What keeps professionals in their jobs? A comparative study between managers and employees' beliefs

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Abstract

In Ireland, organisations have experienced an increase in the turnover rate of employees which have contributed to their significant expenditure with the replacement of talent. Although many authors investigate the reasons for employees' turnover, the implementation of strategies that might increase the retention of employees, and consequently avoid turnover, is even more important thus not only needed but critical to the sustainment of the company's competitive advantage in the market. Therefore, investigating the reasons why employees stay in an organisation becomes a priority so the purpose of this study was to determine the most important reasons for employees' retention in Ireland and to evaluate if there were any differences in beliefs amongst managers and non-managers professionals about which factors were more relevant to them since little research was performed to evaluate possible discrepancies amongst their thoughts. The methodology applied consisted of a quantitative approach using a questionnaire to gather data on participants' opinions towards retention strategies. The questionnaire was answered by 57 respondents of different age groups and gender working in managerial and non-managerial roles in Ireland. From the findings of this study, it can be said that statistically speaking, there were almost no discrepancies between managers' and non-managers' beliefs on reasons to stay in an organisation. Both groups selected 'compensation' as the most important factor for their retention, and, while for managers the least important contributor to their retention was 'training and development', for non-managers, the lower score was attributed to 'autonomy'. Thus, the results of this research can be useful for organisations as a start-point to help them evaluate if their applied strategies need to be revised, and as a motivator for investigating more effective retention approaches that could be implemented inside their organisations to retain talents of different professional levels.

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1.   Chapter 1: Overview

1.1 Introduction

One of the most challenging concerns organisations have nowadays is to know how to retain key talent (De Oliveira and Rocha, 2019; Nandialath *et al.*, 2018). According to Hausknecht *et al.* (2009), there is an imminent shortage in all sectors of the economy of highly skilled staff who possess the knowledge and capability to perform at high levels. In order to avoid being left behind and deprived of qualified and adequate workforce, organisations need to learn how to better retain talent so as not to hamper their capacity to stay competitive in the market (De Oliveira and Rocha, 2019; Hausknecht *et al.*, 2009; Nandialath *et al.*, 2018; Rappaport *et al.*, 2003). Therefore, organisations are becoming more conscious about the importance of having a skilled and committed workforce since their experience and knowledge can be a source of competitive advantage for the organisation (Barney, 1991; De Oliveira and Rocha, 2019). Retention of talent can also be seen as the retention of knowledge, and that can be tied to the organisations' overall performance (De Oliveira and Rocha, 2019).

A critical aspect to consider for retaining talent is the identification of the reasons why employees leave organisations; also referred to as, the turnover rate. Performance outcomes and turnover rates' relationship has gained the attention of various scholars of different fields, including psychology, economics, sociology and Human Resources Management (HRM). (Cristiani and Peiró, 2019; Hom *et al.*, 2017; Park and Shaw, 2013). For Steel *et al.* (2002), the excessive costs associated with turnover are more than an incentive for organisations to investigate the variables involved with the voluntary turnover of employees. According to the 2019 HR Barometer carried out by Adare Human Resource Management within the public and private sectors of the economy, Ireland's employee turnover rate increased 4% in 2018 compared to the previous year's rate and the costs of hiring new staff were found to be around €14k, having increased 10.3% (Pogatchnik, 2019)**.**

Companies spend a considerable amount of money every year replacing employees that voluntarily leave the organisation (De Oliveira and Rocha, 2019; Nandialath *et al.*, 2018; Rubenstein *et al.*, 2019;). According to Sagie *et al.* (2002), financial estimates show that companies are spending millions of dollars with the recruiting, selection and training of new staff. More importantly, high turnover may have a considerable effect on the remaining staff who may feel influenced to leave for better opportunities as well (Felps et al., 2009; Nandialath *et al.*, 2018). In order to tackle the high turnover rates' problem, modern organisations are detecting and implementing HRM practices that can support the retention of talents (Kim, 2012). HRM practices such as training and development, performance appraisals, recognition and opportunities for promotion are some of the effective practices included in the employees' retention management or talent management (Al-Emadi *et al.,* 2015; Tymon *et al.*, 2011).

While there are plenty of studies investigating the motives for employees' abandoning the organisation (Griffeth *et al.*, 2000), according to Hausknecht *et al.* (2009) and Steel *et al.* (2002), there is scarce research concerning the leading causes for employees staying in a company, however, the latter should receive appropriate attention since the reasons for employees staying and leaving are typically not the same. By exploring this angle, organisations can find out what factors are connected to HRM practices which can, in turn, contribute to the retention of staff (Al-Emadi *et al.,* 2015). The application of High-Performance-Work-System (HPWS) practices are a way of leading the organisation towards successful performance, and some practices focus on rewarding employees for their contributions, which enables the retention of talent in the organisation (Edgar and Geare, 2005; Qureshi, 2019).

From De Vos and Meganck (2008) study, it was revealed that Human Resources (HR) managers and employees have different perspectives as to which factors are determinants of retention of employees. Moreover, little is known about the differences regarding which are the most effective HRM practices from both managers and employees point of view, thus comparing both sides can be a powerful

way of determining if there is a gap between them and resolving possible conflicts of opinion about how to enhance job satisfaction and employees' commitment towards the organisation (Al-Emadi *et al.,* 2015; Edgar and Geare, 2005).

The present study will explore the views of both managers and employees about the main reasons for employees staying in the organisation, determining which practices are the most effective for them for the retention of staff in organisations operating in Ireland. In addition, the study will examine the discrepancies and similarities between both views and highlight possible corrections to be made in order to enhance retention and avoid turnover.

1.2 Justification for the study

From the investigation carried out in the literature review section for this research, it was found that a myriad of papers analyse the motives for employees leaving an organisation or the relationship of staff turnover and implemented HRM practices. However, based on the findings, avoiding employees' turnover is for organisations merely an effective way to reduce costs, whereas improving their retention considered a more valuable aspect for organisations to obtain a competitive advantage in the market.

Thus, determining the main reasons for employees' retention can contribute to the increase in their commitment to the organisation and satisfaction towards the job. This can be accomplished by discovering which HRM practices can be incorporated for the effectiveness of that goal. In that sense, while there are a number of studies investigating retention, the literature is scarce in examining a broader combination of factors contributing to staff retention, resulting in fragmented findings on the topic.

Also, studies comparing the beliefs of managers and employees in relation to retention practices were not yet broadly performed. Despite acknowledging there are differences in both groups' perceptions of which HRM practices can be more effective overall, the vast majority of papers have failed to recognise both views about the reasons for employees'

retention and the subsequent efficacy of approaches taken inside organisations to retain talent.

Therefore, the research in question is worthy of study because, firstly, employees are of the utmost importance for organisations and, secondly, investigating the reasons for their retention is not only necessary but predictive of improved competitiveness in the marketplace. Moreover, the study aims to fill the gap found in the literature and shed light upon the matter of retention from the perspective of both managers and non-managers employees. More specifically, the study will investigate professionals living in Ireland since organisations from the public and private sectors of the country were found to be spending substantial amounts of money with the replacement of the workforce and because the population sample has not been deeply investigated so far.

1.3 Research Question and objectives

The research intends to highlight the differences and alignments in the opinions of managers and non-managers about what makes a professional stay in a company. In this sense, this study aims to identify a possible dichotomy in the strategies and beliefs about reasons to stay, crossing the results and opinions of both groups. This study is necessary and important, as reiterated above because retention can be further enhanced once motives for staying in a company are recognised, making it possible to suggest which HRM practices and strategies can be implemented to achieve superior retention numbers in Ireland.

For the purpose of investigating the retention of professionals, eight different factors will be analysed through assessing the beliefs of managerial and non-managerial employees working in the Irish sector. The research results are expected to answer the following questions:

a) Are there any differences between staff and managers' views on the reasons for a professional stay in a company?

b) What are the key differences in opinions between staff and managers regarding reasons for staff retention?

The researcher selected a quantitative method of study by constructing a questionnaire for the collection of data from professionals working in Ireland since a statistical analysis can be carried out and findings of the research can be used by organisations as a start point to help them achieve a deeper understanding of retention strategies within their particular sector.

2. Chapter 2: Literature Review

2.1 Importance of employees and HRM practices

Despite the advancements of technology having supported replacements of the human force for machinery and automation, nowadays more than ever, employees are perceived as the most important asset of an organisation (Kossivi *et al.*, 2016). They are considered to be a source of competitive advantage in their respective fields thus a high priority in the short and long-run perspective (Juarez-Tarraga *et al.*, 2019, Kossivi *et al.*, 2016). Therefore, the implementation of a strategy to attract and retain talents should be a matter of the utmost importance for organisations (Kossivi *et al.*, 2016).

However, the retention of best talents and promotion of engagement in the workplace have been significant challenges for organisations operating in Ireland in recent times. Retention of talent, according to Bidisha and Mukulesh (pp. 8, 2013) is "a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project". For Kossivi *et al.* (2016), organisations need to discover the best practices for retaining talent while keeping them satisfied and motivated to perform better. Therefore, the refining of talent management or HRM practices becomes a necessity for organisations' goal of achieving the desired outcomes (Hughes and Rog, 2008; Juarez-Tarraga *et al.*, 2019).

Fitz-enz (1990) research identified, in the 1990s, that commitment and retention in an organisation are associated with a cluster of factors, varying from the relationship with colleagues to management style and

leadership. HRM practices such as training, promotion opportunities and performance management can contribute to the retention of talent in organisations and reduce turnover rates (Al-Emadi *et al.,* 2015; Batt and Colvin, 2011; De Oliveira and Rocha, 2019). Such practices are proposed by organisations as strategies to reduce employees' turnover rate (Cappelli, 2001; Mitchell *et al.*, 2001; Steel *et al.*, 2002). Since then, different studies have focused on investigating factors for avoiding employee turnover and the correlation between intention to leave the organisation and HRM practices or firm performance (Batt and Colvin, 2011; Combs *et al.,* 2006; Guest *et al.*, 2003; Huselid, 1995; Kim *et al.*, 2018). Some of these studies are exemplified in the section below.

2.2 Study on employees' turnover rate

Huselid (1995) study has shown that HPWS practices can account for better firm performance and when a proper investment is given to such practices organisations experience a reduction in employee's turnover and an increase in productivity and financial performance. According to Guest *et al.* (2003) study that analysed 366 organisations in the United Kingdom (UK), there is a linkage between the implementation of HRM practices and low turnover rates.

