, 2016). It suggests that certain trends should be analysed to determine how millennials approach work, and how these trends affect their approach to accepting job offers and remaining in job roles. It is thought that the decisions taken by millennial employees regarding recruitment and retention are not based upon monetary reward, at least, not solely. Frankel (2016) determines that the cost of ineffective or non-existent retention polices can be extensive to a firm. For organisations aiming to effectively recruit and retain millennial workers, understanding their general values and attitudes towards employment, along with their future expectations in that organisation, can aid in creating successful recruitment strategies (Bansal, 2017). As previously discussed, millennials are a more tolerant and open generation. This suggests that more tolerant, open recruitment methods may have a higher impact on job acceptance than purely monetary factors. Millennials choose jobs emotively, as opposed to financially, in terms of the best overall fit for them - this often includes work-life balance and job satisfaction over financial benefits and pay

packages (Waikar, Sweet and Morgan, 2016). Recruitment and retention strategies that focus on highlighting flexible work practices and work-life balance are key to reducing turnover and acquiring talent (Kapoor and Solomon, 2011). High turnover can present as a major problem area for many organisations, and research into retaining millennial talent is highly relevant to reduce costings of current organisational practices (Jauhar, Ting and Rahim, 2017). Due to the recession, one trend that emerged was that millennials in particular tend not to remain in one job for life, often changing jobs or even careers throughout the course of their working life. In one study, practices in organisational culture incorporating flexibility, appropriate work-life balance and potential development and career opportunities were significant factors in the decisions to remain in a company, which can affect how companies structure their organisational culture in an effort to retain employees (Ohlrich, 2015). Career progression in particular, needs to be a visually attainable process to help retention for organisations (Luscombe, Lewis and Biggs, 2013).

However, despite the consensus that millennials, when motivated, are hardworking, this can be negatively affected by unrealistic expectations and badly managed collaboration (Winter and Jackson, 2016). In terms of retention, mentorship programmes as previously discussed have proven themselves effective in combating high turnover and loss of talent. Indeed, millennials are the generation most embracing of informal mentorship programmes within the workplace, with a focus on constant feedback in order to help them progress and learn (Houck, 2011). Lee and Lee (2013) even suggest incorporating feedback, or recognition of work as part of a larger reward package. Additionally, building an inclusive team atmosphere with an approachable and trained manager that is also diverse, can be an important strategic step for human resource managers aiming to attract and retain this generation in the workforce (Bartley et. al, 2007). Thompson and Gregory (2012) claim that managers who restructure their policies to incorporate the needs of millennials, will see negative attributes transform into positive ones. In this theory, negative attributes of the generation can be viewed differently by organisations; generational entitlement or over-confidence in

perceived ability can be appropriately managed to channel the ambition and drive that millennials are also known for (Kupperschmidt, 2000), predominantly in the form of continuous development and career planning. Neediness can be directed into a feedback oriented relationship between employee and manager, one that is open to productive performance appraisals. All of these issues are tools in the arsenal of the recruiter and human resource manager to improve costly turnover. Frankel (2016) presents another case for using the seemingly negative attributes of millennials in a positive format. One of the attributes the author mentions is the distraction and over stimulation of millennials often caused by simultaneous forms of technological median. This can be construed, however, as an instant access to information, and innovative managers can broadly define the job spec at the recruitment stage to ensure constant work stimulation, challenge and developmental opportunities, increasing the likelihood of longer retention in the organisation.

One of the issues that shows up repeatedly in research is the need that millennials have for continuous support (Buonocore, et. al 2015, Thompson and Gregory, 2012) through positive and constructive feedback. Conflict in this regard can adversely affect job satisfaction and subsequent performance levels for millennials (Buonocore, et. al. 2015). One of the defining characteristics of millennials states that they will seek out alternative employment if their needs and job expectations are not being met - these needs include organisational culture, flexibility, training/development and collaboration (Waikar, Sweet and Morgan, 2013). Continuous self-development is a natural desire for most millennials, making them eager to embrace new challenges in the workplace (Seago, 2016).

Expectations before employment, at graduate stage, often do not measure the reality of millennial tendencies in job selection, and can be idealistic (Winter and Jackson, 2016). However, according to this study, it is interesting to note that millennial tendency towards direct work style over bureaucratic practices indicates that a tendency to avoid public sector jobs may emerge as a key generational issue. This, along with career advancement opportunities and developmental

challenges must all be addressed if the public sector is to effectively recruit and retain the millennial generation. According to a recent publishing by PwC in Human Resource Management International Digest (2017), organisational justice has also presented as a factor in millennial turnover as millennials perception of workplace fairness can influence their decision to leave an organisation. Kowske, Rasch, and Wiley (2010) provide a similar viewpoint, stating that employers that cater to the individual employee on a 'best fit' policy, regardless of age or generation, will see notable improvements in retention and recruitment practices. It is significant that this includes a majority millennial labour market. Along with this, organisational systems that generate a culture of learning and motivation, ultimately foster job satisfaction which is a main force for retention (Gong et. al, 2018). It makes sense to propose that retention and recruitment policies in the Irish workforce should specifically target millennial values, but also be flexible enough to cater for the needs of the individual, across all generations.

Finally, an important note that emerges in the literature suggests that millennials care about organisational transparency and good managerial decision making over money making potential (Human Resource Management International Digest, 2017). It is important to conduct research that can highlight potential management techniques to attract and retain the best talent, taking into account that organisational practices as they are may have to change, particularly within the traditional Irish workplace. The current research indicates a gap in knowledge with regard to how Irish employers approach millennial workers - in an economy that is competing in a tight labour market due to trends of mass emigration. The purpose of this study aims to measure the attractiveness of appropriate and competitive reward packages against less traditional organisational culture such as flexibility, career development, feedback and training when it comes to recruiting and retaining millennials in the Irish labour market. Puspanathan, Ramendran SPR, Muthurajan and Singh (2017) indicate that there is a benefit to surveying employees already in a role in relation to how they approach new jobs and challenges. Campione (2015) suggests that for millennials, the

factors that attract this generation into accepting a job offer, must filter into actual company practices and policies, and if not, may translate into high turnover, and decreased retention. Zabriskie (2016) suggests developing a strategy that maximises employee potential in the short run - due to the shorter time period typical of millennial retention, however, this piece of research has been conducted in order to ascertain whether a change in Irish organisational practices can reduce costly turnover and attract a high caliber if Irish millennial talent.

