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Abstract

Employer branding for organisations, is a relatively new concept in which traditional marketing concepts of branding are applied to human resources – which when designed and implemented correctly an organisation can reap a myriad of benefits that would not be achievable otherwise (Ruchika & Prasad, 2017). The multiple benefits which a company can experience are investigated and outlined in numerous academic articles surrounding this topic, but two of the primary benefits which have been seen to re-occur on a regular basis are attraction and retention of employees in an organisation.

This research project will explore the impact different elements of employer branding has on both employee attraction and retention. The author utilised quantitative research methods using two separate scales of measuring attraction Employer Attractive Scale (EmpAt Scale), and retention - Turnover Indication Scale (TIS-6 scale) – both of these scales have been utilised previously in numerous other studies conducted in different industries, but never to the technology industry in Ireland.

Submission of Thesis and Dissertation

National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

Name: Daniel Creedon

Student Number: 21127689

Degree for which thesis is submitted: Masters in Human Resource

Title of Thesis: *An Exploratory Analysis of the Effect of Employer Branding On Attraction and Retention of Employees in the Technology Industry in Ireland*

Date: 7th May 2023

Material submitted for award

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Contents

Introduction

"Employer branding has been portrayed as the organisations endeavours to demonstrate to the current and prospective employees that it is an alluring workplace, as it shows the identity of the employer (and what they stand for)" (Barrow & Mosley, 2005)

Employer branding can be defined as a relatively new concept which combines the traditional marketing concepts of branding, and applies them to human resources. Organisations have begun to adopt employer brands because of the myriad of benefits offered once designed and implemented correctly (Ruchika & Prasad, Untapped Relationship between Employer Branding, Anticipatory Psychological Contract and Intent to Join, 2017). These benefits have been investigated and outlined in numerous academic articles surrounding this topic, however two primary benefits, attraction and retention of employees, have been seen to reoccur because of their usefulness to the organisation.

The first benefit listed, attraction, is an essential element of any organisation's recruitment process. This can help an organisation differentiate themselves from their competitors, and be seen as the employer of choice for high quality employees in an already extremely competitive market (Backhaus & Tikoo, 2004). Furthermore, this indirectly contributes to the reduction in overall costs of recruitment. Once executed correctly, it enables organisations to attract candidates to apply for open positions on their own accord, rather than a situation occurring in which employers have to "seek out" appropriate talent for the position and encourage those to apply (Khalid & Tariq, 2020). Similarly, it has been identified that within organisations which possess a strong employer brand, employees are willing to accept work for lesser salaries due to their strong desire to be associated with the strong employer brand organisation, and thus enjoy the many benefits that are accompanied with being one of their employees (Stysko-Kunkowska & Kwinta, 2020). The second benefit, as previously mentioned, is the retention of employees – as it has shown how employer branding can be implemented as a strategy to ensure employers establish themselves within their industry as an "employer of choice" (Lenaghan & Eisner, 2006). it has also been recognised as a key component by solidifying an employee's commitment to an organisation once hired (Backhaus & Tikoo, 2004).

At present, the technology sector in Ireland currently provides 210,000 jobs, and accounts for approximately 13% of Irelands GDP (O'Connor, 2022). In 2020, the technology sector contributed over €44 billion to the economy (TechnologyIreland, 2021), which is more than double the EU average of 5.1% (Haynes, Vecchi, & Wickham, 2006). In recent times, Ireland has become known as a 'global tech hub' (Newenham, 2015), and has become home to many of the key players in the industry (e.g. Google, Facebook, LinkedIn, Twitter). This has resulted in higher levels of employment to the city which would not have been possible otherwise – approximately 8,000 new jobs are forecasted to open on average per year (gov.ie, 2020). This in turn contributed to Ireland being viewed as an attractive employment landscape to high calibre international candidates. Employers are forced to search for suitable labour outside of Ireland as the supply available has been exhausted by the influx in jobs – which has resulted in Ireland becoming a country of immigration rather than one of emigration (Bruff, 2007).