The cooperative relationship between line managers and HR managers have been linked to low turnover intentions (Frenkel *et al.*, 2013; Kim *et al.,* 2018). Employees' turnover rate is expected to decrease when HRM practices highlight constructive and optimistic relationships within a company (Batt and Colvin, 2011; Combs *et al.,* 2006; Kim *et al.*, 2018). Such practices can vary from promoting a strong corporate culture to enhancing social relations amongst employees. Also, Kehoe and Han (2020) mentioned the effectiveness of encouraging line managers to implement HR practices, e.g. training and development, compensation and employee involvement and communication, for the reduction of employees' intention to leave and the improvement of their commitment to the company.

SamGnanakkan (2010) research found out that the retention of employees of the technology sector in India is positively related to the firm's performance, and practices such as training and reward are significantly linked to the employees' intention to leave the firm. Furthermore, Patel and Conklin (2012) study acknowledged that HPWS is fundamental to maintain the workforce and gain competitive advantage in the long-run.

The study conducted by Selden *et al.* (2013) with new hires in the US state government revealed that there was a decrease in the turnover of new staff when recruiting tactics, training, compensation packages, incentives and group bonuses were included in the HR practices within the organisation, although the authors mentioned more variables associated with HRM should be included in future research. Contrary to that, while studying multinational companies in Uruguay, Cristiani and Peiró (2019) found that compensation practices based on performance were not associated with employees' turnover. However, they discovered that communication and information-sharing practices among members of the companies were negatively related to the employees turnover behaviour.

Adding to that, in De Oliveira and Rocha (2019) research, they found that the reasons for employees leaving a public company in Brazil were connected to factors such as remuneration, work-life balance, promotion opportunities and career development plans, which comprises an array of factors not cited in the studies above, yet, the authors acknowledged that the sampling method chosen, snowball, could have influenced in the low variability between participants. It is worth mentioning that their study also identified the need for a better alignment between employees and organisations' values, which brings new prospects for future research.

As mentioned above, many are the studies that investigate employee's turnover intentions and the relationship between HRM practices and low intention to leave organisations. From that perspective, the introduction of practices such as financial rewards, career opportunities and work-life balance was cited by different studies as collaborating for minimising employee turnover intentions. By knowing

that, other researchers started to investigate if some of those practices could maximise the retention of employees due to the emerged necessity to adopt practices that recognise qualified professionals' knowledge and experience to retain them in the organisation. In the sector below, the perspective of retention of employees will be explored further, where it can be seen that organisations urge to understand how to keep their workforce loyal to the organisation by implementing retention strategies so as to achieve a competitive advantage, as highlighted before.

2.3 Retention of employees

Despite the vast exploration in different studies of the reasons why employees leave an organisation, George (2015) states that more relevant than discovering that is to understand and recognise why professionals stay in their jobs. Professional workers are mentioned as the ones engaged in their lines of work, possessing a considerable degree of expertise, autonomy and passion for the services provided by their profession (George, 2015; Kerr *et al.*, 1997; Van Maanen and Barley, 1984). According to Tymon *et al.* (2011), avoiding turnover as a consequence of retaining talent is of value since it reduces costs with the recruiting process and adaptation of the newly hired professional, also stimulates a culture of better performances and rewards based on merit. Besides that, the organisational culture can stay strong and alive within the organisation when there is a decrease in employees' turnover (George, 2015) since employees can develop a deeper connection with the company and cultivate its values and goals.

Contrary to the past belief that the reasons for employee leaving and staying in an organisation were merely the reverse of each other, recent studies have appointed that this is not the case (Cardy and Lengnick-Hall, 2011; George, 2015; Holtom *et al.*, 2008; Holtom and Inderrieden, 2006; Lee *et al.,* 2004; Steel *et al.*, 2002). For that reason, researchers started to investigate some of the factors influencing employees to stay in a company, in which it can be divided between the organisational and job levels. George (2015) and Loan-Clarke *et al.* (2010)

studied some of the factors at the job level, such as autonomy, remuneration and benefits and flexibility at work; whereas others investigated factors at the organisational level, such as social support, training and development, management style and organisational culture (George, 2015; Ghapanchi and Aurum, 2011; Kroon and Freese, 2013).

George (2015) performed a cross-sectional study by using a questionnaire to investigate the retention of employees of a multinational company in the UK and managed to assess eight factors as being reliable to measure retention, e.g. management style, conducive environment, social support, development opportunities, autonomy, compensation, job crafting and work-life balance. He concluded that factors related to the organisation, such as management style, conducive environment and social support were more influential to staff retention than others at the job level, however, he mentioned that further testing should be performed to include a wider variety of professionals and organisations (George, 2015). In comparison, while investigating the retention and turnover of healthcare professionals in the UK, Loan-Clarke *et al.* (2010) longitudinal study found out that providing job security, promotion opportunities and benefits such as pension - retention factors at the job level - contributed more to the staff remaining in employment; they also noticed that reasons for leaving the service were not the opposite of those previously mentioned by stayers, having factors such as excessive workload, pressure and no flexibility as drivers for quitting the job. For upcoming studies, they suggested collecting data from current employees rather than leavers of an organisation to successfully improve retention strategies (Loan-Clarke *et al.*, 2010).

Furthermore, an empirical study by De Vos and Meganck (2008) conducted in 100 large private and public companies of Belgium revealed through a two-part survey that HR managers and employees have different perspectives as to which factors contribute to the retention of the workforce, for example, managers think first of training and career perspective as important factors while employees include social atmosphere, job content and work-life balance as more relevant ones, yet, for future research, they recommend more analysis on managers' views to

be executed to better select retention strategies (De Vos and Meganck, 2008). Similarly, Kim *et al.* (2018) empirical study on Chinese technology companies identified that differences in perceptions and opinions about HRM practices between HR and line managers could be resolved by strengthening their communication and relationship, which might in turn positively impact the retention of employees.

From the point of view of retention management, practices of HR and its implemented strategies are related to the reduction in the number of employees leaving the organisation (De Vos and Meganck, 2008). However, as important as evaluating such practices is understanding and implementing the psychological contract concept in decisions regarding employees. The concept represents the employee perception and interpretation of the employment contract, depicting their beliefs and expectations in regards to the agreement made with the organisation (De Vos and Meganck, 2008; Maertz Jr. and Griffeth, 2004). Studies have shown that the effectiveness of retention strategies could be associated with the fulfilment of employees values, therefore, the psychological contract, which explains its importance (De Vos and Meganck, 2008; Maertz Jr. and Griffeth, 2004).

As mentioned by other studies, the breach of the psychological contract is seen as considerably common, meaning that certain assurances made by the organisation were not delivered, such as compensation promises, career advancements and promotion (De Vos and Meganck, 2008; De Vos *et al.*, 2003; Turnley and Feldman, 1998; Robinson *et al.*, 1994). Therefore, the measurement of the psychological contract violation by these papers was developed based on retention factors such as those cited above in conjunction with scores attributed by the employees. This measurement can be expanded to take into account the perceptions of managers and non-managers employees towards the psychological contract and retention factors, evaluating if there are discrepancies and similarities amongst their views, thus could be posteriorly interpreted in terms of the psychological contract breach by each organisation as a separate study.

The papers mentioned in this section aimed at investigating the most relevant factors for retaining staff based on the literature so as to understand how to enhance the organisations' practices for retention; however, the conclusions presented were somewhat focused on one or another group level of retention factors or did not differentiate the vision of employees and managers about the same factors in a broader context of professions and organisations. Thus, there is still scope for further examination of employees and managers' views on the conjunction of retention factors previously exemplified.

Therefore, on account of retention management, based on an in-depth study of the literature, George (2015) paper managed to highlight eight employee's retention factors that should be further analysed together. Moreover, some of these factors are mentioned by De Vos and Meganck (2008) study as the most important items of the psychological contract. Additionally, according to Kossiv *et al.* (2016) literature review, training and development should also be included as a retention factor in further investigation. These factors of retention will be explained in the section below.

2.4 Determinants of employee retention

As per the literature reviewed, some initiatives and practices put forward by organisations can contribute to the retention of professionals. The presence of such initiatives can be translated into factors of retention, some of which were explored by many studies, yet, the majority of papers did not study all factors together. Thus, in the next topics, the importance of investigating eight different retention factors will be explained by presenting pieces of evidence collected from other relevant studies in this field.

2.4.1 Development opportunities

Organisations that encourage constant learning and provide opportunities for the development of employees can increase commitment

from their part not to leave the job (Cardy and Lengnick-Hall, 2011; Kroon and Freese, 2013). George (2015) states that from that opportunity to keep updated, professionals can maintain their part of the psychological contract. In Kroon and Freese (2013) paper, the retention of contract workers in a financial management agency was investigated through questionnaires and interviews, in which they discovered that commitment to the organisation increase when career development was promoted by the organisation. The same was observed by Hausknecht *et al.* (2009) study, where they investigated employees in the hospitality and leisure sector and found that the provision of development opportunities was a key factor for high performers to stay in a company. Also from that study, the selection of factors such as development opportunities and commitment to the organisation was found to be higher amongst salaried professionals than amongst hourly paid employees. Both papers commented on the possibility of existing additional factors contributing to retention which could be explored in future research. Furthermore, Daniels *et al.* (2007) work concluded that the presence of career advancements was of great value to retain graduates of healthcare professions in New Mexico, also finding that promotion contributes positively to retention; however, according to them, the small sample size could have contributed to statistical error.

Therefore, it can be seen that development opportunities and retention of employees are directly linked and it appears that employees will only stay in a company if learning opportunities emerge. Although this trend was observed for employees of different professions by the cited papers, the views of managers on the retention topic were not investigated, which generates scope for worthy study.

2.4.2 Compensation

From Hausknecht *et al.* (2009) perspective, the existence of compensation in terms of remuneration and benefits for employees within a company is accounted as a retention factor due to the ability of other firms to provide better pays and incentives in a competitive market.

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However, there is not a complete agreement amongst researchers about the impact of pay on retention capacity. While some researchers indicate compensation as positively related to retention (Hytter, 2007; Rambur *et al.*, 2005), others view compensation or rewards as not an important factor for retention of employees (Ellenbecker, 2004; Gifford *et al.*, 2002; Hayes *et al.*, 2006; Shields and Ward, 2001).

