

**Influential factor for retaining millennials in IT sector in
Ireland: A qualitative approach**

IN PARTIAL FULFILLMENT OF A

Master's in Human Resource Management

At

National College of Ireland

Mayor Square,

Dublin 1

Ankita Chaudhary

Year:2018-19

Submitted to the National College of Ireland August 2019

Abstract:

The emerging challenging for IT sector in Ireland is to retain millennials. The turnover rate of millennials is high, and it will be responsible for the inefficiency of the working of the company. The company invest to train millennials and if they leave it comes a huge cost on the company. In order to retain millennials, the importance of motivational factor, Corporate social responsibility, psychologically healthy workplace cannot be ignored. Millennials just don't need one factor they look for the combination of various factors to stay with the organisation. The combination of these factors has become one of the major factors for attracting and retaining millennials in IT sector in Ireland. Just not the IT sector but all the organisation globally is facing the problem of retaining millennials and managing three generations at the workplace. Each generation has different demand and expectation levels. Currently the workforce is dominated by millennial as they are in majority. Hence in order to retain them companies need to come up with some affective policies that have the combination of CSR, PHW and motivational factors.

Key words: Millennials, motivational factor, Corporate Social responsibility, Psychologically healthy workplace, employee retention, labour turnover generation Y.

Declaration

Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

Name: Ankita Chaudhary

Student Number: 17155398

Degree for which thesis is submitted: MA in Human Resource Management

Material submitted for award

(a) I declare that the work has been composed by myself.

(b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.

(c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects)

(d) **Either** *I declare that no material contained in the thesis has been used in any other submission for an academic award.

Or *I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below)

Signature of research student:



Date: 21/08/2019

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: Ankita Chaudhary

Student number: 17155398

School: National College of Ireland

Course: MA in HRM

Degree to be awarded: MA in Human Resource Management

Title of Thesis: Influential factor for retaining millennials in IT sector in Ireland: A qualitative approach

One hard bound copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. The electronic copy will be accessible in TRAP (<http://trap.ncirl.ie/>), the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all thesis lodged in the National College of Ireland Institutional Repository (TRAP) are made available on open access.

I agree to a hard-bound copy of my thesis being available for consultation in the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository TRAP.

Signature of Candidate:



For completion by the School: The aforementioned thesis was received
by _____ Date: _____

This signed form must be appended to all hard bound and electronic copies of your thesis submitted to your school

Acknowledgement

This research would have not been possible without the support of people who were continuously there to motivate me and teach me. Firstly, I would like to thank my supervisor Maurice FitzGerald whose expertise were crucial in guiding me throughout my research.

I would also like to thank the participant who agreed to answer my questions and took out time to help me for my research. I would also like to thank my family, friends, my classmate who were continuously supportive and motivated me during the process.

Table of Contents

Abstract:	2
Declaration	3
Acknowledgement.....	5
List of tables	9
List of Abbreviation:	10
Chapter 1: Introduction	11
Introduction:	12
Research inspiration and attention:	13
Research Question:.....	13
Central Question:.....	13
Associated sub question:	13
Research aim and objective:.....	14
Research Structure:.....	14
Chapter 2: Literature Review	16
Introduction:	17
Millennials:.....	17
Millennials as tech-savvy:	18
Millennials as job-hoppers:	19
Millennial's expectations:	21
Irish IT industry and millennials:	22
Millennials and Retention:	22
Millennials and workplace:	23
Influential factors for retaining millennials in Ireland:.....	23
Motivational factor:	24
Motivation:	Error! Bookmark not defined.
Corporate social responsibility:	24
Psychologically healthy workplace (PHW):.....	25
Conclusion:.....	25
Chapter 3: Research Methodology	27
Introduction:	28
Research Philosophy:	28
Positivism:	29
Interpretivism:	29

Realism:.....	29
Research problem and aim of research:.....	29
Role of the researcher.....	30
Pilot testing:.....	30
Population and Sampling:	31
Research methods:.....	33
Methodological justification:.....	34
Research design:.....	34
In depth interviews:	34
Ethical research:	35
Data analysis:	36
Summary:	37
Chapter 4: Finding and Analysis	38
Introduction:	39
The Analysis:.....	40
Objective 1: To understand the importance of career for millennials in the IT sector in Ireland:	40
Objective 2: Does Corporate Social responsibility helps to retain millennial in IT sector in Ireland:	Error! Bookmark not defined.
Objective 3: Are motivational factors important for millennials in IT sector in Ireland to stay with an organisation:	Error! Bookmark not defined.
Objective 4: Is Psychologically healthy work place a vital factor for millennials in IT sector in Ireland to stay with an organisation:	Error! Bookmark not defined.
Chapter 5: Discussion.....	49
Introduction:	50
Study Objective:	50
Importance of career:.....	50
Corporate Social Responsibility:	52
Motivational factor:	53
Psychologically Healthy Workplace:	54
Limitation:	56
Chapter 6: Conclusion and Recommendation	57
Conclusion:.....	58
Recommendation:.....	59
Financial implications:	61

Personal Learning statement:62
Bibliography.....64
Appendices71
Appendix 1: Interview Questions71
Appendix 2: Consent Form73

List of tables

Table 1: Interviewee Profile

List of Abbreviation:

CSR- Corporate Social Responsibility

PHW- Psychologically Healthy Workplace

HR- Human Resource

HRM- Human Resource Management

NCI- National College of Ireland

MNC- Multinational Companies

SME's- Small and Medium enterprises

IT- Information Technology

Gen X- Generation X

Gen Y- Generation Y

Chapter 1: Introduction

Introduction:

Irish IT industry has an international reputation with both MNCs like Amazon, Google, Facebook, LinkedIn, Apple, and some home-grown companies. Hence with no doubts, Ireland is the second exporter of IT services in the world with 97% of their product sold in the global market. There are nearly 900 IT companies in Ireland with the track record of hiring more than 24000 people in IT sector (IDA Ireland, 2018). Millennials from different countries hence want to work here in Ireland, especially in the IT sector. With every passing year more and more, millennials are coming to Ireland and joining the IT sector. In the college like NCI many students come to pursuing IT courses. Moreover, the batches for such courses is huge, with more than one stream, also, the number of international students is increasing with every intake.

The people who are born between 1980 and 2000 are millennials (Thompson & Gregory, 2012). Millennials are the newest generation and form a major part in the workforce. This workforce is also called generation Y (Ladd, et al., 2007). Millennials are known as highly skilled, tech-savvy, and good with communication skill, but their concentration is on the individual goal, not on the organisational goal (Calk & Patrick, 2017). It is estimated that by 2020 the global workforce will comprise of majority millennials and hence with the change in the generation of the workforce it is essential for the company to modify their retention strategy (Barnes, 2014). With the increase in millennials in the workforce, the managers must find a different way of managing them as traditional methods are unacceptable by them.

Retention of millennials is the current business hot topic (the undercover recruiter, 2018) and to retain millennials is the most challenging job right now. They tend to do job-hopping around 4-5 times in the first ten years after finishing their graduation. This circumstance created by millennials makes it difficult for the company to retain them, and the retention of millennials is essential for the company to work efficiently (Calk & Patrick, 2017). Retention of millennials is directly proportional to the level of job satisfaction (Lee, et al., 2016). According to (Kowske, et al., 2010) millennials has different attitude compared to other generations and training this workforce could be tough sometimes. The reason can

be that they are the most educated workforce and also a tech-savvy; they would want quick communication through emails. They do not like delayed conversations (Cekada, 2012).

Research inspiration and attention:

Most of the workforce comprised of millennials, and hence, it becomes necessary for the organisation to understand the characteristic of the millennials. According to a study conducted by Deloitte (2018), nearly 72% of the millennials have no intention of working for one organisation for five years also, nearly 43% of the millennials said they would not even want to stay with the same organisation for more than two years. This study highlights the problem of employee engagement and organisational commitment and hence, could lead to the high cost of turnover (Saeed, et al., 2018).

Millennials are considered to have traits like disloyalty; they are needy, they need entitlement, casual, and hence to be considered as unmanageable (Thompson & Gregory, 2012). According to the study conducted by (Adkins, 2016) about 60% of the millennials are always open for the new opportunity and about 36% of them think of hopping their job just after a year. If this situation continues to persist, it will lead to the enormous cost of labour turnover on the company. According to (Adkins, 2016) study, this cost of turnover could be up to US \$ 30 billion each year. Such a huge cost can become a nightmare for the company and can also lead to the closing of some SME's in Ireland. Retaining talented employees is essential because if they are not retained the problem of performance and efficiency in the company (Adkins, 2016). To avoid such issues, it is essential for the company to investigate the factors that can help to retain this demanding workforce. Hence this research aims at finding factors that will help to retain employees.

Research Question:

Central Question:

What are the main elements that influences the retention of millennials?

Associated sub question:

- How much important is the career for millennials?

- Are motivational factors important for millennials in IT sector in Ireland to stay with an organisation?
- Does CSR help to retain millennials in IT sector in Ireland?
- Is PHW a vital factor for millennials in It sector in Ireland to stay with an organisation.
- Does the money only factor that can influence millennials in IT sector in Ireland?

Research aim and objective:

The focus of this study is to investigate the factors that can help IT companies to retain millennials in Ireland. Besides, the study seeks to find how much is corporate social responsibility, psychologically healthy workplace, and motivational factor helps the company to retain millennials in Ireland. The study also aims to evaluate the reasons behind millennials hopping their jobs. In support of this aim, the following research objective has been set:

- To investigate the reason for millennial to switch their jobs.
- To investigate the effect of CSR policies to retain millennials in Ireland.
- To find the factors that give job satisfaction to millennials
- To investigate the extent of effectiveness of PHW policies to retain millennials In Ireland.
- To investigate the motivational factors used by the IT companies to retain millennials in Ireland.

Research Structure:

The research work requires appropriate time and time management for completion in time. Hence the following structure is used for the planned research:

Chapter 1: Introduction

This chapter introduces the concept and theories that are used in this research. It comprises of the basic introduction, research inspiration, and attention, research question, aim, and objective of the research. It also highlights the purpose of the study in this research.

Chapter 2: Literature review

This chapter delivers a critical analysis of factors that are helped to retain millennials in Ireland with the help of literature.

Chapter 3: Research Methodology

Under this chapter, an investigation is being carried out to select the appropriate approach for doing the research. In this chapter also the suitable study is being conducted to choose the appropriate method of research. This chapter also highlights some part of the research, which is sampling and data analysis.

Chapter 4: Finding and Analysis

This chapter discusses the highlights of the research, the findings based on the data received and also highlights the analysis of the information received.

Chapter 5: Discussion

In this chapter, a discussion is done based on the analysis of data received. This chapter helps the researcher to conclude the research and highlight some recommendation.

Chapter 6: Conclusion and Recommendation

This chapter concludes the overall research and allows the author to write some recommendation based on the overall result.

Chapter 2: Literature Review

Introduction:

The purpose of this study is to gain an insight into the job expected of the millennials in the IT sector in Ireland. This study focuses on the millennials who are already working in the IT sector for at least three months. This study also focuses on identifying the reasons for millennials to stay with an organisation and leaving the organisation. For this study, millennials of the different age group and nationality staying and working in Ireland is considered as population.

Millennials:

To understand the influence of millennials on workforce, it is important to understand who millennials are, what their importance is in the workplace, and what are their characteristics. Millennials are the generation after baby boomers or generation X.

Millennials are the people who got exposure to technology pretty soon in their lives; hence, this makes the tech-savvy. This generation has a lot of expectations with life (Venus, 2011). They plan their future and hence are ambitious and goal-oriented. They just don't think about their professional life but also personal life and hence want the fun elements like socialising as part of their work culture (Venus, 2011). Millennials prefer the independence of using their own thought in doing the work assigned to them. They will want management to tell them the expectation, and then millennials will try to deliver according to the expectations (Venus, 2011). The part of micromanagement is highly disliked by millennials and hence expect the management to give them the independence of performing the task by using their own thought process (Venus, 2011). This independence of performing the task will help millennials in their career growth and will also give them the flexibility of performing the task. The professional objectives of millennials in Ireland are career growth, flexibility, and work-life balance and would switch the job if the company failed to provide them these factors. Labour turnover is not good for any company as this might be responsible for an unstable working atmosphere and would increase the cost of turnover (Thompson & Gregory, 2012).

