

**Impacts of Generation Y and Generation X on
employee retention in a call centre in on-line banking
sector in Ireland**

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Abstract

Impacts of Generation Y and Generation X on employee retention in a call centre in on-line banking sector in Ireland

by Elmas Kargun

The aim of this study was to investigate the impacts of Generation Y and Generation X on employee retention in call centre of Company X that operates in on-line banking sector in Ireland. To determine if those generations have impact on employee retention in call centre through their preferences and attitudes. The objectives of the study were to determine if differences exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X. Also, to determine which generation is more inclined to quit from the call centre of Company X.

A quantitative method used for this study. The data for the study was collected through on-line questionnaire that had two open-ended questions. The questionnaire was administrated to employees in the call centre of Company X.

The study found that the Generation Y and Generation X positively impact employee retention in call centre. The research also concluded that there are no differences between Generation Y and Generation X in terms of their decision to stay in the call centre. Interestingly, the research also found that there is no difference between Generation Y and Generation X in terms of their decision to stay. With the quantitative data gathered from the questionnaire and the related literature review, a list of recommendations specific to Company X have been compiled.

Declaration

I hereby certify that the information contained in my submission for assessment of the programme of study leading to the award master of Arts in Human Resources Management is information pertaining to research I conducted for this study. All information other than my own contribution will be fully referenced at the rear of the study.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

There is always discussion in call centre industry of turnover, its causes and effects (Dawson 2001a). Call centre industry has grown rapidly in recent years which its employee turnover rate is very high (often over 70%) that is a real concern for the organisations that operate in call centre industry (Lukea-Bhiwajee, Naidoo and Ramseook-Munhurrin 2009). And the organisations in this industry think of ways of how to ensure continues success while improving employee retention rates. But, to contend with retaining their staff has become a tradition for those organisations in call centre industry (Cordray 2005).

Also, the role of call centre agent is changing into more of knowledge worker (Dawson 2001) and therefore attracting and retaining them is most important and difficult thing to do well consistently for the organisations (Dawson 2001a).

Organisations need to gain a greater understanding of their workforce to improve their performance Drewery, Riley, Staff, Worman and Line (2008). Similarly, Cook (1992) claims that organisations need to adjust changes in type of employees, in the way they work, in productivity, in human rights and in employee motivations and values in order to stay competitive.

Also, the important empirical findings draw attention to generation factor that gives important insights into the ways in which employers can be more affective in their talent management strategies which leads to improved employee retention and engagement if they take advantage of the opportunities of generational diversity such as to harness the engagement and performance of each generation as each generation bring divergent skills, learning styles and expectations, and if employers take into account the different needs, preferences and expectations of people have about work Parry and Urwin (2009) and Drewery et al. (2008).

Therefore, this study is to consider impact of generational diversity (the differing experiences of certain age groups lead to similarities within, and significant differences between, generations in their behaviours and expectations (Parry and Urwin 2009)) on employee retention in a call centre through a review of academic literature in this area.

This study also aims to help to increase the employee retention rate, to allow better employee/employer rapport, there is a need to bring a fresh overview on generations and their impacts on employee retention. Although there is a small sample of call centre agents, this study will help Company X to understand its employees and to improve its employee retention rate.

This case study will provide recommendations for Company X to improve its employee retention in its call centre which will lead Company X to harness different capabilities within its workforce.

1.2 Introduction to Company X

Company X an American owned multinational, leading company that operates in on-line banking sector in Ireland since 1998. Ireland is an off-shore location for this US owned international company and its Dublin office is the head quarter for the Europe, Middle East and Africa Region. Company X employs about 1800 people only in Dublin office and only about 400 employees work in their call centre department.

Turnover and attrition rate in its call centre are high and retaining their call centre employees is a big problem for the company as training and replacement cost are huge. Most of their call centre employees consist of Generation Y and Generation X.

This study is endeavouring to bring a new viewpoint to employee retention issue by exploring the impacts of generations on employee retention for the organisations operating in call centre industry and/or may be for the

organisations operating in any other industry who deal with their high employee turnover. Meanwhile as majority of workforce in call centre of Company X consists of Generation Y and Generation X, the study will focus on Generation Y and Generation X even though the other generations will be introduced briefly. Furthermore, this study attempts to bring a fresh knowledge on the impacts of Generation Y and Generation X on employee retention to the literature by surveying call centre agents in Company X and does not attempt to develop outputs on the intellectual or personal background of call centre agents, or their emotional well-being.

1.3 Terms of Generations

Various names have been given to each generation. For example, People Management (2012) referred to the population born between 1992 and 2010 as Generation C (it stands for connect) while Raymond (2012) referred to this group as Generation Z. Also, there is lack of consistency in timeframe used to define each generation (Stanley-Garvey 2007). Therefore, identifying the appropriate timeframe for each generation is a challenge. Zemke & Raines and Filipczak (cited in Stanley-Garvey 2007, p: 21) said "There are no hard stops or road signs indicating when one generation ends and another begins".

In this study, generations are referred to as Veterans, Baby Boomers, Generation X, Generation Y and Generation Z. The timeframes for each generation used in this study are used in Drewery et al. (2008) that explored the UK workforce. The other studies researched US workforce. This study assumes that timeframes used in Drewery et al. (2008) are similar in Ireland. The Veteran generation included those who were born between 1939 and 1947. The Baby Boomer generation included those who were born between 1948 and 1963. Generation X included those born between 1964 and 1978. Generation Y included those born between 1979 and 1991, and Generation Z included those born between 1992 and 2008.

1.4 Generational Versus Age Diversity

Parry and Urwin (2009) have noted that distinguishing the aspects of the diversity debate between 'age' and 'generational' is important. "*Generational difference* can be seen as arising from the differing experiences of groups of individuals, as they experience differing social (and economic) conditions from those of earlier or later generations as the same age. The implication is that, at the same point in their working lives, these differing experiences will lead to different behaviours and preferences" (Parry and Urwin 2009,p.3).

"In addition to the proposed differences between generations we may reasonably expect there to be differences in the preferences and behaviours of people from *different age groups*. For instance, we may expect more of a focus on the pension aspects of reward as people age; while in early career there may be more concern over the opportunities for acquisition of skills, no matter what generation we are considering. This means that we need to make sure that we distinguish questions of generational diversity from ones that ask 'what are the differences in preferences and behaviours as we age?'" (Parry and Urwin 2009,p.3).

This study will focus on generational diversity rather than age diversity.

1.5 Statement of the Issue

There is an amount of literature on employee retention in call centres that try to understand why there is such a low employee retention rate, how retention of employees can be increased, what causes the problems. However, most of the studies ignored the impact of age-related differences (generations) on employee retention. Any literature on generations that exist today, tends to be outdated, explores the workforce in US or explores the workforce across different industry sectors but the call centre, for example, a joint survey by Drewery, et al. (2008) and Stanley-Garvey (2007), to name.

Drewery et al. (2008) survey on generations explored the factors that drive recruitment decisions for each generation- what is similar as well as what is

different in their choices; what drives their engagement and performance practical implications for attracting, retaining and managing each generation. The survey has been conducted in five languages across six countries (France, Germany, Ireland, Spain and Sweden). However, the data from this study was six years old at the time it was published and they ignored the Generation Z as they were just entering to workforce.

There is a need to bring a fresh overview on generations and their impacts on employee retention to help organisations to understand their workforce better and maybe to create their winning strategy to face that employee turnover challenge.

The topic of this study, therefore, is to provide empirical support that determines the factors that drive Generation Y and Generation X decisions in terms of intention to stay or quit - what is similar as well as what is different in their choices; what drives their engagement for retaining and managing these generations.

1.6 Title of the study

Title: 'Impacts of Generation Y and Generation X on employee retention in a call centre in on-line banking sector in Ireland'.

1.7 Aims of the research

This study aims to investigate the impacts of Generation Y and Generation X on employee retention in call centre of Company X that operates in on-line banking sector in Ireland. To determine if those generations have impact on employee retention in call centre through their preferences and attitudes. The objective of this study is also to provide empirical evidence to either support or reject the presumption that differences in preferences to stay exist between the generations. The study will also aim to provide the information to the organisation that will help them make better decisions regarding how to deal with unwanted employee turnover. Therefore, generational diversity specifically examined in relation to employee retention.

1.8 Research Objectives

The specific objectives of the study are to:

- Determine if differences exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X.
- Determine which generation is more inclined to quit from the call centre of Company X.
- Consider what implications are there for Company X.

1.9 Hypotheses

The literature suggested various differences exist between generations. Based on the literature, the following null and alternative hypotheses will be tested in this study:

H_0 : Differences do not exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X.

H_A : Differences exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X.

Truss, Saone, Edwards, Wisdom, Croll and Burnett (2006) found that;

- Only 26% of under-35s report feeling engaged, compared with 41% of over 35s.
- Engaged employees are less likely to leave their employer than disengaged employees.
- Workers under 25 have more trust and confidence in their senior management than older workers.

Based on this information, additional and more specific hypothesis will be tested.

H_1 : As being younger generation, Generation Y is more inclined to quit than Generation X.

1.10 Research Methodology

The process of this study will be quantitative in the form a survey that will collect quantitative data. However, there will be two open-ended questions in that survey. This survey is administrated to Company X, multinational, large sized private on-line banking organisation.

1.11 Limitations

Several limitations related to scope of the study. First, the aim of this study to determine if differences between Generation Y and Generation X exits in terms of their decision to stay in call centre of Company X. Therefore, the researcher has requested permission from the management to survey all the call centre employees (400 people, divided into teams) in Company X. However, the management has granted permission request eight months later from the first request was placed, only to survey a few teams (110 people) due to low service level (service level measures the percentage of incoming calls that an agent answers live in an established amount of time (Whatls.com 2014)) in their call centre. The researcher did not know what numbers are in each generation (whether to have sufficient number from each generation for this study was unknown) until the responses gathered. That shows the real pressure on call centre agents as they needed to be on the line all the time to improve their service levels and are not allowed to take 10-15 minutes to complete that survey. The scope of this study therefore was limited as all teams in call centre could not be surveyed.

Second, due to restriction on number of employees to be surveyed, this study may not be possible to generalise the results to call centre department in the company X, to other organisations or even the industry.

Third, this study explores Generation X and Generation Y. Therefore, it may not be possible to generalise the results to other Generations.

Forth, the researcher had some personal issues that prompted to the latency in completion of the study.

In addition, the survey was sent to the participants' work email. Not all participants had access to their emails as some of them were on holiday, some of them were sick and the survey was available only for one week. To overcome this obstacle, reminder emails were sent to those who were available but did not respond.

1.12 Potential significance

This study is significant because it contributes to the field of research being conducted on both generational diversity and employee retention and it showed whether the Generation X and Generation Y currently in the workplace differ in terms of to stay in call centre. Understanding generational differences will guide employers to improve their employee retention rates Parry and Urwin (2009).

1.13 Structure of the Dissertation

Chapter 1 introduced the area of the research. The aims of the research, its objectives and hypotheses have been outlined. Also, a brief description of the research methodology to be used, limitations and potential significance of the study have been outlined.

Chapter 2 provides a review of the literature on the area of the research. Call centres, turnover and generations have been discussed.

Chapter 3 introduces the research methodology that was used for this study.

Chapter 4 shows the results of the data analysis.

And Chapter 5 provides conclusions and discussion of the results. Recommendations will be made for the company X and study will be summarised.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of the literature on call centres, employee turnover/ employee retention and generations. It defines call centre, explains the strategic importance of call centre, call centre industry in Ireland, its future and its working environment. It also defines employee turnover, explains its causes and correlates, and how to improve retention rates. In addition, this chapter provides a review of the literature on generations.

2.2 The Concept of Call Centre

2.2.1 Definition of Call Centres

People interact with call centres all the time without understanding what exactly a call centre is. They only focus on the things they dislike about call centres such as telemarketing calls they get at dinner time or trying to get someone to explain why there is an error on their bank statement (Dawson 2001).

“A call centre is traditionally defined as a physical location where calls are placed, or received, in high volume for the purpose of sales, marketing, customer service, telemarketing, technical support or other specialised business activity” says Dawson (2001, p.2) and expands that definition to include centres that handle more than the traditional voice call and calls them “call centres plus”. Call centres plus that handle voice plus email or fax, video interactions, live chats etc.

Taylor and Bain (cited in Pierre and Tremblay 2011, p: 54) define call centre as “a dedicated operation in which computer-utilising employees receive inbound, or make outbound, telephone calls, with those calls processed and controlled either by an automatic call distribution or predictive dialling system.”

Hegde (2012, p.54), in his study, cited a definition as: “A Call Centre is a central contact point or a contact source for all types of customer interactions like telephone contacts, email based contacts, IVRS (Interactive Voice based Response System), etc, which aid a customer in receiving information regarding a product / service and even in resolving his problems on the same” and he mentions that the definition is from the customer point of view. He cited a definition from the business point of view as well: “A Call Centre or a Contact Centre is a part of any organization’s CRM (Customer Relationship Management) Strategy, whereby the organization manages its customer interactions” and he states that “call centres are an integral part of any organization’s marketing strategy” (2012, p.55).

For this study, combination of Hegde’s (2012) and Dawson’s (2001) definitions of call centres will be used: “A call centre is a central contact point that handles calls (placed or received) plus email or fax and is an integral part of any organization’s marketing strategy whereby the organization manages its customer interactions” as this definition is most fitting to call centre climate in Company X.

Call centres are generally set up as large rooms, with workstations that include a computer, a telephone connection with a headset (Dawson 2001). The workstation will most likely be linked to a server which has call handling and call logging software. This software directs all telephone calls to available agent, monitors the voice and quality of calls and creates exceptional reports for the supervisors (Hegde 2012).

2.2.2 Strategic Importance of Call Centres

Prior to the dawn of the 20th century (Pre-1870s), customer and client relations relied on a primitive means of interaction, such as face to face conversations. If a customer has a question, problem or concern with a product or service they would need to get on their horse and return to the original store. If they needed a repair they would wait for days or weeks for a repair man to come (Maleshefski 2011).

In 1876, telephone is invented. The first telephones were sold in pairs and only worked between each other. When telephone use began to expand, in 1894, telephone switchboard invented to allow multiple phone calls (Maleshefski 2011).

Maleshefski (2011) has noted that the call centres has emerged in 1960s. Particularly in late 1970s, these centres became prolific with the invention of IVR (Interactive Voice Response). On the other hand, Call Centre Helper (2011) has noted that the call centres has emerged in 1950s. However, they have not been to find any concrete evidence of this.

The Birmingham Press and Mail is the earlier example of call centres in the UK. Throughout the late 1970s and 1980s, the big companies entered the market (airline reservation centres, problem solvers like the GE Answer Center). For example, in 1985, Direct Line became the first company to sell insurance entirely over the telephone (Call Centre Helper 2011). However, the call centre industry is originated in the USA as the travel and hospitality industry began to centralize their reservation centres in 1960s (Hegde 2012).

Until the early 1990s, Automatic Call Distributor (ACD) has allowed the largest companies to handle huge volumes as they could afford the investment (Dawson 2001). In 1991, www (World Wide Web) has emerged. With the development of PC LAN (Local Area Network)s, new software systems, by the rise of internet, in the 1990s the call centre industry continued to grow (Dawson 2001 and Call Centre Helper 2011).

The companies have learned that internet-based service is the key to attract and maintain customers and hence the revenue (Dawson 2001).

Hegde (2012, p.49) also mentions that “call centres are moving from being a back office overhead item to a strategic entity by which businesses manage customer relationships, drive revenues and increase profits”. And he

enumerates the reasons for rapid change in the call centre industry (2012, p.50-51):

- Many companies have started to see call centres as a strategic business asset, rather than a back-office. Corporate have prioritised infrastructure investments in the call centre.
- Globalization is increasing competition. Internet has allowed customers to gain knowledge of a company's and its competitor's service offerings. It has encouraged customers to expect business on their own terms — 24 hours a day, 7 days a week, in their language of choice, at the place of their choice. If a company cannot satisfy a customer right now, a competitor is just a click or a phone call away.
- Technology itself is impacting the call centre and causing the call centre industry to reinvent itself again and again. Maleshefski (2011), in her blog, has noted some historic moments in technology that affected industry such as:
 - Email and live chat support in 1996.
 - Customer support software becomes much more widely used in 2000s.
 - Social Media Support in 2008 (Interaction between customer and company has taken one step closer to how it used to be before technology)
 - Remote Desktop Support in late 2000s which allows another device to connect to customers' computer via internet.
- Venture Funds have focused its attention on the call centre/customer management industry. Where there are investments dollars, there are increased opportunities.

D'Cruz and Noronha (2006) also enumerates the reasons for rapid change the call centre industry that are rapid expansion of information and communication technologies, changing profiles of customer needs and expectations and reengineered business processes.

The industry had grown by 250% since 1995, and is still growing (Call Centre Helper 2011).

A trend for large companies to transfer customer service departments overseas was started in early 2000s. Because the labour costs are cheaper and the workforce in some cases has better skills (Call Centre Helper 2011).

The industry was promising jobs to millions of educated unemployed workforce in developing countries such as in India, the Philippines and South Africa and millions of dollars were saved by organizations in the developed nations. India was particularly popular, as a large number of graduates available for call centre work (Call Centre Helper 2011 and Hegde 2012).