On the one hand, in Hytter (2007) study of professionals in France and Sweden, he concluded that retention and reward are correlated, in particular, he noted that for professionals in France performance rewards need to be incentivised as a strategy to retain talent, yet, for those of Sweden, career prospects are seen as a more valuable strategy than rewards. Sharing similar results, Hausknecht *et al.* (2009) discovered that almost half of the hourly-paid workers of the hospitality and leisure segment under study mentioned benefits and rewards as a retention factor, whereas salaried professionals mentioned that much less (29%). In Moncarz *et al.* (2009) paper, a survey was delivered to 24 management companies in the hospitality sector to evaluate what practices influence retention. They discovered that organisational culture, communication and rewards initiatives significantly influenced retention, having increased commitment of the employees towards the job, yet, the study highlights the need to perform more research on the topic of employee-retention initiatives to generalise the findings.

On the other hand, Ellenbecker (2004) study of healthcare professionals' retention found that the pay rate amongst nurses did not contribute to their retention, which was also seen in Hayes *et al.* (2006) literature review of nurses' turnover, where they observed that compensation itself was not a predictor of intention to stay in an organisation, moreover, they mentioned the necessity to investigate the costs and benefits of retaining employees in future studies. Other papers commented on the fact that more relevant than compensation alone is the perception, for employees, of a fair and transparent pay being delivered by the company (George, 2015; Horwitz *et al.*, 2003; Rambur *et al.*, 2005).

The findings of such studies demonstrate that compensation initiatives brought by organisations can generate different outcomes in

relation to increasing the retention of employees. It was seen that the implementation of rewards strategies can be either influential or indifferent for employees' desire to stay in a company, varying from field to field. On that account, further investigation of such practice for the retaining of employees could help generalise the results, thus supporting management in its selection of effective retention strategies.

2.4.3 Work-life balance

As evidenced in Ellenbecker (2004) paper, work-life balance became a matter of great importance for the current generation, since they value having flexibility at work and in their schedules. Therefore, professionals are more concerned, nowadays, with obtaining success in their careers but without compromising their personal life. Research has shown that working mothers give special importance to opportunities that allow them to obtain flexible working schedules in order to devote time for their private life, which was specifically noted in studies focused on the health professionals (Leners *et al.*, 2006; Loan-Clarke *et al.*, 2010).

Moreover, studies have stressed the need for organisations to propose healthier and more balanced workload for employees in order to reduce intentions to leave the job, as seen in the study of health professionals in Britain (Loan-Clarke *et al.*, 2010) and research investigating the organisational and personal perspectives of employees' retention (Kyndt *et al.*, 2009). In Karatepe (2013) paper, he found that hotel employees who were offered support to sustain a more balanced relationship between work and personal life demonstrated less intention to leave. Also, in Loan-Clarke *et al.* (2010) study, nurses commented that an important factor for not leaving their job was the possibility to accommodate proper time for the family.

2.4.4 Management/Leadership

A major concern for businesses and HR managers is the existing inconsistency involving the leadership's approach for managing employees and the approach that should be applied for better results. Studies have shown a certain controversy regarding the impact of leadership, as per the quality of the relationship between leader and employee, on employees' decision to leave the organisation (DeConinck, 2009; Gerstner and Day, 1997; Morrow *et al.*, 2005). Many studies comment about the link between management and retention of professionals (Andrews and Wan, 2009; Cardy and Lengnick-Hall, 2011; George, 2015; Hytter, 2007; Kroon and Freese, 2013; Kyndt *et al.*, 2009).

According to Andrews and Wan (2009), the increased retention of nurses was attributed to management behaviour. Additionally, participation and support of the management team were seen as an important predictor of employee retention for Karatepe (2013), who investigated the connection between HPWS and the engagement of hotel employees, and for Kroon and Freese (2013), in their study of contract workers in the financial sector. Following the same trend, Tymon *et al.* (2011) cited supportive managing style as a positive factor influencing the retention of Indian employees. For other researchers, depending on the leadership style, professionals can feel more valued thus committed to the organisation (Cardy and Lengnick-Hall, 2011; Hayes *et al.,* 2006; Hytter, 2007; Kyndt *et al.,* 2009). However, for Nandialath *et al.* (2018), more reliable and consistent results concerning this relationship are still to be explored in future research.

By analysing the results presented in these papers, the leadership factor appears to carry some weight for the retention of employees, though not being as clear for avoiding turnover intentions. Management's behaviour and supportive approach are greatly appreciated by employees, thus understanding its influence over retention is much valued. However, more important than establishing that relationship is to assess how powerful leadership is in the conjunction of factors of retention, for both employees and managers, so as to effectively drive changes inside organisations and consequently lead to better retention strategies.

2.4.5 Work environment/Corporate culture

Studies have shown that organisations which possess a strong corporate and HR climate, with explicit, reliable and pertinent messages being passed from the HR department to employees, are most likely to have happier and more loyal employees who are unlikely to consider leaving the firm (Alfes *et al.*, 2013; Kehoe and Wright, 2013; Kim *et al.*, 2018; Sanders *et al.*, 2014). A culture which promotes well-being and a healthy atmosphere at work can contribute to professionals' retention (Kossivi *et al.*, 2016). Moncarz *et al.* (2009) stress on the results of having flexibility and an enjoyable atmosphere at work for the retention of professionals within the hospitality sector in the US.

Nandialath *et al.* (2018) study of determinants of turnover intentions indicates that for organisations to escape the highly inflated costs with turnover and consequent low productivity (Hausknecht *et al.*, 2009) and to have positive performance outcomes, they need to focus their attention in enhancing job satisfaction and offering support for employees. Results from Nandialath *et al.* (2018) research paper shows that through the structuring of a robust corporate culture organisations can guarantee increases in job satisfaction and, consequently, improve employees' retention in the medium term. Similarly, De Oliveira and Rocha (2019) stated that focusing on providing a strong corporate culture and structure could help organisations enhance the retention of employees, as observed from the gatherings of their study on employees of a public company in Brazil. Moreover, Barsade and O'Neill (2016) article emphasised the importance of the management team being in line with the corporate culture and delivering the appropriate message, thus reflecting the right emotions to their employees.

So far, studies related to organisational culture have demonstrated that the provision of a strong corporate culture should be addressed so as to improve managers' effectiveness while motivating their employees and achieving the company's objectives. More than that, for Qureshi (2019), the ability to retain talent depends on the delivery of an ownership culture to employees, improving their commitment towards the organisation, which

will consequently lead to the company's enhanced competitiveness in the market. Therefore, the views of managers and employees regarding the effectiveness of having an established organisational culture and a good work environment to their desire of staying in the job are still to be explored and of great value, since it can lead the way to construct better retention strategies within organisations.

2.4.6 Social Support

Social support is considered a retention factor since building a good relationship between co-workers is of instrumental help to the employee's adaptation in the workplace and the sense of feeling part of the organisation (George, 2015; Hausknecht *et al.*, 2009). In Ghapanchi and Aurum (2011) review literature, they found that having a good relationship with co-workers seems fundamental to employees and contributes to their willingness to stay in the job (Kossivi *et al.*, 2016). Thus, for professionals, feeling support from their colleagues and maintaining a healthy relationship with them can be determinant to the decision of staying or leaving the job. From that understanding, even greater value can be generated by determining how important social support is to managers and employees within a combination of other factors of retention, thus contributing to improving organisations' overall retention numbers.

2.4.7 Autonomy

Professional workers seem to value greatly the ability to make decisions regarding their work, thus the importance of having some autonomy in their job (George, 2015). According to Ellenbecker (2004), the presence of autonomy on the job can improve satisfaction and retention, whereas the lack of it can generate negative impressions on the employee, who might feel demotivated. Adding to that, Andrews and Wan (2009) mentioned autonomy as one of the significant retention factors; the

same observed by Laschinger *et al.* (2009) in their study conducted with Canadian nurses, where they detected that autonomy is highly related to job satisfaction and retention rates in the healthcare profession, having suggested that empowering nurses could help prevent further stress and possible burnout.

Also, in Ghapanchi and Aurum (2011) study of the literature, they found that IT professionals considered the level of autonomy on the job before deciding to leave the organisation. Similarly, Hausknecht *et al.* (2009) and Horwitz *et al.* (2003) described the presence of flexibility in work activities, which is also associated with autonomy, as a relevant factor to improve retention; thus making it worth studying its impact and effectiveness amongst other practices to both groups of managers and non-managers employees.

2.4.8 Training and development

According to Kossivi *et al.* (2016) literature review on motives for staff retention, training and development should be incorporated in studies involving the topic. Despite the availability of research considering this factor being scarce, some authors suggest the importance of training and development for the retention of employees. For Leidner and Smith (2013), the provision of training and development on the job can enhance employees' loyalty, thus improving commitment and increasing retention rate (Deery and Jago, 2008; Messmer, 2000).

In Karatepe (2013) cross-sectional study conducted with hotel employees in Romania, he identified that training and rewards were both contributing to work engagement and retention, yet, he underlines the need to include more indicators of retention in further investigations, such as career advancements and work-life balance. The same trend was observed in the work of Moncarz *et al.* (2009), who cited training practices as influential to the retention of non-management professionals of the hospitality sector in the US. Thus, training and development practices need to be included in the list of practices which seems relevant and motivates professionals to stay in a job.

In summary, the literature review illustrates the importance of applying HRM practices inside organisations effectively for the retention of talent and reduction of employees' turnover since the latter is highly costly for organisations and retaining talent can be linked to the company's performance and competitive advantage. Studies have shown that HRM practices such as training, promotion opportunities or career development are related to low turnover rates and improved employees' retention and that the provision of a strong corporate culture can also lead to enhanced retention of talent in the medium term, contrasting with compensation, which was not always perceived as the most relevant retention factor.

Overall, the conjunction of factors illustrated here has not been deeply studied together, moreover, most studies have not investigated if there are any differences in perceptions between employees and managers on the main reasons for them staying in an organisation, taking into account all the factors explained here. Therefore, the gap to be explored concerns the detection of the discrepancies between managers and subordinates' opinions about which factors are perceived as the most relevant to their retention, in particular, the research will concentrate on the study of professionals working in Ireland and their opinions regarding the topic.