What was already a highly competitive marketplace has become increasingly so due to the unforeseen sweeping transformation of workplaces, attributed to the COVID-19 pandemic (Herath & Herath, 2020). While some companies were forced to close due to the impact of restrictions, others were forced to rethink their new realities in the workplace environment (Carroll & Conboy, 2020). Many of which, required the specialities featured the deployment and implementation of

technology-based applications and cloud-based infrastructures which increased demand for an already finite section of the labour market (Kodama, 2020).

The author noticed the meagreness of research in relation to employer branding in Ireland, but even more surprisingly, the lack of research into the consequences experienced within the technology industry, an industry of great value to the Irish economy. Additionally, the author is a HR Generalist within the industry, who has taken a professional interest in this area, and feels that additional research would benefit their approach to the workplace but most importantly, their company's approach to competing for talent. The author is of the opinion that such research is warranted within the technology industry and would contribute greatly to the development of the sector as a whole. The author aims to learn from the findings of this research, thus aiding in its implementation within their own organisation.

This dissertation will be structured in seven chapters as follows:

Chapter Two: This will contain the literature review of this topic to date.

Chapter Three: The author will introduce their research question which is the aim of this study, as well as the overall objectives that have been established.

Chapter Four: this chapter will explain the methodology approach taken by the author to conduct complete this research. The author will explain the methodology approach and why they chose to employee this particular one as well as why it was appropriate and implemented for the purpose of this research.

Chapter Five: This chapter will present the results obtained through the data collection aspect of this research. Additionally, it will include analysis of the data to for a deeper understanding

Chapter Six: The author will interpret the data in this chapter and explain what it means in relation to the research questions, and what HR professionals have to consider. Additionally, there will be suggested future research topics as well

Chapter Seven: Finally, in chapter 7 the author will conclude the research and their findings, as well as a Personal Learning Statement which will summarise what the author themselves learned from completing this research.

2. Literature Review:

2.1 Brand & Employer Brand

A brand has been defined in many different ways throughout literature, mainly depending on the background and academic focus of the author – be it a management or marketing article. According to the classic definition, which was built upon the American Marketing Association in 1960, brand is linked to the identification of a product and a differentiation from its competitors, through the use of a certain name, logo, design or other visuals signs and symbols (Heding, Knudtzen, & Bjerre, 2009).

The practice of applying these already existing branding principles to human resource has resulted in the area of employer branding (Backhaus & Tikoo, 2004). Essentially, employer branding as an activity sets to construct an organisations external and internal image with a similar approach which is used by marketers utilise when managing the brands of the company's products (Taylor, 2010). The main purpose of a company creating an attractive employer brand is to assist with attracting new employees and ensure that the current employers of the organisation are engaged in the culture (Michaels, Handfield-Jones, & Axelrod, 2001).

The main differences that exist between employer brand and product brand, is that employer brand is developed with both the internal and external audience in mind, while in comparison the product brand is developed with solely the external audience in mind (Backhaus & Tikoo, 2004). Employer branding is constructed to showcase the employer's identity, its main characteristics and ultimately portrays the image the company is an attractive place to work (Chhabra & Sharma, 2014).

Due to recent changes in the labour market as a result of overall demographic trends changing as well as structural changes throughout entire economies – it is normal for top companies of an industry to find themselves in a position in which they are competing with each other for the same top-quality talent (as it is a finite resource), where as previously it was typically a case in which multiple candidates would be competing for one position within a company. Employer brand was constructed with utilising the company's existing reputation, as well as their brand, to create their brand as an employer, as ultimately it was discovered that in recent times companies must differentiate themselves from each other as they "sell" the positions that the company is offering (Franca, 2012).

It has been found that employees are more likely to choose to apply for organisations with a strong consumer brand identity, as there are positive connotations associated with the firms attractive social position (Cialdini, et al., 1976) which is in direct contrast to others that possess a more negative or in some cases weaker brand identity, where association with the brand can result in a feeling of embarrassment instead of pride (Dutton, Dukerich, & Harquail, 1994). Organisation must also be cautious to ensure that the employer brand they are portraying is accurate, as failure to do so will be quickly be identified by new recruits and in turn it will have the opposite of the intended desired effect by contributing to lower engagement from workforce, causing performance to plateau and in some cases decline and inevitably damage the existing external brand of the organisation which will make it less appealing to new recruits (Taylor, 2010).