However, Call Centre Helper (2011) claims that off-shoring slowed the growth of the industry in late 2000s in the UK. Customers sometimes could not understand the English spoken by overseas agents. Also, companies with large offshore call centres attracted negative media coverage for taking jobs away from the UK. Therefore, a backlash against off-shoring had begun.

This explains why Company X has chosen Ireland as their offshore location. More detail has been provided in the next section.

2.2.3 The Call Centre Industry in Ireland

Breathnach (2000) has studied the growth of the call centre sector in Dublin and has pointed out the importance of Dublin's functional role in relation both to the domestic economy and the international division of labour. Investment in education, technology and service activities and demographic expansion has contributed to this rapid economic growth (Breathnach (2000)). The rapid growth in overseas software operations has also increased the employment in Dublin region, where high-quality technically qualified personnel are concentrated. And finally, the growth of inward investment in services in Ireland has been increased the telephone call centre sector (Breathnach 2000).

In an interview by Dorothy O'Byrne, Managing Director, Contract Centre Management Association (Daly February 2013), the results of a research that was carried by Contract Centre Management Association with the support of the IDA (Industrial Development Agency) and Enterprise Ireland were discussed and Ms. O'Byrne has mentioned a growth within the contact centre/call centre sector in Irish economy by 14% despite difficulties in finding employment in general and the employment in the sector went up to 33,000 from 29,000 in the previous year.

Large companies such as PayPal, SAP, BSKyB and Electronic Arts have announced new job opportunities that strengthen the sector. According to research results 77% of all contact centre employees are Irish nationals, with over half of the companies Irish based subsidiaries of multinational companies (Daly February 2013).

“Ireland is recognised as one of the best locations in the world for contact centres so it's important that we promote the sector and encourage graduates and job seekers to consider working in this growing industry. The reasons why so many international companies have located here are down to innate Irish abilities, which include conversational skills and distinct personality advantages. It is not just about the labour rates or the cost of employment that these companies have to consider, but also the cost of management time and travel to maintain contracts in these other countries” said O'Byrne cited in Daly February (2013).

Breathnach (2000) has also mentioned Ireland as one of the off-shore locations that attracted the USA companies. Because, Ireland provides high-quality skilled workers from a well-developed educational system with wage costs and has a very advanced telecommunications infrastructure which offers very competitive rates for high-volume international traffic. Ireland and the USA are similar culturally and linguistically.

Apte and Mason (1995) cited Breathnach (2000, p.480), provided the following factors that influence the decision on whether to relocate the call centres overseas or not:

- wage costs
- availability of a modern telecommunications infrastructure
- cultural and language similarity
- availability of skilled labour
- stability of the political and social environment
- attitude of the host government to foreign investment
- foreign currency restrictions and volatility
- time zone difference

And most of factors explain Ireland's attractiveness as an off-shore location for the USA companies.

Contract Centre Management Association's Research cited in Daly February (2013), shows that 67% of interactions are carried out by phone and the remaining 33% are carried out by email, social forums, SMS, etc. "Social media is a very important and growing aspect of this industry, and we see things like web chat as having huge prospects in the future. The fact that the Irish personality is so respected in the industry underlines its importance as a national employer, as well as a wide and varied career path for young graduates," said O'Byrne (cited in Daly February (2013)).

2.2.4 2020 Vision of Call Centres

Call Centre Helper (November 2010) has conducted interviews with a panel of experts to have their thoughts on call centres by 2020. And below are some interesting thoughts provided by experts:

"By 2020, the call centre as we currently know it may not exist" says Dr. Millard, BT Customer Experience Futurologist. She thinks that by 2020 customer service agents could be working from a variety of locations as high-speed wireless internet connections become the norm.

“By 2020, voice biometrics software may have become reliable enough to replace security-check questions in call centres. Voice biometrics records a unique imprint of a caller’s voice, based on factors including the size and shape of the mouth, throat, nose and teeth, and the tension of the vocal cords. A voice can be analysed by software very quickly to determine authenticity. Since each voice is unique, voice biometrics software theoretically offers much greater levels of security than check-questioning. By 2020, it may become a standard feature of the call centre” Call Centre Helper (November 2010).

“A by-product of increased social media use will be greater prioritisation of customer service across companies. Social recommendation websites often direct large amounts of praise to a few large companies who perform well. What used to be a one-to-one customer interaction environment has evolved to a many-to-one, many-to-many and one-to-many communication model” said Simon Angove, CEO of GMT Corporation.

“Automation won’t be a choice in 2020, it will be the standard. The luxury of a full-time team dedicated to conversations with customers will be something that companies have removed. Speaking to, or interacting with a dedicated person for service will still exist but it will be a niche activity that companies will charge for” says Richard Kenny, Contact Centre Segment Manager at Plantronics.

Those thoughts are a sign of a huge shift in current attitudes towards call centres in a few years. Dowson (2001) has also mentioned that the role of call centre agent is changing into more of knowledge worker which points to the importance of retention of call centre employees.

2.2.5 Working Environment in Call Centres

Pierre and Tremblay (2011) claim that the employment in call centre industry is generally characterised as uninteresting, repetitive and without future prospects for employees. According to Pierre and Tremblay (2011), call

centre agents are unsatisfied about the low complexity, lack of variety of their tasks, lack of discretion, difficult work schedules, insufficient salary and tight managerial controls.

Huws (2009) mentions that the most call centre positions are filled by recent graduates or students who do not want to stay and do a career in call centre. It is considered as 'just passing through' the industry to generate an income by them.

Pierre and Tremblay (2011) claims that, call centres have a negative image for abusive management practises and by bad customer experience about the quality of the service. Call centre employees are not respected by other departments and they, conscientious of this image, feel ashamed. Huws (2009, p: 3) also argues that call centre employees dare not to say they work in a call centre. If asked, they might say something like 'This is just a job I am doing until I graduate', or 'until I get a job as an actor'.

However, Brawn (2010) in his report, argues that there is a secret satisfaction to call centre life despite the negative stereotype of call centres. And he claims that many call centre employees love their job. For example, call centre employees with a second language alongside English can feel that their work is valued.

As mentioned above, some call centre employees dare not to say they work in a call centre and some of them love their job but the reality is that the employee turnover rate in call centres is very high, often over 70% reported in Lukea-Bhiwajee, Naidoo and Ramseook-Munhurrin (2009). However, Hegde (2012) comments that a turnover rate of 35-50% is common but depends on the industry and the cultural conditions within the company. Hegde (2012) also cited The Global Call Center Report (2007) in his study which reported:

- A total turnover rate of 20% per year (promotions, voluntary quits, retirements and dismissals are included).

- Turnover rate is 4% in Austria
- Turnover rate is 28% in the US
- Turnover rate is 40% in India.
- Median turnover is 15% in coordinated countries
- Median turnover is 25% in liberal countries
- Median turnover is 23% in industrializing countries.

In summary, there is no consistency in reporting of turnovers as it really depends on the cultural conditions within the company as Hegde (2012) mentioned.

As mentioned by D'Cruz and Noronha (2006) and Hegde (2012), due to rapid expansion of information and communication technologies, changing profiles of customer needs and expectations and reengineered business processes, call centre industry has grown in recent years. And employee retention has become a big concern for the organisations all over the world as people are leaving at early stage of their trainings. There will be huge financial loss in recruitment, branding and performance for the companies claims Human Resource Management International Digest (2009).

2.3 Employee Turnover and Employee Retention

“A reduction in the turnover rate for the organisation as a whole is thus seen as desirable and forms the aim of initiatives in the area of employee retention” says Taylor (2002, p.10). From an organisation’s perspective; greater employee turnover means that there is a need for the development in employee retention (Taylor, 2002) and it can represent a significant cost in terms of lost training, replacement, recruitment and many indirect costs, disruption of performance, decline in morale (Mobley 1982). On the other hand Mobley (1982) claims that employee turnover can have positive benefits to the organisation such as displacement of poor performers, bring new ideas, new knowledge and new style and approach of new people, innovation and creation of new opportunities.

Mobley (1982) also look at employee turnover from individuals' perspective and claims that turnover (decision to quit) can have positive or negative consequences for individuals. Positive consequences can be; moving away from a stressful working environment or finding better career opportunities in the new company, greater self-confidence. And negative consequences can be; loosing the benefits that were provided by the company or subject to the 'grass looks greener' phenomenon after experiencing the disappointment with the new employer. (Harvey, 2001, p11), in his study, also mentioned this phenomenon by saying, "The grass is greener on this side of the fence until you know it is greener over there" and he claimed that the employee will not change her/his decision to quit until he/she knows life is better over there. However, as mentioned, the decision to quit is not the best sometimes as it may result in disappointment.

Furthermore, Taylor (2002) and Mobley (1982b) mentioned that turnover can have positive and negative implications for the employees who remain employed. Negative consequences are such as more work to do, lost morale and commitment. And the positive consequences are such as opportunity for internal mobility and enhanced satisfaction and cohesion due to leavers who were disruptive or not valued.

From these perspectives, to be able to analysing, understanding and managing the employee turnover is very important for the organisations (Mobley, 1982).

This study is aiming to help Company X to understand their employee turnover rate from generational diversity perspective by surveying their employees in its call centre.

2.3.1 Defining Employee Turnover

The general definition of the turnover used by Mobley (1982a) is: "The cessation of membership (quit, layoff and other) in an organisation by an individual who received monetary compensation from the organisation".

Cook (1992) claims that constant turnover will be too disruptive and too expensive for the organisations who want to stay competitive in today's business world. Therefore, it is critical to retain the best, most qualified and most productive employees.

Mobley (1982a, p.1) enumerates the requirements of understanding and effectively managing employee turnover:

- Integrating individual and organizational perspectives.
- Recognising both the positive and the negative potential consequences of turnover.
- Basing strategies for dealing with turnover on economic and cost data, employee perception, attitudinal and behavioural data, and individual and organisational evaluative data.
- Recognising that turnover, with its multiple causes and consequences, is an ongoing process, not a static event.
- Adopting a proactive rather than reactive posture.

2.3.2 Causes and Correlates of Turnover

There is an amount of literature on employee retention in call centres that try to understand why there is such a low employee retention rate, how retention of employees can be increased, what causes the problems etc. For example, Pierre and Tremblay (2011) identified factors that explain problems of involvement and retention of employees in their study such as:

- Recruited population: Students or graduates.
- Relationship with Clients: Stress level is high in dealing with customers.
- Material working conditions: No windows, No enough lights, desks are too small or shared.
- Workplace and schedules: Pressure, dealing with customers as fast as possible, overtiredness.
- Interest and diversity in tasks: Repetitive, lack of variety.
- Surveillance: Some agents feel uncomfortable when their call is being listened.

- Career advancement and prospects: No training, no offer for career, no social benefits, no stability.
- Salary: Not attractive or insufficient. Employees who conscious of wages in other call centres are ready to answer to favourable jobs, high absenteeism.
- Work appreciation: Low level work. No/less recognition. No respect from other departments.
- Image of call centres: Negative. Abusive management practices. Dissatisfaction of customers about the quality of service.
- Management practices: Mistrust and surveillance management methods. Lack of negotiation.

Dawson (2001a) argues that the reasons why call centre agents go are because the job leads nowhere, it is notoriously low paying and has little chance to grow and comments that “It is no secret that call centre reps are hard to find, and keep, in this white hot labour market” (Dawson (2001a, p.261).

Furthermore, Mobley (1982c) summarises the previous studies made on the causes and correlates of turnover and provides a simplified model of turnover determinants that presented in Figure 1. In his research he mentions that determinants that used in this model related to turnover either causally, directly or indirectly.

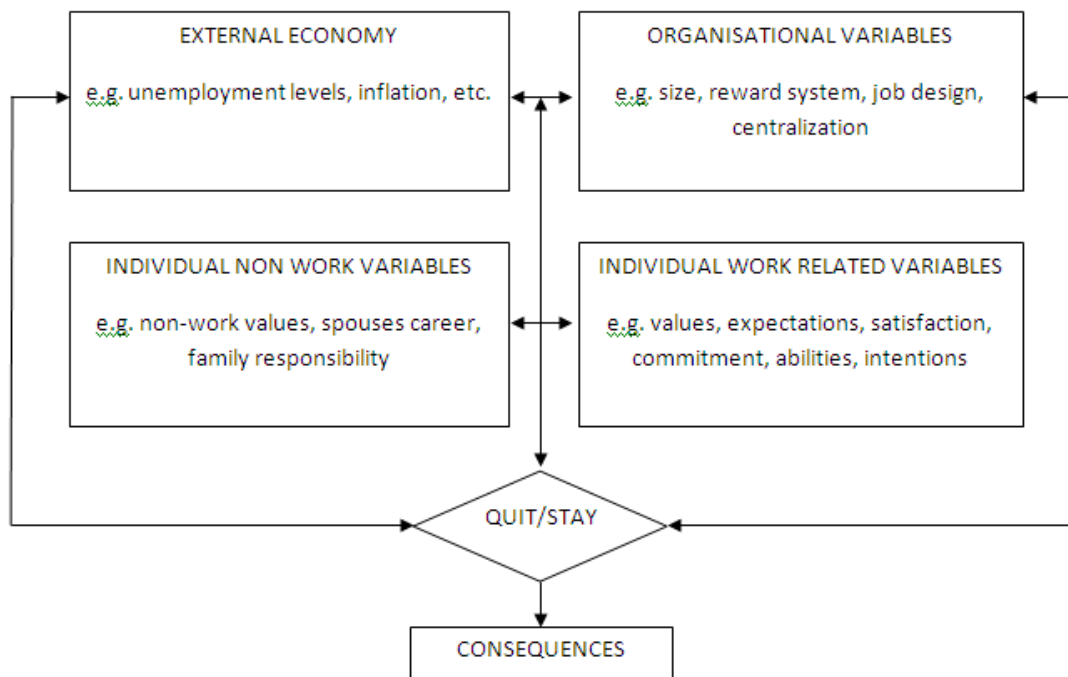


Figure 1 (Mobley 1982c, p.78) A simplified model of the causes and correlates of turnover.

The general classes of determinants of the turnover are:

- External Economy: Such as unemployment levels, inflation.
- Organisational Variables: Such as leadership, size, job design, and reward system.
- Individual variables:
 - External factors: Such as spouse's career, family considerations, and leisure preferences.
 - Job related: Expectations and abilities, individual's perceptions and evaluations of the external economy, job and organisational factors.

And Mobley (1982c) has noted that turnover is ultimately and individual behavioural. Therefore, organisations must be concerned with how the individual employee integrates work and non-work factors and how the individual employee perceives and evaluates the economy and various organisational factors.

Because this study looked at generations in terms of retention in call centre on the peer personalities of each generation; focusing on factors that have consistent (such as age, tenure, commitment) and moderate (such as satisfaction with pay) relationship with turnover (as interpretively summarised in Table A) under individual and integrative variables will be most appropriate for this study:

	Consistent	Moderate	Inconclusive
Labour Market	Level of unemployment		Inflation
Organisational Levels	Pay Levels	Supervisory Style Work-unit size Routinization, task repetitiveness Autonomy and responsibility Centralization Integration Communication	Type of Industry Organisational size
Individual Variables	Age Tenure Satisfaction with job content	Source of referral Family Responsibility Interests Aptitude and ability Satisfaction-pay Satisfaction-promotion Satisfaction-co-workers Satisfaction Supervisor Satisfaction-conditions of work Expectancy of finding an alternative	Personality Sex Education Professionalism Performance Career expectations Absenteeism
Integrative variables	Overall satisfaction Behavioural intentions to quit Organisational commitment		Stress

Table A- (Mobley 1982c, p.112) An interpretive summary of research on causes and correlates of turnover

2.3.2.1 Individual Variables

2.3.2.1.1 Demographic and Personal Factors

Demographic and Personal Factors are: Age, Tenure, Sex, Education, Biographical data, Personality, Interest, Aptitude and Ability, Source of Referral, Professionalism, Performance and Absenteeism. However, this study focuses on the factors reported in Mobley's (1982c) report that have consistent or moderate relation with turnover.

Age: Delacroix and Duhaldeborde (2013) argue that the talent has no age and there is no difference between younger and older workers in factors such as resistance to stress and enthusiasm. Deery, Iverson and Walsh (2002) studied on employee withdrawal and they have hypothesized that 'certain personal and demographic variables (such as age, gender and employment status) in addition to emotional exhaustion would affect the frequency of employee withdrawal'. And they have identified that only job tenure of the demographics variables had affect on employee withdrawal but age, education and employment status. On the contrary, Mobley (1982c) argues that there is a consistent negative relationship between age and turnover. Younger employees more inclined to leave as they have few family responsibilities and are more flexible for job mobility.

The survey of this study contains "Please indicate your age group" question. This question is used to identify the generation of the individuals and will help to identify if the younger Generation Y is more inclined to leave or not

Tenure: As mentioned above, Deery, et al. (2002) have identified that only job tenure of the demographics variables had affect on employee withdrawal but age, education and employment status. Mobley (1982c) also claims that there is a negative relationship between tenure and turnover and tenure is one of the best predictors of turnover as shorter-tenure employees are more inclined to leave. Mobley (1982c) also emphasizes that turnover is in the early years of employment due to mismatch between the job and the

employee. Furthermore, Cook (1992a) has noted that the mismatch between the job and the employee is one of the reasons for high turnover.