(Sinek, 2016) says millennials are tough to manage. They accused of being entitled, narcissistic, self-interested, unfocused and lazy. (Sinek, 2016) says the millennials

are the failed result of parenting. Their parent more protected this generation of people. Some of them got better academics not because they deserved, but because the teachers do not want to discuss with protective parents. They raised in a period where they got everything they wanted not because they deserved but because they wanted it. Because of this protective upbringing, they have a massive expectation with their employers as well. They see a huge change when they go to the office and hence cannot digest that transition. In some of the cases, it was seen that the parents have gone with their adult children for the interview and was involved in salary discussion with their children's employer and have also asked for the feedback from the employer after the rejection (Lantz, 2013). This behaviour of their parents gives unwanted, unjustified support to millennial for their sense of entitlement, lack of respect for their seniors and gives them the surety that their career cannot get destroyed.

As this group continues to grow in the workforce, it becomes difficult for managers to reach the expectations of millennials. Their expectations are high, with some being unrealistic (Lancaster & Stillman, 2010). While most of the people agree that the parent's involvement in the recruitment and selection process is not required (Stein, 2013), few companies in Ireland these days are making few changes in the selection process so that they fulfil this expectation of millennials. The thought process behind this is they understand the fact that parent's opinion matters for the career of their children and by giving importance to parent's opinion they can make a connection with millennials and this connection will help to retain them in the long run (Berman, 2013) (Lantz, 2013).

Millennials as tech-savvy:

The influence of technology is high on millennials as they were born in the advanced technological era (Gallicano, et al., 2012). As they are born in this era, they have immense knowledge of technology and have high adaptability for change in technology because of technical advancement (Bencsik, et al., 2016). Nearly 24% of the millennials believe that the factor that distinguishes them and other generations are technology (PEW Research Centre, 2010). This generation has a concept of instant life as they have an instant life because they got early access to smartphones and the internet (Abbot, 2019). Millennial is said to be always connected as they keep their phone within reach of their arm when sleeping.

Approximately eighty percent of the millennials agree to this concept of always being connected (Lenhart, 2010).

Research believes that there are many benefits of having millennials as employees in an organisation. Few of the benefits are they are multi-tasker; they have technical skill. Millennials generally have short term plans and are very comfortable with sudden changes as well, they prefer having virtual meetings and discussion over face to face hence they have a virtual relationship with people and any sudden change does not impact them (Karl, et al., 2017). With the help of the internet, millennials can do the work comparatively faster as the data is available online and hence leads to high efficiency (Anderson & Rainie, 2012).

The idea of technology taking over human beings does not scare millennials; in fact, they want more and more technological development and hence adapt such changes very happily. They are more excited about using new technologies into greater collaboration. These new technologies are used in the workplace to bring a more disciplined and systematic system (Venus, 2011).

The ease of using technology has its own disadvantages. few of the disadvantages highlighted by (Anderson & Rainie, 2012) are lack of focus, unwanted engagement and dependence on internet. (Sinek, 2016) says this explore can lead to social media addiction. Millennials feels that it is way more necessary to connect to social media which leads to superficial relationship between them. In the meeting millennials prefer having smart phones with them and a message in their phones distract them very easily (Sinek, 2016). With the usage of social media there are chances of declining effective attendance, team building opportunities and could lead to increase in conflict in the organisation, this is the result of less face to face interaction and more virtual interactions.

Millennials as job-hoppers:

Job hopping is when an employee decides to leave his current job before completing the time for 2 years in the organisation. This trait is problematic as millennials form majority of the workforce and this means majority of the workforce will keep hopping their job. This will have immersed problem in the company as high labour turnover can cost a lot to company also will create instability in the working environment. Even after making policies in favour of

millennials it has become difficult for the company to retain them (Ivanović & Ivančević, 2019).

According to the study conducted by (Adkins, 2016) only fifteen percent of the millennials planned to stay with the same organisation and majority already had a mindset of hopping their job. According to the report it has been claimed that the millennials are the most disengaged generations and hence is an engagement becomes the main reason behind many issues (Adkins, 2016). Millennials have this tendency of switching the jobs because they feel their employer is not helping to them to connect with the organisation emotionally (Adkins, 2016). Employee engagement is important for organisation as it is seen that more the employee is engaged more there are chances of them to stay with the same organisation. Employee engagement create organisational commitment in millennials and hence helps to retain them (Twenge, et al., 2012).

A report of (CNBC, 2017) argues that the study conducted by Gallup where it is said that thirty nine percentage of millennials are ready to stay with the same company if company gives them fair hike and career growth. There are many studies conducted by different authors which point out that the millennials need fair hike, employee engagement and career growth to stay in an organisation. But it is still difficult to tell the exact time frame for them to stay with a company. According to (Meister, 2012) the time frame of a millennial to stay with an organisation is 4.4 years on an average but according to (Zimmerman, 2016) the time frame is 2 years.

The other studies indicate that this group of workforces are as loyal as the generation X. (Kowske, et al., 2010) says job switching is not related to generational characteristic. It is more related to individual goals and circumstances. (Grubbs, et al., 2019) argues that millennials stay with same organisation as long as they are satisfied, once they start feeling unsatisfied, they switch the job. (Deloitte, 2019) says that job switching is depends on the background of the millennials. Even the study conducted by (Fry, 2017) argues that with the age millennial's tendency to switch the diminishes. The study pointed out that millennials are not job switching more than generation X, In fact gen X did the same when they were between the age group 21-38.

Millennial's expectations:

According to (Smith, 2010) millennials value work life balance. Both the generation. Gen X and Y demands work life balance. Now a days no one wants to work for the whole day in Ireland, millennials prefer having a peaceful time with their family, friends. Companies are under pressure to meet this demand of the millennial to retain them (Klun, 2008). (Deloitte, 2019) survey gives an insight of factors that impact the millennial to stay with an organisation. According to this survey, work life balance was ranked one by the millennials and the factors like money and rewards were taken out from their listing. To ensure the productivity and efficiency a good work life balance is essential for millennials. Flexibility is considered to be a part of work life balance hence is hugely popular among the millennials.

With rise in technology the discipline and flexibility has been introduce in the organisations. Employees can take work from home in Ireland to have a flexibility. In fact, the start time and finish time is now flexible in many organisations (Özçelik, 2015). The company is motivating such environment creation where the work life balance could be achieved. The need of millennials at this point is work life balance but it is not simple to achieve it, especially in IT sector in Ireland (Project time off, 2016). Reports suggest that millennials are more likely to forfeit their holidays as compared to other generations because they feel that the work cannot be done without them. They believe themselves as work martyrs. In fact, the demand for technological flexibility is in a way good for the company as the employees are always connected by the means of phone or internet connections and can be contacted anytime in case of emergency.

Millennials just do not believe in giving feedbacks but also like to take feedback. Such feedbacks can be used as a tool for employee to overcome their flaws. This method aims at the result then the process. (Sinek, 2016) accused millennials to be self-interested when it comes to their job, but their demand of feedbacks enables to grow professionally which later benefits the company (Thompson & Gregory, 2012). It is very disengaging for millennials to not receive the feedbacks and for them it is improper communication. Most of the companies don't provide this feedback and hence millennials feel that they are not worth the managers time. This

thought process makes them to quit the job. This generation need constant feedback and less micromanagement (Adkins, 2016).

Millennials being the protective generation feel secured if someone is available for them to give advice. Nearly sixty-one percentage of the millennials think that they are benefitted from their mentors as they get good advice from them (Deloitte, 2019). The study conducted by (Ragins, et al., 2000) shows that the relationship between mentor and millennials is important. If there is sound relationship between them this could lead to quitting of millennial from the organisation. Mentoring is a very effective instrument for millennials as it provides personal and professional support to help millennials succeed in their career.

Irish IT industry and millennials:

Ireland has become European hub for technology (Annan-Diab & Filippaios, 2017). The FDI has enabled Ireland to be the first European country to overcome financial crises (Annan-Diab & Filippaios, 2017). During the financial crisis Ireland has made few changes in its FDI policy to help its economy. This modification in policy and made many IT companies like Amazon, Google, Apple etc to come its European headquarter in Ireland (Annan-Diab & Filippaios, 2017). Just not government but many multination companies did some modification in HR practices to overcome the financial crisis.

The rise of IT sector during 1990s was a global phenomenon. New technologies were brought to Ireland to as the part of plan where the global production would take place in Ireland. This would contribute in the development of Irish economy (Annan-Diab & Filippaios, 2017).

The It sector in Ireland has number of issues like scarcity of human resources, restriction in entry and exit, low economies of scale and with such scarce resource they need to bring the innovation (Annan-Diab & Filippaios, 2017). In this situation knowledge-based resource will help to bring competitiveness in the market.

Millennials and Retention:

Baby boomers and gen X are the generation before gen Y. They have organisational commitment and does not tend to switch the job. Millennials on the other hand

lacks organisational commitment compared to other generation employees (Wubbe, 2014). The organisational commitment is an important factor for retaining employees and millennials lack in this, hence company should put in extra efforts to understand this generation. This will help the company in long run and will help in efficiently working of the business. Companies should search for the ways to bring organisational commitment in millennials, as it would help the IT companies in Ireland to retain millennials. In some companies in Ireland, millennials are made to feel feedback form just few weeks after the joining. This tactic has helped the company to retain its talented millennials (Payton, 2015). According to the survey did by Deloitte, the millennials in Ireland have gained organisational commitment in 2107 compared to 2016.

Millennials and workplace:

Micromanagement is not something that millennials look for (Payton, 2015). In Fact, they are happy with mentoring not micromanaging. They expect their leaders to help them in their career development even need some mentoring regarding working efficiently (Carpenter & Charon, 2014). According to the study conducted by (Saeed, et al., 2018), the factors that helps company to retain millennials are flexible working time, career growth and work life balance. Need satisfaction according to Maslow (1943) will help employer to reduce the labour turnover rate of millennials and instead will lead to high performance and greater efficiency. So, it can be said that the key to retention is to satisfy millennials wants (Saeed, et al., 2018).

Influential factors for retaining millennials in Ireland:

The influential factors for retaining millennials is identified to be in three factors: CSR, PHW and motivational factor. Millennial's demand is too high to stay in one organisation for more than 2 years. They are the generation of job-hoppers and hence to retain them it is important to understand the factors that can help companies in retaining millennials. Motivational factor tries to influence organisational commitment in millennials a hence tries to develop millennials loyalty towards the company.

Motivational factor:

The most challenging job for an HR is to bring organisational commitment in millennials. Motivational factor can help to achieve this objective (Mishra & Mishra, 2017). Motivational factor includes challenging work, flexibility, work life balance, positive working environment and leaders that are responsible for the career growth of the millennials (Kultalahti & Viitala, 2014). Motivational factors can be defined as “a process to activate and driven people to achieve their needs and wants” (Saeed, et al., 2018). Motivation factor is vital as it help millennials achieve an efficiency level by bringing organisation commitment (Latham & Pinder, 2005).

The motivational factors are divided into parts: intrinsic and extrinsic. Intrinsic factors include any other that is related to internal satisfaction of millennials. Extrinsic factor includes anything that will bind the millennials resulting into the rewards like salary, allowance (Saeed, et al., 2018). Millennials generally does not know what is intrinsic and extrinsic but the are satisfied as long as they feel they are valued, and the outcome is one of the motivational factors. Millennials get motivated just by sharing good bond with their colleagues (Saeed, et al., 2018). In order to making the millennials, realise how much they are important for the company, employer can actually try to bring in notice the amount that is being spent on millennial’s development by the company. This step will bring some kind of responsibility in millennials and also it will help the company to understand how efforts is the company is putting into millennials development. And company can keep a track on it (Guy & Pentz, 2017).