By exploring this angle, the researcher aims to compare and contrast the judgments of Irish workers with that of others previously studied, e.g. UK and Canadian professionals and observe if similar conclusions can be drawn for the population of study. Moreover, the conclusions may contribute to the improvement of HRM practices implemented by organisations, which will consequently lead to increased retention of talent and reduced employee turnover.

3. Chapter 3: Methodology

3.1 Research design and strategy

Edmonds and Kennedy (2017) emphasize the importance of choosing an appropriate research design in order to answer research questions or hypotheses without the fear of obtaining meaningless or invalid results. According to the authors, the exhibition and interpretation of the scientific method of research can differ depending on the field and method chosen, however, the general principle remains the same. The method suggested by Edmonds and Kennedy (pp.3, 2017) is presented in Figure 1:

The Scientific Method

Identify a Need

Establish a Theoretical Foundation

Formulate the Research Question

Design the Study

Collect the Data

Analyze the Data

Report the Results
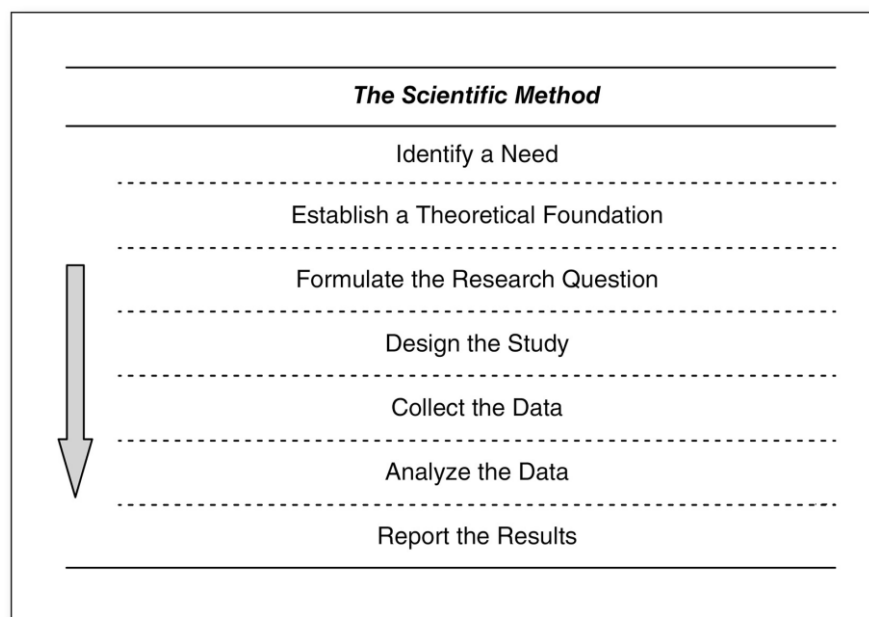
Figure 1: Scientific method of approach (Edmonds and Kennedy, 2017, pp. 3).

According to Adams *et al.* (2014), the selection of the research strategy is directly related to the formulated research questions. As stated by them, the act of describing a phenomenon and the explanation of it are two completely different events, which depend on the complexity of the research. Also, the selection of the type of research has a direct impact on how data will be gathered and analysed (Adams *et al.,* 2014).

Research designs can be distinguished by the controlling method chosen and are named experimental design, quasi-experimental design and non-experimental or observational design (Adams *et al.,* 2014). In the first type, the response variable is explained through the measurement of the predicted or explanatory variable, and randomisation is part of the method. The second type of design uses both random and non-random experiments to explain the response variable, and, in the last one, researchers can employ a prospective or retrospective design depending on the time frame of the data analysed, being that future or past (Adams *et al.,* 2014).

Also, research designs can be divided into different categories according to the sampling method, being that: clinical trial, cohort study, case-control study and cross-sectional study (Adams *et al.,* 2014). Thus, in the case of gathering data in the present and analysing it in the future, the sampling method chosen can be the clinical trial or cohort study, depending on whether randomisation is utilized or not. Case-control study and cross-sectional study collect data at one point in time and analyse it based on past information, differing from each other in the number of categories (Adams *et al.,* 2014). The cross-sectional design research method is an excellent alternative to experimental design due to certain particularities of this approach, such as the possibility to examine multiple variables at the same time and for being considered an inexpensive method of research when compared to others (Quinlan, 2011; Saunders *et al.*, 2009).

By following the scientific method proposed by Edmond and Kennedy (2017), after formulating the research questions for this study and based on the time frame available for the completion of it, the author intended to describe the most relevant retention factors for both managers and non-manager employees and not to explain the reason for that. Therefore, the research design chosen consisted of the non-experimental approach, with a retrospective view. A cross-sectional study was implemented to gather data since the study aimed at investigating the differences between the managerial and non-managerial understanding of the main factors contributing to employees' retention in companies, also,

because the time to complete the research was a considerable issue and there were no costs associated with this method.

3.2 Data collection

In terms of data, there are two types of data sources in research, primary data, which involves the development of a new survey to collect information, and secondary data, which accounts for information already available from other studies (Adams *et al.,* 2014). Additionally, data can be divided into qualitative and quantitative. While qualitative data cannot be measured numerically, quantitative data can be manipulated mathematically (Adams *et al.,* 2014). According to Saunders *et al.* (2009), quantitative research focuses on the relationship between groups or ideas, and qualitative research analyses experiences and feelings.

Quantitative data is usually more structured and can be analysed through statistical methods (Quinlan, 2011; Saunders *et al.,* 2009). Surveys are often considered a quantitative method of research since the obtained data can reveal trends and opinions of the explored population and can be manipulated numerically and analysed statistically (Edmonds and Kennedy, 2017). This study considered the necessity of gathering new sources of information for the topic in question due to the limited results available in secondary data sources and accessibility issues, thus the collection of primary data was carried out through the administration of a survey in the form of a questionnaire.

3.3 Survey approach

According to Edmonds and Kennedy (2017), the survey approach is one of the most used methods within non-experimental research, also called descriptive research. In descriptive research, internal validity does not apply, however, meaning and value can still be drawn from its findings with the overall intention being to "describe and measure the degree of relationship among variables" (Edmond and Kennedy, 2017, pp. 119).

For Adams *et al.* (2014), the main advantages of surveys or questionnaires consist of the following:

- Costs are low compared to other methods;
- Can collect data from various subgroups and design it to cover relevant and required topics for the investigation;
- Can usually gather information and deliver results fast;
- Are often more practical and feasible than censuses and administrative statistics;
- Involve less bureaucracy, higher acceptability of the public and higher data quality within smaller samples.

According to Saunders *et al.* (2009), a questionnaire permits the collection of data in a standardised and structured manner and can easily reach a considerable number of participants. More importantly, data can be collected systematically and is considered to be reliable and valid, as concluded by other studies in the area (De Vos and Meganck, 2008; George, 2015; Kroon and Freese, 2013; Moncarz *et al.*, 2009). Therefore, to answer the research questions of this study, a self-administered questionnaire was constructed by the author in GoogleDocs platform, since it provided all features to save and transfer data anonymously through a secured password account. The questionnaire was delivered electronically and it was sent on emails and social media platforms.

The platform chosen provided options for transmitting the survey, being the selected one through a hyperlink, which is seen by the researcher as easier to send and more visual for participants. The questionnaire's hyperlink was sent to the email addresses of selected companies, in private messages on LinkedIn and Facebook groups, providing a suitable diversity of participants for the study in question. The messages included a cover letter and an introduction stating the purpose of the study and important information regarding privacy and security of data. A brief personal statement about the researcher and means of contacting were also included. Moreover, all relevant information was placed at the beginning of the questionnaire as an introduction. Also, a thank you note was written in the last section of the questionnaire.

To ensure the questionnaire's content included all essential information, an in-depth study of the literature about the topic was performed. The investigated factors of retention were mainly based on the literature review carried out by Kossivi *et al.* (2019). Also, the formulated questions were adapted from other studies (De Vos and Meganck (2008; George, 2015; Hausknecht, 2009) to fit into the resources available to the researcher and time frame of the study, ensuring that future comparisons could be performed amongst papers. Furthermore, the questionnaire was divided into two sections, the first one referred to personal information of the participants, such as age, gender and living area, and the second section included the specifics of the study, which included the most studied factors of retention of employees, based on Kossivi *et al.* (2019) literature review, presented below:

- Development opportunities
- Compensation
- Work-life balance
- Management/Leadership
- Work environment
- Social support
- Autonomy
- Training and development

For the questionnaire, a combination of close-ended and forced-choice questions were formulated including list, category and rating questions, all of which needed to be answered in order to validate the respondent participation. In the second section, an 11-point numeric rating scale was adapted (Saunders *et al.*, 2009) to reflect the feelings of the participants towards each stated factor of retention. Thus, the respondents had to rank the given factors in a scale of 0 to 10 to reflect how important that factor was to staff retention, with zero meaning an absence of influence of that factor over their intention to stay and the ten extreme meaning a major influence of that factor to their staying in the company. The 11-point numeric scale was chosen due to the presence of a middle point in which the respondents could select to include the given factor as

being neutral in their opinion. The full questionnaire is available in Appendix B.

3.4 Sampling techniques

Sometimes it is impossible to gather data from an entire population, so the alternative relies on collecting data from a sample in order to draw conclusions about the population (Quinlan, 2011; Saunders *et al.*, 2009). The researcher has to decide what is the required size of the sample and what method of sampling should be used, however, other parameters should be considered beforehand, e.g. time and budget of the survey (Adams *et al.,* 2014). Therefore, researchers need to consider the representability of the sample and whether it will apply probability or non-probability techniques to gather information (Adams *et al.,* 2014). Within the non-probability sampling, the probability of selecting elements of a population is not identified and there may be problems with representativeness of the results (Adams *et al.,* 2014; Saunders *et al.*, 2009). Despite that issue, for this study, the author opted for the use of this sampling method especially because of the lower cost associated with it and time constraints of the research (Adams *et al.,* 2014).

Regarding the size of the sample, Adams *et al.* (2014) suggest that students' projects need to have a minimum of 30 samples in order to get it tested statistically, and, when comparing groups, the authors suggest gathering at least 20 samples within each group. The sample size designated by the researcher consisted of a subgroup of the population intended to be analysed, in this case, professionals living in Ireland. Ireland's professionals were chosen as the population of study due to the research location and resources accessible to the researcher during the period of investigation.