2.3.2.1.2 Integrative Variables

Integrative variables include job satisfaction, career expectations and aspirations, organisational commitment, behavioural intentions, expectancy of finding an alternative job. Mobley (1982c) summarizes previous studies made on relation between turnover and each variable.

Job Satisfaction: There is a consistent negative relationship between job satisfaction and turnover. Lower the job satisfaction, greater the turnover. Satisfaction includes individual differences in values and individual perceptions of organisational variables. The reaction to dissatisfaction is to withdraw.

Satisfaction with pay: There is a consistent negative relationship between pay satisfaction and turnover. Behavioural reaction to dissatisfaction is to withdraw.

Satisfaction with promotion: One of the primary reasons to withdraw is lack of promotional opportunities.

Satisfaction with job content: There is a consistent negative relationship between job content satisfaction and turnover.

Satisfaction with co-workers: Satisfaction with co-workers and quality of interactions between them can be related to turnover. However, this is not supported in some studies. Therefore, there is only moderate relationship between job content satisfaction and turnover.

Satisfaction with supervision: Satisfaction with supervision is a contributor to employee turnover.

Satisfaction with working conditions: Satisfaction with working conditions can be related to turnover. It is not the most important contributor to employee turnover. However, cannot be ignored.

Career aspirations and expectations: Career aspirations and expectations are subject to change. To understand the turnover, individual future-oriented reaction must also be evaluated. For example, “An accountant may be satisfied with her/his job, pay, supervision and rate of promotion in one of the established CPA firms, However, aspiring to start his/her own CPA firm, the accountant may quit. Conversely, a management trainee may be dissatisfied with the job assignments, rate of promotion etc. in the training program, but does not quite because s(he) sees the possibility of future assignments” (Mobley 1982c, p.105).

Organisational Commitment: Organisational commitment has been characterized by three factors; a strong belief in the organisation’s goals and values, willingness to effort, and a strong desire to maintain in the organisation. Organisational commitment can be related to turnover and it is one of the important individual-level determinants.

Expectancy of finding an alternative job: There is a strong negative relation between unemployment and turnover. However, it is inaccurate if individual is not seeking an alternative job.

Intentions to quit-stay: Intention to quit-stay is the best individual-level predictor of turnover. The periodic assessments of behavioural intention to quit forecasting turnover is recommended.

An individual’s decision to quit a job may be evaluation of non-work variables such as life style, family, leisure preferences etc. There is a positive moderate relationship between turnover and family responsibility. An individual can decide to stay in an organisation to accommodate a spouse’s

career or to not disrupt a child’s schooling. This study will try to measure this by asking questions on work-life balance.

Similarly, Truss et al. (2006) claims that organisational fairness in dealing with problems and treating with respect affect employees’ intention to stay. Their survey (2006) found that engaged employees less likely to quit and different group of employees are influenced by different factors. Therefore, they have grouped their findings into sections on working life; management, leadership and communication; attitudes to work; engagement; and outcomes. They have developed a model (Figure 2) to map the people’s relationship with their work they wanted to explore:

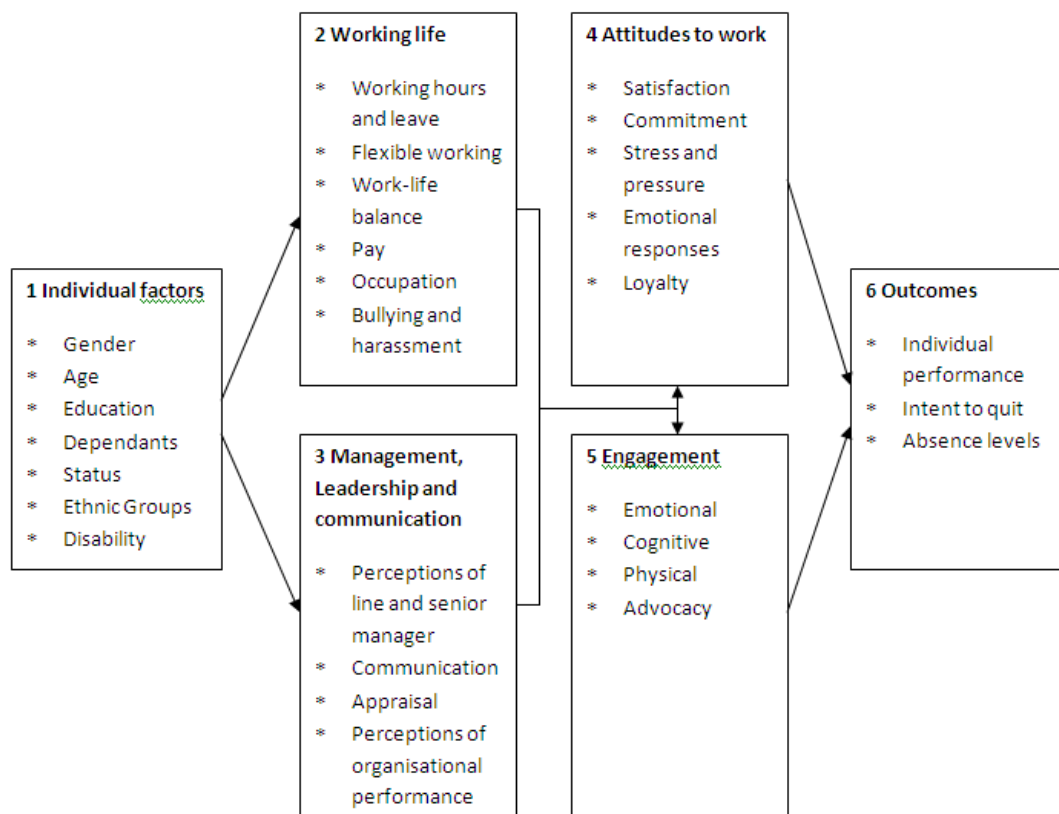


Figure 2 (Truss et al. 2006, p.2) Employee Engagement Model

For this study, the researcher will combine Truss et al. (2006) Employee Engagement Model and Mobley’s (1982) model of the causes and correlates

of turnover as both model explore employee's attitudes and satisfaction towards their work and relate them to turnover so does this study.

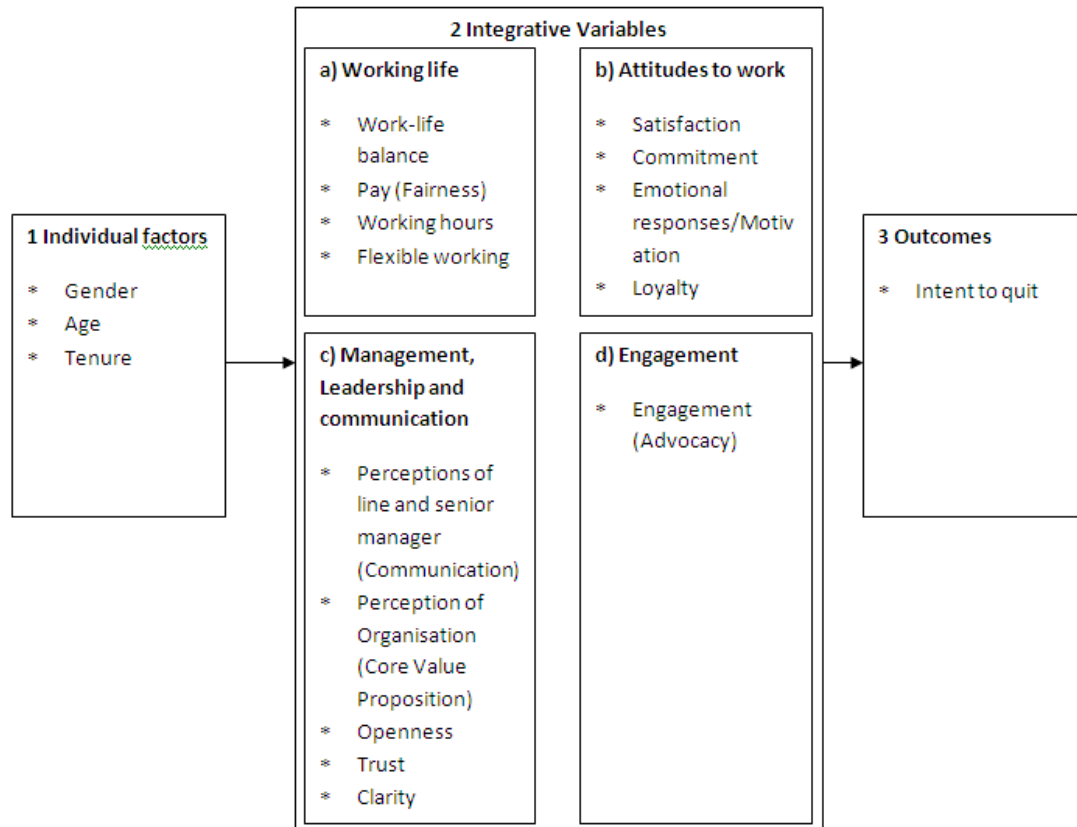


Figure 3 Researcher's combined Employee Engagement Model

2.3.3 Improving Employee Retention Rates

Organisations are trying to improve their employee retention rate and therefore they look for more professional employees as they are no longer satisfied with unskilled, unmotivated employees who treat their jobs as short-term fill-in positions until they find something more appropriate (Hansen 2002). Demand and competition for higher skilled and career-oriented employees is growing but the current talent pool is very small and is not getting larger (Vu 2005). Therefore, organisations are trying to keep their best talents (Childs and Donovan 2012).

Organisations realised that, providing training, career opportunities for career growth to employees create motivated, skilled and loyal workforce and

reducing the employee turnover (Bozionelos 2008). For example, Holiday Extras, the company that pioneered selling holidays, trained their call centre employees and their team leaders for coaching which is resulted in improving the call quality and employee turnover (Pollitt 2006). Sitel Direct, outsourcing provider, trained their call centre employees who work for Sitel Direct's clients, provided flexitime working hours for employees who are students, parents or past retirement age prefer shorter hours and provided a career development path from agent level to senior management which is resulted in creating job satisfaction, better employee engagement and maintaining their monthly employee retention rate (Cordray 2005). Those are only a few examples to organisations who are responding to their employees' needs. But, as mentioned above, many organisations are struggling to keep their best talents and improve their employee retention rate.

Some studies are focused on recruitment process of contact centre employees. For example, study by Watson Wyatt (cited in Hansen 2002) claims that, recruiting competent, experienced employees for call centre jobs that require multi-tasking, using multimedia technology, dealing with transactions, multilingual skills will diminish employee retention issues. "An additional important role of recruitment is a form of organisational 'gate-keeping'" said Townsend (2007, p: 478). Therefore, recruiters are responsible to find right person for their company. Human Resource Management International Digest (2008) and Childs and Donovan (2012) also argue that only employees who fit organisations' long term needs should be hired in order to improve employee attrition rate. Gallagher (2004) mentions a test called LOMASelect Service Index and used in LOMA, an insurance company during the recruitment process that measures whether candidate suitable for call centre job and also determines if the candidate will enjoy the job. Furthermore, Taylor (2002a) claims that turnover can be avoided by paying greater attention to recruitment, selection and induction processes. And applying those processes wrong will enhance of early resignations. However, Townsend (2007) argues that no matter how hard organisations worked at getting the recruiting processes right for the call

centre, best employees would leave for better career path provided in larger organisations. And remainder feel the pressure leading them to leave having question of 'Why are we staying?' (Pierre and Tremblay 2011). That indicates that recruiting process all alone is not adequate to fight with employee turnover.

Some studies are focused on employee engagement. For example, Doherty (2010) argues that retaining the best talent could be possible with employee engagement that must be an end to end process. In other words, he advises to hold a relationship with the employees even if they moved to another company as they could be your customers or partners. Towers Watson 2012 Global Workforce study (cited in Towers Watson 2013) argues that immediate managers have strong influence on engagement of employees. Truss et al. (2006) also mention that perceived managerial fairness in dealing with problems related to employee engagement. Furthermore, Schwartz (2010) argues that combining employee engagement and customer satisfaction surveys could provide managers with an invaluable tool to manage relations with their employees which can only result in increasing employee retention. Taylor (2002b) also emphasizes the importance of the day to day relationship between supervisor and employee from the point of employees. Where the relationship is characterised by trust and loyalty, it is healthy. Contrary, voluntary resignations are more likely to occur.

Taylor (2002c) argues that organisations will find the best route to reduce turnover by giving employees a 'better deal' in terms of pay and benefits; training, development and career management; working conditions; recruitment, selection and induction and effective supervision . However, it is only one type o approach to turnover as turnover also depends on the structure of labour markets, employees' preferences and competitors. Drewery, et al. (2008) also mention that organisations can develop a compelling value proposition that takes into account different aspects of benefits, working environment, job itself, career opportunities and the organisation as a potential employer to engage and retain their employees.

Most of the studies ignored the impact of age-related differences (generations) on employee retention. Only a few studies are focused on generations and they are out dated as workforce is changing over time. Delacroix and Duhaldeborde (2013) argue that the talent has no age and there is no difference between younger and older workers in factors such as resistance to stress and enthusiasm. They also argue that older group are declined in opportunities for the new role and the training and neglected by their managers. On the contrary, Drewery et al. (2008) claim in their survey that each generation has different characteristics, attitudes, preferences and cultures and therefore, their impacts on retention differ. Their survey conducted in 2008, at the time of survey there were for main generations in the workforce (Veterans, Baby Boomers, Generation X and Generation Y) and the new generation (Generation Z) was starting to join workforce. Therefore, the survey has ignored Generation Z. And the survey claims that understanding workforce in order to remain their best talents is the key for the organisations.

Similarly, Parry and Urwin (2009) draw attention to generation and age factors for organisations to take into account when creating effective talent management strategies as each generation brings its unique perspectives, values, and attitudes to the workplace.

The next section looks at a review of the literature on generations, including their unique personalities and their values, beliefs and attitudes.

2.4 Generations

According to Drewery et al. (2008) five generations are working side by side in organisations (Veterans, Baby boomers, Generation X, Generation Y and Generation Z). Stanley-Garvey (2007) claims that generational diversity in workforce can benefit to an organisation as it can foster creativity. Contrarily, it can cause misunderstandings and create conflict between employees which can lead unwanted turnover.

Various names have been given to each generation. For example, People Management (2012) referred to the population born between 1992 and 2010 as Generation C (it stands for connect) while Raymond (2012) referred to this group as Generation Z. Also, there is lack of consistency in timeframe used to define each generation. Therefore, identifying the appropriate timeframe for each generation is a challenge. Zemke & Raines and Filipczak (cited in Stanley-Garvey 2007, p: 21) said “There are no hard stops or road signs indicating when one generation ends and another begins”.

Mannheim cited in Stanley-Garvey (2007) claimed that a generation is developed based on the common sociological, economical and political influences that occur during key life stages between birth and death. These influences create experiences for individuals and are shaping the thoughts, feelings and behaviours of each generation. Influences that are shaped Generations characteristics will be discussed in details in the next sections.

In this study, generations are referred to as Veterans, Baby Boomers, Generation X, Generation Y and Generation Z. The timeframes for each generation used in this study are used in Drewery et al. (2008) that explored the UK workforce. The other studies that researched US workforce. This study assumes that timeframes used in Drewery et al. (2008) are similar in Ireland.

The Veteran generation who were born between 1939 and 1947. The Baby Boomer generation who were born between 1948 and 1963. Generation X included those born between 1964 and 1978. Generation Y included those born between 1979 and 1991, and Generation Z included those born between 1992 and 2008.

However, because this study is focusing on Generation X and Generation Y, more details will be provided on those generations only in the next sections.

2.4.1 Generation X (1964-1978)

This generation is also known as Baby Busters, 13th Generation/Thirteeners and The Lost Generation. Fall of Berlin Wall, Watergate, women's liberation, Desert Storm and energy crisis are drivers of their characteristics Parry and Urwin (2009). This generation is considered a lost or invisible generation. Generation X grew up amongst high divorce rates, a struggling economy, and neglect from parents who put career before family and acting like friends with their children (Stanley-Garvey 2007). They are sceptic and don't trust institutions. They get bored quickly. They value teamwork and a sense of belonging, security and flexibility, expect a balanced life style, integrity and ability to learn new things. They are independent and comfortable with diversity. They learn quickly and are technologically savvy (Parry and Urwin 2009).

2.4.2 Generation Y (1979-1991)

This generation is also known as Nexters, Echo Boomers and Millennials. School shootings, Oklahoma City, technology, child-focused world and Clinton/Lewinsky are drivers of their characteristics (Parry and Urwin 2009). They were wanted and adored and as a result are sociable and confident individuals. Having grown up with a computer in the home, technology comes naturally to this generation. They have lived busy, planned lives with parents serving as advocates for this generation (Stanley-Garvey 2007). In the workplace, they may turn out to be high maintenance. They like informality, learn quickly, embrace diversity and need supervision. They want constant feedback, a road map to success, mentoring and coaching from their managers. They like flexible schedules and are poor communicators (Parry and Urwin 2009).

Drewery et al. (2008) survey is one of the few studies conducted on generations. They have researched generations to help organisations by gaining in depth understanding of what individuals in the workplace want from their careers, what are the differences and similarities between generations' attitudes and needs.

Drewery et al. (2008) found that Generation X and Generation Y are focusing on short-term pay and benefits deals. Generation X consider personal development opportunities including internal job moves while Generation Y is interested in grow on the job and training on specialist skills. However, each generation are seeking development in:

- people management skills
- different uses of technology
- leadership development
- knowledge about their organisation's wider business.