Corporate social responsibility:

CSR can be defined “as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce, their families, the local community, and society at large” (McGlone, et al., 2011). Approximately sixty-one percentage of millennials feel that they should bring change in the world and also wants their company to support them with this goal (Cone, 2008). The companies with strong CSR policies attract millennials and this has been agreed by seventy-nine percent of the millennials. In fact, about sixty-nine percent of the millennials agreed that they would not want to work for the organisation that has no CSR (McGlone, et al., 2011).

CSR can be divided into four categories based on the services it provides to different sections of the people. This policy includes the policy related to environment, Society, stakeholders and its customers (Catano & Hines , 2016).

Positive CSR indicates that the organisation is concerned about the people who are associated with the business like its employees. Millennials prefer working on their own needs and have interest in individual need rather than organisational need, Hence positive CSR will attract such employees and will also help in retaining them (Catano & Hines , 2016). Positive CSR shows that the organisation is equally concerned about its employees. In order to retain millennials, HR manager will have to include and mix organisational needs with millennials individual needs, as most of the millennials are interested in working for themselves first (Catano & Hines , 2016).

So, it can be concluded that in order to retain millennials it is mandatory for an organisation to have CSR policies. In fact, CSR policy is essential to even attract millennials in the organisation.

Psychologically healthy workplace (PHW):

PHW is related to the policies that concentrate on employees' mental health. It includes, work life balance, organisational culture, health and safety, employee involvement, employee recognition and career growth (Catano & Hines , 2016). With PHW policy in the organisation, the company's image is being seen as socially responsible employer. This helps to retain millennials and will have a competitive advantage over other IT firms. It will also help the company to attract and retain more millennials (Catano & Hines , 2016). Millennials look for the elements that is provided under PHW to even apply for a job in an organisation. The with very little PHW policy or no PHW policy will have high rate of labour turnover ratio as it decreases the job satisfaction in millennials.

Conclusion:

This chapter gives the clear picture of who the millennials are. What their traits are and what do they expect from their employer to stay in an organisation. It is very evident in this chapter that millennials have very different level of expectations from their employers compared to baby boomers. The main reason highlighted in

this chapter for quitting the job is dissatisfaction in millennials. Also, the other factors that help to motivate millennials are CSR and PHW. As majority of the workforce comprise of millennials, it becomes essential for the company to investigate bring new changes in the company. In the IT industry flexibility is very difficult to achieve and it is important for the management to come up with some solution to retain millennials. As per this chapter, the motivational factor that can influence the millennials decision to stay in the organisation are flexibility, challenging task, positive working climate, leadership that leads to career growth and work life balance. By concentration on this companies can retain more and more millennials as these factors increase their loyalty towards the organisation which will result in organisational commitment.

Other than motivational factor there are two new concepts which Companies of Ireland use a lot and can be used to attract and retain millennial, they are CSR and PHW. Companies can use these policies in the advertisement to attract and retain talented millennials. Company fulfilling their social responsibility towards society, environment also attract millennials, as millennials feels they are the face of change and hence they want to work with company which will bring a positive change in the society. The job with CSR and PHW fulfils dual objective of millennial one is working for living and other one is social responsibility.

To conclude, it can be said that millennials look for CSR, PHW and motivational factors to work with the organisation. Millennial wants keeps changes as human nature is dynamic, it is important for an organisation to bring such changes in the company from time to time.

Chapter 3: Research Methodology

Introduction:

In this chapter the researcher has outlined about the main method used for the research. A justification is given by the research for the method approached. Also, the researcher has discussed the primary data collection technique. Moreover, the author will enlighten the sampling method used. Ethical issues and limitation of research has been discussed at the concluding part of this chapter, followed by the conclusion.

Research Philosophy:

The foundations of the research as explained by (Quinlan, 2011) is formed in a way which clearly depicts a summarizing image to the readers in the way execution of research is carried and how theoretical notions are made. (Saunders, 2016) have explained how the research philosophy and methods have been refined and implemented through the various case study. The author also provided a framework for researchers to gauge new methodologies and approaches which aids with the unfamiliarity of implementing creative and improved methods for new researchers.

A further study by the researchers which assumed that they always support the inclusion of their chosen strategy and method which includes expertise, metaphysics, and Axiology that forms the channels of research viewpoint categorization into different sections such as positivism, interpretivism, and realism. (Saunders, et al., 2016).

The sole purpose of selecting a proper method of research is deriving from the articulate research questions and objectives. (Saunders, et al., 2016) suggested that while deciding the epistemology or ontology adaption for use, the research question should logically dictate the terms. (Guba & Lincoln, 1994) trusted that importance of research project rather than the question in deciding the question of paradigm (epistemology and ontology). (Quinlan, 2011) further explicates the difference between ontology and epistemology. The author explains that ontology can be considering what is right while expertise looks at the meaning of sighting the realities. (Saunders, 2016) tell us that the researchers are more focus on metaphysics as a topic of choice for the research question than any other topic because the researchers think that this topic is of utmost importance.

Positivism:

The major contribution to the formulation of positivism is from Vienna circle which consist of Dignified, and the assortment of many theorists and researchers (Saunders, et al., 2016). Positivism can also be explained based on science philosophy view. Data which is taken from five right mind and which focuses on experimental reflection can be studied from societal occurrences in science as well as natural sciences. The sources of authoritative knowledge can be derived from mathematical treatment of such data (Greener & Martelli, 2015). The researcher has to take the role of objective analyst in the throughout process of positivist. The role of the researcher varies from analysing the data collected in a way which is not biased and partial and it also requires a researcher to go through the methodology and quantifiable observations carefully.

Interpretivism:

(Creswell, 2012)explains interpretivism as a social science thought which identifies the self-explanatory characteristic of qualitative research and researcher part as an interpreter of the data. The researcher aims to allow several perceptions of what is right, which is totally in contrast with single truth of positivism and thus they see the world from this vantage point of studies (Greener & Martelli, 2015). (Saunders, et al., 2016)clearly state that people who sight their research as complex in limitations of physical science, choose interpretivism above all.

Realism:

Realism is that certainty in which truth occurs. It is an experiment for finding truths and facts about reality. Realism is described correctly as an ontological perspective which is impartial, not dependent on principles or any mankind nature and it lasts in spite of not being invented or searched (Saunders, et al., 2016); (Bryman, 2015).

Research problem and aim of research:

The literature in the previous chapter discussed about the job expectation of millennials in IT sector in Ireland, the impact of CSR, motivation factor and PHW in retaining millennials. In the literature section the researcher came across some of the characteristic of the millennials that make them difficult to retain. The Literature also highlights the difference between other gen Y and other generation

employees in the workplace. (Zimmerman, 2016) says that the millennials stay with an organisation for 2 years on an average before hopping to another company.

The expectations of millennials in IT sector in Ireland can be used to retain them in the organisation. The millennials expectations can be divided in to three categories: motivational factor, CSR policies and how serious the company take PHW policies. For this research the participants were millennials in the IT sector in Ireland.

This study will provide an insight of what factors are important for millennials to stay in an organisation and also the factors that impacts millennial's decision to stay with an organisation. There are factors that can prompt millennials to leave the organisation. Getting in-dept details of these factors are important to retain millennials in IT sector in Ireland. By knowing these factors company can make an appropriate plan to retain millennials.

The participants in this study were eleven millennials who were working in IT sector in Ireland and three the HRs of IT sector.

Role of the researcher

The task of the researcher is to identify the design research methodology for the study, which is essential for the research topic and which must be appropriate and implementable. Participants were then chosen and recruited with surety of confidentiality and permission. The selected participants are pick from the interview process, which was carried out on a data recorder device, which later transcribed. While selecting, consideration given to any ethical issues that may arrive. Another important task of the researcher was to take into considerations that there are no biases with the millennial cohort, and if there were, then he/she would be solely responsible for it.

Pilot testing:

Before taking interviews of the millennials, the interviewer has conducted a pilot testing on a few participants. The pilot testing not recorded, but it did have an impact on the formation of the research instrument. The sole aim of this testing was to understand whether the participant interviewed was able to understand the questions correctly or could give the appropriate answer to the following questions.

By the testing the interviewer got to know that the meaning of CSR and PHW must be written in paper and should be presented to interviewees during the process. The time taken by the interviewee was also considered to assess the time it might take to collect the data.

Population and Sampling:

Job fair takes place in Ireland throughout the year and majority of the openings in such job fairs are in IT sector for someone who could work in IT. IT sector is one of the major sectors of Ireland where the country is attracting FDI from all over the world (Annan-Diab & Filippaios, 2017).

The participants were the people who were born between 1980-2000 and are working in IT sector of Ireland. Ireland's IT sector has employees from all over the world as it is tech hub of Europe. So, the participants are from different nations. The researcher wanted to have a nationality balance as well as age balance, hence the participants were selected accordingly to create this balance. This balance will help the researcher to get diverse and unbiased result from diverse group of people. This study does not depend on just one age group people, there are two age groups one from 21-29 and other from 30-39. Also, the researcher has tried to make gender balance as well to get an unbiased result.

In the start of interview process all the interviewees were sent an email asking whether they are interested in participating in the study. After the interviewee accepted to become part of the study, they were sent an invitation email regarding their appointment for the interview and later the interview was scheduled.

The research used purposeful sampling to identify the right group of people to become part of the study (Creswell, 2012). Using this method potential participants were identified. The requirements for the participants were:

- Participant is born between 1980-2000.
- Participant is working in IT sector in Ireland.
- Participant has worked for at least 3 months in IT sector in Ireland.

The group comprised of a mix of different nationalities, different age groups and different genders. Few of the interviewees were contacted by their email address and few were contacted through LinkedIn. After the participants agreed to

be a part of the study, the interview was schedule. During this process their permission was taken to record the interview. Few of interviews were face to face, few were taken on phone and few were taken by zoom app. Typically the interview lasted for 20-30 mins. They were informed that all the information provided by them would be kept confidential strictly. Initially many people agreed for the interview but withdrew their consent they got to know that the interview is supposed to be recorded.

Table 1: Interviewees profile:

Participant	Age	Gender	Nationality	Millennials/HR
1	24	F	Indian	Millennial
2	27	M	Indian	Millennial
3	30	M	Brazilian	Millennial
4	23	M	Irish	Millennial
5	27	M	Irish	Millennial
6	23	F	Irish	Millennial
7	28	F	Brazilian	Millennial
8	27	F	Indian	Millennial
9	35	M	Brazilian	Millennial
10	30	M	Irish	Millennial
11	32	M	Pakistani	Millennial
12	NA	M	Indian	HR
13	NA	F	Irish	HR
14	NA	F	Irish	HR

Six interviews were taken face to face, while other six interviews were taken on phone. Remaining two interviews were taken through zoom app. All the interviewees gave an insight of their expectations with their employer and also the importance of CSR, PHW and motivational factor for them to stay in an organisation. The objective of qualitative research is to get wide range of information from few people. Hence, it can be said that in qualitative research the quality of data matters than the quantity of interviews taken.

Research methods:

The research methods in the proposal aim to examine the millennials employment expectations in Ireland, which focuses on IT working professionals. The researcher had several options for the research approach to take.

Qualitative research may be exploratory, but it does not predict the participant's views by considering some hypothesis (Saunders, 2016). Researchers must collect data by going into the field and spending time with the participants and understand/observe the environment in which they work. The data gathered through various methods such as interview, observations, documents, and audio-video materials (Creswell, 2012)

Quantitative analysis, which is in line with positivists, is the approach that involves the affiliation among variables. It can be reliant on, autonomous, or unimportant characteristics. There are factors which decide or influence the variable's characteristics. The researcher can impact the independent variable. The dependent variables can be influenced or inspired by independent variable characteristics. The demographic information which based on demographic affects the extraneous variable characteristics (Saunders, 2016).