2.7 Conclusion

This chapter outlines the existing research conducted which pertains to the values and decision-making tendencies of the millennial generation in relation to work and employment. The literature review identifies Mannheim's (1952) Generational Theory as a base in understanding the external factors that help to shape the values and attributes of millennials, with a focus on the exploding technological revolution. This theory aids in defining the millennial cohort in terms of their decision making tendencies in choosing a job role and also remaining in a job role Additionally, Hofstede's (1984) theory of cultural dimensions suggests a reduction of scope in terms of the broad range of millennial cultures - this research is limited to Irish millennials in the Irish workforce. The literature review address a worldwide phenomenon of changing attitudes of the millennial generation in relation to work practices. It identifies four key aspects of organisational culture that are important to millennials in their work life. These include career development dependent on work ethic (De Hauw, and De Vos 2010), a tendency to seek out alternative work schedules through flexible work practices and greater work-life balance (Ohlrich, 2015), a generational need for constructive and continuous feedback in order to feel job satisfaction (Buonocore, et. al. 2015), and a high demand for ongoing development and training schemes (Little, 2015).

Chapter 3. Methodology

3.1 Introduction

This chapter lays out the proposed research questions, along with the methodology used to test the research hypotheses. The methodology follows a quantitative technique, as a survey is distributed to a sample participant group within the millennial demographic. This survey can be found in Appendix 1. This chapter outlines the steps taken in constructing a measure of organisational culture that uses single-item measures for each factor. It also outlines the sample participants, data collection and distribution methods, and the reliability and validity of the scale.

3.2 Research Questions

The research questions have been derived as a result of the compilation of the current literature and existing research on the topic of recruitment and retention of millennials by organisations. The research questions are aiming to test the concept that millennials tend to focus on organisational culture when making decisions regarding their work life, over financial compensation. In order to test this, the hypothesis has been broken into two parts, focusing on the way millennials are recruited, and also on the way millennials are retained.

RQ1: Are Irish millennial job candidates more attracted to the organisational culture of a company than to relative financial incentives when considering a job role?

RQ2: Are Irish millennial job candidates more likely to be retained by their company through organisational culture, even if another company is offering a relative financial increase?

The research design reflects the strategy that will test these research questions through the use of a quantitative survey in order to add to the current research knowledge on recruitment and retention practices for organisations. Conclusions will offer recommendations for organisations in attracting Irish millennial employees and also recommendations on decreasing turnover rates among the Irish millennial generation of employees.

The term organisational culture in this study has been narrowed to a scope that can be tested on a single-item basis. These items are laid out as follows - career progression, flexibility, feedback and development and training. The research aims to explore whether aspects of organisational culture, based on these four examples, are more attractive to millennials in the Irish labour force.

3.3 Research Design and Strategy

In order to conduct the research, it is important to understand the research paradigms relating to the methodology, specifically of positivism as it applies to the quantitative methodology approach towards data collection and analysis. The data that is collected is based on the collective tendencies of Irish millennials as a group, and is not based on the individual or personal opinions of a select few of the research sample, a distinction that determines quantitative analysis as the most appropriate method for this form of research (Saunders, Lewis and Thornhill, 2012). Broad concepts such as attitudes towards organisational culture, however, are subjective in nature and require a realist approach. This allows the researcher to offer general observations based on a particular study (Fisher, 2004). This is a deductive process that puts forward the hypothesis to be tested. Using the existing literature, there are two hypotheses being tested. The first hypothesis that is being tested is that Irish millennials are more attracted to job roles in organisations that exhibit the four aforementioned aspects of organisational culture, and tend to choose these roles over roles with less aspects organisational culture regardless of a slight variance in financial incentives. The second hypothesis is that millennials decide to stay in job roles based upon the reality of

organisational culture within their organisation despite the option to move jobs for a slight increase in financial compensation. In other words - are the factors that enticed them into job roles, also the factors that lead them to remain in job roles. The independent variable that is being measured is organisational culture, which, as previously mentioned, is a broad concept. However, deduction often requires, and also allows for, an element of scope in order for the variable to be narrowed to a realistic level of measurement (Saunders, Lewis and Thornhill, 2012). As such, organisational culture for the purposes of this research can be reduced to career progression opportunities, flexible work practices, feedback/mentorship, and continuous development and training. The researcher has used this scope of organisational culture based on the main themes of the literature review.

The aim of this research is to establish a link between organisational culture and successful recruitment of millennials, and also higher millennial retention rates due to the implementation of organisational culture within companies. In order to quantitively measure a behavioural trend of the millennial demographic, a large sample size is required to gain insight into the validity of the hypothesis derived from existing literature (Collis and Hussey, 2014), another factor in the decision to use a quantitative methodology. The methodology for the proposed research questions will take the form of a quantitative survey using non-probability sampling or snowball sampling, as applicants will be selected on availability and response to surveys through social media. An initial demographic question in the survey will allow for the monitoring of age - a predominant defining characteristic of the term "Millennial".

Considering the scale of analysing millennial generational attitudes and decisions, a survey is an effective method of obtaining a large enough sample size in order to fully consider the research questions proposed (Quinlan 2011). Campione (2015) focuses on a cross-sectional quantitative sample, and produces results that suggest millennials tendencies to leave organisations are based on a lack of work-life balance. Indeed, the majority of the articles reviewed in the literature analysis

chose a quantitative study in order to fully reflect a generational attribute and results indicate

overall millennial tendencies to prefer a good organisational culture when determining a job role.

This research aims to take a varying angle on this, to determine if organisational culture - including

work-life balance -is considered more attractive than financial incentives. This survey was designed

with the objectives of the research in mind, to collect numerical data based upon a large sample that

can quantitively support or reject the hypotheses. Due to the time constraints of the research, a

cross-sectional study, sampling a portion of the targeted population was found to be most

appropriate, and suited to the survey research design (Saunders, Lewis and Thornhil, 2012). It is

generally recommended to use a pre-validated survey in order to combat certain time constraints.