In terms of pay deals, workers in service sector are less positive about it.

Generation Y is more optimistic that the other generations about job security. Six in ten of Financial Sector workers feel their job is secure.

Drewery et al. (2008) also summarised preferences of each generations:

Generation X in the Service sector is the most positive about their organisation's reputation. They seek authority to make decisions and challenging work. Core deal is flexibility for them. They want work/life balance. They see the organisation as a place to socialise as well as work. They feel loyal towards other employees rather than to the organisation. Offering a sense of workplace community would more likely to engage them. "A bit of team effort over 'me, me, me' please" is linked with this group (p.19).

Generation Y seeks to be a part of a team, have fun and make new friends, challenging work, a sense of empowerment to get things done. They also want work/life balance. They consider working longer hours for more money. They are more likely to recommend their organisation than any other generation. However, they are more likely to incline to quit. Offering a challenging job, creating an atmosphere that gives a feel of being part of a

team and fun would more likely remain them in the organisation. “I trust what the company says implicitly” is linked with this group (p.20).

This study aims to find out these generations’ preferences, values and attitudes in call centre of Company X and make some recommendations to improve their employee retention rate.

2.5 Summary

This chapter provided an overview of the literature on call centres, employee turnover/ employee retention and generations. It defined call centre, explained the strategic importance of call centre, call centre industry in Ireland, its future and its working environment. It also defined turnover, explained its causes and correlates, and how to improve retention rates and importance of the employee retention in call centre as it is a growing industry. In addition, this chapter provided a review of the literature on generations.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter will outline the methodological framework used for this study. Strategy and design of the study will be discussed. Reliability and validity of the study and ethical consideration will also be discussed.

The purpose of this study was to investigate the impacts of Generation Y and Generation X on employee retention in call centre of Company X that operates in on-line banking sector in Ireland. To determine if differences exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X. The specific objectives of the study are:

- To determine if differences exist between Generation Y and Generation X in terms of their choices to stay in call centre of Company X.
- To determine what generation is more inclined to quit from the call centre of Company X.
- To consider what implications are there for Company X.

3.2 Research Philosophy

As mentioned by Quinlan (2011), every research project is situated by a philosophical framework which can be seen in every step of the research project. Every step in the research project should fit with the purpose of the project.

Some philosophical frameworks to choose from are as follows: positivism, constructivism, interpretivism, hermeneutics, symbolic interactionism, functionalism, structuralism, critical theory, feminism, post-structuralism and post-modernism (Quinlan 2011). The positivist framework holds that there is one objective reality which is singular and separate from consciousness (Quinlan 2011). Positivistic research usually means quantitative method (Turley 2013a).

Quantitative approach which defined by Domegan and Fleming (cited in Perez 2013, p: 8) as “Quantitative research details the percentage or proportion of a characteristic present. It relies heavily on maths, statistics and probability theory”. The positivist approach is the most appropriate for this study.

3.3 Research Approach

A deductive approach has been chosen for this study in order to provide empirical support or refutation for the claim that differences exist between generations. Deductive approach is the most common approach where the researcher has her objectives formulated before doing the fieldwork. The thesis is answering questions that have been derived or deduced in advance from the literature (Turley 2013).

3.4 Research Purpose

The researcher has developed hypotheses based on the literature:

H_0 : Differences do not exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X.

H_A : Differences exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X.

H_1 : As being younger generation, Generation Y is more inclined to quit than Generation X.

It is important for the researcher to consider how to define and measure the variables in those hypotheses as they are the central units in research (Perez 2013).

There are three types of variables (Perez 2013):

- Dependent variable that the researcher is trying to explain or predict
- Independent variable that hypothetically accounts for the change in the dependent variable
- Controlled variable that is held constant.

For example 'A scientist studies the impact of a drug on cancer'. In this topic, dependent variable is cancer, independent variable is drug and controlled variable is health (Perez 2013a).

Similarly, this study aims to establish a correlation between two variables: Decision to stay is dependent variable and generations are independent variables.

3.5 Research Strategy

Quinlan (2011a) has provided a list of research strategies that are: survey, case study, experimental design, ethnography, action research, grounded theory, content analysis, discourse analysis, documentary analysis and historical analysis.

One of the most important decisions to be made in a study is the decision about research strategy (Quinlan 2011a). The researcher deems the survey is the most appropriate for this study.

The purpose of the survey is to get information on knowledge, attitudes, opinions, experience and behaviours of people (Perez 2013b). In this study, survey is used to collect and analyse quantitative data and to determine whether statistically significant differences existed between generations in terms of their choices to stay in the call centre.

3.6 Data Collection Methods

As mentioned above deductive approach is most commonly used in survey strategies. Collecting and analysing quantitative data is most suitable method for this approach. It is evident from the literature that professional bodies such as CIPD investigate employee retention and generations through quantitative methods. Therefore, the researcher has chosen a quantitative method for this study.

A questionnaire is the most appropriate instrument within survey strategy (Quinlan 2011b). A questionnaire is designed to be administered to large amounts of people (Perez 2013b). There are many advantages to using questionnaires such as less expensive, convenient, offer great anonymity and less opportunity for bias (Perez 2013b). On the other hand, there are also disadvantages of using questionnaires such as no opportunity to collect other data, can receive incomplete or partial responses, does not allow elaboration of responses and cannot generally motivate participants (Perez 2013b). A questionnaire can be used to measure constructs (e.g. job satisfaction, employee motivation etc.) (Perez 2013b).

3.6.1 Questionnaire Design

Quinlan (2011b, p.337) has outlined some key issues when designing a questionnaire that are:

- The content of the questions
- The construction and presentation of each of the questions
- The order of the questions
- The length of the questionnaire.

The researcher has considered all the key issues when designing the questionnaire for this study. Especially, the length of the questionnaire was the real concern for the researcher as the management of the Company X did not allow employees for more than 15 minutes to complete this survey.

The researcher studied questionnaires from EBSCO on-line database, from professional bodies such as CIPD. The researcher replicated relevant questions from the questionnaire that was used in Magill (2013) study and implemented that questionnaire to her combined Employee Engagement Model. Magill (2013) has replicated her questions from several reliable and validated questionnaires that were used in CIPD's research on employee engagement, Gallup's 12 item level worker engagement index. A few new questions were developed to fit the purpose of the study.

The questionnaire focused on satisfaction, communication, work-life balance, loyalty and commitment, fairness and trust, motivation, core value proposition and intention to stay or quit.

The questionnaire (see Appendix B) consisted of 22 questions in total. All questions were linked to objectives of the study.

This questionnaire has been chosen for this study for the following reasons:

- The focus of disposition aligns with the theoretical assumption that individual of a generation develop common attitude and beliefs based on the shared experiences
- It has been validated and tested for reliability.

3.6.2 Close-ended Questions

A five point Likert scale (From strongly disagree to strongly agree) was used to measure the responses for the majority of the questions. Likert scale has been developed by Rensis Likert that measures the direction and force of attitudes on three, five or seven point (Quinlan 2011b, p.327).

Different response categories were provided for rating (Perez 2013b):

- For one question, a four point scale was used: from very satisfied to very dissatisfied.
- For one question, a four point rating was used: a lot, some, only a little, none.
- For three questions, a rating scale of 1-5 was used to measure satisfaction.
- Two questions were provided multiple categories for respondent to provide reason(s) to leave or stay.

3.6.3 Open-ended Questions

Only two open-ended questions were included to the questionnaire in order to gather qualitative data on:

- Three words that best describe how participants feel about coming to work.
- What single change would most improve participants' working life

3.6.4 Questionnaire Administration

The questionnaire had been reviewed by the group leader of the department. Group leader permitted the researcher to access email distribution list of specific teams within the call centre in order to send an online questionnaire. The questionnaire was created using Survey Monkey software. Researcher sent the questionnaire to the respondents' work email addresses through Survey Monkey software providing a link to the questionnaire and explaining its (See Appendix A).

An introductory page outlining the research and a final page thanking respondents were also included in the questionnaire.

The data was exported from Survey Monkey to SPSS software for statistical analysis.

3.6.5 Pilot Study

The questionnaire can be changed or developed following respondents' feedback (Quinlan 2011b). Therefore, a pilot study was administrated to find out: how long the questionnaire takes (this was most important part for the researcher as the time was limited to only 15 minutes by management), if the questions are clear, and if the wording and layout are appropriate for the questionnaire (Perez 2013b).

The management allowed researcher to carry out the pilot study with only two participants. They have allocated two agents who had less work load comparing to others. However, researcher asked for their wish to participate and confirm consent for the pilot study to proceed. Any issues that the pilot study presented were dealt with before the actual questionnaire was sent:

- Spelling and grammar mistakes had been corrected.
- Number of questions had been added to introductory page of the questionnaire.
- No issues were reported on timing.

3.7 Population and Sample

Population is all individuals, items or units of interest. The sample is selected from population (Perez, 2013b). The population for this study is all the employees who work in Company X. Only employees of the call centre, approximately 400, were projected to be selected by using sampling method. Using a cluster sampling technique researcher identifies all the clusters of units within the population (Quinlan 2011). Cluster sampling is one of the probability sampling methods that give unbiased selection of sampling units of the defined population (Perez, 2013c). However, the researcher allowed to survey only specified teams who were selected by management of the company due to low service level.

The questionnaire was sent to 110 employees in Dublin office. Of 60 questionnaires viewed, 59 were completed. Overall completion rate is 98 per cent. However, two of the respondents are from Baby Boomers generation. As this study focused on Generation X and Generation Y, those two responses will not be analysed. Therefore, it brings overall completion rate down to 95 per cent. However, the actual active response rate is 54 per cent because the questionnaire was sent to 110 employees (52 per cent when those two responses are excluded). 54 per cent of the respondents were male while 46 per cent were female.

3.8 Reliability and Validity

Because quantitative approach was selected for this study, the issues of reliability and validity are considered in the light of quantitative research. "In quantitative research, the researcher is primarily concern with measurement and with the precision of the data gathering instruments they use or develop for use in their research projects (Quinlan 2011b, p.335).

Reliability is about how consistent the data is, how confident we are that the study will generate the same result when the questionnaire is repeated and does relate to the precision of results (Perez 2013b).

On the other hand, validity is about how close the measure is to the correct value and does relate to the accuracy of results. A valid measure is one which is measuring what it is supposed to be measuring (Perez 2013b).

As mentioned in 3.6.1, a replicated questionnaire was used for this study which was developed and tested by other researchers which has helped to improve reliability. The questionnaire was also tested by the administrated pilot study.

The researcher considered the bias in responses to consideration (Perez 1013b). Even though it sounded like there is extremity bias as the respondents were selected by management, actually participants were really welcomed and willing to help to test the instrument of the study.

3.9 Ethical Considerations

The ethical issues in this study are substantial. As the study is involving participation of employees of Company X, the study must be thoroughly and properly conducted and well designed.

The ethical responsibilities in the conduct of this research were:

- To make respondents aware that the extent of the participation in the research required of them before they agree to participate.
- To keep participants' identities anonymous and confidential.
- To provide participants of researcher's contact details if they wish to ask any questions.
- To held the data gathered for the research safe and secure.
- To present the research to Company X to be checked prior to submission of the dissertation.
- To avoid bias in design, data analysis and data interpretation.

- To avoid discrimination in terms of sex, race, gender, ethnicity.
- To protect human subject in terms of minimizing harm with respect to dignity, privacy and autonomy.

The researcher at all times was responsible to ensure the protection of all.

3.10 Data Analysis

The data gathered through questionnaire will be analysed using SPSS (Statistical Package for the Social Sciences), a computer software package designed for the analysis of quantitative data (Quinlan 2011c).

The variables will be measured and tested using variety of SPSS tests to produce descriptive, inferential (Independent Samples t-Test) statistics in order to test whether the null hypothesis is true. Independent Sample t-Test tests if the averages (means) of two samples of observations are significantly different from each other. If p-value (Sig.) is less than 0.05 the null hypothesis will be rejected in favour alternative hypothesis (Lambert & Darcy n.d.).

Open-ended questions will be analysed in terms of content. The results are outline in the next chapter.

3.11 Re-coding

The researcher assigned appropriate levels of measurements to each variable in SPSS. Questions 4, 5,7,8,9,11,14,16 and 21 were re-coded in the following way 1= 'Strongly Disagree', 2='Disagree', 3='Neither Disagree Nor Agree', 4='Agree' and 5='Strongly Agree'. Questions 10, 12 and 15 were re-coded in the following way: 1 represents the highest of satisfaction or motivation and contrarily, 5 represents the most negative response.

Similarly questions on a scale of 4 (3, 6, 17 and 18) were re-coded from 1 to 4 by order of options provided in the questions.

Open- ended questions (13 and 22) were excluded from re-coding.

3.12 Limitations

Even though one of the aims of the study is to gain some understanding of employees' preferences and attitudes, it is not possible to gain a deeper understanding of employees' preferences and attitudes as this study used quantitative approach. However, as mentioned in section 3.6, professional bodies such as CIPD investigate employee retention and generations through quantitative methods.

In addition to this, the researcher did not know what the numbers are in each generation until the responses gathered (whether to have sufficient number from each generation for this study was unknown). Because the management has granted permission request eight months later from the first request was placed, and only to survey a few teams (110 people) due to low service level in their call centre. The researcher could have gain only 57 responses (39 from Generation Y and 18 from Generation X).

CHAPTER 4

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents analysis of the data gathered through the questionnaire. Descriptive and inferential statistics will be used. The chapter will also present discussion of the results focusing on research objectives. The data gathered through open-ended questions will be redacted for the purposes of confidentiality.

The presentation of the results will follow Researcher's combined Employee Engagement Model's structure.

4.2 Terminology of Independent Samples t-Test

SD = Standard Deviation, Mean = Average

p-value (Sig.), if the value is less than the standard level 0.05, Null Hypothesis can be rejected.

F ratio, if close to or equals 1, there is little or to no difference between the groups. If it is significantly greater than 1, a greater variation exists between the groups.

Equal variances assumed = Two samples have been drawn from populations that have the same population variances (When Sig. is greater than 0.05 it is assumed that there is no difference between the groups).

Equal variances not assumed = Two samples have been drawn from populations that have significantly different variances (When Sig. is less than 0.05 it is assumed there are difference between the groups).

Sig. (2 tailed), if the value is less than standard level 0.05, there is significant evidence to suggest a difference.

4.3 Individual Factors

In this part, the study looks at a range of demographic variables: Gender, Age group and Tenure.

Gender: 54 per cent of the respondents were male while 46 per cent were female. This variable will not be analysed deeply as this study is focusing more on age groups. However, this may be a topic for future research.

Age Group: 68 per cent of the respondents were from Generation Y (Age group: 23-35) while 32 per cent were from Generation X (Age group: 36-50) See Table 1.

Please indicate your age group?		
Answer Options	Response Percent	Response Count
16-22	0.0%	0
23-35	68.4%	39
36-50	31.6%	18
51-66	0.0%	0
67+	0.0%	0
<i>answered question</i>		57
<i>skipped question</i>		0

Table 1 – Respondents’ Age Group

Tenure: Majority of the respondents (51 per cent) work with the company for between 1 and 4 years. Those figures follow as 33 per cent of the respondents work with the company for between 5 and 10 years and 16 per cent of them work with the company for less than 1 year (Table 2).

Independent Samples t-Test had been applied on tenure variable to test any differences exist between two generations. There result has confirmed that there is no difference between generations in terms of tenure as Sig. = 0.693 (See Table 4). Mean was 2.15 (SD=.709) for Generation Y and 2.22 (SD=.647) for Generation X (See Table 3). That means that the average tenure is between 1 to 4 years for both generations.

Please indicate how long you have been with this company?		
Answer Options	Response Percent	Response Count
< 1 year	15.8%	9
Between 1-4 years	50.9%	29
Between 5-10 years	33.3%	19
10+ years	0.0%	0
<i>answered question</i>		57
<i>skipped question</i>		0

Table 2 – Respondents’ Tenure

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
Please indicate how long you have been with this company?	23-35	39	2.15	.709	.113
	36-50	18	2.22	.647	.152

Table 3 – Group Statistics on Tenure

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Please indicate how long you have been with this company?	Equal variances assumed	.157	.693	-.348	55	.729	-.068	.197	-.462	.326
	Equal variances not assumed			-.360	36.095	.721	-.068	.190	-.454	.317

Table 4 – Independent Samples t-Test on Tenure

As mentioned by Mobley (1982c), there is negative relationship between tenure and employee turnover. The results show that generations’ tenure positively impacts the employee turnover in call centre of Company X.

4.4 Integrative Variables

4.4.1 Working Life

This part contains questions on people’s perceptions of their work-life balance, working hours, flexible working, and pay.

Work-Life Balance, Working hours, Flexible working: The Independent Samples t Test Results show (See Appendix E – A) that there is no difference between the generations (All Sig. values are greater than 0.05). Generally Mean for Generation Y and Generation is greater than 4 for the first six items (Mean for six items is 4.22) which confirms that both generations are ‘Agreed’ in general. And the Mean is 2.13 (SD=1.005) for Generation Y and 1.83 (SD=0.707) for Generation X for the last item, which confirms that both generations are satisfied with their work-life balance (See Figure 4).