2.2 Employer Branding in Technology

The entire concept of Employer Branding can be defined as they in which organisations attempt to differentiate themselves in the labour market – which puts them in the best position to attract, recruit and retain the right people for their positions (CIPD, 2020). The technology sector has been massively impacted in recent times by the macro environment (COVID lockdown and the aftermath), as well as changes in behaviour of candidates where it is proving more difficult to attract and retain top talent candidates with just compensation packages (Johnson & Ng, 2016). According to a study that was conducted by PWC, it was found that up to 60% of future employees will prioritise the search for jobs within organisations that match both their cultural and social values over organisations that do not share those values (PWC, 2016).

A 2022 study conducted by Edelman Trust Barometer, indicated that the technology sector is currently the most trusted operating in business at the moment, with 76% of respondents indicating that they have trust in the sector (Edelman, 2022). This is not to say that it is at the top of the list indefinitely, as just the previous year during COVID lockdowns, Edelman discovered that the technology sector was at an all-time low in the 2021 Edelman report (Edelman, 2021) – this highlight how easily public perceptions can change, and how quickly trust can be gained / lost for industries.

The psychological contract is a huge contributor to the trust that is shared between the employer and the potential employee (Robinson, 1996). Traditionally, the psychological contract existed between an organisation and employee in which loyalty (to the organisation) was exchanged for job security – by employees contributing their loyalty it ensured that the rigid framework was upheld on which the bureaucratic machine relied, and in doing so employers would reward the staff with a sense of job security until their retirement (Hendry & Jenkins, 1997). In recent times, the existing psychological contract model has altered due to the growing trend of outsourcing of responsibilities from the employer's side in an attempt to remain competitive / save resources (Kim, Shin, & Lee, 2012). As a result of these trends, the overall concept of the psychological contract has evolved, in which it is common for employers to provide employees with valuable transferable skills through additional development and training (both on and off the job) in exchange for workers to provide more of both flexibility to workloads and effort in the workplace (Baruch, 2004). This provides great opportunities to employers as if they are ever in a position in which they are dealing with negative perceptions of the organisation, they can utilise their existing employer brand to showcase the benefits that they are still offering to their workforce – trainings and opportunities for personal growth (Backhaus & Tikoo, 2004).

This indicates how employer branding could assist in attracting and retaining high quality talent within the technology sector – and additionally contributing to their trust and overall higher perceptions of the organisation. It is clear that well known technology companies are competing for top quality talent and now more than ever it is important that companies ensure that the employer brand they portray is actually accurate, as it is easier than ever for individuals to generate and share information and experiences online (Tussyadiah & Fesenmaier, 2009). Transparency of internal operations of organisations is more prevalent than ever due to an increase in popularity of job review sites such as Indeed and Glassdoor, which enable perspective candidates to obtain transparent anonymous reviews of organisations (Ladkin & Buhalis, 2016). When these sites are utilised correctly, potential candidates can search for information on a large scope of topics including; culture, organisational structures, effectiveness of management and exchange information with past and present employees (Ladkin & Buhalis, 2016). This transparency for potential candidates is a huge shift as it gives them the freedom for individuals to locate informal

information through information from existing and past employees as opposed to the formal communications that is provided by organisations themselves (Gu, Churchill, & Lu, 2014).

2.3 Benefits of Employer Branding

As we have seen previously, there are several benefits for organisations to take an interest in actively cultivating their employer brand. As previously mentioned, one key benefit that organisations hope for is the increase in their ability to both attract new candidates while retaining existing employees by distinguishing the company from its competitors (Lievens & Slaughter, 2016). Additionally, it has been discovered that organisations that implement an employer branding initiative have reported increase of overall workforce performance, while also reporting a reduction in absenteeism (Taylor, 2010).