However, if a measure available is either poor or inaccurate to the exact construct being examined,

this increases the risk for inconclusive or erroneous conclusions (DeVellis, 2012). As such, a new

single-item questionnaire has been constructed to fully address the research questions, as previous

existing questionnaires that are used can only test partial elements of the hypotheses. This

hypothetical construct has been derived to measure the hypotheses outlined as the research

questions.

3.4 Pilot Study and Questionnaire Design

The questionnaire has been designed to obtain reliable responses from participants. Questions have

been constructed to determine whether the four elements of organisational culture outlined above

have an impact on the decisions of Irish millennials in the Irish labour market regarding accepting a

job role. The classification and demographic questions describe the sample population used to

collect the data, and are limited to age, gender, employment status, country of residence and

whether they work in the public or private sector. These questions will determine whether the

participants are appropriate measures of the population or if the responses are to be eliminated from

the data analysis. Collis and Hussey (2014) recommend some general guidelines in designing

questions; to provide background context to participants, to only ask relevant questions, and to keep questions short, simple, and unambiguous. The sample aims to be a representation of the survey population and is distributed to 96 participants to reduce the degree of uncertainty.

The research questions aim to explore the hypothesis that Irish millennials are more attracted to organisational culture, as determined by four single-item questions, than solely to financial compensation. As such, the newly constructed questionnaire was designed to test the theory that these participants would choose one option over another. The questionnaire is split into two parts. The first part tests whether Irish millennials are more likely to choose organisational culture over a relative financial incentive when accepting a new job. The second part tests whether Irish millennials are more likely to choose organisational culture over a relative financial incentive when deciding to stay in a job. This relative financial incentive was determined at 10% above the average salary for each industry, along with the pay scale determined by the CSO (2016) highlighting the average salary for millennials is 36,000 per annum.

Recruitment/Retention Options

Offers one of the four aspects of organisational culture (1)	Average salary for the industry that the participant is in. (0)
Doesn't offer one of the four aspects of organisational culture (0)	10% above average salary for the industry that the participant is in. (1)

Table 1: Recruitment/Retention Options

The above table lays out four options. There are four possible combinations:

1. Offers one of the four aspects of organisational culture + Average salary for the industry that the participant is in.

2. Offers one of the four aspects of organisational culture + 10% above average salary for the industry that the participant is in.

3. Doesn't offer one of the four aspects of organisational culture + Average salary for the industry that the participant is in.

4. Doesn't offer one of the four aspects of organisational culture + 10% above average salary for the industry that the participant is in.

The possibilities can be assigned as such:	Org Culture	Salary
	0	0
	0	1
	1	0
	1	1

Two of these combinations can be discarded. These are the combinations 0   0, and 1   1.

0   0 represents the least favourable possibility: Doesn't offer one aspect of organisational culture + Average salary for the industry that the participant is in.

It can be statistically assumed that if this option is present with the other three options, it will never be chosen, and will represent 0% of candidates. Therefore it is not a viable option for this research.

1   1 represents the most favourable possibility: Offers one aspect of organisational culture + 10% above average salary for the industry that the participant is in.

It can be statistically assumed that if this option is present with the other three options, it will always be chosen, and will represent 100% of candidates. Therefore it is not a viable option for this research.

The research questions as such have been phrased to allow participants to choose whether or not these certain aspects of organisational culture appeal to them more than the relative financial incentives of a job role.

3.5 Sample and Participants

Primary data has been collected through the use of a survey; this was distributed through various social media platforms deemed an appropriate method of distribution given the proclivities of millennials towards social media as a form of social interaction, knowledge sharing, expressing views and searching for information (Popescul and Georgescu, 2015). Similarly, Kultalahti and Viitala, (2015) reported successful data collection through social media. However, they noted that the shortened use of language and brevity of answers may be a factor to consider. This was addressed through a full consideration of an appropriate scale of questions, such as the use of a Likert scale to analyse differing degrees of response to closed questions (Tay and Jebb, 2017).

There are certain ethical considerations to be taken into account when conducting a research survey. The participants of this survey are not within the vulnerable population category, and are based upon millennials from 18-35 currently in the Irish workforce. An ethics form was submitted to a an ethics review board in National College of Ireland. All survey participants are informed of the confidentiality and anonymity of the survey results, and data collected does not infringe upon GDPR regulations. The participants were also informed of the reason for the research, along with the option to withdraw from the survey at any time, and the confirmation that there are no consequences to withdrawing. These responses were documented by limsurvey and discarded as incomplete without the responses being disclosed to the researcher.

In total, 96 respondents yielded 70 complete responses, 72.9% of total responses were analysed in the results. Responses which were removed included respondents over the age of 35, and respondents living and working abroad. In order to test the first two hypothesis, they are run through a chi-square goodness-of-fit test to examine whether respondents have an equal response rate to the Likert scale or if the responses favour their likelihood of choosing organisational culture over financial incentive.

Different categories of the three demographic groups will also be tested to see whether there is a statistical significance between any of the groups in the likelihood of choosing organisational culture.

3.6 Reliability and Validity

Reliability testing should produce results which are consistent (Saunders, Lewis and Thornhill, 2012) and can be replicated in a repeat study (Collis and Hussey, 2014). Reliability testing is crucial to determine that the questionnaire is an appropriate data collection instrument for these research questions (Quinlan, 2011). Part of the reliability and validity process requires the use of a pilot test on a small sample of the millennial demographic. A pilot test was conducted to determine the estimated response rate, and also to help test the validity and reliability of the survey. 27 respondents were given the first edition of the survey. The result of the Cronbach alpha coefficient was slightly less that 0.70 and determined to be invalid to the purposes of this research. Instead, the survey used four single-item measures to measure a preference of organisational culture over financial incentives in being recruited, and this was repeated with the same four single-item measures, this time measuring a preference of organisational culture over financial incentives in being retained. It is, however, interesting to note that the eight single-items collectively obtained a cronbach alpha value of 0.708 when run through SPSS.