To collect data, the author used a mix of convenience and purposive sampling techniques. Professionals available to the researcher through social media were targeted in majority, besides that, the

questionnaire was made available to participants who met the criteria of being in employment and living in the Republic of Ireland. Additionally, the participants had to be willing to participate in the research, thus having complete freedom to answer or not the questionnaire. Their participation was completely anonymous, which eliminated response bias. The sample group gathered included male and female of different age categories.

3.5 Validity and reliability

The overall objective of research is to achieve valid and reliable results. Hence, Edmonds and Kennedy (2017, pp. 4) state that validity is "the extent to which the outcome accurately answers the stated research questions of the study", yet, it is considered a multidimensional complex construct. Reliability, however, is defined by Dawson (2017, pp. 12) as "the extent to which a measurement is free from error", being related to the consistency of results if the measurement was repeated.

There are four types of validity, all of which apply to experimental and quasi-experimental research, but for non-experimental research, the conceptualization of internal validity cannot be applied. Statistical validity, on the other hand, can be verified in all quantitative research methods (Edmonds and Kennedy, 2017). To verify the validity and reliability condition, the questionnaire was first assessed by the author's supervisor, who certified the content as suitable for the research. Close friends of the researcher also verified the content as being comprehensible and feasible to answer in a few minutes.

After that, to satisfy the validity and reliability condition and ensure the questionnaire was ready to be sent out for participants, the Cronbach's alpha test was calculated using the software SPSS to measure the reliability of the scale used to evaluate the importance of the retention practices to the participants. The Cronbach's alpha was found to be 0.853 which is above the accepted value of 0.70 meaning the utilised scale is reliable and all scale variables selected can be used for the objectives of this study.

3.6 Ethical considerations

Ethics in research studies is related to the authors' behaviour concerning the rights of all individuals who participate in the research or are affected by it (Saunders *et al.,* 2009). Thus, to ensure ethical procedures were followed, the author carried out a series of protocols, which respected the General Data Protection Regulation of 2016, and guaranteed the following:

- Participants were required to agree to take part in the questionnaire;
- Participants were able to leave the questionnaire at any time;
- Participants contributed to the study anonymously and voluntarily;
- Data collected was password protected.

3.7 Limitations

A considerable limitation of this research concerns the lack of representativeness of the study since, according to Edmonds and Kennedy (2017) and Adams *et al.* (2014), guaranteeing external validity in surveys is only possible through the selection of a random sampling technique. Hence, due to time constraints, a different sampling method was selected, thus the results cannot be generalised to the entire population of professionals in Ireland. The author acknowledges that the sample collected could have been larger if the time frame of the study was less restricted, which could have impacted the findings presented and the possibility to proceed with generalisations.

4. Chapter 4: Results

4.1 Descriptive Statistics

4.1.1 Demographics

The questionnaire created contained both demographic questions on participants and specific questions regarding their opinion towards reasons for staying in an organisation. The sample gathered consisted of 61 respondents, however, 4 of them were not living in Ireland at that moment, so they were not considered in the analysis. Regarding the question of which area participants lived, most participants (93%) answered they were living in Ireland's urban area, with only 4 answering as living in a rural area.

From the total of 57 respondents, there were 35 females, 21 males and 1 participant classified in as 'other' category. Most of the respondents were between 25 – 34 years of age, out of which 25 were female, 14 were male and 1 is from the 'other' gender option. The least selected age category was the one between 45 and 54 years of age, with only 4 respondents. No participant classified themselves as in the '55 years old or older' category. Figure 2 below shows the number of participants according to each age category and gender.
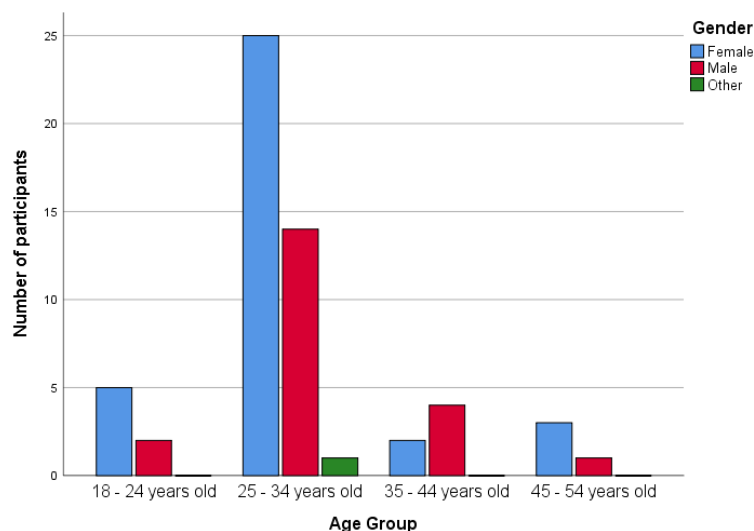
Figure 2: Number of participants per age group and gender.

4.1.2 Time working for the company and role

Most participants of this study have been working for their company for 1 – 3 years (50.9%), followed by 31.6% of participants who selected 'less than a year'. From 57 responses, only 4 participants reported working for more than 10 years in their respective company. Concerning their role in the company, 56.1% were in a non-managerial position and 43.9% in a managerial position. From the last group, the majority has been working for 1 – 3 years in this position within the company and only 2 participants have been working for more than 10 years as a manager in their company. The number of participants divided by role and time working for the company is displayed in Figure 3 below.
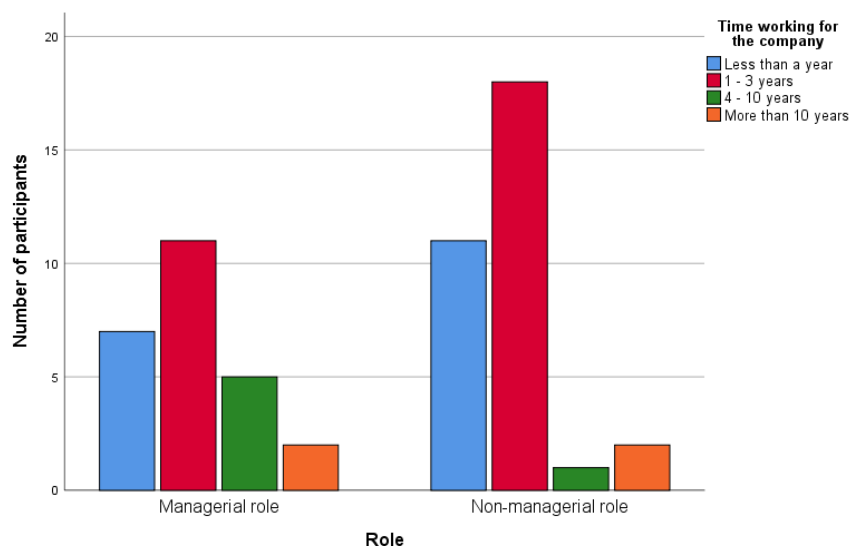
Figure 3: Number of participants according to their role in the company and time working there.

4.1.3 Retention factors

Details about each retention factor explored in the questionnaire, including the sum of the scores accounted by every participant from both the managerial group and non-managerial group, also the minimum and maximum scores, mean and standard deviation values can be seen below in Table 1 and Table 2, respectively.

Table 1: Descriptive statistics from the managers' responses on retention factors explored, including maximum and minimum values, the sum of scores, mean and standard deviation.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Development opportunities	25	1	10	214	8.56	2.043
Compensation	25	3	10	215	8.60	1.732
Work-life balance	25	4	10	201	8.04	1.791
Management/ Leadership	25	3	10	201	8.04	1.925
Work environment	25	5	10	211	8.44	1.660
Social support	25	4	10	198	7.92	1.977
Autonomy	25	3	10	196	7.84	1.724
Training and development	25	4	10	189	7.56	1.938

Table 2: Descriptive statistics from the non-managers' responses on retention factors explored, including maximum and minimum values, the sum of scores, mean and standard deviation.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Development opportunities	32	2	10	280	8.75	1.796
Compensation	32	5	10	292	9.12	1.362
Work-life balance	32	3	10	286	8.94	1.544
Management/ Leadership	32	4	10	279	8.72	1.651
Work environment	32	6	10	290	9.06	1.216
Social support	32	5	10	276	8.63	1.601
Autonomy	32	3	10	257	8.03	1.875
Training and development	32	5	10	268	8.38	1.773

It can be observed that overall, the retention factor which was the most important to participants, both working in managerial roles and non-managerial roles, was 'compensation', followed by 'development opportunities' for managers and 'work environment' for non-managers employees. The least scored retention factors, however, were 'training and development' and 'autonomy'. From Tables 1 and 2, it is possible to observe that the mean scores for each retention factor varied between 7

and 9, scored from 7.56 for 'training and development' to managers to 9.12 for 'compensation' to the non-managerial group. Standard deviation varied between 1.216 for 'work environment' to the non-managerial group and 2.043 for 'development opportunities' to the managerial group, meaning that the higher the value the higher the variation was for the obtained answers from one respondent to the other.

4.2 Inferential Statistics

The following table (Table 3) shows the retention factors ranked from the most important to the least important by participants' opinions, based on the sum of scores for each analysed factor and studied group.

Table 3: Retention factors ranked from the most important to the least important by participants' opinions based on the sum of scores collected for each factor.

Rank	Total	Managers	Non-managers
1	Compensation	Compensation	Compensation
2	Work environment	Development opportunities	Work environment
3	Development opportunities	Work environment	Work-life balance
4	Work-life balance	Work-life balance/ Management and leadership	Development opportunities
5	Management and leadership	Work-life balance/ Management and leadership	Management and leadership
6	Social support	Social support	Social support
7	Training and development	Autonomy	Training and development
8	Autonomy	Training and development	Autonomy

Therefore, from Table 3, it can be seen that 'compensation' was the factor leading the rank as a contributor of retention for participants of this

study, being pointed out by both managers' and non-managers' answers as the most relevant factor. However, while for managers the second leading factor attaching more importance was 'development opportunities', 'work environment' was cited as more important for non-managers, having 'development opportunities' placed only in the fourth position by the latter group as an important reason for their decision to stay in the company.

In third place, managers' scores placed 'work environment' as attaching more importance to the retention, and, while 'work-life balance' and 'management and leadership' had an equal sum of scores, thus ranked in the fourth position by the managerial group, 'work-life balance' was ranked in the third position by non-managers. Lastly, 'training and development' and 'autonomy' were accounted as the least important retention factors for these groups, being 'training and development' placed in the last position by managers and 'autonomy' by the non-managerial group.