Similarly, another benefit that has been mentioned in the literature refers to its impact on brand and talent management, which in turn contributes to the improvement of the reputation and overall performance of the company (Aldousari, Robertson, Yajid, & Ahmed, 2017). Additionally, it has understood that organisations who possess a strong employer brand are able to avail of the cost reduction benefits through offering lower compensation packages, as graduates typically aspire to work for an organisation that represents particular values (Edwards, 2005). The ability to reduce costs in this manner, while also increasing business performance enables companies to increase their margins, which indirectly puts them in a stronger position to expand further (Keohane, 2014).

It has been noted that typically there are a number of contributing factors that influence potential candidates to apply to a company's open position, but the two main factors were Reputation (which could be described as employer brand) and the Location (Yusuf, Mansor, Hashim, & Abu, 2014). This suggests that companies are able to change one of the most effective factors compelling candidates to apply in their favour, without having to relocate the business entirely, which typically is not a feasible option (Wilksa, 2014). Furthermore, in research conducted by LinkedIn, it was found that on average employers can save up to $4,723 per hire if they were to invest in constructing a strong employer brand while hiring, and typically companies that possess a strong employer brand can experience an overall reduction in recruitment costs throughout the entire process on average of up 43% (Burgess, 2016).

2.4 Attraction

The reputation of a company as an employer can have a significant impact on the ease with which it is able to attract suitable candidates for job openings. However, it has been recognised that it is not only the number of applicants that is affected, but additionally the quality of those applicants (Ruchika & Prasad, Untapped Relationship between Employer Branding, Anticipatory Psychological Contract and Intent to Join, 2017). Considering this, organisations can argue that by focusing on improving / constructing a stronger employer brand, in turn the company can not only increase their appeal to a greater number of candidates, but while including the specific talent it desires, thereby gaining a competitive edge over its competitors in the marketplace. In an ideal scenario, an organisation hopes that if they can implement their employer brand successfully, it can result in them becoming an "employer of choice," in the industry, which leads to an influx of talent that actively seeks out employment opportunities with the company, rather than the company having to actively seek out candidate (Rampl, 2014). When this is achieved, companies often experience the benefits two-fold, as they will often encounter the added benefit of reducing the costs associated with recruitment, such as advertising and agency fees (Wilden, 2010). Research, such as that conducted by Taylor (2010) and Davies (2008), has highlighted the importance of employer branding in relation to recruitment and the role of a company's managers in shaping and managing its employer brand.

Research has been conducted into the concept of Employer Branding with the main aim of the research to identify the importance of the specific factors that attract employees to an organization, while simultaneously working to develop a method for measuring this attraction (Berthon, Ewing, & Hah, Captivating Company: dimensions of attractiveness in employer branding, 2005). Whilst completing this investigation, it was discovered that there are typically five elements that are of importance to candidates that are applying for an organisation, which are: interest value, social value, economic value, development value, and application value.

Interest Value

The interest value of an organisation can be defined as the level of interest a potential candidate has for working for (or applying to work for) an organisation due to its working environment. Employer Attractiveness has been defined as the imagined benefits that potential candidates will obtain whilst working for a particular company, that are outside of the typical compensation packages offered (Berthon, Ewing, & Hah, Captivating Company: dimensions of attractiveness in employer branding, 2005). Additionally, employer attractiveness has been defined as the perceived level about the organisations competitive advantages which make it seem like a better place to work than any of their competitors for both current and potential employees (Nguyen, Luan, & Khoa, 2021). It has been found that employees can be attracted to a company as they feel they identify with the message the brand portrays and develop positive feelings regarding it, which is comparable to the same feeling end users relate to products (Backhaus & Tikoo, 2004).

Social Value

The social value of an organisation has been defined as the element of the scale which refers to the overall working environment of the organisation that the employees work in, and to the degree which the atmosphere has a sense of teamwork, collegiality and friendship amongst the workforce (Backhaus & Tikoo, 2004). It has been found in recent studies that for potential candidates under the age of 30, having "fun" co-workers is an important factor to consider in their job search (Belkin, 2007). Similarly, it has uncovered that a fun working environment is seen as an attractive place to

work more so than the traditional factors that people associate such as promotional opportunities (Tews, Michel, & Bartlett, 2012). This is part of the reason large technology companies such as google place such a large emphasis on the feel of the office environment, which have been known to have a college-campus feel to encapsulate more of a fun workplace (Schoeneman, 2006).