Validity is another step in order to accurately measure the data collection instrument along with the data collected and its usefulness in testing the hypotheses of this research. Face validity is important to ensure that the data collected accurately measures the criteria that is supposed to (Collis and Hussey, 2014). Experts on the research topic were consulted on the question design in order to determine the relevance of the questions in order to increase the face validity of the survey. Content validity is also an important aspect of the constructed survey (Saunders, Lewis and

Thornhill, 2012), and was obtained through academic research of organisational culture, using existing literature in the literature review to ask single-item questions based on four aspects of the scope that makes up part of the moniker of organisational culture in previous research.

3.7 Single Item Scales

Single item scales were used to identify levels of agreement to a statement based on a singular choice. Singular item reliability has been the subject of highly controversial academic disputes, and was previously deemed irreconcilably unreliable (Kamakura, 2014). However, it is experiencing a rise in popularity, particularly among business disciplines. Wanous and Hudy (2001) outline the unfortunate contrast between human resource practices and scientific recommendations such as the reliability and validity tests of constructs that have limited practical implications. Bergkvist (2015) provides a useful and clear breakdown of the concept of a doubly concrete construct. A doubly concrete construct has a singular objective and a singular attribute. The singular objective for this research is a personal preference by the participant, and the singular attribute is an aspect of organisational culture - as such there are four single item measures in each of the two sections of the questionnaire. These four single item measures, are all aspects of organisational culture as outlined in previous chapters - career opportunities, flexibility, training and development, and feedback. These are individual aspects and are presented as single item constructs due to their somewhat contradictory factors - flexibility is associated with a greater work life balance, which doesn't always coincide with career development and progression. However, both are noticeably important to millennials when considering a job role, and deciding to stay in a job role regardless of their lack of cohesion.

During trials of single item measures conducted by Wanous and Hudy (2001) and Wanous and Reichers (1996) it was concluded that a reliability test of 0.70 Cronbach Alpha coefficient was

a sufficient and reasonable measure for a construct, which has been achieved in this instance. Ang and Eisend (2018) even contend that a more efficient study has one valid measurement item than having a measure that does not fit the research question, regardless of internal consistency or reliability. As such the data analysis will analyse the single-item measures and use a chi-square test to determine the how these single-item aspects of organisational culture exam millennial preferences over financial rewards.

3.6 Limitations of the Methodology

There are limitations based on this methodology. The millennial generation has only recently become the largest gene ratio in the workforce. As such, a longitudinal study would further illustrate trends and behavioural tendencies of millennials which may be highly beneficial to future human resource policy making (Debevec, Schewe, Madden and Diamond, 2013).

The sample population is limited to the age bracket of 20 to 35, which is determined through a question in the quantitative survey. The population sample has been chosen based on convenience sampling - availability of participants and demographics such as geography. There are limitations on general conclusions of this demographic as a result, and can only be based on Irish millennials working in the Irish labour force.

Non-probability sampling generally represents a general population through a small sample of that population, however it is not always representative of it as a whole, which should be noted for the purposes of this research, as a potential limitation of the study (Quinlan, 2011).

Finally, the methodology is limited as a new study that tests single-items separately to determine whether organisational culture is preferred by millennials in recruitment and retention practices of organisations. This may have academic implications as there current debates citing the use of such scales (Bergkvist, 2015, Wanous and Hudy, 2001).

Chapter 4. Data Analysis and Results

4.1 Introduction

The hypothesis being tested is that millennials, defined in the literature review, have a tendency to choose various aspects of organisational culture over financial incentives when choosing a job and also when deciding to remain in that or any job. A simple study was conducted to test this hypotheses as it relates to the Irish labour force. Participants were presented with two sections, each containing four statements. The first four statements outlined two job roles each, and asked participants how likely they were to choose one of the following four aspects of organisational culture over financial incentives. These four aspects were career development, flexibility, feedback and training/development. These statements were repeated in the second section of the questionnaire, this time asking how likely participants were to remain in their job role as a result of each of the four aspects of organisational culture over a financial incentive. Participants had six options of how to respond: "Very Unlikely", "Unlikely", "Slightly Unlikely", "Slightly Likely", "Likely", and "Very Likely". These ordered responses were all categories of the dependent variable of organisational culture preference. The value obtained for the organisational culture preference is the median value for the eight single item measures. The research questionnaire also asked for answers to demographic questions such as age, gender and employment status. The study will also determine the relationship between the independent variables: age, gender and employment status, with the dependent variable of organisational culture preference.

4.2 Descriptive Statistics

Of a total of 96 participants, the survey yielded 70 complete answers, which will be used in the analysis of the dataset. The data set recorded the answers to 8 questions from all 70 of these participants. In order to develop descriptive statistical analysis, a singular variable was created depicting the median answers for all eight questions. Of the 70 participants, 0% said they were