Also, from the results gathered (Tables 1 and 2), it is possible to say that the average of scores attributed by both groups analysed was not so different in an absolute sense, ranging between 7.56 and 9.12, having both means considered as high scores in this study. A similar trend was observed by De Vos and Meganck (2008), who noticed that the differences in scores between the most important factor and least important one attributed by Belgium employees on retention practices were minor. However, it can be said that, in this study, the managerial group was inclined to select lower scores more times when compared to the non-managerial group, likewise, the latter group had a tendency to select the highest score more frequently than the managerial group. Also, the scores obtained from the managerial group had more substantial standard variations when compared to the non-managerial group.

4.3 Objectives of this study

This research aimed to answer the questions below through the analysis of participants' responses on a questionnaire made available online.

a)   Are there any differences between staff and managers' views on the reasons for a professional stay in a company?

b)   What are the key differences in opinions between staff and managers regarding reasons for staff retention?

The sample under investigation consisted of professionals working in Ireland coming from different backgrounds and age groups. Firstly, statistical analysis for the gathered data was carried out to verify if they were normally distributed. From the results, it was noted that the data were not normally distributed, therefore, a non-parametric Mann Whitney U-Test was conducted to examine the differences between managers' and non-managers' responses on the Retention Questionnaire.

Tables 4 and 5 below show the results from the non-parametric test applied, which contains the significance value (Asymp. Sig.) for each of the retention factors under study. To interpret the significance values, it can be said that if the value is below 0.05, the test returned a significant result, meaning there was a significant difference between the opinions of both groups of study. Consequently, it is possible to say that there were no differences between staff and managers' opinions about the most important reasons for staying in a company since the significance value was superior to 0.05 for all retention factors, except for one, e.g. work-life balance, which in that case it is assumed that there was a significant difference between their views.

Table 4: Results from the non-parametric Mann Whitney U-test for the first half of the retention factors explored.

	Development opportunities	Compensation	Work-life balance	Management and leadership
Mann-Whitney U	377	329	273	308.5
Wilcoxon W	702	654	598	633.5
Z	-.398	-1.233	-2.139	-1.532
Asymp. Sig. (2-tailed)	.691	.217	.032	.126

a. Grouping Variable: Role

Table 5: Results from the non-parametric Mann Whitney U-test for the last half of the retention factors explored.

	Work environment	Social support	Autonomy	Training and development
Mann-Whitney U	315.5	314.5	368.5	293.
Wilcoxon W	640.5	639.5	693.5	618.
Z	-1.456	-1.418	-.519	-1.766
Asymp. Sig. (2-tailed)	.146	.156	.604	.077

a. Grouping Variable: Role

Thus, answering the first question of this study, although there were some discrepancies amongst the order of importance attached by managers and non-managers on reasons for staying (Table 3), statistically speaking the overall difference was not significant enough to conclude that these groups think differently. This result is contrary to the findings of Hausknecht *et al.* (2009) who noticed that professionals mentioned different retention factors as the most important depending on their job levels.

Answering the second question, the key differences in opinions between both groups studied was in the placement of 'development opportunities', 'work-life balance', 'training and development' and 'autonomy' in the rank, however, the discrepancies found amongst the most important factors of retention to each group were not statistically relevant for most factors studied. Despite that, for the retention factor 'work-life balance' the results from the statistical test showed there was a difference between the opinions of the managerial and non-managerial groups regarding reasons to stay, having the same factor scoring higher values by the non-managers professionals meaning they attribute more importance to having work-life balance in their life in order to remain working in an organisation.

4.4 Summary of results

Based on the findings for the entire sample collected and individual groups analysed in this study, 'compensation' emerged as the primary thus most important retention factor for employees. Secondly, the provision of growth opportunities and career progression came as the next most important item for the managerial group and the delivery of a good environment at the workplace, including having all needed resources available to develop the work, coming next for the non-managers professionals. The latter factor was the third most important to retain employees for the managerial group and, for the non-managers, having time for their personal life, e.g. more work-life balance, seemed to be considerably important. 'Work-life balance' was the only retention factor scored significantly different by each group of professionals studied. Finally, the least important factors contributing to retention to both managers and non-managers employees included 'training and development' and 'autonomy'.

5. Chapter 5: Discussion

5.1 Factors of retention

This study sheds light upon the importance of some retention factors over others for professionals' decision to stay in an organisation. The methodology applied consisted of an online questionnaire which gathered the opinions of 57 participants operating in managerial and non-managerial roles across Ireland. The findings of the study demonstrated that both groups think similarly about the most important reasons for remaining in a company. Therefore, to facilitate comparisons, discussion on each retention factor under study is presented in the following topics.

5.1.1 Compensation

Contrary to De Vos and Meganck (2008) results gathered from Belgium employees working for the private and public sector, where it was observed that financial rewards were only the third most important factor of retention, in this study, the same factor, 'compensation', was seen as the most important contributor to the intention to stay in a company for both managers and non-managers professionals. Another contrasting result was observed by George (2015) study on UK professionals' retention, where compensation practices were recognised as not as important as other retention practices at the organisational level.

On the other hand, the results found here on 'compensation' were consistent with the findings of Hausknecht *et al.* (2009) study which explored the views of employees working in the hospitality and leisure sector in the United States on the most important reasons for staying with their employer. Also, as demonstrated by the Nonprofit HR (2019) survey carried out with Americans and Canadians, compensation was also mentioned as highly important for employees' decision to stay in their organisation, despite not being enough to enhance their productivity. Moreover, 'salary and rewards' was described by participants of the

Employee Retention Survey (Talent Drain, 2008) as the most important factor in their decision to stay in their company.

The offering of compensation and financial rewards was found to be amongst the most important reasons for employees' decision to stay in an organisation in the majority of studies analysed and, from the results of this research, both managers and non-managers professionals scored the highest importance to the compensation factor, demonstrating that it can be advantageous for organisations to include such practice as part of their strategies to retain talent.

5.1.2 Development opportunities

While 'development opportunities' came in fourth place (out of ten) in De Vos and Meganck (2008) study, the results presented here for the managerial group placed the same factor in the second position of importance (out of eight). Contrasting with these findings, Hausknecht *et al.* (2009) found that 'development opportunities' were one of the least mentioned reasons for staying in a company amongst hourly-paid professionals of the hospitality sector, yet, results gathered here from both managerial and non-managerial groups place the same factor within the first half of the ranking of importance. Nevertheless, as presented in George (2015) study of retention of UK professionals, growth opportunities were perceived as one of the most relevant factors contributing to retention, also, equivalent results were found in the study of Moncarz *et al.* (2009) amongst employees of lodging organisations in the US and amongst the results of the Employee Retention Survey carried out in 2008 (Talent Drain, 2008) with UK professionals of diverse backgrounds and job levels.

The position of 'development opportunities' amongst the most important reasons for professionals stay in an organisation was found to be contradictory in the investigated studies, having it in both higher and lower parts of the rank of importance thus it can be said that the findings of this research were consistent with some of the results found in the analysed papers.

5.1.3 Work environment

In this study, the second most relevant factor for the non-managerial group was found to be 'work environment', being similar to the findings of De Vos and Meganck (2008), who noted that Belgium employees attach most importance to the atmosphere at work when asked about reasons for staying in a company. Also, results from George (2015) and Moncarz *et al*. (2009) followed the same trend, where they observed that the work environment was an important aspect for the retention of employees.

5.1.4 Work-life balance

Flexible work arrangements, which would be similar to 'work-life balance' evaluated in this research, was found to be of significant importance to hourly paid professionals in Hausknecht *et al.* (2009) work, thus consistent with the findings of this study, especially for non-managerial workers. Managers, on the other hand, attributed less importance to work-life balance overall, based on the obtained sum of scores.

5.1.5 Management/Leadership

Similar to De Vos and Meganck (2008) study findings, in this study, the retention factors 'management/leadership' and 'training and development' were found to be placed by participants in the last half of the ranking of importance. Contrary to that, George (2015) paper identified management style as one of the most relevant factors for retaining employees in the UK, demonstrating that some discrepancies were found amongst papers for this investigated factor.

5.1.6 Social support/autonomy/training and development

'Social support' and 'autonomy' were found to be within the least important factors mentioned by both subgroups analysed in this study for the retaining of professionals, contrasting with the outcomes of George (2015) study, which included both factors as within the most relevant ones for the retention of employees in the UK. 'Training and development' results were consistent with De Vos and Meganck (2008) paper, in which they concluded that this factor was one of the least important for the retention of employees under Belgium professionals' perception.

In sum, although divergences were found amongst studies, there is enough evidence to suggest that professionals greatly value the provision of compensation packages, in conjunction with fair and transparent pay, opportunities to progress in the company and having a good atmosphere at work and flexibility, also, having good communication with co-workers and managers and some autonomy to perform the job. In this particular study, having some flexibility to deal with personal situations and time for non-work related activities were especially important to non-managers, thus a motivator for their stay in the company.

As mentioned by De Vos and Meganck (2008), De Vos *et al.* (2003) and Turnley and Feldman (1998) and Robinson *et al.* (1994) papers, it seems that the retention factors which could damage the psychological agreement between employees and the organisation, e.g. career opportunities and compensation packages, were amongst the most highly scored by the participants of this study. As a result, professionals working in managerial and non-managerial roles in Ireland seem to care greatly about the promises made to them by their companies, and failure to deliver such promises could be potentially dangerous for the company since the results gathered here suggest they could grow to be dissatisfied with the company which could lead to their departure.

Hence, for organisations, it is of the utmost concern prioritize talent management initiatives and encourage employees' engagement (CIPD Ireland, 2019). For the sustainment of such goals, they need to narrow down their options of which practices will successfully lead to the retention of talent, thus acknowledging what employees believe to be important for their stay and recognising that some aspects can be different from what

they have implemented so far. From CIPD Ireland (2017) survey, only 57% of the organisations investigated cited investing in increasing development opportunities for their employees, however, results have demonstrated that this percentage needs to grow since professionals highly value the provision of development opportunities, and the same might need to happen with other practices mentioned in this study.