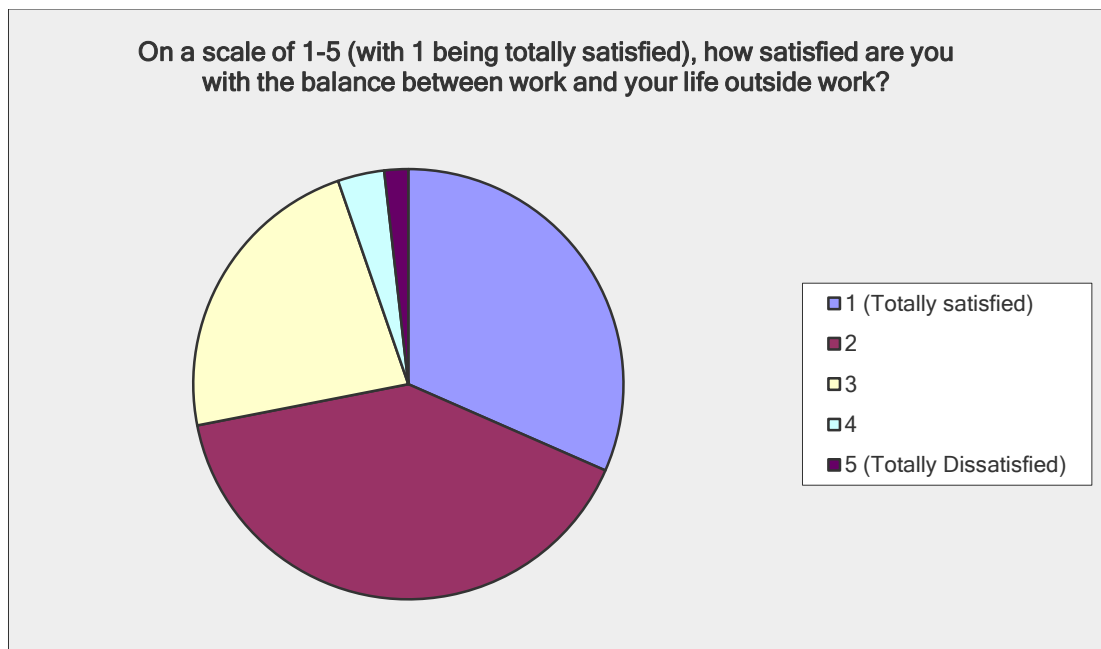


Figure 4 Work-Life Balance Satisfaction

However, some participants’ responses to open-ended question 22 were negative; *‘Much more flexibility in work times and location’, ‘Flexibility regarding working hours’, ‘Shift change’, ‘More opportunities to work from home if needed’* (See Appendix D - B).

Satisfaction with work-life balance will positively impact employee retention as both groups value work-life balance as mentioned in section 2.4.

Pay: The Independent Samples t Test Results show (See Appendix E – B) that the Mean for both Generations is generally between 3 and 4 (Mean for all the items is 3.60). Which means that they responded to questions related with pay between ‘Neither Agree Nor Disagree’ and ‘Agree’. Some responses of participants’ to open-ended question 22 (See Appendix D - B) are; ‘Better Pay’, ‘Salary increase’, ‘More Money’.

Interestingly, the test results show that, the items ‘*I am paid fairly for the work I do relative to people in similar positions in similar organisations*’ (Sig.=.695), ‘*I am fairly paid for my contribution to my organisation’s success*’ (Sig.=.197) and ‘*I get back from the organisation a fair return (financial rewards, etc.) for what I give (effort, performance)*’ (Sig.=.034) do not show any difference between the groups. It is expected Generation Y to be concerned about pay packages as they prefer to work longer for more money as mentioned in section 2.4.

Overall response on pay related questions was neutral. However, responses to open-ended questions show that the Company X to revise their pay packages for the workforce in their call centre as the pay levels are negatively related to employee turnover.

4.4.2 Attitudes to Work

This part presents information about most critical aspects of how people feel about their work and what is their job perception.

Satisfaction: Respondents rated question ‘*On a scale of 1-5 (with 1 being totally satisfied), how satisfied are you in your current role?*’ as below: 2 (32 per cent), 3 (26 per cent), 1, (23 per cent), 4 (18 per cent) and 5 (only 2 per cent) (See Figure 5). When t-test applied to this question, results shows that there is no difference between the groups (Sig.=.665) and the mean for Generation Y is 2.56 (SD=1.095) and mean for Generation X is 2.17 (SD=1.043) (See Table 5 and 6).

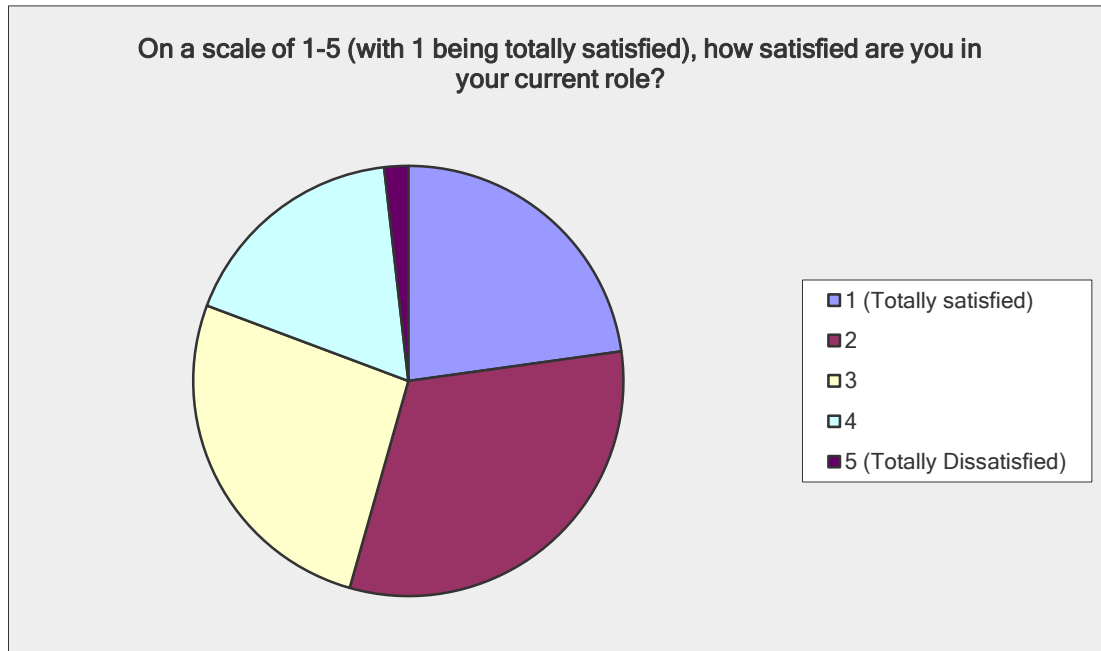


Figure 5 Satisfaction with current role

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
On a scale of 1-5 (with 1 being totally satisfied), how satisfied are you in your current role?	23-35	39	2.56	1.095	.175
	36-50	18	2.17	1.043	.246

Table 5 – Group Statistics on Current Job Satisfaction

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
On a scale of 1-5 (with 1 being totally satisfied), how satisfied are you in your current role?	Equal variances assumed	.189	.665	1.292	55	.202	.397	.308	-.219	1.014
	Equal variances not assumed			1.316	34.684	.197	.397	.302	-.216	1.011

Table 6 – Independent Samples t-Test on Current Job Satisfaction

Some responses to open-ended questions are: *'More realistic targets'*, *'Change of tools'*, *'Removal of handling times'*, *'Have work for the time I have - ie when I take a day off I still have the work waiting for me to be done and thus sometimes it is not worth it to take days off'*, *'access to better technical equipment'* and *'Removing the Handling Time'*. This study did not convert those qualitative data to quantitative data. However, this may be an opportunity for future researches.

Loyalty and Commitment: Figure 6 shows how respondents rated the four items on loyalty and commitment. The independent samples t-test again showed that there is no difference between the groups (See Appendix E- C).

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Total	Average Rating
I believe I have a good future in this organisation.	1.75% 1	5.26% 3	14.04% 8	54.39% 31	24.56% 14	57	3.95
I feel proud to tell people that I work here.	0.00% 0	0.00% 0	12.28% 7	56.14% 32	31.58% 18	57	4.19
I would recommend this organisation to a friend.	0.00% 0	3.51% 2	7.02% 4	56.14% 32	33.33% 19	57	4.19
I would encourage my friends and relatives to do business with my organisation.	1.75% 1	1.75% 1	5.26% 3	47.37% 27	43.86% 25	57	4.30

Figure 6 Loyalty and commitment

Figure 7 shows how loyal they feel towards Company X. And again there is no difference between two generations (Sig.=.261) (See Table 7).

How much loyalty would you say you feel towards your organisation as a whole?		
Answer Options	Response Percent	Response Count
A lot	51.8%	29
Some	46.4%	26
Only a little	1.8%	1
None	0.0%	0
<i>answered question</i>		56
<i>skipped question</i>		1

Figure 7 How loyal do Generations feel

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
How much loyalty would you say you feel towards your organisation as a whole?	Equal variances assumed	1.289	.261	1.062	54	.293	.164	.154	-.145	.473
	Equal variances not assumed			1.102	36.749	.278	.164	.149	-.137	.465

Table 7 – Independent Samples t-Test on Feeling Loyal

Responses are very positive that have positive impact on employee retention.

Emotional Responses to Work/Motivation: 51 per cent of the respondents agreed that there is someone at work who encourages their development and 37 per cent of them strongly agreed to that. Mean for Generation Y is 4.20 (SD=.933) while it is 4.13 (SD=.719) for Generation X. And there is no difference between the generations (Sig.=.179) (See Appendix E-D).

27 per cent of the respondents feel extremely motivated while 30 per cent of them rated '2' as an indicator to their feelings (See Figure 8).

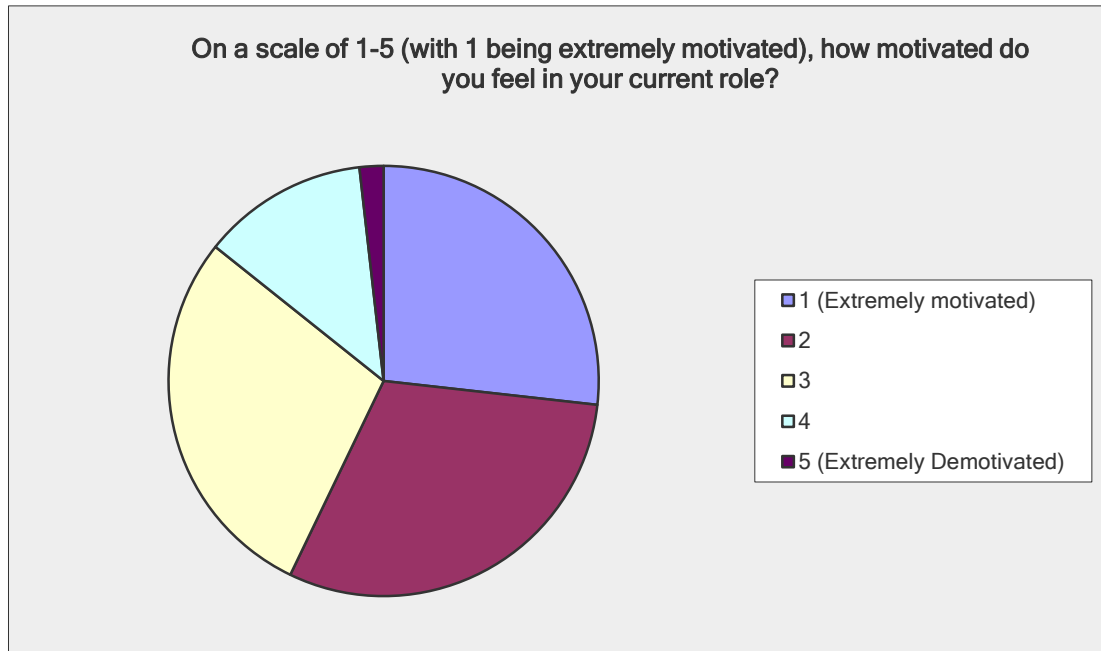


Figure 8 Feeling Motivated

Also a lot of positive comments provided for the open-ended question 13 (See Appendix D) such as, ‘Happy’, ‘Engaged’, ‘Inspired’. However, a few neutral and negative wordings also provided that cannot be ignored; ‘Confused’, ‘Pressure’, ‘Routine’, ‘Fine’. Overall results are high which the study has found that it has positive impact on employee turnover.

4.4.3 Management, Leadership and Communication

This part concerned with finding out what people think about their managers, leaders, communication, clarity, openness and trust.

Communication with Manager: Overall Mean for both generation and for all nine items is 4.23. Respondents mostly rated as ‘Agreed’ or ‘Strongly Agreed’ each item. There are no differences between groups as all Sig. values are greater than 0.05 (See Appendix E-E).

However, some comments on question 13 and 22 are negative; ‘Honest, clear and regular feedback’, ‘Stressful! because of management’.

Core Value Proposition (Perception of Organisation): The results are very similar to Communication with Manager section. Overall Mean for both generation and for all seven items is 4.1. Respondents mostly rated each item as ‘Agreed’ or ‘Strongly Agreed’. There are no differences between groups as all Sig. values are greater than 0.05 (See Appendix E-F and Figure 9).

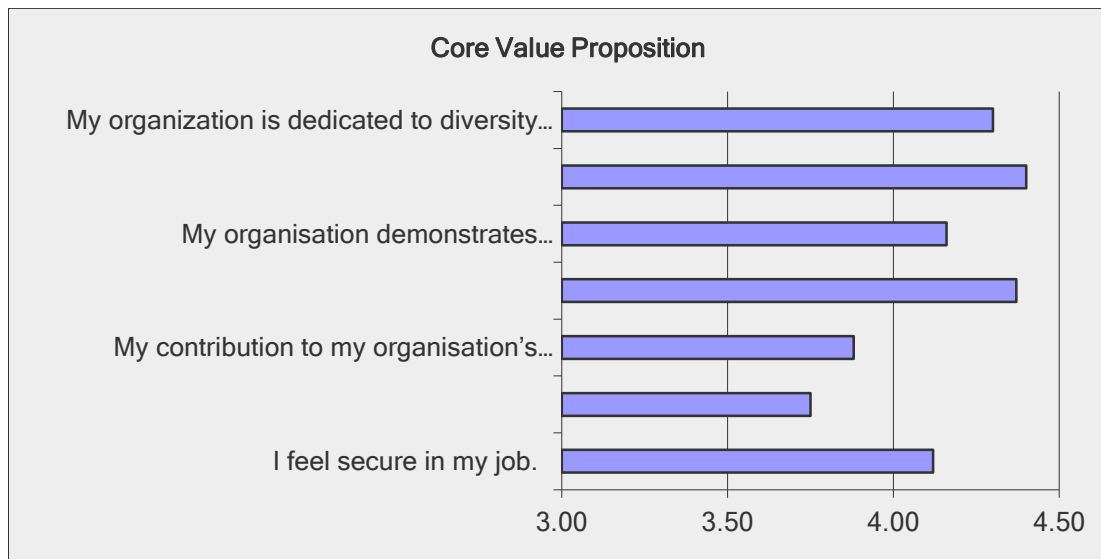


Figure 9 Perception of Organisation

However, some open-ended question 22 responses state some dissatisfaction; *‘Think customer first’, ‘More acknowledgement of the work done’, ‘the diversity’, ‘if the company would focus on quality and award quality’ and ‘A better organization’.*

This variation have positively affect employee retention.

Openness: The test results show there are no differences between generations as Sig. values are greater than 0.05 (See Appendix E-G).

Figure 10 shows how satisfied they are with the channels that exist to provide feedback.

How satisfied are you with the channels that exist to feed your views/issues/ideas upwards to management?		
Answer Options	Response Percent	Response Count
Very Satisfied	31.6%	18
Satisfied	61.4%	35
Dissatisfied	5.3%	3
Very Dissatisfied	1.8%	1
<i>answered question</i>		57
<i>skipped question</i>		0

Figure 10 Satisfaction with Feedback Channels

Generations' perception of factor has positive impact on employee retention. Especially Generation Y is value constant feedback.

Trust: Five items had been rated mostly as 'Agreed' or 'Strongly Agreed' by respondents. There are no significant differences between generations for the first four items. However, the item 'I trust senior management to look after my best interest' resulted as Sig.=0.055, very close to say there is different between two generation. But, Sig.(2 tailed)=.126 supports that there is no difference between two generations. Finally, the results for the last item 'Management deliver on their promises' shows that there is significant difference between two generations. Sig.=.005 while Sig.(2 tailed)=.034 (See Appendix E-H). Mean for this item for Generation Y is 3.51 (SD=1.097) while it is 4.11 (SD=.583) for Generation X. That can be said, Generation Y is more negative against management's promises (See Appendix E-H).

Some comments on open-ended question 22 also provided on senior management; 'Sack 95% of senior management'. Even though overall results are positive, the last item and the comments cannot be ignored. The Company X needs to reconsider their processes on trust against senior management.

Clarity: Overall Mean for both generation and for all three items is 4.44. Respondents mostly rated as 'Agreed' or 'Strongly Agreed' each item (See Figure 11). There are no differences between groups as all Sig. values are greater than 0.05 (See Appendix E-I).