'very unlikely' to choose organisational culture over financial incentives, 0% said they were 'unlikely' to choose organisational culture over financial incentives, 4.4% said they were 'slightly unlikely' to choose organisational culture over financial incentives. Therefore, a cumulative 4.4% of the sample of Irish millennials in the Irish workforce were unlikely (by varying degrees of the Likert scale - from very unlikely to slightly unlikely) to choose organisational culture over financial incentives in the acceptance of a job and also in the decision to remain in a job. 12.9% said they were slightly likely to choose organisational culture over financial incentives, with 42.9% likely to pick organisational culture over financial incentives and 39.8% very likely to choose organisational culture over financial incentives. Therefore, a cumulative 95.6% were likely (by varying degrees of the Likert scale - from very likely to slightly likely) to choose organisational culture over financial incentives. This is represented in the following pie chart.
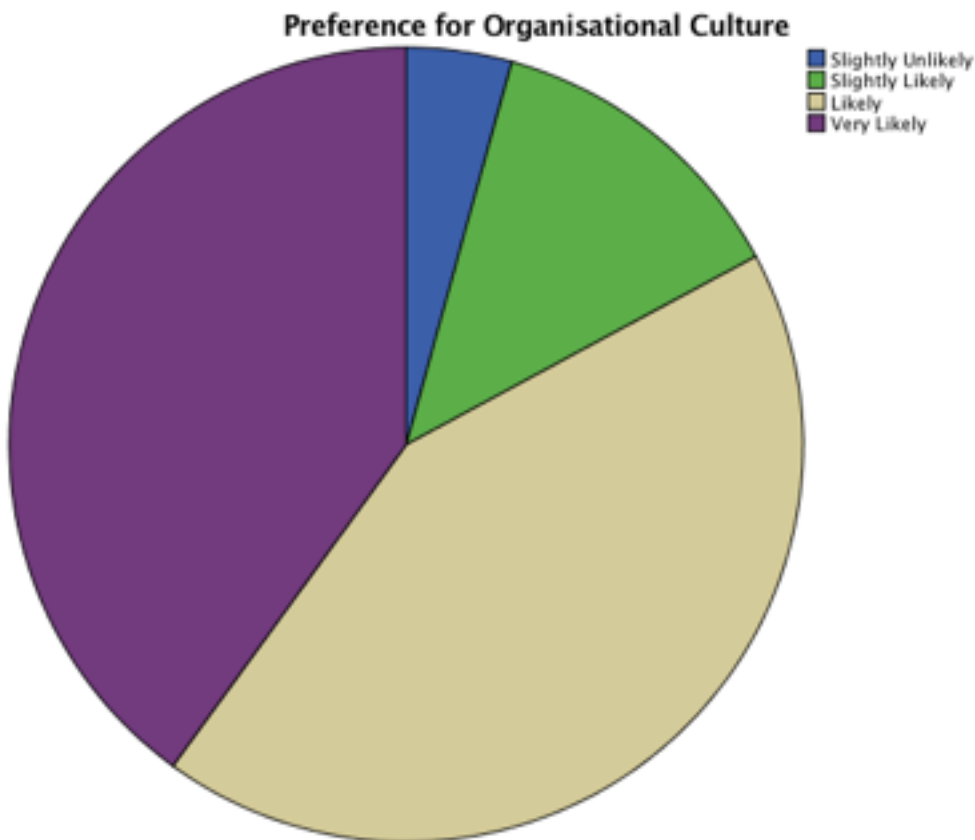

Table 2: Descriptive Statistics for Preference for Organisational Culture.

4.3 Research Question 1

The first research question aims to examine whether Irish millennials are more likely to choose

organisational culture over financial incentives when being recruited by an organisation. In order to

test the accuracy of the first research question, the null hypothesis of the question must be rejected.

This was done using a Chi-Square goodness of fit scale. Similarly to the technique used to analyse

the descriptive statistics, a singular dependent variable was created using the median value of the

answers of the first four survey questions relating directly to recruitment. This was labelled

RecruitPreference. In order to generate an accurate p-value, the expected frequencies in each

category should have a minimum expected frequency of 5.

A chi-square goodness-of-fit test was conducted to determine whether an equal number of

participants would prefer organisational culture over financial incentives when being recruited to an

organisation. The minimum expected frequency for each preference was 11.7. The chi-square

goodness-of-fit-test indicated that these preferences were not represented equally from the sample

of millennials in the Irish market ($\chi2(8) = 78.457$, p = .000017641e-15).

RecruitOrgCulturePref			
	Observed N	Expected N	Residual
Very Unlikely	1	11.7	−10.7
Unlikely	1	11.7	−10.7
Slightly Unlikely	1	11.7	−10.7
Slightly Likely	10	11.7	−1.7
Likely	27	11.7	15.3
Very Likely	30	11.7	18.3
Total	70		

Test Statistics

	RecruitOrgCulturePref
Chi-Square	78.457[a]
df	5
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 11.7.

Table 3: Recruitment Organisational Culture Preference Frequencies

4.4 Research Question 2

The first research question aims to examine whether Irish millennials are more likely to choose organisational culture over financial incentives when deciding to remain in an organisation. In order to test the accuracy of the second research question, the null hypothesis of the question must be rejected. This was done using a Chi-Square goodness of fit scale. Similarly to the technique used to analyse the descriptive statistics, a singular dependent variable was created using the median answers of the second lot of four survey questions relating directly to retention. This was labelled RetenPreference. In order to generate an accurate *p*-value, the expected frequencies in each category should have a minimum expected frequency of 5.

A chi-square goodness-of-fit test was conducted to determine whether an equal number of participants would prefer organisational culture over financial incentives when deciding to remain with an organisation. The minimum expected frequency for each preference was 17.5. The chi-square goodness-of-fit-test indicated that these preferences were not represented equally from the sample of millennials in the Irish market ($\chi2(3) = 29.086$, p = .000002).

RetenPreference

	Observed N	Expected N	Residual
Slightly Unlikely	3	17.5	−14.5
Slightly Likely	10	17.5	−7.5
Likely	28	17.5	10.5
Very Likely	29	17.5	11.5
Total	70		

Test Statistics

	RetenPreference
Chi-Square	29.086[a]
df	3
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 17.5.

Table 4: Retention Organisational Culture Preference Frequencies

4.5 Statistical Significance Between Groups

Ordinal logistic regression tests were conducted in order to determine if there was a difference between the demographic groups in terms of their preferences for organisational culture.

The demographic groups chosen to run these tests were gender, age groups, and employment status.

The independent variable gender was broken down into male and female categories, the independent variable age group was broken down into three categories: 18-23, 24-29, 30-35.

Finally, the independent variable employment status was broken down into the categories: Student, Unemployed, Full Time Employed, Part Time Employed and Other (not specified). The category of Prefer Not To Say was dropped from the independent variable, as there were no recorded responses for this option.

The assumption of proportional odds was met during the ordinal logistic regression data analysis. It was tested by a full likelihood ratio test comparing the fit of the model to a model with varying location parameters: $\chi2(14)=13.713$, $p=0.471$.

The deviance goodness-of-fit test indicated that the model was a good fit to the observed data: $\chi2(38)=35.676$, $p=0.577$

The Pearson goodness-of-fit test also indicated that the model was a good fit to the observed data: $\chi2(38)=34.059$, $p=0.652$.

A cumulative odds ordinal logistic regression with proportional odds was run to determine the effect of age, gender, and employment status, on the preference for organisational culture.

However, the model tested that there was no statistical significance between the three groups in terms of preference for organisational culture.