5.2 Limitations of the study

It is worth mentioning that the methodological approach selected for this study could have limited the findings due to considerations made based on time constraints and the availability of resources to the researcher. Therefore, the findings of this study cannot be generalised to the entire population. Moreover, although online questionnaires are considered reliable thus commonly used in research, due to extenuating circumstances around the period of the study, the researcher struggled to obtain answers online. Consequently, that led to the collection of a relatively small sample size which could have possibly impacted the results found. For that reason, the findings of this study should be used only as a base and learning instigator for future research on the topic and possible adjustments carried out by organisations on the retention practices implemented by them.

5.3 Practical implications

According to De Vos and Meganck (2008), career management and financial rewards practices are amongst the most used retention strategies in companies. However, according to the Employee Retention Survey of 2008 (Talent Drain, 2008), practices such as clear identification of pay and conditions incentives was accounted as one of the least applied retention practices. Comparing with the results gathered from this study and others, such practices would be highly recommended for companies and could help retain professionals currently employed in Ireland, within both managerial and non-managerial roles. Nevertheless, according to this

study findings, it is important to point out that organisations operating in Ireland might also want to evaluate how to enhance their work environment as a whole and the provision of work-life balance for the sustainment of their workforce.

Interestingly, De Vos and Meganck (2008) acknowledged that their results suggest that training and development are within the most common retention practices enforced by organisations, however, the same was not considered much relevant when observed the most important reasons mentioned by professionals regarding the decision to stay, from the findings of their study and the present one. Data gathered from Talent Drain (2008) and CIPD (2017) have shown that the most popular retention practices used by organisations include improving employee communication and relationship (which would be the 'social support' factor in this study) with the company, learning and development and the induction process, which are not amongst any of the most rated retention initiatives cited by participants of this study and by other papers mentioned here.

To sum up, it is somewhat evident the discrepancy between what practices organisations are implementing for the retention of their employees and what practices employees believe to be effective motivators for their ongoing position with the company. More suggestion of such is indicated by data collected from various surveys, which shows that 75% of organisations stated having difficulties to retain their employees (Talent Drain, 2008). Therefore, this issue needs to be addressed by organisations if they intend to sustain their competitive advantage in the market by retaining their workforce more effectively thus aligning retention practices with employees' opinions regarding their stay is of the utmost importance.

6. Chapter 6: Conclusions and Recommendations

The objective of this research was to evaluate the main reasons for professionals stay in an organisation and determine if there were any differences in opinions regarding what reasons are the most important for managers and non-managers professionals working in Ireland. In sum, the findings of the study were consistent with results found amongst the work of many authors who studied the retention of professionals. Despite the lack of research which considered all the factors investigated here, and more importantly, which investigated differences in opinions between professionals in different roles, it was still possible to compare and contrast results collected for each retention factor across different papers.

Regarding the most important reason to stay in an organisation, for both managers and non-managers respondents, the provision of compensation, which includes pay and benefits packages and fair and transparent pay, was unanimously the most important one amongst the evaluated factors. 'Work-life balance' was the only retention factor scored significantly different by managers and non-managers, with results demonstrating that, overall, it was more important to the non-managerial group. Amongst the three last scored retention factors there were 'social support', 'training and development' and 'autonomy'. For managers, the least important contributor to their retention was 'training and development', on the other hand, non-managers selected lower scores for 'autonomy'.

Furthermore, although the study results demonstrated that there were almost no differences in opinions between managers and non-managers on reasons to stay in an organisation, it is interesting to note that between the first three most important factors of retention, for the managerial group, the factors were predominantly under the organisational level, e.g. work environment and development opportunities. However, for the non-managerial group, the same factors were under the job level, e.g. compensation and work-life balance. Overall, what can be recommended from this study is that organisations begin evaluating if they should

concentrate firstly at providing compensation packages, development opportunities, flexibility and a good environment at work to their employees rather than highly investing in training and development programs. Lastly, since there were limitations in this study, the impact of some retention practices on professionals from different job levels could be further assessed by future research, meaning that possible dichotomies amongst their beliefs could still be found. Thus, the researcher believes that future exploration of the topic might help organisations not only to realign their views but also build better strategies for the retention of their employees, either way, aggregating crucial knowledge to employers and talent management teams. Future studies could focus on the exploration of retention practices and employees' beliefs inside specific sectors of the economy in Ireland and also across different job levels, for example.

Lastly, it is acknowledged that organisations need to concentrate their attention at retaining employees instead of wasting resources after the workforce gets reduced with the hiring and selection of new employees. Therefore, to compete in this incredibly changing environment, the best performers in the market will be the ones able to retain their talent and motivate them continuously. On that account, the results of this study can be of significant importance to employers as their first attempt to enrich their understanding of employees' beliefs on retention strategies. By recognising their approaches to retention could be somewhat flawed, organisations might want to start comparing research findings and practices implemented by them to retain their talent, consequently driving potential changes to their talent management strategies.

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Appendix A

Consent form:

Dear respondent,

I am a student at National College of Ireland and I am conducting a survey for my dissertation project about the subject of what keeps professionals in their jobs.

For this reason, I would like to ask for your collaboration in answering this questionnaire with your honest opinion about the topics covered. There are 15 questions and it will not take more than 5 minutes to complete.

In agreeing to participate in this research I understand the following:

- The information provided by me will be exclusively used for research purposes. It will not be used in any manner which would allow identification of my individual responses.

- It is the above-named student's responsibility to adhere to ethical guidelines in their dealings with participants and the collection and handling of data.

- If I have any concerns about participation, I understand that I may refuse to participate or withdraw at any stage.

- I have been informed as to the general nature of the study and agree voluntarily to participate.

- There are no known expected discomforts or risks associated with participation.

- All data from the study will be treated confidentially. The data from all participants will be compiled, analysed, and submitted in a report to the School of Business. No participant's data will be identified by name at any stage of the data analysis or in the final report.

- I may withdraw from this study at any time, and may withdraw my data at any point during my participation. I understand that once my participation has ended, that I cannot withdraw my data as it will be fully anonymised.

By clicking 'OK' you are agreeing to the above information and that you consent to take part in this project.

Appendix B

Sample questionnaire created for the purpose of this research:

Personal information

Please provide the correct answer.

What is your gender?

 ( ) Female   ( ) Male   ( ) Other (specify)

What is your age?

( ) Under 18 years old;

( ) 18 – 24 years old;

( ) 25 – 34 years old;

( ) 35 to 44 years old;

( ) 45 – 54 years old;

( ) 55 years old or older.

How long have you been working in this company?

( ) Less than a year ( ) 1 – 3 years ( ) 4 – 10 years ( ) More than 10 years

Are you currently living in Ireland?

( ) Yes ( ) No

Where are you living at the moment?

( ) Urban area ( ) Rural area

Which one better represents your role in the company?

( ) Managerial role ( ) Non managerial role

How long have you been working in a management position in this company?

( ) Less than a year ( ) 1 – 3 years ( ) 4 – 10 years ( ) More than 10 years
( ) Not applicable

Retention factors – Factors that may Contribute to Staff Retention: You will now be asked to rate on a scale of 1-10 how important different factors are to staff retention.

How important do you think the following factors are to staff retention? (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

1) Development Opportunities (such as opportunities to grow, opportunities for promotion and to develop a career within the company) (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

0	1	2	3	4	5	6	7	8
9	10							

2) Compensation (such as attractive pay and benefits package, fair and transparent pay, compensation or promotion due to remarkable performance) (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

0	1	2	3	4	5	6	7	8
9	10							

3) Work-Life Balance (such as flexibility to deal with a personal situation, opportunity to choose your holidays period, having enough time for non-work related activities) (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

0	1	2	3	4	5	6	7	8
9	10							

4) Management/Leadership (such as having leaderships' support and guidance and having a good relationship with management) (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

0	1	2	3	4	5	6	7	8
9	10							

5) Work environment (such as having a good atmosphere at work, having flexibility and needed resources available) (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

0   1   2   3   4   5   6   7   8
9   10

6) Social support (such as getting along with co-workers, having collaboration and good communication between co-workers, feeling part of a team) (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

0   1   2   3   4   5   6   7   8
9   10

7) Autonomy (such as the opportunity to make decisions and have influence over own work and having flexibility in work arrangements) (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

0   1   2   3   4   5   6   7   8
9   10

8) Training and Development (such as learning new skills and taking part in training and development programs) (With 0 = Not At All Important; 5 = Neutral and 10 = Very Important).

0   1   2   3   4   5   6   7   8
9   10

Thank you!
Your contribution is appreciated.
Thank you for taking the time to complete the survey.

Appendix C

Proof of data collection:

SPSS data file screenshot

SPSS data.sav

	Participant	Agreement	Gender	Age
1	1	OK	Female	25 - 34 years old
2	2	OK	Female	25 - 34 years old
3	3	OK	Female	25 - 34 years old
4	4	OK	Female	25 - 34 years old
5	5	OK	Female	25 - 34 years old
6	6	OK	Female	18 - 24 years old
7	7	OK	Female	25 - 34 years old
8	8	OK	Male	35 - 44 years old
9	9	OK	Male	25 - 34 years old
10	10	OK	Male	35 - 44 years old
11	11	OK	Male	25 - 34 years old
12	12	OK	Male	25 - 34 years old
13	13	OK	Female	25 - 34 years old
14	14	OK	Male	35 - 44 years old
15	15	OK	Female	25 - 34 years old
16	16	OK	Female	25 - 34 years old
17	17	OK	Female	25 - 34 years old
18	18	OK	Female	18 - 24 years old
19	19	OK	Female	25 - 34 years old
20	20	OK	Female	25 - 34 years old
21	21	OK	Female	25 - 34 years old
22	22	OK	Female	25 - 34 years old
23	23	OK	Female	25 - 34 years old
24	24	OK	Female	25 - 34 years old
25	25	OK	Female	35 - 44 years old
26	26	OK	Female	25 - 34 years old
27	27	OK	Female	35 - 44 years old
28	28	OK	Male	45 - 54 years old
29	29	OK	Male	25 - 34 years old
30	30	OK	Female	18 - 24 years old
31	31	OK	Female	18 - 24 years old
32	32	OK	Male	25 - 34 years old
33	33	OK	Male	25 - 34 years old
34	34	OK	Female	25 - 34 years old
35	35	OK	Male	25 - 34 years old
36	36	OK	Male	25 - 34 years old
37	37	OK	Male	25 - 34 years old
38	38	OK	Male	18 - 24 years old
39	39	OK	Male	25 - 34 years old
40	40	OK	Female	45 - 54 years old
41	41	OK	Male	25 - 34 years old
42	42	OK	Other	25 - 34 years old