However, some comments on question 22 are negative; *'Clarify processes'*, *'Less obscurity'* and *'Better planning of mentoring phases'*.

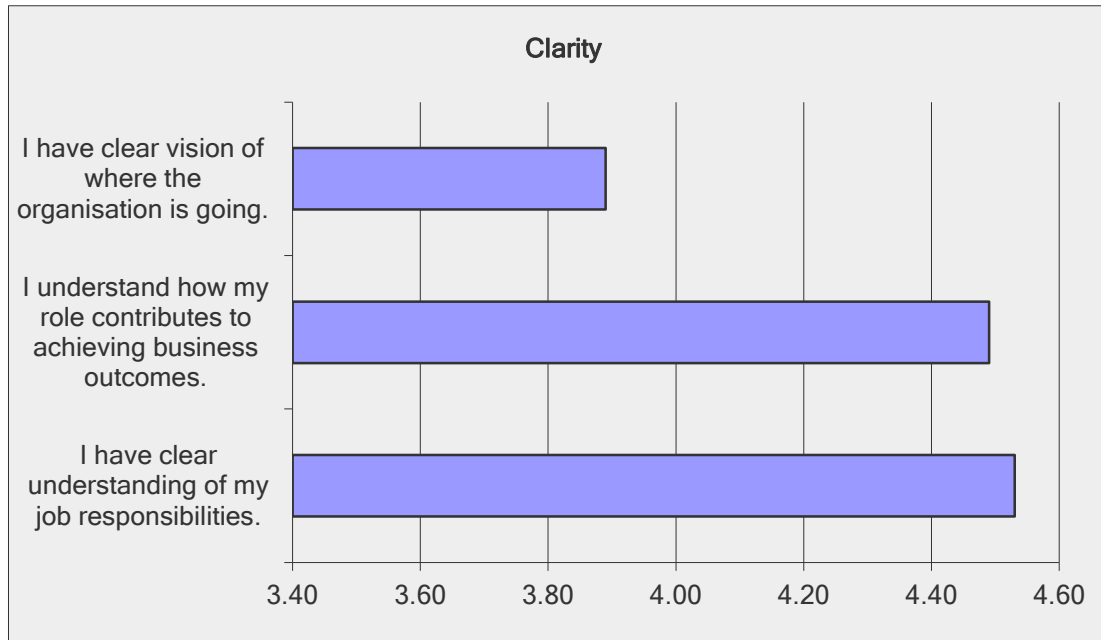


Figure 11 Clarity

4.4.4 Engagement

“Engagement has been found to be good not only for the organisations but also for the individuals experiencing it as well, and so having an engaged workforce should be win-win situation” (Truss et al. 2006, p.2).

This part will look at engagement (Advocacy only).

Engagement: Figure 12 below shows that most of the respondent rated ‘Agree’ and ‘Strongly Agree’. However, 11 per cent of the respondents rated item 2 as ‘Disagree’ and 14 per cent of the respondents rated item 3 as ‘Disagree’. Similarly, those last two items had been rated as ‘Strongly Agree’ by five people in total.

Also, Independent Samples t-Test results shows that, there is difference between generation on item 2 (Sig.=0.02). However, Sig.(2 tailed) value

0.052 does not support that but very close to standard value 0.05 (See Table 8 and 9).

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Total	Average Rating
The work I do in my role is worthwhile.	1.75% 1	1.75% 1	5.26% 3	63.16% 36	28.07% 16	57	4.14
I feel valued for the work that I do.	3.51% 2	10.53% 6	12.28% 7	47.37% 27	26.32% 15	57	3.82
My roles gives me the opportunity to use my skills to my full potential.	5.26% 3	14.04% 8	21.05% 12	36.84% 21	22.81% 13	57	3.58

Figure 12 Engagement

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
The work I do in my role is worthwhile.	Equal variances assumed	.251	.619	-1.343	55	.185	-.282	.210	-.703	.139
	Equal variances not assumed			-1.492	43.344	.143	-.282	.189	-.663	.099
I feel valued for the work that I do.	Equal variances assumed	11.136	.002	-1.985	55	.052	-.581	.293	1.168	.006
	Equal variances not assumed			-2.538	54.977	.014	-.581	.229	1.040	-.122
My roles gives me the opportunity to use my skills to my full potential.	Equal variances assumed	.089	.767	-.389	55	.699	-.128	.330	-.789	.533
	Equal variances not assumed			-.402	36.107	.690	-.128	.319	-.775	.518

Table 8 – Independent Samples t-Test on Engagement

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
The work I do in my role is worthwhile.	23-35	39	4.05	.793	.127
	36-50	18	4.33	.594	.140
I feel valued for the work that I do.	23-35	39	3.64	1.181	.189
	36-50	18	4.22	.548	.129
My roles gives me the opportunity to use my skills to my full potential.	23-35	39	3.54	1.189	.190
	36-50	18	3.67	1.085	.256

Table 9 – Group Statistics on Engagement

Overall test results are positive and the study can say both generations feel engaged and that has positive impact on employee retention.

4.5 Outcomes

Finally, this part looks how all the factors in the model affect generations' intent to quit. The researcher will test her hypotheses.

Figure 13 shows overall results of question 18 *'I plan to continue my career with this company for the next –'*

56 per cent of the employees plan to stay in the company for more than 4 years. 25 per cent of them plan to stay for 1 to 2 years, 16 per cent of them plan to stay for 3 to 4 years and only 4 per cent of them plan to leave within 4 years.

Null hypothesis had been tested by Independent Sample t-Test. Sig. value is greater than 0.05 ($0.306 > 0.05$) which had supported by Sig.(2-tailed) value which is also greater than 0.05 ($0.287 > 0.05$). Mean is 3.15 (SD=.988) for Generation Y while it is 3.44 (SD=.856) (See Table 10 and 11). Therefore, the null hypothesis cannot be rejected.

H₀: Differences do not exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X.

I plan to continue my career with this company for the next –

Answered: 57 Skipped: 0

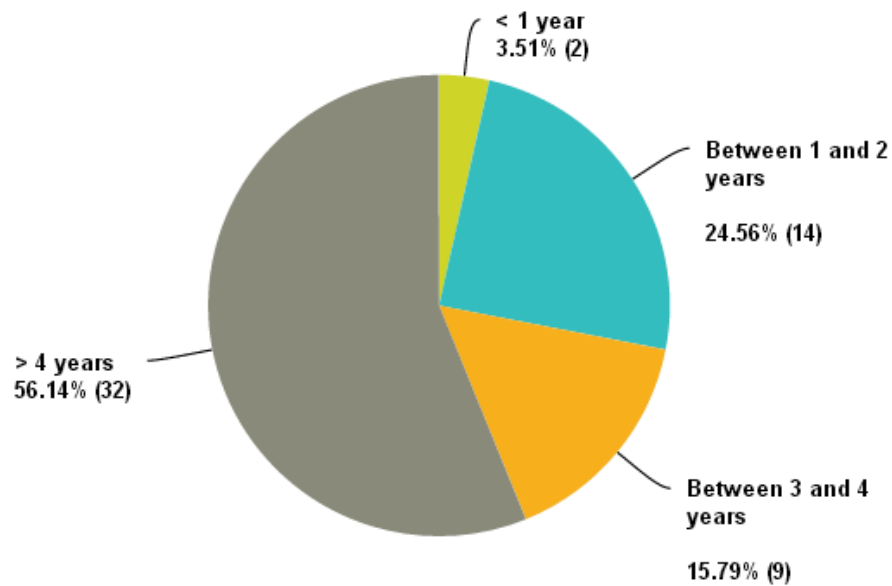


Figure 13 Intention to stay

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I plan to continue my career with this company for the next –	Equal variances assumed	1.065	.306	-1.075	55	.287	-.291	.270	-.832	.251
	Equal variances not assumed			-1.134	37.928	.264	-.291	.256	-.809	.228

Table 10 – Independent Samples t-Test on Intention to Stay

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I plan to continue my career with this company for the next –	23-35	39	3.15	.988	.158
	36-50	18	3.44	.856	.202

Table 11 – Group Statistics on Intention to Stay

Figure 14 shows overall results of following 4 items were presented under question 16.

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Total	Average Rating
I have never even thought about leaving this job.	7.02% 4	21.05% 12	31.58% 18	22.81% 13	17.54% 10	57	3.23
I have sometimes thought about leaving this job but have never done anything about it.	17.54% 10	22.81% 13	17.54% 10	26.32% 15	15.79% 9	57	3.00
I have looked around for other jobs.	28.07% 16	24.56% 14	14.04% 8	26.32% 15	7.02% 4	57	2.60
I am currently in the process of trying to leave this job.	50.88% 29	33.33% 19	8.77% 5	1.75% 1	5.26% 3	57	1.77

Figure 14 Intention to quit

For the first item, 32 per cent of the respondents rated 'Neither Disagree Nor Agree', 23 per cent of them rated 'Agree', 21 per cent of them rated 'Disagree', 18 per cent of them rated 'Strongly Agree' and only 7 per cent of them rated 'Strongly Disagree' .

t-Test results (See Table 12 and 13) show that there is no difference between two generations. Sig. value is greater than 0.05 (0.806>0.05).

For the second item, 26 per cent of the respondents rated 'Agree', 23 per cent of them rated 'Disagree', 18 per cent of them rated 'Strongly Disagree' and 'Neither Disagree Nor Agree', and 16 per cent of them rated 'Strongly Agree'.

t-Test results show that there is no difference between two generations. Sig. value is greater than 0.05 ($0.147 > 0.05$).

For the third item, 28 per cent of the respondents rated 'Strongly Disagree', 26 per cent of them rated 'Agree', 25 per cent of them rated 'Disagree', 14 per cent of them rated 'Neither Disagree Nor Agree', and 7 per cent of them rated 'Strongly Agree'.

t-Test results show that there is no difference between two generations. Sig. value is greater than 0.05 ($0.228 > 0.05$).

For the fourth item, 51 per cent of the respondents rated 'Strongly Disagree', 33 per cent of them rated 'Disagree', 9 per cent of them rated 'Neither Disagree Nor Agree', 5 per cent of them rated 'Strongly Agree' and only 2 per cent of them rated 'Agree',

t-Test results show that there is difference between two generations. Sig. value is less than 0.05 ($0.033 < 0.05$). However, Sig.(2 tailed) value does not support that there is significant different between the generations as it is bigger than 0.05 ($0.612 > 0.05$)

Overall results for all the items do not support that there are differences between two generations in terms of intention to quit. Therefore, following additional hypothesis can be rejected.

H₁: As being younger generation, Generation Y is more inclined to quit than Generation X.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I have never even thought about leaving this job.	Equal variances assumed	.061	.806	-.214	55	.831	-.073	.339	-.753	.607
	Equal variances not assumed			-.215	33.607	.831	-.073	.337	-.759	.613
I have sometimes thought about leaving this job but have never done anything about it.	Equal variances assumed	2.160	.147	1.046	55	.300	.406	.388	-.372	1.184
	Equal variances not assumed			1.126	39.899	.267	.406	.361	-.323	1.135
I have looked around for other jobs.	Equal variances assumed	1.485	.228	.368	55	.714	.141	.383	-.627	.909
	Equal variances not assumed			.390	38.410	.699	.141	.361	-.590	.873
I am currently in the process of trying to leave this job.	Equal variances assumed	4.782	.033	.510	55	.612	.154	.302	-.451	.759
	Equal variances not assumed			.643	54.711	.523	.154	.239	-.326	.633

Table 12 – Independent Samples t-Test on Intention to Quit

The respondents had been asked to provide main reason(s) if they intend to stay for more than one year. They had been also asked to provide main reason(s) if they intend to quit within one year.

The results show that, 'Training, Development and Career Opportunities' is the most popular answer for intention to stay with the company (See Table 14). That followed by 'Pay and Benefits' and 'Working Conditions'. Only one of the respondents provided other reason as 'Laziness'.

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I have never even thought about leaving this job.	23-35	39	3.21	1.196	.192
	36-50	18	3.28	1.179	.278
I have sometimes thought about leaving this job but have never done anything about it.	23-35	39	3.13	1.436	.230
	36-50	18	2.72	1.179	.278
I have looked around for other jobs.	23-35	39	2.64	1.405	.225
	36-50	18	2.50	1.200	.283
I am currently in the process of trying to leave this job.	23-35	39	1.82	1.211	.194
	36-50	18	1.67	.594	.140

Table 13 – Group Statistics on Intention to Quit

		Please indicate your age group?		Total
		23-35	36-50	
Pay and Benefits	Pay and Benefits	22	10	32
Training, Development and Career Opportunities	Training, Development and Career Opportunities	25	11	36
Employer Brand	Employer Brand	8	5	13
Working Conditions	Working Conditions	20	8	28
Supervision	Supervision	6	6	12
Job Itself	Job Itself	10	4	14
Other(s)	Other(s)	1	0	1
Total		92	44	136

Table 14 – Reasons to Stay

Interestingly, 'Better Pay and Benefits' is one of the most popular answers also for the intention to quit. That followed by 'Better Job Opportunity' and 'Career Change' (See Table 15). 3 of the respondents provide other reasons; 'Can't work under incompetent senior management', 'Only if the

same conditions and pay/benefits were offered in my town to cut out the commuting' and 'Travel'.

		Please indicate your age group?		Total
		23-35	36-50	
Better Pay and Benefits	Better pay and benefits	6	7	13
Better Job Opportunity	Better job opportunity	5	4	9
Career Change	Career Change	7	2	9
Better Working Conditions	Better Working Conditions	1	0	1
Conflict with colleas)/ team leader(s)	Conflict with colleas)/ team leader(s)	0	0	0
Dissatisfaction with job	Dissatisfaction with job	1	1	2
Employer Brand	Employer Brand	0	0	0
Family/Personal reasons	Family/personal reasons	7	0	7
Other(s)	Other(s)	5	1	6
Total		32	15	47

Table 15 – Reasons to Leave

4.6 Conclusion

This chapter presented discussion and main findings drawn from data analysis. Those findings will be used in the following chapter to draw overall conclusions and make recommendations.

CHAPTER 5

CONCLUTIONS AND RECOMMENDATIONS

5.1 Conclutions

The research objective was to investigate the impacts of Generation Y and Generation X on employee retention in call centre of Company X that operates in on-line banking sector in Ireland. To determine if those generations have impact on employee retention in call centre through their preferences and attitudes. The topic was reviewed by drawing on literature from industry practitioners and academics. The research objectives are achieved through the analysis of the quantitative data gathered through questionnaire.

It is evident that a very high proportion of the respondents are 'Agree' that they are happy with their work-life balance, pay, and working hours and flexible working conditions even though some of the respondents had provided a few negative comments on their working life. The study found out that generations positively impact employee retention in call centre of Company X as each factor under 'Work life' section in researcher's combined Employee engagement model feeds the outcomes section accordingly.

Similarly it is evident that a very high proportion of the respondents are 'Agree' that their attitudes towards work are positive. The study found out that generations positively impact employee retention in call centre of Company X through their attitudes.

Although high proportion of the respondents are 'Agree' that they are happy with the way their manager communicates to them, there is evidence that some of the respondents do not trust senior managers. In addition, they understand how their role contributes to business outcomes. Their perception of Company X is positive in general. The study found out that generations positively impact employee retention in call centre of Company X through their perceptions of managers and communication.

In addition, It is evident that a very high proportion of the respondents are 'Agree' that they believe their role is worthwhile. The study found out that generations positively impact employee retention in call centre of Company X through their engagement.

It was concluded that there are no differences between Generation Y and Generation X in terms of all the factor that were provided in combined employee engagement model (Work Life, Attitudes to Work, Communication and Engagement)

Those findings support Brawn's (2010) argument that there is a secret satisfaction to call centre life despite the negative stereotype of call centres. Also that many call centre employees love their job.

Based on the results of Independent Samples t-Test for the overall survey score, the null hypothesis that differences do not exist between Generation Y and Generation X in terms of their decision to stay in call centre of Company X could not be rejected.

However, the additional hypothesis that as young generation, Generation Y is more inclined to quit than Generation X could be rejected as no differences found between the generations.

The fact that no significant differences were found supports the arguments made by all the different authors as mentioned in Chapter 1, that each generation's personality, attitudes behaviour differ.

However, this study cannot be generalised as only 1 of 4 of the call centre employees had been surveyed.

5.2 Recommendations

One of the research objectives was to determine what implications are there for Company X. Finally this section provides some implications and recommendations for Company X.

- Pay more. As the role of call centre agent is changing into more of knowledge worker, they should be considered professionals.
- Allow more shift trading between employees, and more flexible working. Allow them to work from home. The future of call centre is moving towards new technologies that allow employees to work from home.
- Revise the reward and recognition processes.
- Revise processes on building trust between employee and senior management.

5.3 Limitations

It was not possible to gain a deeper understanding of employees' preferences and attitudes as quantitative approach used for this study. Interviews or focus groups would have allowed the researcher to gain a deeper understanding.

Second, due to restriction on number of employees to be surveyed, this study may not be possible to generalise the results to call centre department in the company X, to other organisations or even the industry.

Third, this study explores Generation X and Generation Y. Therefore, it may not be possible to generalise the results to other Generations.

5.4 Implications for Future Research

If access was granted, the same research could be conducted in non-domestic offices of Company X for the purposes of comparison.