A Mantel-Haenszel test of trend was conducted to examine the possible existence of a linear association between the preference for organisational culture in recruitment with the preference for organisational culture in retention. The results indicate that the null hypothesis can be rejected as this assumes there is no correlation. The test showed a statistically significant linear association $\chi2(1) = 27.295$, $p<0.05$ and $r=0.629$. Thus, there appears to be a link between a preference for organisational culture at the recruitment stage, with a preference for organisational culture at the retention stage.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	59.925[a]	15	.000
Likelihood Ratio	60.872	15	.000
Linear-by-Linear Association	27.295	1	.000
N of Valid Cases	70		

a. 20 cells (83.3%) have expected count less than 5. The minimum expected count is .04.

Table 5: Linear Association

4.7 Limitations of Data Analysis

In a quantitative study it is relevant to point out that the statistical results are not true on a full demographic scale and conclusions can only be generalised using the participant sample.

4.8 Conclusion

This chapter presented the results of the data analysis using a quantitative methodology. The data analysis was conducted using SPSS. The results outline the two research questions that examine the

preference of millennials of organisational culture over financial incentives for recruitment and

retention. The results will be discussed and interpreted in the discussion chapter.

Chapter 5. Discussion of Results

5.1 Introduction

This chapter examines the results of the hypotheses as determined by the data analysis of the

previous chapter. The chapter also outlines the meaning of the descriptive statistics to show an

agreement with the research objectives on a basic level. It also discusses a more in depth analysis of

the results of each Chi-square analysis for the two research questions, determining whether they

have been rejected or approved according to the statistical analysis.

5.2 Overview of Results

The objective of this study was to examine the hypothesis that Irish Millennials are more attracted

to aspects of organisational culture over financial rewards when choosing a job role and also when

choosing to stay in a job role. This was based on previous research conducted in the review of

existing literature. A gap in the literature emerged as to whether millennials in the Irish labour

market would make these choices, as millennial culture may not necessarily transcend social or

geographic cultures (Hofstede, 1984).

5.2.1 Research Objective One.

The first research objective examines millennial choices with regards to recruitment practices by

organisations.

H1: Are Irish millennial job candidates more attracted to the organisational culture of a

company than to relative financial incentives when considering a job role?

The results of the Chi-square goodness-of-fit test examined the possibility that there would be an

equal response for each of the six Likert answers, from Very Unlikely to Very Likely. This was

rejected as the null hypothesis, meaning that there was an unequal response to the question. as the first three of the six answers are negative and the last three answers are positive, the residual frequencies for each answer on the Likert scale are consulted to see if they are negative or positive. The residual frequencies can be seen in Table 3. The first three answers are negative at -10.7. The fourth answer, 'Slightly Likely', is also negative at -1.7. The fifth and sixth answers are both positive. 'Likely' is at 15.3 and 'Very Likely' is at 18.3. This correlates to the observed frequency of responses and indicates that 39% of respondents were 'Likely' to choose organisational culture over financial reward and 43% of respondents were 'Very Likely' to choose organisational culture over financial reward. This indicates an outcome that suggests that millennials in the Irish labour market are more likely to choose a job role with a high organisational culture. This ties into Waikar, Sweet and Morgan's (2016) study which concludes that millennials prefer a higher level of good organisational culture practices such as flexibility when choosing a job role and are more motivated by this than by financial rewards.

5.2.2 Research Objective Two

The second research objective examines millennial choices with regards to retention practices by organisations.

H2: Are Irish millennial job candidates more likely to be retained by their company through organisational culture, even if another company is offering a relative financial increase?

A Chi-square goodness-of-fit test was also conducted to test the second research question, and provided similar results to the first research question. The null hypothesis was also rejected, meaning that an unequal response to the Likert scale was achieved. The residual frequencies were consulted and examined to see whether they were negative or positive. These can be viewed in Table 4. There is a different outcome in this instance. There are no observed frequencies for the answers 'Very Unlikely' or 'Unlikely'. The third answer, 'Slightly Unlikely' has a residual

frequency of -14.5. Again, the 'Slightly Likely' option is also negative, to a lesser degree at -7.5. Of the remaining fifth and sixth answers 'Likely' has a residual frequency of 10.5 and 'Very Likely' has a residual frequency of 11.5. This correlates to the observed frequency of responses and indicates that 40% of respondents were 'Likely' to choose organisational culture over financial reward when deciding to remain with a company, and 41% of respondents were 'Very Likely' to choose organisational culture over financial reward when deciding to remain with a company. This outcome indicates that millennials in the Irish labour market are more likely to choose organisational culture over financial reward when deciding to remain with a company or move to a new company or job role. This reiterates a previous study conducted by Ohlrich (2015) who cites career development and flexible work practices among some of the key tools in the retention of millennials.

5.2.3 Other Findings

Hofstede's (1984) Theory of Cultural Dimensions, along with Mannheim's (1952) Generational Theory suggest that generations may be influenced through their socio-cultural identities. Key elements of their youth such as the economic recession, limited employment opportunities and greater input from their parents all play factors in creating generational and cultural attributes of millennials. As such, an ordinal logistic regression test was run to determine whether different demographic factors had differing preferences for organisational culture. These groups were composed of three independent variables; age, gender and employment status. These variables were broken down into categories. Age became the three categories 18-23, 24-29, and 30-35. Gender was split into male and female categories, and employment status became the categories of student, part-time employed, full-time employed, unemployed and other. The test determined that there was no statistical significance between groups, indicating that for Irish millennials, a generalisation based

on the results of the sample participants can be made by their generation alone, and needn't be based upon demographics within the millennial generation.

The question posited in the initial chapters also remains - are the factors of organisational culture that entice millennials into job roles, also the factors that lead them to remain in job roles? It would largely appear that this is the case as evidenced by the Mantel-Haenszel test of linear association. The Mantel-Haenszel test assumes that there is a link between the preference for organisational culture in the recruitment stage, with the preference for organisational culture in the retention stage. In other words, the factors of organisational culture that entice millennials into accepting a job role are also important factors in millennials decisions to remain with an organisation.