Finally, the last method can be explained or said as a mixed method which involves both qualitative and quantitative approaches. It depends on the researchers as to where qualitative approach should be applied and where quantitative approaches are applicable. The qualitative approach can be used for materials like documents, interview, and audio-video thing while quantitative method can be used to provide numbers to the data (Creswell, 2012). The mixed-method approach is beneficial to provide further insights and understanding, which can be the limitation of a single method. The researcher must decide as to what strands of original research need to transpire, i.e., parallel, chronologically, or multiphase and understand the timeline of the study, in order to apply a mixed-method approach.

The researcher has carefully taken into considerations all the methods above, and for the proposal, the researcher has used the most suitable approach that is qualitative methodology following a phenomenological design.

Methodological justification:

In the qualitative process, it discovers the importance of people's sentiments related to the research subject, acknowledge the needs, recognize the language, and produces the ideas (Quinlan, 2011). It is widely utilized to discover the reasons, enrich the idea that particularly interested people in a specific topic, point of view, motivations, and Impressions. It mostly consists of detail discussion and covering the minute topic with a certain amount of people. This kind of method is considered ideal for studying as the author wanted to understand the millennial's perceptions and attitude toward the job expectation moreover their behaviour on their current employment status.

To understand the perception of the people phenomenological design is undertaken to analyse the core of the phenomenon, in this case, were the millennial contribute in the IT field (Shinebourne & Smith, 2012). The application of qualitative research was utilized to represent and understand the opinions and philosophies as explained by the participant, therefore on that condition to give a basis supporting and auxiliary decision. It is the most suited approach for such category and insights of data required to justify the research question (Shinebourne & Smith, 2012).

Research design:

The author interested in examining the experiences of thematic ideas and developing data of a group of people which results in phenomenological methodology is the best-suited approach to examine, and it would also provide theoretical reference will enhance the research. As the researcher also being part of the millennial group, it also involves bracketing for protecting the experience, predispositions and fluctuating improper idea did not impact the comprehension.

In depth interviews:

In this section, an in-depth interview had been conducted by the researcher. Only those participants were taken into considerations who were compatible with the research study and would help in developing a good understand of the phenomena. The interviews were conducted face to face or through WebEx on a schedule which suited the participants as per time and location.

As (Rudestam & Newton, 2014) explained that the participants will share their experiences and understanding of the environment as per the research study only when they are comfortable and at ease with the researcher. The researcher needs to ensure and develop a good relationship on trust and confidentiality with the participants.

After comforting all the participants, the researcher thought was to implement ethnography design which is study of millennials. This study includes the behaviour of the millennial such as their values, beliefs, language (Gunn, et al., 2013). As the limitation of ethnography design is evident, the researcher had to change their approach which was collection of data with the help of reflection and meetings to determine ideas of group's values on job expectations.

The researcher interview participants on one to one basis which consist of open-ended question and interview solely focused on the aspects of millennial and elements related to working hopes and participants experience.

All interviews were audio recorded and transcribed by the interviewer.

Ethical research:

Prior to the commencement of the study, all participants were made aware of the ethical constraints involved in the study and they were made knowledgeable about the formation, design, implementation and purpose of the research.

An initial email containing information of the research study was sent to all the participants. Along with the email, the researcher had sent a consent form to the participants which allowed them to withdraw from the study anytime without any consequences to the point of data analysis. The researcher also informed the participants how the data will be used for analysis and information would be anonymised to preserve their identity.

As soon as the participants showed their interest for the study, they were sent the consent form (Appendix 2) which involved all the relevant information about how interview would be anonymised, and how they are free to remove any part of the interview or simply withdraw from the study at any time. The researcher had requested the participants to sign and scan a copy of consent form before the

interview is being scheduled. The participants had the option to take interview face to face, over the phone, WebEx or through Skype.

All the information would be confidential and be used only for the research study which was clearly mentioned in the consent form. (Bryman, 2015) outlined that the participants awareness about the right agreement, withdrawal at any moment of the study and their right to confidentiality and anonymity is authoritative. The researcher also counselled that the interview would be recorded on electronic device and which would be saved on encrypted external hard drive.

Data analysis:

In this section, the aim of the researcher is to make sure that through data analysis, the principle research question has been addressed.

For the data analysis, the researcher has used modified Stevick-Colaizzi-Keen method which outlines a stepped approach to data permits in depth.

Step one process is termed as horizontalization where all statements of millennial relevant experiences are recorded. It considers the subject of millennial, their wants and how their job can be retained which is treated equally. Step two involves removing duplicates or vague comments from the interview which participants have made throughout the study.

In step three, we create a list of what is remaining by applying invariant horizons, which is closely followed by step four which is used to group the above statements into category. The researcher has used excel spreadsheet to collate participant's key words because of which it was easy to identify common and duplicate phrases.

In step five, the researcher has organised the participant's statement themes which created a contextual description of their experiences.

In the final step, the researcher had to integrate textural and structural descriptions by composing the phenomenon description. The result showed the context of the millennial experience.

Lastly, the interviews were transcribed manually by the researcher although it was a time-consuming task, but the researcher wanted a good accuracy and wanted to

immerse fully in the research study. After the transcript was shared with the participants, the researcher was happy that the information was not tempered, and it was accurate.

Summary:

This chapter highlights the method that was used by author to collect qualitative data for the research. The steps involved in the process were:

- Recognizing research topic
- Preparing questionnaire
- Identifying the population
- Pilot study
- Demonstrative sample

Fourteen millennials were interviewed in this process. Questionnaire revolved the factors like job expectation of millennials in It sector in Ireland, CSR, motivational factor, PHW. The theme of the research has been discussed in depth in chapter 2.

Chapter 4: Finding and Analysis

Introduction:

The main aim of the questionnaire was to understand the factors for retaining millennials in IT sector in Ireland, but it also helped to understand the characteristic of the millennials which helps in backing up the literature in this research on millennials. The interviewees in this research revealed that the millennials are the quick learners, and in most of the cases has been recognized and praised for grasping the work in just two months after joining the company. One of the interviewees was praised by the founder of the organization just after three months of her joining the organization in front of all her colleagues. The interviewees also agreed that most of the generation X employees have tiny hands-on technology, and hence, the majority of the complicated work given to the millennials. Millennials tend to understand technology pretty fast as they are the quick learner and hence, they adapt it much faster compared to older generation employees (Cole, et al., 2002) (PWC, 2011).

Millennials have the characteristic of switching the jobs after a certain period; this point is also supported by one of the interviewees who is also an HR manager of an IT firm. She says despite giving all the facilities to millennials, they tend to switch their jobs after 2 or 3 years. Some of the millennials in the interview did favour the idea of switching their jobs in order to get advancement to their career, but most of the interviewees had no plans to switch the job for next four years. In fact, one of the interviewees mentioned that the only reason would be switching the job is when she opens her own business. According to (PWC, 2011) and (Mhatre & Conger, 2011) , organizational loyalty is very lite in millennials, and hence, they tend to switch as soon they get a new and better opportunity. One of the interviewees supported this point and said that he recently moved to a new company because he offered a new and better role.

Most of the interviewees agreed that recognition at work helps them to stay in the organization. One of the interviewees has the plan of switching the job, but as soon as she recognized for her work, she changed her plans of switching the job and started working more honestly for the company. As said by (Gratton, 2013) millennials need their work to be recognized, and this helps in motivating them more. One of the HRs mentioned that the company makes sure that if the project is

big and complicated, they assign more than one person for a job and this helps the company to error and helps the employees to have stress work.

According to (Ross, 2014) , the feedback is essential for millennials, and this has been agreed by a few of the interviewees. They want to know the feedback so that they get to know their strengths and weaknesses. They do not look for the positive feedback but also look for the negative one as the negative feedback will help them work on their weaknesses. The most interesting point the researcher came across on this topic is that millennials do not believe in taking the feedback but also believes in giving feedback to the company about the management. They want the company to take their feedback seriously. One of the interviewees said that the employees in his company have a problem with fruit basket in the cafeteria and they have given their feedback on this. For them, no issues are small, and hence want their feedback on priority.

The Analysis:

To understand the result of this research, it is essential to analyse the finding. The finding here will be analysed based on the objective of the research.

Objective 1: To understand the importance of career for millennials in the IT sector in Ireland:

According to (Robert C. Merchant, 2010), millennials are the people who are more concerned about their career and growth. In the IT sector, they are more interested in improving their skill sets and setting up new goals in such a way that positively impacts their future. Interestingly, in the interview, the respondents seemed to have a very different take on their career, but it stood out for each one of them.

In case of all the participant, it was seen that they had a different take on their career, but it was also seen that the career is the topmost priority for them. They tend to switch their job if they are not satisfied with their career growth. For the millennials, career comes first and then other aspects of the job.

- Participant 1 says *the main reason for me to stay in the organisation is how much importance the company gives to my career. In my organisation, we all were given training on the basic thing like how to present yourself, and the organisation conducts a workshop for every module we work on. We have even got a training*

budget of 1000 euros, which can be used for any training program I want to opt for. So, in my perspective, among many other reasons, this is the main reason that is impacting my decision to stay with this organisation.

- *Participant 14 has the same perspective as participant 1 she says Career is the most important thing for the millennials right now and they tend to switch their jobs if they don't like the way their career is shaping up. The trend I have seen in this organisation is millennials leaving their job after two and half years for the career growth or to switch their domain for the better career. So, the company tries to give an internal switch to employees.*
- *For participant 8: the career is the primary thing for me and would want to stay with the company that will help me enhance my skill sets instead of just paying me money and not giving satisfactory work. When I joined this organisation, I was paid satisfactorily, but I wished to switch the job as I felt that I was not challenged enough to learn new skills. However, as soon as the company started giving me some challenging work, I changed my mind and stayed with the organisation.*
- *Participant 3 says: I have been working with this organisation for three years and seven months now and still does not want to switch the job as my career is growing the way I wanted it to. I am given the opportunity of global mobility with an internal switch of the domain which I was looking for. Hence, I do not see any need to switch.*
- *According to participant 4: The reason for me to stay with the current organisation and not apply back to the previous company would be I did not have as much as responsibilities as I do right now. I was seeking more responsibilities and a better opportunity to learn and enhance my career. Also, I have been given equal responsibility compared to the seniors working here, and this is adding to my career growth as I handle and work on significant projects.*
- *According to participant 6: The company understands the importance of career for millennials and hence came up with this idea where they hire graduate and train them under their seniors. This term is called shadow resource, and they would do that for 1 or 2 years, and as soon as they are ready, they will be given the significant responsibilities, and in fact, they will be made to train new graduate hires. This helps the company to attract new talent and helps the millennials to learn in the shadow of their seniors, and they get enough time to get trained in a polished way.*

On the overall basis, each interviewee has a different take on a career but have one thing in common which is they have stayed in the organisation for their career growth and do not want to compromise on this factor. Even the HR managers understand this concern of the millennials and hence try to give them equal responsibilities and to give them the task which will challenge them. Also, for them training directly proportional to career growth and hence one of the interviewees has explained the whole training process to show that company gives importance to even new graduates and train them in such a way that they feel wanted in the organisation instead of stressing them for the work.

Objective 2: Does Corporate Social responsibility helps to retain millennial in the IT sector in Ireland:

Corporate social responsibility defined as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce, their families, the local community, and society at large” (McGlone, et al., 2011). Cone (2008) conducted a study where the result says that nearly 61% of the millennials have the ideology that there should be an inevitable change brought in the world and the majority part of the workforce, they feel they must to bring that change. Also, they expect that their organisation should also participate with them and support them with this ideology. For approximately 79% of the millennials, the company’s CSR reputation matters. They would want to work with an organisation with more positive CSR reputation and, also nearly 69% of the millennials strongly agreed that they would not want to work with the organisation where there are no CSR policies (McGlone, et al., 2011).