Also, if access was granted, the same research could be conducted in different industries. It could be conducted for the purposes of comparison.

Same study would be conducted using a qualitative approach or mixed method approach.

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APPENDICES

APPENDIX A - Covering Email with Questionnaire

To: [Email]

From: "kargun47@hotmail.com via surveymonkey.com" <member@surveymonkey.com>

Subject: Master' dissertation - Survey participation

Body: Dear all,

My name is Elmas Kargun and I joined [] at the end of []
[] I am writing to you in relation to my Master's dissertation in Human Resource Management at the National College of Ireland.

In connection with this dissertation I am conducting a research project about Employee Retention through an anonymous Survey. The objective of this survey is to identify the factors that impact/drive retention decision for a variety of generations in a call centre environment.

I would be very grateful if you would take part in this survey which will be open from Friday 22nd August until COB Thursday 28th August. The survey questionnaire is on-line based and should take approximately 10-15 minutes.

Here is a link to the survey:

<https://www.surveymonkey.com/s.aspx>

This link is uniquely tied to this survey and your email address. Please do not forward this message.

This communication and survey participation was approved by the CS Smaller Market Group Leader to all recipients of this email.

If you have any questions or concerns about completing the survey please let me know. ([] or [])

Thanks for your participation!
Regards,

Elmas

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<https://www.surveymonkey.com/optout.aspx>

APPENDIX B – Questionnaire

Employee Retention/Generations

Firstly, thank you for taking the time to answer this survey.

This survey is confidential and identities of participants will be kept completely anonymous. You will be asked a variety of questions about your perceptions of your work and working environment.

There are 22 questions and completing the survey should take you approximately 10-15 minutes. Your honest feedback will help me in identifying what areas will need to be improved in our organisation.

Please read the questions carefully and chose the answers that reflect how you honestly feel about area being asked.

Your answers will be kept completely confidential.

Thanks again for your participation.

Background

1. What is your gender?

Female

Male

2. Please indicate your age group?

16-22

23-35

36-50

51-66

67+

3. Please indicate how long you have been with this company?

< 1 year

Between 1-4 years

Between 5-10 years

10+ years

4. Clarity

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
I have clear understanding of my job responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand how my role contributes to achieving business outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have clear vision of where the organisation is going.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Openness

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
I feel well informed about what is happening in my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management encourages me to talk openly and share ideas with my colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am reluctant to take risks in case I make mistakes and will be blamed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management involves people in decisions that affect their roles and work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can ask management any reasonable question and get a straight answer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. How satisfied are you with the channels that exist to feed your views/issues/ideas upwards to management?

- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied

7. Communication with your Manager

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
My team leader/manager is open & honest with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My team leader/manager is supportive if I have a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My team leader/manager provides me with the necessary information to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My team leader/manager consults me on matters of importance to me in my role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My team leader/manager listens to me if I have suggestions to make.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My team leader/manager gives me feedback on how I am performing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My team leader/manager holds regular 1:1's with me (at least 4 per quarter).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with company's Performance Management ethos & approach.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Management keeps me informed about important issues and changes as they are happening.

8. Fairness & Trust

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
I am paid fairly for the work I do relative to people in similar positions in similar organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am fairly paid for my contribution to my organisation's success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get back from the organisation a fair return (financial rewards, etc.) for what I give (effort, performance).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust my colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust my team leader/manager to look after my best interest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust senior management to look after my best interest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am treated as a full member of the team regardless of my position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management deliver on their promises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Engagement & Satisfaction

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
The work I do in my role is worthwhile.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel valued for the work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My roles gives me the opportunity to use my skills to my full potential.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. On a scale of 1-5 (with 1 being totally satisfied), how satisfied are you in your current role?

- 1 (Totally satisfied)
- 2
- 3
- 4
- 5 (Totally Dissatisfied)

11. Emotional Responses to Work/ Motivation

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
There is someone at work who encourages my development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. On a scale of 1-5 (with 1 being extremely motivated), how motivated do you feel in your current role?

- 1 (Extremely motivated)
- 2
- 3
- 4
- 5 (Extremely Demotivated)

13. List three words that best describe how you feel about coming to work?

14. Work-Life Balance

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
I feel my company provides support to help me manage my work-life balance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I achieve the correct balance between my home and work lives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the workplace flexibility offered by my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the amount of paid leave offered by my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My company provides flexible working hours.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the working hours offered by my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. On a scale of 1-5 (with 1 being totally satisfied), how satisfied are you with the balance between work and your life outside work?

- 1 (Totally satisfied)
- 2
- 3
- 4
- 5 (Totally Dissatisfied)

16. Loyalty & Commitment

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
I believe I have a good future in this organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel proud to tell people that I work here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend this organisation to a friend.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would encourage my friends and relatives to do business with my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have never even thought about leaving this job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have sometimes thought about leaving this job but have never done anything about it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have looked around for other jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am currently in the process of trying to leave this job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. How much loyalty would you say you feel towards your organisation as a whole?

- A lot
- Some
- Only a little
- None

18. I plan to continue my career with this company for the next –

- < 1 year
- Between 1 and 2 years
- Between 3 and 4 years
- > 4 years

19. Please provide main reason/s if you want to stay in the organisation for more than one year.

- Pay and Benefits
- Training, Development and Career Opportunities
- Employer Brand
- Working Conditions
- Supervision
- Job Itself
- Other(s) (please specify)

20. Please provide main reason/s if you are intending to leave within one year.

- Better pay and benefits
- Better job opportunity
- Career Change
- Conflict with colleague(s)/team leader(s)
- Family/personal reasons
- Better working conditions
- Employer Brand
- Dissatisfaction with job
- Other(s) (please specify)

21. Core Value Proposition

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
I feel secure in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Management considers employee input when making decisions that impact my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My contribution to my organisation's success is recognised by my manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation has a reputation as a good place to work in the industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation demonstrates social/environment responsibility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation is focused on a good customer service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization is dedicated to diversity and inclusiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. What single change would most improve your working life?

APPENDIX C – Overall Results

Question 1

What is your gender?		
Answer Options	Response Percent	Response Count
Female	45.6%	26
Male	54.4%	31
<i>answered question</i>		57
<i>skipped question</i>		0

Question 2

Please indicate your age group?		
Answer Options	Response Percent	Response Count
16-22	0.0%	0
23-35	68.4%	39
36-50	31.6%	18
51-66	0.0%	0
67+	0.0%	0
<i>answered question</i>		57
<i>skipped question</i>		0

Question 3

Please indicate how long you have been with this company?		
Answer Options	Response Percent	Response Count
< 1 year	15.8%	9
Between 1-4 years	50.9%	29
Between 5-10 years	33.3%	19
10+ years	0.0%	0
<i>answered question</i>		57
<i>skipped question</i>		0

Question 4

Clarity							
Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
I have clear understanding of my job responsibilities.	1	0	0	23	33	4.53	57
I understand how my role contributes to achieving business outcomes.	1	1	0	22	33	4.49	57
I have clear vision of where the organisation is going.	2	5	8	23	18	3.89	56
<i>answered question</i>							57
<i>skipped question</i>							0

Question 5

Openness							
Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
I feel well informed about what is happening in my organisation.	3	4	10	31	9	3.68	57
Management encourages me to talk openly and share ideas with my colleagues.	2	1	4	26	24	4.21	57
I am reluctant to take risks in case I make mistakes and will be blamed.	17	17	7	9	6	2.46	56
Management involves people in decisions that affect their roles and work environment.	4	8	17	20	8	3.35	57
I can ask management any reasonable question and get a straight answer.	5	1	9	26	16	3.82	57
<i>answered question</i>							57
<i>skipped question</i>							0

Question 6

How satisfied are you with the channels that exist to feed your views/issues/ideas upwards to management?		
Answer Options	Response Percent	Response Count
Very Satisfied	31.6%	18
Satisfied	61.4%	35
Dissatisfied	5.3%	3
Very Dissatisfied	1.8%	1
<i>answered question</i>		57
<i>skipped question</i>		0

Question 7

Communication with your Manager							
Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
My team leader/manager is open & honest with me.	1	3	1	23	29	4.33	57
My team leader/manager is supportive if I have a problem.	1	2	2	18	34	4.44	57
My team leader/manager provides me with the necessary information to do my job well.	1	2	1	26	27	4.33	57
My team leader/manager consults me on matters of importance to me in my role.	1	3	5	21	27	4.23	57
My team leader/manager listens to me if I have suggestions to make.	2	0	2	19	34	4.46	57
My team leader/manager gives me feedback on how I am performing.	1	1	1	21	33	4.47	57
My team leader/manager holds regular 1:1's with me (at least 4 per quarter).	2	0	1	16	38	4.54	57
I am satisfied with company's Performance Management ethos & approach.	3	3	12	25	14	3.77	57

Management keeps me informed about important issues and changes as they are happening.	1	3	7	24	22	4.11	57
<i>answered question</i>							57
<i>skipped question</i>							0

Question 8

Fairness & Trust							
Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
I am paid fairly for the work I do relative to people in similar positions in similar organisations.	3	11	8	23	12	3.53	57
I am fairly paid for my contribution to my organisation's success.	3	10	11	24	9	3.46	57
I get back from the organisation a fair return (financial rewards, etc.) for what I give (effort, performance).	3	4	13	25	12	3.68	57
I trust my colleagues.	2	3	3	34	15	4.00	57
I trust my team leader/manager to look after my best interest.	3	2	1	30	21	4.12	57
I trust senior management to look after my best interest.	4	4	8	26	15	3.77	57
I am treated as a full member of the team regardless of my position.	2	2	4	22	27	4.23	57
Management deliver on their promises.	3	4	9	32	9	3.70	57
<i>answered question</i>							57
<i>skipped question</i>							0

Question 9

Engagement & Satisfaction							
Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
The work I do in my role is worthwhile.	1	1	3	36	16	4.14	57
I feel valued for the work that I do.	2	6	7	27	15	3.82	57
My roles give me the opportunity to use my skills to my full potential.	3	8	12	21	13	3.58	57
<i>answered question</i>							57
<i>skipped question</i>							0

Question 10

On a scale of 1-5 (with 1 being totally satisfied), how satisfied are you in your current role?

Answer Options	Response Percent	Response Count
1 (Totally satisfied)	22.8%	13
2	31.6%	18
3	26.3%	15
4	17.5%	10
5 (Totally Dissatisfied)	1.8%	1
<i>answered question</i>		57
<i>skipped question</i>		0

Question 11

Emotional Responses to Work/ Motivation

Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
There is someone at work who encourages my development.	1	2	3	26	19	4.18	51
<i>answered question</i>							51
<i>skipped question</i>							6

Question 12

On a scale of 1-5 (with 1 being extremely motivated), how motivated do you feel in your current role?

Answer Options	Response Percent	Response Count
1 (Extremely motivated)	26.8%	15
2	30.4%	17
3	28.6%	16
4	12.5%	7
5 (Extremely Demotivated)	1.8%	1
<i>answered question</i>		56
<i>skipped question</i>		1

Question 14

Work-Life Balance

Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
I feel my company provides support to help me manage my work-life balance.	1	0	5	26	25	4.30	57
I achieve the correct balance between my home and work lives.	1	3	7	23	23	4.12	57

I am satisfied with the workplace flexibility offered by my organization.	1	2	5	24	25	4.23	57
I am satisfied with the amount of paid leave offered by my organization.	2	2	5	24	24	4.16	57
My company provides flexible working hours.	3	4	8	23	19	3.89	57
I am satisfied with the working hours offered by my organization.	2	2	4	22	27	4.23	57
<i>answered question</i>							57
<i>skipped question</i>							0

Question 15

On a scale of 1-5 (with 1 being totally satisfied), how satisfied are you with the balance between work and your life outside work?

Answer Options	Response Percent	Response Count
1 (Totally satisfied)	31.6%	18
2	40.4%	23
3	22.8%	13
4	3.5%	2
5 (Totally Dissatisfied)	1.8%	1
<i>answered question</i>		57
<i>skipped question</i>		0

Question 16

Loyalty & Commitment							
Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
I believe I have a good future in this organisation.	1	3	8	31	14	3.95	57
I feel proud to tell people that I work here.	0	0	7	32	18	4.19	57
I would recommend this organisation to a friend.	0	2	4	32	19	4.19	57
I would encourage my friends and relatives to do business with my organisation.	1	1	3	27	25	4.30	57
I have never even thought about leaving this job.	4	12	18	13	10	3.23	57
I have sometimes thought about leaving this job but have never done anything about it.	10	13	10	15	9	3.00	57
I have looked around for other jobs.	16	14	8	15	4	2.60	57
I am currently in the process of trying to leave this job.	29	19	5	1	3	1.77	57
<i>answered question</i>							57
<i>skipped question</i>							0

Question 17

How much loyalty would you say you feel towards your organisation as a whole?		
Answer Options	Response Percent	Response Count
A lot	51.8%	29
Some	46.4%	26
Only a little	1.8%	1
None	0.0%	0
<i>answered question</i>		56
<i>skipped question</i>		1

Question 18

I plan to continue my career with this company for the next -		
Answer Options	Response Percent	Response Count
< 1 year	3.5%	2
Between 1 and 2 years	24.6%	14
Between 3 and 4 years	15.8%	9
> 4 years	56.1%	32
<i>answered question</i>		57
<i>skipped question</i>		0

Question 19

Please provide main reason/s if you want to stay in the organisation for more than one year.

Answer Options	Response Percent	Response Count
Pay and Benefits	57.1%	32
Training, Development and Career Opportunities	64.3%	36
Employer Brand	23.2%	13
Working Conditions	50.0%	28
Supervision	21.4%	12
Job Itself	25.0%	14
Other(s) (please specify)	1.8%	1
<i>answered question</i>		56
<i>skipped question</i>		1

Question 20

Please provide main reason/s if you are intending to leave within one year.

Answer Options	Response Percent	Response Count
Better pay and benefits	50.0%	13
Better job opportunity	34.6%	9
Career Change	34.6%	9
Conflict with colleague(s)/team leader(s)	0.0%	0
Family/personal reasons	26.9%	7
Better working conditions	3.8%	1
Employer Brand	0.0%	0
Dissatisfaction with job	7.7%	2
Other(s) (please specify)	23.1%	6
<i>answered question</i>		26
<i>skipped question</i>		31

Question 21

Core Value Proposition							
Answer Options	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Rating Average	Response Count
I feel secure in my job.	1	2	5	30	19	4.12	57
Senior Management considers employee input when making decisions that impact my organisation.	2	5	12	24	14	3.75	57
My contribution to my organisation's success is recognised by my manager.	1	4	10	28	14	3.88	57

My organisation has a reputation as a good place to work in the industry.	0	0	2	32	23	4.37	57
My organisation demonstrates social/environment responsibility.	0	2	6	30	19	4.16	57
My organisation is focused on a good customer service.	0	2	3	22	30	4.40	57
My organization is dedicated to diversity and inclusiveness.	0	2	1	31	22	4.30	56
<i>answered question</i>							57
<i>skipped question</i>							0

APPENDIX D – Open-Ended Question Results
Question 13

List three words that best describe how you feel about coming to work?		
Answer Options	Response Count	
	46	
	<i>answered question</i>	46
	<i>skipped question</i>	11
Positive Wordings	Neutral Wordings	Negative Wordings
Anticipating	Bills	Confused
Challenges	Busy	De-motivated
Challenging	Sometimes Nervous	Forced
Coffee	Duty	Long days
Content	Fine	Overloaded
Creative	Hungry	Pressure
Curious	Indifferent	Reluctant
Dollar	N/A	Stress
Dynamic	Routine	Stressed
Empowered	Structure	Tired
Engaged	Sleepy	Tiresome
Engagement		Unappreciated
Excited		Unsupported
Facts		Worried
Focused		
Friendship		
Fun		
Good		
Good mood		
Good people		
Good work life balance		
GSD (Get Stuff done)		
Happy		
Improvement		
Inspired		
Love it		
New contacts		
New and different costumer quires		
New experiences from costumer quires		
Money		
Motivated		
Motivation		
Opportunities		
Positive		
Proud		
Progression		
Productive		
Relax		
Relaxed		

Safe		
Salary		
Satisfaction		
Satisfied		
Support		
Team		
Welcome		
Positive Sentences		
Ready for challenges which makes me consistently develop myself. Company consistently growing and I am proud to be part of it.		
I feel joining my other Family, I am looking forward to resolving customer's issues I know that I would do my best for the company to prosper		
Very Happy with Company		
I like coming to my desk		
Negative Sentences		
Stressful! because of management		

Question 22

What single change would most improve your working life?	
Answer Options	Response Count
	42
<i>answered question</i>	42
<i>skipped question</i>	15
General Area	Response Given
No change Needed	Nothing at the moment Nothing. Everything is well enough. N/A Company X are fantastic at working with their staff
Clarity	Clarify processes Less obscurity Better planning of mentoring phases
Pay and Benefits	Salary Better pay 14 day payments (Payment Pattern) Salary increase. Better salary, more holidays More money Free lunch would be really nice. Benefits Pay rise
Career Advancement	Career opportunity Success in my role More career development opportunities Change department A possibility to retain my current temporary project as my full time role.
Flexibility	Much more flexibility in work times and location. Flexibility regarding working hours Shift change More opportunities to work from home if needed.
Core Value Proposition	Think customer first More acknowledgement of the work done The diversity If the company would focus on quality and award quality. A better organization
Job/Work Related	More realistic targets Change of tools Removal of handling times Have work for the time I have - ie when I take a day off I still have the work waiting for me to be done and thus sometimes it is not worth it to take days off access to better technical equipment. Removing the Handling Time
Communication	Change in communication between colleagues Honest, clear and regular feedback.
Miscellaneous	Sack 95% of senior management. Partners should have more permissions to complete their day to day work Having a dedicated Quality team Not working at all