5.3 Limitations of the Study

The sample population is limited to the millennial age bracket of 18-35, responses from participants over the age of 35 were deleted from the study. The population sample has been chosen based on convenience sampling - availability of participants and demographics such as geography.

As previously mentioned in the methodology chapter, a longitudinal study would provide valuable insights into the study of the millennial generation to determine whether these attitudes change or remain constant as they age.

Organisational culture has been condensed to four key factors based on research sampled in the literature review, and does not take into account other factors such as diversity or corporate social responsibility, as there was no prominent link in the literature that suggests these elements as a key factor in millennial decisions regarding recruitment or retention.

Another limitation is the sample of participants. Due to time constraints, the survey was distributed on social media and reliant on immediate response rates. 90 participants attempted the survey, and 70 responses that were complete and met the criteria of the study were used in the data analysis.

Further study could benefit from a larger sample size to indicate a greater representation of the Irish millennial generation.

A study utilising a qualitative approach would further the insights gained in this research, as to the reasons behind why millennials prefer organisational culture over financial reward. There are also limitations of using quantitative studies, as responses are not monitored and it is assumed answers are understood and answered honestly.

Finally, future research could benefit from a comparison study with different generations, such as the incoming generation Z, generation Y, or even the baby boomer generation.

5.4 Conclusion

In conclusion, the discussion provides the results of the data analysis and determines that the hypotheses are founded in relation to the preferences of Irish millennials when it comes to organisational culture in recruitment and retention practices. It was determined that age, employment status and gender are not statistically significant factors in these preferences, however there is a link between the preference for organisational culture at the recruitment stage and organisational culture at the retention stage. Limitations included the sample size of participants, the suggested benefits of a longitudinal study, along with the benefits of a control study using a qualitative approach to determine the reasons behind the millennial choices.

Chapter 6. Conclusions, Practical Implications and Recommendations

6.1 Introduction

The aim of the research objectives were to examine the preferences of millennials with regards to organisational culture. The reason for this study was to aid organisations in creating successful organisational practices and policies to effectively recruit talent from the Irish labour market and also to reduce turnover rates for this particular generation of workers. This process began with a quantitative study examining a sample of millennials to determine that this was indeed the case; millennials in the Irish labour market are more likely to accept a job with good organisational culture over a job offering a relatively good financial incentive, and these factors were also more likely to retain Irish millennials. The age groups within the millennial cohort have no bearing on the results, neither does gender or employment status.

6.2 Recommendations and Financial Implications

The following recommendations provided cover the four aspects of organisational culture that millennials have shown a preference for in relation to recruitment and retention. They cover career development plans, flexible work schemes, feedback and mentorship schemes, and continuous learning and development. Financial implications such as cost and benefit analysis are also given in the recommendations.

6.2.1 Career Development Plans

Career development is important to millennials in the workplace (Buonocore, Russo and Ferrara, 2015). One attribute that millennials have acquired, as perceived by other generations, is the expectation to progress quickly (Lu and Gursoy, 2016). In order to successfully recruit and retain talented millennials, career development plans can be implemented at the initial stages of recruitment. In fact it is recommended, as outline by Luscombe, Lewis and Biggs (2013) in order to

attract millennials to job roles in the first instance. As such, the first recommendation is to meet millennial expectations carefully. Career development can be met at little cost to the organisations, as career plans can be structured in HR departments and included in the initial recruitment processes. If these are met at the initial stages of recruitment, and implemented through retention practices, employees have open information regarding their futures with the company. Costs that are incurred, can be offset by a resulting decrease in turnover rates, and reduction in the need for a continuous, and costly, recruitment drive.

6.2.2 Flexible Work Practices

There is a need for millennials to change from the traditional work place structures. An example of this is highlighted by Tyler (2013) who highlights a practice by Deloitte and Touche LLP, which allows millennials to work remotely using an online technological platform which monitors output and productivity levels. While this undertaking is a costly affair for a large corporation, similar measures can be utilised by small or medium enterprises in Ireland. Implementing remote working suggests performance based work days, instead of traditional nine-to-five days. It allows millennial employees to feel a higher degree of work-life balance, an important factor in their working life (Ohlrich, 2015). One recommendation is to provide a program that allows employees to be flexible; such as a combination of flexi-time, working from home or working remotely. This can be costly in terms of online software to monitor employee output, but has an added benefit of reducing office space, expenses and on-site facilities.

6.2.3 360 Degree Feedback and Mentorship

Feedback is a wide term, that can be construed negatively by employees, especially if it is infrequent and ill-used. However, it is important to millennials, as it coincides with the input and feedback given from their parents well into their adult lives (Bartley, Ladd and Morris, 2007).

Feedback initiatives are the least costly scheme to implement, as the cost is mostly measured in time. Mentorship programs are recommended to implement this feedback, in a non-threatening but constructive way. It is recommended to use senior members of management instead of direct line managers to facilitate this and provide insights into the work of the individual employee.

6.2.4 Continuous Learning and Development

Learning and development schemes have been credited with increasing employer branding, and thus, increasing successful recruitment and retention practices. An example of this comes in the form of a case study outlined by Stewart and Rigg (2011) regarding learning and development schemes that are ingrained in Musgrave's induction programs. In this example, the costs were a point of contention between the board and managers but were offset by the positive results of the program. As such, it is recommended to implement a culture of continuous learning on a volunteer basis, through training days, short courses and learning skills that can also facilitate horizontal movement across the organisation which millennials can add to their professional skill-set.

6.3 Conclusion

In conclusion, this research has been conducted in order to benefit organisational practices in Irish businesses. The results of the study indicate that there is evidence for organisational culture practices to be implemented in organisations to help recruit and retain millennials more efficiently, increasing job satisfaction and reducing costly turnover. The recommendations include career development plans, flexible work practices, 360 degree feedback and mentorship programmes, and continuous training and development schemes.

Chapter 7. Reflection

Through various career decisions and missteps, I decided to develop my existing experience in dealing with people by enrolling in the MA for Human Resource Management at NCI. Human Resources was always an area I was interested in, as I am very comfortable with people, despite having no previous qualifications. My decision to study a Master's degree was hugely rewarding, although at times challenging in a way I never predicted.