SPSS data.sav

	Time_working_for_the_company	Living_in_Ireland	Area_living	Role
1	1 - 3 years	Yes	Urban area	Non managerial role
2	Less than a year	Yes	Urban area	Non managerial role
3	Less than a year	Yes	Rural area	Non managerial role
4	1 - 3 years	Yes	Urban area	Non managerial role
5	1 - 3 years	Yes	Urban area	Managerial role
6	1 - 3 years	Yes	Urban area	Non managerial role
7	1 - 3 years	Yes	Urban area	Non managerial role
8	1 - 3 years	Yes	Urban area	Managerial role
9	1 - 3 years	Yes	Urban area	Non managerial role
10	1 - 3 years	Yes	Urban area	Non managerial role
11	4 - 10 years	Yes	Urban area	Non managerial role
12	1 - 3 years	Yes	Urban area	Non managerial role
13	1 - 3 years	Yes	Urban area	Non managerial role
14	1 - 3 years	Yes	Urban area	Non managerial role
15	1 - 3 years	Yes	Urban area	Non managerial role
16	1 - 3 years	Yes	Urban area	Non managerial role
17	1 - 3 years	Yes	Urban area	Managerial role
18	Less than a year	Yes	Urban area	Managerial role
19	Less than a year	Yes	Urban area	Non managerial role
20	Less than a year	No	Urban area	Managerial role
21	1 - 3 years	Yes	Urban area	Non managerial role
22	Less than a year	Yes	Urban area	Non managerial role
23	1 - 3 years	Yes	Rural area	Non managerial role
24	Less than a year	Yes	Urban area	Managerial role
25	1 - 3 years	Yes	Urban area	Managerial role
26	1 - 3 years	Yes	Urban area	Non managerial role
27	1 - 3 years	Yes	Urban area	Non managerial role
28	More than 10 years	Yes	Urban area	Managerial role
29	Less than a year	Yes	Urban area	Non managerial role
30	1 - 3 years	Yes	Urban area	Non managerial role
31	Less than a year	Yes	Urban area	Non managerial role
32	1 - 3 years	Yes	Urban area	Non managerial role
33	1 - 3 years	Yes	Urban area	Managerial role
34	Less than a year	Yes	Urban area	Managerial role
35	4 - 10 years	Yes	Urban area	Managerial role
36	1 - 3 years	Yes	Urban area	Managerial role
37	Less than a year	Yes	Urban area	Managerial role
38	Less than a year	Yes	Urban area	Non managerial role
39	4 - 10 years	No	Urban area	Non managerial role
40	More than 10 years	Yes	Urban area	Managerial role
41	4 - 10 years	Yes	Urban area	Managerial role
42	1 - 3 years	Yes	Urban area	Managerial role

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	Management_position_time	Development_Opportunities	Compensation	Work_Life_Balance
1	1 - 3 years	7	10	10
2	Not applicable	10	10	9
3	Not applicable	10	10	10
4	Not applicable	10	9	10
5	1 - 3 years	10	10	10
6	Not applicable	8	9	10
7	Not applicable	8	9	8
8	Less than a year	8	8	6
9	Not applicable	2	5	7
10	Not applicable	8	9	8
11	Not applicable	10	10	10
12	Not applicable	8	10	8
13	Not applicable	7	8	8
14	Not applicable	10	10	10
15	Not applicable	8	9	8
16	Not applicable	10	7	9
17	1 - 3 years	10	10	10
18	Not applicable	10	10	10
19	Not applicable	7	6	3
20	Less than a year	10	10	10
21	Not applicable	10	10	10
22	Not applicable	9	10	8
23	Not applicable	10	10	10
24	Less than a year	9	10	10
25	1 - 3 years	9	9	10
26	Not applicable	10	10	8
27	Not applicable	8	9	9
28	More than 10 ye...	10	10	10
29	Not applicable	9	9	10
30	Not applicable	10	10	10
31	Not applicable	10	10	10
32	Not applicable	10	10	10
33	1 - 3 years	10	9	9
34	1 - 3 years	8	10	10
35	1 - 3 years	10	10	8
36	1 - 3 years	9	8	8
37	Not applicable	8	9	8
38	Not applicable	8	10	10
39	4 - 10 years	7	7	9
40	More than 10 ye...	7	7	9
41	1 - 3 years	9	9	7
42	1 - 3 years	10	8	9

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SPSS data.sav

	Management_Leadership	Work_environment	Social_support	Autonomy
1	10	8	9	9
2	10	8	9	7
3	8	8	5	5
4	9	10	10	10
5	8	10	7	7
6	8	8	8	8
7	10	10	10	7
8	8	7	9	9
9	7	9	8	8
10	9	9	9	8
11	5	10	10	10
12	8	8	8	3
13	7	8	9	7
14	10	10	10	10
15	10	10	6	10
16	4	10	8	10
17	10	10	10	10
18	10	10	10	10
19	7	10	8	8
20	10	10	10	8
21	10	10	10	10
22	10	7	9	7
23	10	10	10	10
24	10	10	10	7
25	10	10	9	7
26	10	10	10	8
27	9	10	10	9
28	9	10	10	8
29	8	7	7	5
30	10	10	10	8
31	10	10	10	10
32	10	10	10	10
33	10	9	9	7
34	8	8	9	9
35	10	10	10	10
36	9	9	9	9
37	8	9	9	9
38	10	8	10	7
39	10	9	9	8
40	7	7	7	7
41	6	10	5	8
42	9	9	9	9

	Training_and_Development
1	10
2	7
3	7
4	10
5	10
6	6
7	7
8	6
9	7
10	10
11	10
12	10
13	7
14	10
15	10
16	10
17	10
18	10
19	8
20	8
21	8
22	10
23	10
24	9
25	9
26	8
27	9
28	10
29	6
30	10
31	10
32	10
33	7
34	7
35	9
36	9
37	9
38	6
39	7
40	7
41	6
42	9

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SPSS data.sav

	Participant	Agreement	Gender	Age
43	43	OK	Male	25 - 34 years old
44	44	OK	Female	25 - 34 years old
45	45	OK	Male	18 - 24 years old
46	46	OK	Female	25 - 34 years old
47	47	OK	Female	25 - 34 years old
48	48	OK	Female	25 - 34 years old
49	49	OK	Female	25 - 34 years old
50	50	OK	Female	25 - 34 years old
51	51	OK	Male	25 - 34 years old
52	52	OK	Female	45 - 54 years old
53	53	OK	Female	45 - 54 years old
54	54	OK	Male	45 - 54 years old
55	55	OK	Female	25 - 34 years old
56	56	OK	Female	25 - 34 years old
57	57	OK	Female	25 - 34 years old
58	58	OK	Male	35 - 44 years old
59	59	OK	Male	25 - 34 years old
60	60	OK	Female	18 - 24 years old
61	61	OK	Male	25 - 34 years old
62	.	.	.	.
63	.	.	.	.
64	.	.	.	.
65	.	.	.	.
66	.	.	.	.
67	.	.	.	.

SPSS data.sav

	Time_working_for_the_company	Living_in_Ireland	Area_living	Role
43	4 - 10 years	Yes	Urban area	Managerial role
44	1 - 3 years	Yes	Urban area	Non managerial role
45	Less than a year	Yes	Urban area	Non managerial role
46	Less than a year	Yes	Urban area	Non managerial role
47	Less than a year	Yes	Urban area	Managerial role
48	1 - 3 years	Yes	Urban area	Managerial role
49	Less than a year	Yes	Urban area	Managerial role
50	4 - 10 years	Yes	Urban area	Managerial role
51	1 - 3 years	Yes	Urban area	Managerial role
52	More than 10 years	Yes	Urban area	Non managerial role
53	More than 10 years	Yes	Urban area	Non managerial role
54	4 - 10 years	No	Urban area	Managerial role
55	Less than a year	Yes	Urban area	Non managerial role
56	Less than a year	Yes	Urban area	Managerial role
57	Less than a year	No	Urban area	Non managerial role
58	4 - 10 years	Yes	Rural area	Managerial role
59	1 - 3 years	Yes	Urban area	Managerial role
60	Less than a year	Yes	Urban area	Non managerial role
61	1 - 3 years	Yes	Rural area	Managerial role
62	.	.	.	.
63	.	.	.	.
64	.	.	.	.
65	.	.	.	.
66	.	.	.	.
67	.	.	.	.

SPSS data.sav

	Management_position_time	Development_Opportunities	Compensation	Work_Life_Balance
43	4 - 10 years	10	10	4
44	Less than a year	8	8	9
45	Not applicable	10	9	8
46	Not applicable	10	10	10
47	Less than a year	10	10	8
48	1 - 3 years	8	8	9
49	Less than a year	1	10	9
50	4 - 10 years	10	10	5
51	1 - 3 years	10	7	7
52	Not applicable	10	10	10
53	More than 10 ye...	10	10	10
54	4 - 10 years	10	10	8
55	Not applicable	5	6	6
56	Less than a year	5	3	6
57	Not applicable	8	9	9
58	4 - 10 years	8	6	6
59	1 - 3 years	7	7	7
60	Not applicable	10	10	10
61	1 - 3 years	8	7	6
62	.	.	.	.
63	.	.	.	.
64	.	.	.	.
65	.	.	.	.
66	.	.	.	.
67	.	.	.	.

SPSS data.sav

	Management_Leadership	Work_environment	Social_support	Autonomy
43	10	6	6	10
44	7	7	8	7
45	8	10	6	7
46	10	10	10	10
47	8	7	10	9
48	9	8	9	8
49	3	5	4	5
50	6	10	7	5
51	9	10	6	3
52	10	10	10	10
53	9	9	8	8
54	8	6	5	5
55	6	6	6	6
56	6	7	5	8
57	8	9	8	9
58	7	8	8	7
59	7	7	7	7
60	10	10	5	5
61	4	5	4	8
62	.	.	.	.
63	.	.	.	.
64	.	.	.	.
65	.	.	.	.
66	.	.	.	.
67	.	.	.	.

	Training_and_Development
43	4
44	7
45	5
46	10
47	8
48	9
49	6
50	6
51	8
52	10
53	9
54	6
55	6
56	4
57	9
58	6
59	7
60	5
61	4
62	.
63	.
64	.
65	.
66	.
67	.