Participant 1,6,8,12,13,14 agrees with the literature and feels that millennials need to bring change into the world as it is their responsibility and also, they say millennials would not want to work with the organisation where there are no CSR policies.

- Participant 13, who is also an HR, stated that *the millennials these days look for the organisation where they do not have to compromise on their needs against organisational needs. So, the organisation needs to combine its needs with organisational needs and form a better working place for them. She also mentioned that millennials like to be involved in the social side of the business and look for*

the compensation package, which is fair and enough to their means. To encourage millennials, the company has given authority to its employees to organise a charity event. Also, throughout the year, they do fundraise events. In these events, they have cake sales, bake sales, cycling, etc. to raise funds. Moreover, millennials are the people who actively participate in these events.

- *Participant 1 says the CSR activities are the most fun activities, and the best part about her job is that she does not have to give extra time for that. All such activities are done during working hours. In Fact, for her, she gets time to refresh herself by such activities, and then she can concentrate more on her work. She even said she has no will to switch the job at least for the next 4-5 year. For her, CSR is one of the significant factors that is helping her to stay with the organisation.*
- *Participant 11 has a similar take on CSR, and for him, the only reason for switching the job would be if he finds better career growth in some other company. He has switched four jobs till now, and the most he is satisfied is from this company where there are enough activities to take his mind off his work and give him some good break.*

Most of the participants have a similar approach for this objective except for few who thinks CSR has given unnecessary importance. Like in the case of participant 5, 7, and 10 where they feel they want to work in their working hour and can have their social life after that. They have the least interest in organising events and have more interest in working technically and enhancing their career technically. They love the side of CSR, which is about employee's well-being.

- *In the case of participant 5, he feels organising social activities creates disturbance in the working atmosphere, and the CSR should be restricted to employee's well-being when it comes to employees. He feels the company should focus more on decreasing the stress level of employees and events does not help to decrease the stress in the workplace for him. He also feels money is an essential factor along with the other benefits that employees get in CSR. Also, just CSR and not paying enough money is not going to retain millennials like him.*
- *According to participant 7 if she offered much money and moderate facilities, she might switch the job, and her only motivation for switching the job right now would be money.*

- According to participant 10 for him, *the job should be more about the lifestyle than CSR. He does not think that CSR would influence his decision to stay in the organisation if an organisation is providing him the kind of jobs, he likes he will happily join that company. For example, if he likes sport, he would love to work for any sports company, and that will give him a lifestyle he wanted, and CSR is secondary for him. For him, CSR might interest him but after some years not now.*

Whereas for participant 2,3,4, and 9 CSR, which is related to employee's benefit comes first but would also like to be a part of social events like team lunch, team outing, parties, etc. They are also okay with attending a few charity events for the company but not much maybe 1 or 2 in 2 months. For them, the priority is employee's development, then social parties and then charity events.

- Participant 9 says *he is happy to go on a drink with his team every Friday instead of spending the same time in charity events.*
- Participant 14 says *CSR is essential to attract as well as retain millennials. She has seen this trend in her organisation where a millennial leave after 2-3 years despite all the CSR activities they do. Also, all she gets to hear in an exit interview is that they are leaving the job because they want to explore another company's culture.*

To sum this up, it can say that all the participants agree with the fact that CSR concerning employees is essential for them to stay in the organisation but have a different take on other aspects of CSR. Most of them agree that CSR activities can help a company to retain them. A few of them think CSR is secondary.

Objective 3: Are motivational factors important for millennials in the IT sector in Ireland to stay with an organisation:

The most significant HR challenges with millennials in today's business world are employee commitment, retention, and high productivity. One of the factors that can help the HR team to conquer these challenges is a motivational factor (Mishra & Mishra, 2017). "Motivation is processed to activate and driven people to achieve their needs and wants" (Saeed, et al., 2018). To retain the millennials, it is crucial for the organisation to bring organisational commitment in millennials. The job efficiency of millennials will increase with the emergence of organisational commitment in millennials (Latham & Pinder, 2005).

According to (Kultalahti & Viitala, 2014) the motivational factor that influences millennials is a thought-provoking job, flexible working hours, pleasing working atmosphere, leaders that are helpful for their career growth and work-life balance. Workplace replaces relationship matters for millennials, and excellent bond within the workplace helps to motivate them (Saeed, et al., 2018). The millennials in this research have a similar thought process.

- According to participant 1, *the motivational factors are one of the essential reasons that are helping her to stay in that company. Flexible working time achieved in this company. Also, she can take work from home whenever she wants, and her company does support employees taking this step, working atmosphere is very positive as the employees are very much happy and satisfied plus the management makes many efforts to keep the working atmosphere positive. In her company, she gets a yearly budget of 1000 euros, and if the employees do not use it, the management asks them to do. They can use this budget for anything new they want to learn, for example, if they want to learn play guitar, they can do that with those 1000 euros. Company is very co-operative in this. Moreover, yes, because of all such factors, she will stay in the company for at least 4-5 years.*
- According to participant 4,7,8 and 9 *the company does a lot to give them flexibility in working hours like they can leave early if they are staying far away and can opt for work from home anytime they want.*
- According to participant 7, 8 and 9 *their leader gave them opportunity quite early in their career where they are given significant responsibilities in early days. Also, they are given an option of going on-site for the company and handle the clients. These are the motivational factors that are keeping them with the company.*

In this research participant, 2, 3, 6 and 11 have a similar thought where they feel that most of the motivational factor influences them. In IT there are fewer chances of flexible working time.

- Participant 11 says *if there is a bug in the process, they cannot say it is their time to go home, and they are leaving. They will have to solve the bug before they leave because most of the projects are life and clients can see everything through their system.*

- Participant 2 says *the busiest time is between 10 to 3, and they have to be in the office at that time. There is very less flexibility during this time as they have to be present in their desk to solve the client's issues.*
- Participant 3 also has a similar approach and thinks *flexible working time cannot be achieved in IT and but except this, all other factors do motivate him. He feels that a flexible working time factor can be ignored as the company is providing him a lot of other meaningful benefits.*

According to participant 12, 13 and 14, who is also an HR manager, says *the motivational factors are crucial for their company. The millennials expect the factors like thought-provoking job, flexible working hours, pleasing working atmosphere, leaders that are helpful for their career growth and work life balance and if any company wants to retain them they need to work on these factors as the millennials might not think twice before switching the job if they get better facilities in other company. They need to work and bring new changes in the organisational culture to cope up with the demands of the millennials.*

According to participant 5 and 10, the motivational factors are important, but up to some extent.

- Participant 5 says *he needs stress free environment and less workload to stay in an organisation*
- Participant 10 says *he needs a lifestyle to stay in an organisation so he can ignore the other factors.*

So, it can say that the majority of the millennials and HRs do think motivational factors are essential, and the company cannot retain millennials without them. Few of the millennials think otherwise, but for them, their requirement can also be a motivational factor to retain them. For all the millennials there should be a definite motive to go the work the next morning. So, this can be concluded as the motivational factors can be any factors that are helping the organisation to retain millennials, and every millennial has a different level of expectation from their employer. It is the employer's lookout on how they fulfil their employee's expectation at a different level. These efforts will help them to retain millennial.

Objective 4: Is Psychologically healthy workplace a vital factor for millennials in the IT sector in Ireland to stay with an organisation:

A psychologically, healthy workplace is related to the mental health of the employees. “PHW includes the organisation with the practices like work-life balance, career growth, health and safety, recognition and employee involvement” (Catano & Hines , 2016). Also, “PHW builds the organisation reputation as a socially responsible employer of choice that helps to retain talented employees and gives a competitive advantage in attracting and retaining employees” (Catano & Hines , 2016).

For all the millennials who were interviewed for this research, this PHW is very crucial for them to stay with the organisation. In this research this is the only factor where all the answers were in the positive side. It can be noted that all the millennials in IT sector in Ireland give major importance to mental health.

According to participant 1, 4, 5 and 6, their company does give importance to mental health.

- Participant 1 says *there has been a time where she was asked by her HR not to take so much stress, and she felt it was lovely of her to say that. Once she has seen a fellow employee was disturbed because of his personal life, all he had to do was to go and talk to the HR manager, and he got a day off plus few days of leave to sort the problem without asking too many questions.*
- Participant 4, 5 and 6 say *they feel pampered and essential when the company pays attention to their health. All the events are organised to give employees a stay-stress free environment, which is nice of the company. Moreover, they feel that giving importance to mental health will definitely make them stay longer in that organisation.*

According to participant 2, 3 and 11, the mental health is essential for their organisation, and they have seen cases of people taking leave for a month because of depression and the company supporting them in such cases.

Participant 7, 8 and 9 *thinks their employer makes sure that the employee gets a stress-free environment and hence takes the whole office where around 22*

employees work for a drink every Friday and pay for everyone's drinks and food. This helps them to get to know each other and make friends in the office. These things help them in maintaining mental health, and hence, the feeling of switching the job does not come.

- *According to participant 10, mental health is essential, and hence, for him, his work should be something he enjoys. He thinks that the company's concern towards him will undoubtedly make his stay with the organisation.*

According to participant 12,13 and 14 who are HR managers thinks that PHW is an essential factor for them even to attract employees. The mental health should not be avoided, and if taken care of the employee in this way it will help them to retain employees. Taking care of employee's health creates a relationship between the employees and the company and creates job satisfaction in them. They also said not just these three factors, but also organisational culture is also the major factor which helps them in retaining employees.

So, it can be said that PHW does help in retaining employees. All the millennials, including HRs, agrees with this and thinks that this factor should be inculcated more in the organisational culture. Mostly all the millennials are not willing to switch the job right now, and the primary factor on which all had a positive reply was PHW.

Chapter 5: Discussion

Introduction:

From the primary source collected it can be seen that the reasons given by millennials to stay in an organization revolve around the factors like motivational factors, Corporate social responsibility, and Psychologically healthy workplace and hence, can be said that they are significant factors which can be used to retain millennials. Retention of millennials is considered as one of the hot topics in the business world today (the undercover recruiter, 2018) (Fries, 2017). Most millennials leave after 2-3 years, and they tend to do that not because of salary issues but for the factors like organizational culture, career growth, and flexibility. When it comes to millennials, they are particular about the things they want in their job and do not want to compromise on that. Money comes last in their preference list when it comes to a job (Prokopenko, 2013).

Study Objective:

The primary objective of this study is to investigate the factors that will help to retain millennials in Ireland in the I.T sector. This chapter will discuss the effectiveness of corporate social responsibility policy, psychologically healthy workplace policy, and motivational factors addressed in the literature. To complete this research, the research questions directed towards the variables previously researched.

Importance of career:

Millennials give importance to career anchors when it comes to their career. Career anchors are the analysis of strengths and weaknesses of employee's proficiency, their value system, the vision of their career (Silva, et al., 2016). According to (Schein, 1996), "a career anchor is defined in the first few years of people's careers and determines what they will not give up when making difficult career decisions." The career anchor is used by millennials in their first few years to determine their priorities related to jobs (Gong, et al., 2018). The eight elements of career anchors are independence, stability, technical-functional competence, general managerial competence, entrepreneurial creativity, service or dedication to a cause, real challenge, and lifestyle (Gong, et al., 2018). In this research, it is seen that millennials give more importance to these eight elements of career anchors. Millennials do not like the place where there is micro-management. They want

independence to decide how the work is to be done, sometimes they come up with their innovative way of doing a technical task and like to be recognized or appreciated for it. One of the interviewees agreed that after recognition of her work, she dropped her plan to switch the company and started working with more interest in the same company. Millennials also like to work for a company where there are stability and security. They like to take up new responsibility to bring advancement in their career. Also, millennials do not give importance to the salary; in fact, the salary is last on the priority list. They are ready to focus on career growth and compromise on salary if needed. They believe in career growth and learning new things which will help them to grow than concentrating on the money factor.