Through the individual modules offered at NCI, I learned useful skills that I had previously strategically avoided, such as group presentation and participation. Projects and research became an enjoyable element of the process, and I learned quickly that research was a multi-dimensional undertaking that challenged me to think differently to the way I was used to. I started to find my stride when completing the research proposal for this dissertation. I was fortunate to find a gap in existing literature on a topic that was relevant to me both as an employee, and as a future recruiter. There have been many set backs along the way, and I have learned to adapt my research in ways that required new ways of learning. I lost some valuable time in the trials of my methodology, but I managed to adjust my time management skills to account for this.

The literature review was completed first, and was an overall enjoyable process. There was sufficient research out there that supported my idea, and I managed to find a niche within the area that was yet to be explored. I hit a snag when compiling my methodology; my revolutionary new research design unsurprisingly did not appear to have sufficient reliability or validity. However, I managed to adapt this to test a single item scale, and in conjunction with a previously validated survey, I had an acceptable instrument to test my hypothesis.

From there it wasn't fully plain sailing. After learning the trials and tribulations of SPSS, my data analysis provided results that can be considered a useful addition to existing knowledge, with

practical implications for organisations. Overall the learning experience was a hugely rewarding

one, that reiterated the importance of patience and perseverance in my academic life.

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9. Appendices

Appendix A: Letter of Consent.

Dear Participant,

Thank you for taking part in this survey.

Participation in this survey is entirely voluntary. You may choose to exit from the survey at any time, without reason and with no implications.

All information obtained through this survey is anonymous and confidential. No individual will be able to be identified from any publication presenting the results of this survey.

By clicking next 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.

This survey is part of a master's degree dissertation studying how millennials respond to organisational recruitment and retention practices. If you would like any further information, please contact me on x17106273@student.ncirl.ie. Supervisor details are rachel.doherty@ncirl.ie.

It is important to answer all questions even if some appear similar to ensure reliable and valid measurement.

This survey will take approximately 5 minutes.

Thanks for your participation.

Tara Daly

There are 13 questions in this survey.

    A note on privacy

This survey is anonymous.

The record kept of your survey responses does not contain any identifying information about you unless a specific question in the survey has asked for this. If you have responded to a survey that used an identifying token to allow you to access the survey, you can rest assured that the identifying token is not kept with your responses. It is managed in a separate database, and will only be updated to indicate that you have (or haven't) completed this survey. There is no way of matching identification tokens with survey responses in this survey.

Appendix B: Questionnaire

Section 1

Please choose your gender.   Male   Female

What is your age?   18-23   24-29   30-35   35+

What is your employment status?   Full-Time Student   Employed Part-Time Employed

Full-Time   Unemployed   Prefer Not To Say   Other

 Which sector do you work in?   Public Sector   Private Sector

 Are you currently living in Ireland?   Yes   No

Section 2 - Recruitment

*Career Progression

JOB A: Offers a clear career progression path with varied development opportunities. The salary is

market average for the industry.

JOB B: Offers a salary 10% above the average market salary for the industry. Career progression

path is unclear.

How likely are you to choose Job A over Job B?

- Very Unlikely

- Unlikely

- Slightly Unlikely

- Slightly Likely

- Likely

- Very Likely

*Flexible Work Hours

JOB C: Offers flexible work hours such as working from home, remote working and the ability to earn additional holiday days or days in lieu of overtime. The salary is market average for the industry.

JOB D: Offers a salary 10% above the average market salary for the industry. There are no flexible work hours or additional holiday days.

How likely are you to choose Job C over Job D?

- Very Unlikely

- Unlikely

- Slightly Unlikely

- Slightly Likely

- Likely

- Very Likely

*Feedback

JOB E: Offers senior level mentorship to new employees with regular feedback over the first six months of their probationary period. The salary is market average for the industry.

JOB F: Offers a salary of 10% above the average market salary for the industry. There is no mentorship and employees only receive feedback on their progress at the end of their six month probationary period.

How likely are you to choose Job E over Job F?

- Very Unlikely

- Unlikely

- Slightly Unlikely

- Slightly Likely

- Likely

- Very Likely

*Training

JOB G: Offers free training courses both during and outside of work hours, and encourages employees to utilise this service. The salary is market average for the industry.

JOB H: Offers a salary 10% above average market salary for the industry. There are no additional training opportunities given.

How likely are you to choose Job G over Job H?

- Very Unlikely

- Unlikely

- Slightly Unlikely

- Slightly Likely

- Likely

- Very Likely

Section 3 - Retention

* Career Progression

Your current job: Offers a clear career progression path with varied development opportunities. The salary is market average for the industry.

Another job: Offers a salary 10% above the average market salary for the industry. Career progression is unclear.

How likely are you to stay in your job?

- Very Unlikely

- Unlikely

- Slightly Unlikely

- Slightly Likely

- Likely

- Very Likely

*Flexible Work Hours

Your current job: Offers flexible work hours such as working from home, remote working and the ability to earn additional holiday days or days in lieu of overtime. The salary is market average for the industry.

Another Job: Offers a salary 10% above the average market salary for the industry. There are no flexible work hours or additional holiday days.

How likely are you to stay in your job?

How likely are you to choose Job A over Job B?

- Very Unlikely

- Unlikely

- Slightly Unlikely

- Slightly Likely

- Likely

- Very Likely

*Feedback

Your current job: Offers senior level mentorship to employees with regular feedback and evaluations to help with your development. The salary is market average for the industry.

Another job: Offers a salary of 10% above the average market salary for the industry. There is no mentorship and employees only receive feedback on their progress at the end of their six month probationary period.

 How likely are you to stay in your job?

How likely are you to choose Job A over Job B?

- Very Unlikely

- Unlikely

- Slightly Unlikely

- Slightly Likely

- Likely

- Very Likely

*Training

Your current job: Offers free training courses both during and outside of work hours, and encourages employees to utilise this service. The salary is market average for the industry.

Another job: Offers a salary 10% above average market salary for the industry. There are no additional training opportunities given.

How likely are you to stay in your job?

- Very Unlikely

- Unlikely

- Slightly Unlikely

- Slightly Likely

- Likely

- Very Likely