APPENDIX E – Independent Samples t-Test Results
A- Work-life Balance

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I feel my company provides support to help me manage my work-life balance.	23-35	39	4.21	.833	.133
	36-50	18	4.50	.618	.146
I achieve the correct balance between my home and work lives	23-35	39	3.97	1.038	.166
	36-50	18	4.44	.616	.145
I am satisfied with the workplace flexibility offered by my organization.	23-35	39	4.10	.995	.159
	36-50	18	4.50	.514	.121
I am satisfied with the amount of paid leave offered by my organization.	23-35	39	4.10	1.021	.163
	36-50	18	4.28	.895	.211
My company provides flexible working hours.	23-35	39	3.74	1.163	.186
	36-50	18	4.22	.943	.222
I am satisfied with the working hours offered by my organization.	23-35	39	4.10	1.095	.175
	36-50	18	4.50	.618	.146
On a scale of 1-5 (with 1 being totally satisfied), how satisfied are you with the balance between work and your life outside work?	23-35	39	2.13	1.005	.161
	36-50	18	1.83	.707	.167

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I feel my company provides support to help me manage my work-life balance.	Equal variances assumed	.166	.685	-1.339	55	.186	-.295	.220	-.736	.147
	Equal variances not assumed			-1.493	43.685	.143	-.295	.198	-.693	.103
I achieve the correct balance between my home and work lives.	Equal variances assumed	1.392	.243	-1.777	55	.081	-.470	.265	1.000	.060
	Equal variances not assumed			-2.130	51.346	.038	-.470	.221	-.913	-.027
I am satisfied with the workplace flexibility offered by my organization.	Equal variances assumed	2.301	.135	-1.594	55	.117	-.397	.249	-.897	.102
	Equal variances not assumed			-1.985	54.150	.052	-.397	.200	-.799	.004
I am satisfied with the amount of paid leave offered by my organization.	Equal variances assumed	.027	.869	-.625	55	.534	-.175	.280	-.737	.386
	Equal variances not assumed			-.657	37.500	.515	-.175	.267	-.716	.365
My company provides flexible working hours.	Equal variances assumed	1.203	.277	-1.527	55	.132	-.479	.313	1.107	.150
	Equal variances not assumed			-1.651	40.372	.107	-.479	.290	1.065	.107
I am satisfied with the working hours offered by my organization.	Equal variances assumed	1.538	.220	-1.433	55	.157	-.397	.277	-.953	.158
	Equal variances not assumed			-1.743	52.569	.087	-.397	.228	-.855	.060
On a scale of 1-5 (with 1 being totally satisfied),	Equal variances assumed	2.099	.153	1.121	55	.267	.295	.263	-.232	.822

how satisfied are you with the balance between work and your life outside work?	Equal variances not assumed			1.273	45.693	.209	.295	.232	-.171	.761
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B- Pay

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I am paid fairly for the work I do relative to people in similar positions in similar organisations.	Equal variances assumed	.156	.695	.353	55	.726	.120	.339	-.561	.800
	Equal variances not assumed			.368	36.936	.715	.120	.325	-.539	.778
I am fairly paid for my contribution to my organisation's success.	Equal variances assumed	1.708	.197	-.964	55	.339	-.308	.319	-.947	.332
	Equal variances not assumed			-1.037	39.855	.306	-.308	.297	-.907	.292
I get back from the organisation a fair return (financial rewards, etc.) for what I give (effort, performance).	Equal variances assumed	4.739	.034	-1.272	55	.209	-.380	.299	-.979	.219
	Equal variances not assumed			-1.446	45.768	.155	-.380	.263	-.910	.149

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I am paid fairly for the work I do relative to people in similar positions in similar organisations.	23-35	39	3.56	1.231	.197
	36-50	18	3.44	1.097	.258
I am fairly paid for my contribution to my organisation's success.	23-35	39	3.36	1.181	.189
	36-50	18	3.67	.970	.229
I get back from the organisation a fair return (financial rewards, etc.) for what I give (effort, performance).	23-35	39	3.56	1.142	.183
	36-50	18	3.94	.802	.189

C- Loyalty and Commitment

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I believe I have a good future in this organisation.	23-35	39	3.92	.929	.149
	36-50	18	4.00	.767	.181
I feel proud to tell people that I work here.	23-35	39	4.23	.667	.107
	36-50	18	4.11	.583	.137
I would recommend this organisation to a friend.	23-35	39	4.23	.706	.113
	36-50	18	4.11	.758	.179
I would encourage my friends and relatives to do business with my organisation.	23-35	39	4.28	.857	.137
	36-50	18	4.33	.686	.162

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I believe I have a good future in this organisation.	Equal variances assumed	.997	.322	-.306	55	.761	-.077	.251	-.580	.427
	Equal variances not assumed			-.329	39.664	.744	-.077	.234	-.550	.396
I feel proud to tell people that I work here.	Equal variances assumed	2.093	.154	.654	55	.516	.120	.183	-.247	.487
	Equal variances not assumed			.687	37.624	.496	.120	.174	-.233	.472
I would recommend this organisation to a friend.	Equal variances assumed	.186	.668	.581	55	.563	.120	.206	-.293	.532
	Equal variances not assumed			.566	31.081	.576	.120	.211	-.312	.551
I would encourage my friends and relatives to do business with my organisation.	Equal variances assumed	.053	.820	-.223	55	.825	-.051	.230	-.513	.410
	Equal variances not assumed			-.242	40.826	.810	-.051	.212	-.480	.377

D- Emotional Responses to Work/Motivation

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
There is someone at work who encourages my development.	23-35	35	4.20	.933	.158
	36-50	16	4.13	.719	.180
On a scale of 1-5 (with 1 being extremely motivated), how motivated do you feel in your current role?	23-35	38	2.34	1.122	.182
	36-50	18	2.28	.958	.226

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
There is someone at work who encourages my development.	Equal variances assumed	1.859	.179	.285	49	.777	.075	.263	-.454	.604
	Equal variances not assumed			.314	37.256	.756	.075	.239	-.409	.559
On a scale of 1-5 (with 1 being extremely motivated), how motivated do you feel in your current role?	Equal variances assumed	1.213	.276	.210	54	.835	.064	.307	-.551	.680
	Equal variances not assumed			.222	38.731	.826	.064	.290	-.522	.651

E- Communication with Manager

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
My team leader/manager is open & honest with me.	23-35	39	4.23	.931	.149
	36-50	18	4.56	.784	.185
My team leader/manager is supportive if I have a problem.	23-35	39	4.33	.982	.157
	36-50	18	4.67	.485	.114
My team leader/manager provides me with the necessary information to do my job well.	23-35	39	4.23	.931	.149
	36-50	18	4.56	.511	.121
My team leader/manager consults me on matters of importance to me in my role.	23-35	39	4.08	1.061	.170
	36-50	18	4.56	.511	.121
My team leader/manager listens to me if I have suggestions to make.	23-35	39	4.38	.990	.158
	36-50	18	4.61	.502	.118
My team leader/manager gives me feedback on how I am performing.	23-35	39	4.44	.882	.141
	36-50	18	4.56	.511	.121
My team leader/manager holds regular 1:1's with me (at least 4 per quarter).	23-35	39	4.49	.970	.155
	36-50	18	4.67	.485	.114
I am satisfied with company's Performance Management ethos & approach.	23-35	39	3.64	1.063	.170
	36-50	18	4.06	.998	.235
Management keeps me informed about important	23-35	39	3.95	1.025	.164

issues and changes as they are happening.	36-50	18	4.44	.616	.145
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Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
My team leader/manager is open & honest with me.	Equal variances assumed	.211	.648	-1.284	55	.205	-.325	.253	-.832	.182
	Equal variances not assumed			-1.368	38.949	.179	-.325	.237	-.805	.155
My team leader/manager is supportive if I have a problem.	Equal variances assumed	4.262	.044	-1.360	55	.179	-.333	.245	-.824	.158
	Equal variances not assumed			-1.714	54.657	.092	-.333	.194	-.723	.056
My team leader/manager provides me with the necessary information to do my job well.	Equal variances assumed	1.371	.247	-1.383	55	.172	-.325	.235	-.795	.146
	Equal variances not assumed			-1.694	53.149	.096	-.325	.192	-.709	.060
My team leader/manager consults me on matters of importance to me in my role.	Equal variances assumed	3.727	.059	-1.813	55	.075	-.479	.264	1.008	.050
	Equal variances not assumed			-2.298	54.830	.025	-.479	.208	-.896	-.061
My team leader/manager listens to me if I have suggestions to make.	Equal variances assumed	2.516	.118	-.915	55	.364	-.226	.248	-.723	.270
	Equal variances not assumed			-1.145	54.402	.257	-.226	.198	-.623	.170
My team leader/manager gives me feedback on how I am performing.	Equal variances assumed	1.610	.210	-.534	55	.596	-.120	.224	-.569	.330
	Equal variances not assumed			-.644	51.947	.522	-.120	.186	-.492	.253

My team leader/manager holds regular 1:1's with me (at least 4 per quarter).	Equal variances assumed	2.161	.147	-.741	55	.462	-.179	.242	-.665	.306
	Equal variances not assumed			-.931	54.541	.356	-.179	.193	-.566	.207
I am satisfied with company's Performance Management ethos & approach.	Equal variances assumed	1.370	.247	-1.394	55	.169	-.415	.297	1.011	.182
	Equal variances not assumed			-1.427	35.154	.162	-.415	.290	1.004	.175
Management keeps me informed about important issues and changes as they are happening.	Equal variances assumed	1.235	.271	-1.895	55	.063	-.496	.262	1.020	.028
	Equal variances not assumed			-2.263	50.976	.028	-.496	.219	-.935	-.056

F- Core Value Proposition

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I feel secure in my job.	23-35	39	4.23	.667	.107
	36-50	18	3.89	1.132	.267
Senior Management considers employee input when making decisions that impact my organisation.	23-35	39	3.67	1.084	.174
	36-50	18	3.94	.938	.221
My contribution to my organisation's success is recognised by my manager	23-35	39	3.87	.923	.148
	36-50	18	3.89	.963	.227
My organisation has a reputation as a good place to work in the industry.	23-35	39	4.41	.595	.095
	36-50	18	4.28	.461	.109

My organisation demonstrates social/environment responsibility.	23-35	39	4.23	.627	.100
	36-50	18	4.00	.970	.229
My organisation is focused on a good customer service.	23-35	39	4.44	.718	.115
	36-50	18	4.33	.840	.198
My organization is dedicated to diversity and inclusiveness.	23-35	39	4.38	.633	.101
	36-50	17	4.12	.781	.189

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I feel secure in my job.	Equal variances assumed	4.150	.046	1.430	55	.158	.342	.239	-.137	.821
	Equal variances not assumed			1.190	22.632	.247	.342	.287	-.253	.937
Senior Management considers employee input when making decisions that impact my organisation.	Equal variances assumed	1.586	.213	-.936	55	.353	-.278	.297	-.872	.317
	Equal variances not assumed			-.988	37.985	.329	-.278	.281	-.847	.291
My contribution to my organisation's success is recognised by my manager.	Equal variances assumed	.124	.726	-.064	55	.949	-.017	.267	-.551	.517
	Equal variances not assumed			-.063	31.888	.950	-.017	.271	-.569	.535
My organisation has a reputation as a good place to work in the	Equal variances assumed	5.355	.024	.835	55	.407	.132	.159	-.185	.450

industry.	Equal variances not assumed			.917	42.051	.364	.132	.144	-.159	.424
My organisation demonstrates social/environment responsibility.	Equal variances assumed	1.266	.265	1.080	55	.285	.231	.214	-.197	.659
	Equal variances not assumed			.924	23.784	.365	.231	.250	-.285	.746
My organisation is focused on a good customer service.	Equal variances assumed	.258	.614	.475	55	.637	.103	.216	-.330	.535
	Equal variances not assumed			.448	28.922	.658	.103	.229	-.366	.571
My organization is dedicated to diversity and inclusiveness.	Equal variances assumed	.021	.885	1.350	54	.183	.267	.198	-.129	.663
	Equal variances not assumed			1.242	25.589	.225	.267	.215	-.175	.709

G- Openness

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I feel well informed about what is happening in my organisation.	23-35	39	3.56	1.071	.172
	36-50	18	3.94	.802	.189
Management encourages me to talk openly and share ideas with my colleagues.	23-35	39	4.10	1.046	.168
	36-50	18	4.44	.511	.121
I am reluctant to take risks in case I make mistakes and will be blamed.	23-35	38	2.47	1.330	.216
	36-50	18	2.44	1.464	.345
Management involves people in	23-35	39	3.31	1.151	.184

decisions that affect their roles and work environment.	36-50	18	3.44	1.042	.246
I can ask management any reasonable question and get a straight answer.	23-35	39	3.79	1.196	.192
	36-50	18	3.89	1.023	.241

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I feel well informed about what is happening in my organisation.	Equal variances assumed	2.884	.095	-1.340	55	.186	-.380	.284	-.949	.188
	Equal variances not assumed			-1.490	43.344	.144	-.380	.255	-.895	.134
Management encourages me to talk openly and share ideas with my colleagues.	Equal variances assumed	1.944	.169	-1.311	55	.195	-.342	.261	-.864	.181
	Equal variances not assumed			-1.657	54.738	.103	-.342	.206	-.755	.072
I am reluctant to take risks in case I make mistakes and will be blamed.	Equal variances assumed	.457	.502	.074	54	.941	.029	.393	-.759	.817
	Equal variances not assumed			.072	30.734	.943	.029	.407	-.801	.860
Management involves people in decisions that affect their roles and work environment.	Equal variances assumed	.369	.546	-.429	55	.669	-.137	.319	-.775	.502
	Equal variances not assumed			-.446	36.378	.659	-.137	.307	-.759	.486

I can ask management any reasonable question and get a straight answer.	Equal variances assumed	.475	.494	-.288	55	.774	-.094	.326	-.748	.560
	Equal variances not assumed			-.305	38.395	.762	-.094	.308	-.717	.529

H- Trust

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I trust my colleagues.	23-35	39	3.92	1.010	.162
	36-50	18	4.17	.707	.167
I trust my team leader/manager to look after my best interest.	23-35	39	3.97	1.135	.182
	36-50	18	4.44	.511	.121
I trust senior management to look after my best interest.	23-35	39	3.62	1.227	.197
	36-50	18	4.11	.832	.196
I am treated as a full member of the team regardless of my position.	23-35	39	4.15	1.113	.178
	36-50	18	4.39	.608	.143
Management deliver on their promises.	23-35	39	3.51	1.097	.176
	36-50	18	4.11	.583	.137

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I trust my colleagues.	Equal variances assumed	.764	.386	-.922	55	.360	-.244	.264	-.773	.286
	Equal variances not assumed			-1.049	45.890	.300	-.244	.232	-.711	.224

I trust my team leader/manager to look after my best interest.	Equal variances assumed	1.078	.304	-1.674	55	.100	-.470	.281	-	1.033	.093
	Equal variances not assumed			-2.155	54.996	.036	-.470	.218	-	-.907	-.033
I trust senior management to look after my best interest.	Equal variances assumed	3.847	.055	-1.553	55	.126	-.496	.319	-	1.135	.144
	Equal variances not assumed			-1.785	47.041	.081	-.496	.278	-	1.054	.063
I am treated as a full member of the team regardless of my position.	Equal variances assumed	2.488	.120	-.837	55	.406	-.235	.281	-	-.797	.327
	Equal variances not assumed			-1.028	53.268	.309	-.235	.229	-	-.694	.224
Management deliver on their promises.	Equal variances assumed	8.673	.005	-2.169	55	.034	-.598	.276	-	1.151	-.046
	Equal variances not assumed			-2.682	53.751	.010	-.598	.223	-	1.046	-.151

I- Clarity

Group Statistics

Please indicate your age group?		N	Mean	Std. Deviation	Std. Error Mean
I have clear understanding of my job responsibilities.	23-35	39	4.44	.754	.121
	36-50	18	4.72	.461	.109
I understand how my role contributes to achieving business outcomes.	23-35	39	4.44	.852	.136
	36-50	18	4.61	.502	.118
I have clear vision of where the organisation is going.	23-35	38	3.84	1.103	.179
	36-50	18	4.00	1.029	.243

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I have clear understanding of my job responsibilities.	Equal variances assumed	2.303	.135	-1.484	55	.143	-.286	.193	-.673	.100
	Equal variances not assumed			-1.763	50.470	.084	-.286	.162	-.612	.040
I understand how my role contributes to achieving business outcomes.	Equal variances assumed	1.465	.231	-.808	55	.423	-.175	.217	-.610	.259
	Equal variances not assumed			-.970	51.537	.336	-.175	.181	-.538	.187
I have clear vision of where the organisation is going.	Equal variances assumed	.868	.356	-.511	54	.612	-.158	.309	-.778	.462
	Equal variances not assumed			-.524	35.698	.604	-.158	.301	-.769	.454