For millennials, the significant concern for their career is the meaning of work. Millennials believe in changing the nature of their job to achieve their career vision and also to increase their efficiency (Wrzesniewski & Dutton, 2001). Millennials have the desire to switch their role and hence, companies these days give the opportunity of the internal switch to their employees. One of the interviewees said that he is not interested in hopping his job because he wanted to change his domain of work and his company has given him the opportunity to that by the facility of an internal switch. So, with this switch, he changed his domain for his career enhancement and also his company was able to retain him.

In the interview, few of the interviewees said that they need flexibility, which their company is not able to provide but they are still satisfied because of the other facilities they get from the company. Such employees can switch their job once they get flexibility. To overcome this, the concept of role innovation can be introduced as it not only organizational phenomenon but also a solution for maintaining flexibility (Gong, et al., 2018). It is very evident from the finding part that millennials like to involve themselves in job modernization behaviour, and this gives them some flexibility at work.

Giving importance to millennial employee's career increases the psychological contract in the employment relationship (Gong, et al., 2018) and will help the company to retain such employees. The finding also indicates that millennials stay with an organization where their skill set increased. Professional development of

millennials if structured and supported correctly by the employer, will help the company to retain millennials (Gong, et al., 2018).

Corporate Social Responsibility:

The World Business Council for Sustainable Development (2015) defines it as “a continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce, their families, the local community, and society at large.” This definition includes “include fair labour practices regardless of local labour laws, environmental responsibilities beyond laws and standards, and philanthropic responsibilities to charities” (Anderson, et al., 2018). Among the four major categories of CSR the economical category i.e., one that is related to fair labour practices and worker treatment is considered necessary by every interviewee. The interviewee is more concerned about the economic factor as this factor will directly impact their life. Participants who are introvert does not like to be involved in CSR activities as it makes them uncomfortable. Instead, they would want to devote their time to work and make themselves more technically sound.

According to (McGlone, et al., 2011) “millennials have internalized the need to make the world a better place, expect the companies they work for to incorporate CSR permanently into their strategic plan, and want organizations to demonstrate external social values as a part of their contribution to the community.” In this study, this point highlighted by most of the interviewees, and they like to attend such events actively. This activity helps them to take their mind off from work and relax. They also feel good about their involvement in social work, and according to the participant 1 the best part of her job is she does not have to make time for social work, she can do it while working.

It noticed that most females are interested in organizing events for charity, and men would want to participate but not give much of their working time to such events. They want more to work on the technical thing than to organize such events. It also noticed that people who are above 30 would want to work and not spend much time at such events. They are willing to participate but just once or twice in 2 months. It can be said that CSR had mixed reviews with most of the millennials being on the

positive side and also all the millennials agreed on the fact that they are more concerned about the part of CSR which focused on employees.

According to one of the interviewees, CSR is not only essential to retain employees but also is essential for attracting them. It is noticed in the study that IT companies with good CSR rating tend to retain more employees than the companies with low CSR rating.

Motivational factor:

According to (Latham & Pinder, 2005) , “Motivation is crucial due to its ability in arousing, energizing, directing, and sustaining employees’ behaviour and their performance. Motivation is a process to activate and driven people to achieve their needs and wants; this is crucial because it makes people more committed to their job or commitment”. According to the study conducted by (Kultalahti & Viitala, 2014) , the main motivation factors for millennials are a thought-provoking job, flexible working hours, pleasing working atmosphere, leaders that are helpful for their career growth and work-life balance. The interviewee in this research agreed that these are the significant factors that motivate them.

Millennials these days are more concerned about the working environment. They need a pleasing working atmosphere like a leader who becomes a friend peer and motivates their subordinates. Such an initiative by leaders will help to increase the confidence of millennials and make them more competent (Ulrich & Smallwood, 2012). Also, it was noticed that millennials prefer to stay with such organizations where their career is given priority, and having such leaders gives them surety of their career growth. It was noticed in the objective one millennials give more importance to their career than any other aspect of their job, so if a company wants to retain millennials, they can think of bringing some measures to enhance the career of their employees. It was noticed in the study that few of the companies do give the option of opting courses, which will be helpful for their employee’s growth. One of the companies offers 1000 euros budget per employee and the HR managers then chase the employees to use this budget; the other company sponsors a course of AWS which will give an employee upper hand in the market.

It was also seen that the concept of work-life balance, flexible working time, is given much importance. The millennials these days look for a job where they get work-life balance. They want to have time for themselves and their family or friends (Saeed, et al., 2018). One of the interviewees says she wants to have a good career as well as her life. The other interviewee says he is more interested in a job where he gets time for his social life. Recently in Ireland, there is a debate going on the idea of working just four days in a week, and many millennials are supporting this idea as they will get to spend three days focusing on their personal life. According to an interviewee, she would love to have a break of 3 days after working for four days, and she would want the government to implement this idea in the Irish economy.

All the HRs who interviewed agrees to that fact that the organization should bring new changes in the organizational culture to cope up with millennials need, and this is going to help them to retain them. It is said that “Organizations that cannot or will not customize training, career paths, incentives and work responsibilities to Millennials, needs a wake-up call. This is the new reality for businesses. An inaction is no longer an option” (Saeed, et al., 2018).

Psychologically Healthy Workplace:

The employers should understand the link between employee's well-being and employee performance. This can be the primary factor used to retain employees. (Grawitch, et al., 2006) As a research consultant for APA's Psychologically Healthy Workplace Program says, five workplace practices will help the organization in contributing to employee well-being. The five practices are employee involvement, work-life balance, employee growth, health and safety, and employee recognition. These elements will help in bringing psychological satisfaction in employees and also will help in retaining employees (Grawitch, et al., 2015).

Employee involvement can be said as the association between employee's independence to work and their well-being at work (Grawitch, et al., 2015). It is essential not to do the micromanagement and let employees have the freedom to complete their task by their way; this gives millennials an experience of positive well-being. One of the interviewees agreed to this point and said she has many

problems with the micromanagement. She likes to have freedom of performance, as the job is more technical, and she wants to do it by herself with her research related to the job; this will help her to enhance her skills. This definitely will lead to less stress while performing her job. Most of the theories indicate that independence to perform work and control gives less stress to millennials (Grawitch, et al., 2015).

In the area of work-life, balance focus is more on flexibility. This will help in managing the tensions between work and non-work life (Grawitch, et al., 2015). Research in this area suggests that most of the IT people prefer the flexibility at work, sometimes they would want to work from home, or they would want the time to be more flexible. One of the interviewees says that she would not want to switch the job and one of the reasons is she is allowed to go home early as she stays far from her office and she can opt for work from home any time she wants. This flexibility gives her work-life balance, and she would not want to stop working for an organization that takes care of her work-life balance. One of the HR said in an interview that their company keeps changing the policies to give more and more flexibility to its employees, which ultimately helps the company to retain them.

The practice of employee growth and development focuses on three areas, namely employee's ability to manage stress, career development, and sustainability and coping efficacy of leaders (Grawitch, et al., 2015). One of the interviewees who is also an HR says it is essential for employees to maintain stress and to help employees cope up with stress, the company tends to give training related to relaxation and time management. However, most of the companies still do not give more importance to this factor. Moreover, hence, do not generally give training on these aspects. Training related to relaxation and time management is underrated, and not many companies realize its importance. The career development also depends on how the employees deal with the pressure at work. The study shows that employees are supposed to adapt and cope up with the changes and also should be able to learn something new continuously. Also, it is essential to address the stress at work level by the leaders.

Finally, in the area of employee recognition, it is seen that mostly all the employees want their job to be recognized. The job recognition is of significant importance

for the millennials as they do not want anyone to take the credit of their work. One of the interviewees said she changed her plan of switching the job soon after she was recognized for her work. The employers know the importance of job recognition and hence try to cope up with this demand of millennials. Recognition is significant, and according to the interviewees, this helps them to reduce the stress level.

The research indicates that there has not been any conflict of interest among the millennials. Every millennial thinks PHW as the vital part that can influence them to stay with an organization. Employee's well-being is essential as it consists of physical, mental, and emotional sides of employee health. According to millennials, these factors bring positive consequences for the organization. Among all the elements in the research, this is the only element which has got all the positive replies. All the millennials in the research think this will impact their decision of switching the job. Also, lower health care cost is experienced with healthy employees (Bloom, et al., 2013). Hence this can be used by the company to bring positive organizational culture, which is again a significant factor that all the millennials want in their organization.

Limitation:

There are many debates on the merits and demerits of qualitative and quantitative research methods (Saunders, et al., 2016). Even the process of qualitative research is too subjective and biased, and also it has chances of human error. The subject millennial is too broad and hence to gain the insights 18 people interviewed. Each interview took about 20-35 minutes. It observed that one of the interviewees was frustrated during the interview and had more negative things to say about his company. Few of the interviewees were not comfortable in answering the questions related to their loyalty towards their company.

The researcher also had to make interviewees understand about a few of the concepts as they knew the concept but did not know by the name of the concept. It was also crucial for the interviewer to remain unbiased during the whole process. To control this, it ensured that the interviewer should ask the question that is related to the subject and have an open mind for the new things which interviewees might come up.

Chapter 6: Conclusion and Recommendation

Conclusion:

The key objective of this research is to find out the influential factor for retaining millennials in IT sector in Ireland. In this regard, the researcher came across three factors which include each and every factor that millennials have specified. The three factors are motivational factor, Corporate Social responsibility and psychologically healthy workplace. The major reasons for millennials to switch their previous jobs were climate, no or very little CSR activities, no job recognition, no flexibility, higher education, no career growth, unpleasant working atmosphere. All these reasons revolve around the three factors that is discussed by the researcher in this study.

It was observed that among all the motivational factors, the factors that are important for millennials are thought-provoking job, flexible working hours, pleasing working atmosphere, leaders that are helpful for their career growth and work life balance (Kultalahti & Viitala, 2014). It was observed that for millennials their career development is far more important than any other factors, hence all the motivational factors revolve around the career development of millennials. Hence it can be concluded that these factors are vital for retaining millennials in IT sector in Ireland.

The study indicate that Corporate social responsibility has got mixed answers, with majority of them being on positive side. The corporate social responsibility includes the responsibility of organisation towards its stakeholders, society and environment. Employees are the part of stake holder as even they get affected by the working of the organisation (McGlone, et al., 2011). All the millennials had a positive response towards CSR activities towards employees. Most of the millennials were happy to work for the social cause but may be in 1 or 2 events in 2 months or 3 months. Few of the millennials think they do not need to participate in the social events, instead they just want to work and go back home. To conclude this, it can be said that CSR is an important element to retain millennials as all the millennials agrees to the fact that they would want to work with the company who provides these services to their employees.

According to (Grawitch, et al., 2015) Psychologically healthy workplace has five workplace practices that will help organisation in contributing towards employee

well-being. The five practices are employee involvement, work life balance, employee growth, health and safety and employee recognition. The research indicates that there has not been any conflict of interest among the millennials. Each and every millennial thinks PHW as the vital part that can influence them to stay with an organisation as all these factors directly impact their career growth. Employee's well-being is important as it consist of physical, mental, and emotional sides of employee health. According to millennials these factors brings the positive consequences for the organisation. Among all the elements in the research, this is the only element which has got all the positive replies. All the millennials in the research thinks this will impact their decision of switching the job. In addition, lower health care cost is experienced with the healthy employees (Bloom, et al., 2013). Hence this can be used by the company to bring positive organisational culture which is again a major factor that all the millennials want in their organisation. Positive organisational culture gives a positivity to employees which helps to reduce stress in the organisation.

Corporate Social Responsibility, psychologically healthy workplace and motivational factor are important not only to retain but also to attract millennials. Millennials look for the company which can provide them various facilities rather than just paying them money. For millennials money is not a factor to switch their job. Millennials are ready to work for the organisation that provide them more facilities and comparatively less money. They understand that the factors like CSR, PHW and motivation will make their life much easy and stress free in Ireland than to run behind just money. In Ireland millennials are happy to compromise on money rather they prefer simple and stress-free life even when it comes to their workplace.

Recommendation:

The findings of this study give insight of what millennials expects from their employer. These insights will help the company to understand what factors can be used to retain millennials in IT industry. Huge labour turnover can bring huge financial implication to the company and hence retaining millennials has become one of the hot topic of business world today (Fries, 2017) (the undercover recruiter, 2018).

The following recommendations are made on the basis of data collected and analysed:

- “Organizations that can’t or won’t customize training, career paths, incentives and work responsibilities to Millennials, needs a wake-up call. This is the new reality for businesses. Inaction is no longer an option” (Saeed, et al., 2018). Millennials expect their employer to invest in them for their career growth. Not many IT industry is doing that. Very few industries have come up with the policy of development budget for each employee. Companies need to customize their training program with the demand of millennials as most of the workforce is comprised of the millennials and they do not like to compromise on their career growth.
- Millennials especially women expect to have more parental leave as the birth of baby should not hamper their career. Giving birth to a baby is their personal choice but that choice should not impact their professional life. In order to retain more female employees company can introduce parental leave of more than 1 years. This leave can be unpaid leave. This will help female employees to give break to their career and focus on their child and can return once the child is grown enough.
- Millennials leave their job sometimes because they want a break and just explore themselves more without working. Companies can introduce an option of career break where employees can take a break and can join the same company after the break. This break should be an unpaid break. Company can also introduce more specific policy on this where the company have the condition on such breaks.
- Company can work more on CSR policies like fair compensation, though most of the millennials says they care more about other facilities but higher salary with facilities would bring positive career growth for millennials. Positive career growth is what majority of the millennials look forward to.
- Company can also work on building team events. Such activities can help the company in building team trust. This will create a positive relationship between the team member and hence would lead to positive working environment.
- In case of other nationality IT employees, company can sponsor their critical skill visa even for the graduate roles. All that would cost company would be a lot less than losing an employee.

- Psychologically healthy workplace is an under rated term, where most of the companies do not actually have any separate policy regarding it. PHW is the only factor where all the replies were positive from the interviewees. This shows its importance. Company should bring up certain policies that are just related to psychological health of the employees. This will help the company to make millennials feel that the company cares about their needs and would create organisational commitment in millennials.
- In some cases, the millennials tend to leave their job because of their managers. In such cases appropriate training could be given to the manager. Through such training organisation can achieve bet from its managers.
- Employee recognition is very important, and the company should continuously do this. Most of the interviewees say that they have not been recognised enough for their work and this creates dissatisfaction in them. The company can have a team meeting where they can talk about the work of other members of the team, this would help employees to get recognition on milestone they achieve.
- Learning programme for those who are leaving job for further studies. In order to retain such employees companies can tie up with colleges and can sponsor their education and this will help employee to get an admission easily. And can work as well as study part time.
- Shares as reward. Companies can give its employees their shares as a reward for their excellent performance. Such shares would be non-transferable and dividend at the end of the year will be given to the employee as bonus. Giving such shares would create a feeling of belongingness in employees and would work more harder for the company.

Financial implications:

The financial implication would be moderate according to the recommendation. The financial implication to retain millennials in Ireland in IT sector based on the recommendations are;

- Developing a budget of € 1000 per employee per year would be a very attractive measure to retain employees. An employee helps company to gain way more than €1000 a year and hence would not be much for a company.

- Giving extra unpaid parental leave would not cost anything to a company, in fact it helps the company to retain such employees who might quit their job for their baby.
- Giving break to employees from their career is not going to have any financial implication on the company, instead it's a gain of retaining one employee.
- In some companies the annual growth in employee's salary is very less. Companies can increase their annual growth which will cost the company extra 2% on the total profit.
- Team building activities can be cost up to €6000 per year to company and this cost will give strong and co-ordinated team to the company which will help the company to gain efficiency from such employees.
- In IT industry in Ireland mostly people from other nationality works. Colleges like NCI has 3 different batches for master's in Data Analytics and Cloud computing, about 95% of the students are non-Irish in these courses. Such people tend to work after their education. They would want to work for the company who can sponsor their visa. The critical skill visa would not cost company more than €1200 per employee per year.
- Policies related to psychological health might cost the company €100 euros per employee per year or less.
- In case of undertrained manager. Company can organise the training and it would cost around €1500 per manager for 3 days workshop.
- Employee recognition would not cost anything to company but will help to retain millennials.
- Learning program will cost the organisation € 8000 for a master's degree in a college like National College of Ireland and if the company ties up with college negotiation can be done in the fees as well.
- Giving share as reward is equal to paying bonus as a reward, hence this will not cost the any extra amount.

Personal Learning statement:

When I started doing this thesis, I was not aware of the challenges and reward I will face. I enjoyed carrying this research as I had a personal interest in knowing the ways to retain millennials. Initially it seemed to be simple but became a big

task as I moved forward with the thesis. The qualitative method was challenging but this process has helped me develop certain skill which has benefitted me both personally and professionally. By doing this research I managed to get interview of 14 people and also managed to get the insights of HR from existing HR in an organisation.

I have gained an insight of not only the topic but also about my biasedness at a very early stage of research. This study also gave me an in dept knowledge about this field. As I was going forward with the research, I started gaining more deeper knowledge on this subject. Retention of millennials is a current hot topic in business world, and it was interesting to get in dept knowledge about CSR and PHW.

It has been the bigger task then I had imagined. But with the help of good time management, I managed to get my work done on time and I feel this process has thought me good time management. This process has also increased my efficiency to write in less time. Retention of millennials is such a broad topic and the factors were so broad to retain the millennials. But I managed to understand few concepts and made the study categorised in to 3 factors with the help of literature.

Overall this was a rollercoaster ride for me where I did not have confidence in me to the time where I finished my thesis with confidence. This brings enormous sense of pride in me and I believe the knowledge I grabbed from this research will help me in developing my career as an HR professional.

Bibliography

- Abbot, L., 2019. <https://business.linkedin.com>. [Online]
Available at: <https://business.linkedin.com/talent-solutions/blog/2013/12/8-millennials-traits-you-should-know-about-before-you-hire-them>
[Accessed 20 08 2019].
- Adkins, A., 2016. <https://www.gallup.com>. [Online]
Available at: <https://www.gallup.com/workplace/236477/millennials-work-life.aspx>
[Accessed 20 08 2019].
- Adkins, A., 2016. Millennials: The Job-Hopping Generation. *Gallup Business Journal*, p. 1.
- Anderson, J. & Rainie, L., 2012. <https://www.pewinternet.org>. [Online]
Available at: <https://www.pewinternet.org/2012/02/29/millennials-will-benefit-and-suffer-due-to-their-hyperconnected-lives/>
[Accessed 20 08 2019].
- Anderson, R. L., Dahlquist, S. H. & Garver, M. S., 2018. Millennials' Purchasing Response to CSR Behavior. *Marketing Management Journal*, 28(1), pp. 14-29.
- Annan-Diab, F. & Filippaios, F., 2017. Multinational Firms' Motivations and Foreign Direct Investment Decisions: An Analysis of the Software and IT and Financial Services Sectors in the Irish Context. *Thunderbird International Business Review*, 59(6), p. 739–755.
- Barnes, T., 2014. <https://www.forbes.com>. [Online]
Available at: <https://www.forbes.com/sites/castlight/2014/12/15/4-ways-to-engage-and-retain-millennial-employees/#3338d80a3bf1>
[Accessed 28 January 2018].
- Bencsik, A., Horváth-Csikós, G. & Juhász, T., 2016. Y and Z Generations at Workplaces. *Journal of Competitiveness*, 8(3), pp. 90 - 106.
- Berman, J., 2013. www.huffpost.com. [Online]
Available at: https://www.huffpost.com/entry/take-parents-to-work_n_4235803?guccounter=1
[Accessed 20 08 2019].
- Bloom, R., Ballard, D. W. & Royne, M. B., 2013. The Psychologically Healthy Workplace Program: I-O's Role and Involvement Opportunities. *The Industrial-Organizational Psychologist*, 50(3), pp. 95-100.

- Bryman, A., 2015. *Social Research Methods*. 5th ed. Oxford: Oxford University Press.
- Calk, R. & Patrick, A., 2017. Millennials Through The Looking Glass:. *The Journal of Business Inquiry* 2017, 16(2), pp. 131-139.
- Carpenter, M. & Charon, L. D., 2014. Mitigating multigenerational conflict and attracting, motivating, and retaining millennial employees by changing the organizational culture: A theoretical model. *Journal of Psychological Issues in Organizational Culture*, 5(3), pp. 68-84.
- Catano, V. M. & Hines , H. M., 2016. The Influence of Corporate Social Responsibility, Psychologically Healthy Workplaces, and Individual Values in Attracting Millennial Job Applicants. *Canadian Journal of Behavioural Science*, 48(2), p. 142–154.
- Cekada, T. L., 2012. Training a Multigenerational Workforce. *Tracey L. Cekada*, 57(3), pp. 40-44.
- CNBC, 2017. <https://www.cnbc.com>. [Online]
Available at: <https://www.cnbc.com/2017/05/10/90-of-millennials-will-stay-in-a-job-for-10-years-if-two-needs-met.html>
[Accessed 20 08 2019].
- Cole, G., Smith, R. & Lucas, L., 2002. The debut of generation Y in the American workforce. *Journal business administration online*, 1(2), pp. 1-10.
- Creswell, J. W., 2012. *Qualitative Inquiry and Research Design*. 3rd ed. London: Sage.
- Deloitte, 2019. <https://www2.deloitte.com>. [Online]
Available at: <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>
[Accessed 20 08 2019].
- Fries, L., 2017. www.bizjournals.com. [Online]
Available at: <https://www.bizjournals.com/bizjournals/how-to/human-resources/2017/05/beyond-recruiting-how-to-retain-millennials.html>
[Accessed 11 08 2019].
- Fry, R., 2017. <https://www.pewresearch.org>. [Online]
Available at: <https://www.pewresearch.org/fact-tank/2017/04/19/millennials-arent-job-hopping-any-faster-than-generation-x-did/>
[Accessed 21 08 2019].

- Gallicano, T. D., Curtin, P. & Matthews, . K., 2012. I Love What I Do, But... A Relationship Management Survey of Millennial Generation Public Relations Agency Employees. *Journal of Public Relations Research*, 24(3), p. 222–242.
- Gong, B. et al., 2018. Millennials and organizational citizenship behavior: The role of job crafting and career anchor on service. *Management Research Review*, 41(7), pp. 774-788 .
- Gong, B., Ramkissoon, A., Greenwood, R. A. & Hoyte, D. S., 2018. The Generation for Change: Millennial, Their Career Orientation, and Role Innovation. *Journal of managerial issues*, 30(1), pp. 82-96.
- Gratton, L., 2013. *www.forbes.com*. [Online]
Available at: <https://www.forbes.com/sites/lyndagrattton/2013/06/06/the-three-paradoxes-of-generation-y/#6b4a4d485df8>
[Accessed 04 August 2019].
- Grawitch, M. J., Ballard, D. W. & Erb, K. R., 2015. To Be or Not to Be (Stressed): The Critical Role of a Psychologically Healthy Workplace in Effective Stress management. *Stress & Health: Journal of the International Society for the Investigation of Stress*, 31(4), p. 264–273.
- Grawitch, M. J., Gottschalk, M. & Munz, D. C., 2006. The Path to a Healthy Workplace A Critical Review Linking Healthy Workplace Practices, Employee Well-being, and Organizational Improvements. *Consulting Psychology Journal: Practice and Research*, 58(3), p. 129–147.
- Greener, S. & Martelli, J. T., 2015. *Introduction to Business Research Methods*. 2nd ed. s.l.:s.n.
- Grubbs, J. B., Exline, J. J., McCain, J. & Campbell, W. K., 2019. Emerging adult reactions to labeling regarding age-group differences in narcissism and entitlement. *PLoS ONE*, Volume 5, pp. 1-33.
- Guba, E. & Lincoln, Y., 1994. 'Competing Paradigms in Qualitative Research'. *The Handbook of Qualitative Research*. London: Sage.
- Gunn, W., Otto, T. & Smith, R. C., 2013. *Design Anthropology: Theory and Practice*. 1 ed. London: Bloomsbury Academic.
- Guy, Z. & Pentz, T. G., 2017. Millennial employment through maslow's eyes. *Career Planning and Adult Development JOURNAL*, 33(2), pp. 22-25.
- Hartman, J. L. & McCambridge, J., 2011. Optimizing Millennials' Communication Styles. *Business Communication Quarterly*, 74(1), pp. 22-44.

- IDA Ireland, 2018. *www.ics.ie*. [Online]
Available at: [https://www.ics.ie/news/Irish IT Profile 2018](https://www.ics.ie/news/Irish_IT_Profile_2018)
[Accessed 18 08 2019].
- Ivanović, T. & Ivančević, S., 2019. Turnover Intentions and Job Hopping among Millennials in Serbia. *Management: Journal of Sustainable Business and Management Solutions in Emerging Economies*, 24(1), p. 53–62.
- Karl, K. A. et al., 2017. *https://www.igi-global.com*. [Online]
Available at: <https://www.igi-global.com/article/would-you-accept-a-facebook-friend-request-from-your-boss/180673>
[Accessed 20 08 2019].
- Klun, S., 2008. Work-life balance is a cross-generational concern—and a key to retaining High Performers at Accenture. *Global Business & Organizational Excellence*, 27(6), p. 14–20.
- Kowske, B. J., Rasch, R. & Wiley, J., 2010. Millennials' (Lack of) Attitude Problem: An Empirical Examination of Generational Effects on Work Attitudes. *Journal of Business and Psychology*, pp. 265-279.
- Kultalahti, S. & Viitala, R. L., 2014. Sufficient challenges and a weekend ahead – Generation Y describing motivation at work. *Journal of organisational change management*, 27(4), pp. 569-582.
- Ladd, P. G., Morris, M. L. & Bartley, S. J., 2007. Managing the Multigenerational Workplace: Answers for Managers and Trainers. *CUPA-HR Journal*, 58(1), pp. 28-34.
- Lancaster, L. C. & Stillman, D., 2010. Rocking the Workplace: How the Millennial Generation is Shaking Things Up and How Companies Are Adapting to Maximize Performance. *International Performance Magazine*, 18(2), p. 24–25.
- Lantz, S. J., 2013. *www.shrm.org*. [Online]
Available at: <https://www.shrm.org/hr-today/news/hr-magazine/pages/1213-helicopter-parents.aspx>
[Accessed 20 08 2019].
- Latham, G. P. & Pinder, C. C., 2005. Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, Volume 56, p. 485.
- Lee, C. C., Mullins, K. & Sik Cho, Y., 2016. Factors affecting job satisfaction and retention of millennials. *Proceedings of the Academy of Organizational Culture, Communications and Conflict*, 21(2), pp. 6-9.

- Lenhart, A., 2010. <https://www.pewinternet.org>. [Online]
Available at: <https://www.pewinternet.org/2010/09/02/cell-phones-and-american-adults/>
[Accessed 20 08 2019].
- Longhurst, R., 2010. Semi-structured Interviewing and Focus groups. In: 2nd, ed. *Key methods in geography*. London: Sage, pp. 103-113.
- McGlone, T., Spain, J. W. & McGlone, V., 2011. Corporate Social Responsibility and the Millennials. *Journal of education for business*, Volume 86, p. 195–200.
- Meister, J., 2012. <https://www.forbes.com>. [Online]
Available at: <https://www.forbes.com/sites/jeannemeister/2012/08/14/the-future-of-work-job-hopping-is-the-new-normal-for-millennials/#ed3e70e13b8e>
[Accessed 21 08 2019].
- Mhatre, K. K. & Conger, J. A., 2011. Bridging the gap between gen X and gen Y. *Journal of leadership studies*, 5(3), pp. 72-76.
- Mishra, S. & Mishra, S., 2017. Impact of intrinsic motivational factors on employee retention among gen y: a qualitative perspective. *KIIT Journal of Management*, 13(1), pp. 31-42.
- Özçelik, G., 2015. Engagement and Retention of the Millennial Generation in the Workplace through Internal Branding. *International Journal of Business and Management*, 10(3), pp. 99-107.
- Payton, F. C., 2015. Workplace Design: The Millennials Are Not Coming- They're Here. *Design Management Review*, 26(1), p. 54.
- PEW Research Centre, 2010. www.pewresearch.org. [Online]
Available at: <https://www.pewresearch.org/wp-content/uploads/sites/3/2010/10/millennials-confident-connected-open-to-change.pdf>
[Accessed 20 08 2019].
- Project time off, 2016. *Time Off and Vacation Usage*. [Online]
Available at: <https://www.ustravel.org/toolkit/time-and-vacation-usage>
[Accessed 21 08 2019].
- Prokopenko, M., 2013. How to retain your millennial workers. *millennial branding guru Dan Schawbel sheds light on the looming retention problem and what you can do to scratch younger workers' two-year itch*, p. 14.

- PWC, 2011. *Millennials at work Reshaping the workplace in financial services*, s.l.: PWC.
- Quinlan, C., 2011. *Business research methods*. UK: South-Western Cengage Learning .
- Ragins, B. R., Cotton, J. L. & Miller, J. S., 2000. Marginal Mentoring: The Effects of Type of Mentor, Quality of Relationship, and Program Design on Work and Career Attitudes. *The Academy of Management Journal*, 43(6), p. 117.
- Robert C. Merchant, J., 2010. The Role of Career Development in Improving Organizational Effectiveness and Employee Development. *Florida Department of Law*.
- Ross, S., 2014. L&D's role in managing talent. *www.trainingjournal.com*, Volume 1, pp. 36-39.
- Rudestam, K. E. & Newton, R. R., 2014. *Surviving Your Dissertation*. 4th ed. Singapore: Sage.
- Saeed, M. E. A. et al., 2018. Millennials Motivation Factors and Job Retention: An Evidence from Oil and Gas Company in Malaysia. *Global Business & Management Research*, Volume 10, pp. 761-767.
- Saunders, M., 2016. *Research methods for business students*. 7th ed. London: Pearson.
- Saunders, M., Lewis, P. & Thornhill, A., 2016. *Research methods for business students*. 7 ed. London: Pearson.
- Schein, E. H., 1996. Career anchors revisited: Implications for career development in the 21st century. *Academy of Management Perspectives*, 10(4), pp. 80-88.
- Shinebourne, P. & Smith, J. A., 2012. Interpretative phenomenological analysis.. *APA handbook of research methods in psychology*, Volume 2, pp. 73-82.
- Silva, R. C. d., Trevisan, L. N., Veloso, E. F. R. & Dutra, J. S., 2016. Career anchors and values from different career management perspectives. *Review of Business Management*, 18(59), pp. 145-162.
- Sinek, S., 2016. *www.youtube.com*. [Online]
Available at: <https://www.youtube.com/watch?v=5MC2X-LRbkE>
[Accessed 20 08 2019].
- Smith, K. T., 2010. Work-Life Balance Perspectives of Marketing Professionals in Generation Y. *Services Marketing Quarterly*, 31(4), p. 434-447.

- Stein, J., 2013. *www.time.com*. [Online]
Available at: <https://time.com/247/millennials-the-me-me-me-generation/>
[Accessed 20 08 2019].
- the undercover recruiter, 2018. *https://theundercoverrecruiter.com*. [Online]
Available at: <https://theundercoverrecruiter.com/employee-retention-initiatives/>
[Accessed 11 08 2019].
- Thompson, C. & Gregory, J. B., 2012. Managing Millennials: A Framework for Improving Attraction, Motivation, and Retention. *Psychologist-Manager Journal (Taylor & Francis Ltd)*, 15(4), p. 237–246.
- Twenge, J. M., Campbell, W. K. & Freeman, E. C., 2012. Generational Differences in Young Adults' Life Goals, Concern for Others, and Civic Orientation, 1966 –2009. *Journal of Personality and Social Psychology*, 102(5), p. 1045–1062.
- Ulrich, D. & Smallwood, N., 2012. What is talent?. *Leader to Leader*, 17 08, pp. 55-61.
- Venus, M., 2011. The multi-generational workplace. *Northern Colorado Business Report*, 5 November, pp. 7-10.
- Wrzesniewski, A. & Dutton, J. E., 2001. Crafting a job: revisioning employees as active crafters of their work. *Academy of Management Review*, 26(2), pp. 179-201.
- Wubbe, E., 2014. From Millennial to Traditionalist Making It Work in the Workplace. *Secured Lender*, 70(7), pp. 16-21.
- Zimmerman, K., 2016. *https://www.forbes.com*. [Online]
Available at:
<https://www.forbes.com/sites/kaytiezimmerman/2016/06/07/millennials-stop-apologizing-for-job-hopping/#2fe66e754656>
[Accessed 21 08 2019].

Appendices

Appendix 1: Interview Questions

For Employees:

1. Which company do you work with? What are your job responsibilities?
2. How long are you working with this organisation? Do you have any plans of switching the job and why?
3. Do you feel you are given equal responsibilities as compared to other generation employees and how?
4. Do you think your work is being duly recognised and rewarded compared to other generations and how?
5. Are the motivation factors (thought-provoking job, flexible working hours, pleasing working atmosphere, leaders that are helpful for their career growth, work life balance, Salary, allowances) influences you to stay in an organisation? Does your employer fulfil you expectation level?
6. Have you worked with the other organisations previously? Were the motivation factors the reasons for switching the job?
7. What is your knowledge about Corporate Social Responsibility and Psychologically healthy workplace in general?
8. What is your knowledge on the extent of usage of Corporate Social Responsibility and Psychologically healthy workplace in your organisation?
9. Are Corporate Social Responsibility and PHW the factors that is helping you to stay in an organisation?
10. Do you think Motivational factor, Corporate Social Responsibility and Psychologically healthy workplace play vital role for the employees stay in an organisation?
11. How much important is your career to you? Can money be the reason for you to switch the job?

For HR:

1. Which company do you work with? How long have been in this company as an HR?

2. What job responsibilities are given to millennials in the organisation?
3. What are the motivational factors (intrinsic and extrinsic) used in the organisation to retain employees and how?
4. What are the Corporate Social Responsibility activities involved in the organisation? Which are the Corporate Social Responsibility activities that are helping to retain millennials in the organisation?
5. What is the level of importance given to Psychologically healthy workplace in the organisation? what are the measures taken under Psychologically healthy workplace in the organisation?
6. What are the factors responsible for giving job satisfaction to millennials?
7. What are the challenges for you to retain millennials?
8. What the factors used to retain employees other than Corporate Social Responsibility, psychologically healthy workplace and motivational factor?

Appendix 2: Consent Form

Participant Consent Form

Influential factor for retaining millennials in IT sector in Ireland: A qualitative approach

Consent to take part in research

- I..... voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves...[outline briefly in simple terms what participation in your research will involve].
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that disguised extracts from my interview may be quoted in...[list all forum in which you plan to use the data from the interview: dissertation, conference presentation, published papers etc.].

- I understand that if I inform the researcher that myself or someone else is at risk of harm, they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that signed consent forms and original audio recordings will be retained in [specify location, security arrangements and who has access to data] until [specific relevant period – for students this will be until the exam board confirms the results of their dissertation].
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for [specific relevant period – for students this will be two years from the date of the exam board].
- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Names, degrees, affiliations and contact details of researchers (and academic supervisors when relevant).

Signature of research participant

Signature of participant Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study

Signature of researcher Date