Additional researches have come forward to support this idea, by stressing the importance of putting emphasis on the experience of the existing workforce which makes it an enjoyable place for them to work (Taylor, 2010). By doing so, the employer brand becomes solidified whilst also improving the external reputation from internally, which results in a naturally attractive place for potential candidates to apply for (Taylor, 2010).

Economic Value
The economic value of this scale is in reference to the traditional concept of employer branding, which is the psychological contract which exists between the employees and the employer, in which the employee receives job security and payment in exchange for their loyalty and services to an organisation. In more recent times, the psychological contract has changed slightly, and now the main contributions required by an employee are an attractive overall compensation package, job security as before and opportunities for career development within the organisation (Berthon, Ewing, & Hah, Captivating Company: dimensions of attractiveness in employer branding, 2005).

Developmental Value
The developmental value of an organisation is used to indicate the extent a potential candidate is attracted to an organisation the provides the opportunity to experience a career enhancing placement that puts them in the best position to carry on with their career after their time has come to an end (Berthon, Ewing, & Hah, Captivating Company: dimensions of attractiveness in employer branding, 2005). This definition was found to be accurate, as a research found that in current labour market, employees tend to ponder over career-development options much more than the salary / compensation package that is offered by employers (Ahmad, Khan, & Haque, 2019)

Application Value
The application value of an organisation is used to measure the degree to which new candidates are attracted to applying to that organisation that provide their employees the opportunity to apply their acquired knowledge and skills, whilst also availing through the sharing of these through training and mentoring opportunities (Ahmad & Daud, 2016).

2.5 Retention

It has been found by researchers that as a whole, one of the main benefits of an effectively implemented employer brand by an organisation help increase the existing employees moral and overall satisfaction, which in turn contributes to higher retention rates (Allen, Bryant, & Vardaman, 2010). There have been three main explanations as to why this is occurring: firstly, employees recognise that their benefits are of a higher standard in comparison to other competitors in the same industry, secondly the employees look upon their own employer more favourably after an employer brand initiative has been implemented successfully, and lastly the employees develop an emotional relationship with their employer which in turn contributes to an improvement in their self-esteem as well as being proud for being an employee of the organisation (Taylor, 2010). Additionally, it has been discovered that when employees are proud of their employer it not only creates a sense of loyalty which contributes to overall retention rates, but additionally it has been shown to help increase productivity levels of the workforce (Backhaus & Tikoo, 2004).

Engagement

It has been discovered that a strong contributor towards employee retention is the level of engagement that the employee experiences while working for the organisation (Sundaray, 2011). This was determined when researchers conducted a study investigating a company who implemented an employer branding project with the main aim to help increases the overall level of employee engagement through the creation of the "employee value proposition" (Kunerth & Mosley, 2011). In this investigation the findings were quite conclusive, in which it was found that engagement increased from 36% of the population to just over 55% within four years of the EVP being spread throughout the company (Kunerth & Mosley, 2011).

The finding that employer branding drives engagement has been confirmed across a various of academic studies; in some instances it is referred to the creation of the Employer Based Brand Equity, which provides the employee with a sense of purpose or meaning regarding the work that they complete, as opposed to it just being a job or a profession (Berger-Remy & Michel, 2015). Likewise, other researchers suggest it as straightforward as recruiting employees whose values align as closely as possible to the company's values, to ensure that they are both working towards a common purpose in the workplace (Foster, Punjaisri, & Cheng, 2010).

3. Research Question

3.1 Research Title

"An exploratory analysis into the effect of Employer Branding on the attraction and retention of employees in the technology sector in Ireland"

3.2 Research Aim

For the purpose of this research the main aim that the author is hoping to achieve is a deeper understanding of the effect of employer branding efforts of an organisation have. Additionally, the author intends to validate the reported viability of the EmpAt and TIS-6 scale in their employers' organisation (a large multinational organisation in the technology industry in Ireland and worldwide), to investigate if the scales that have been utilized in different industries / countries can be implemented here with similar ties to theory. If so, this research will provide many powerful insights for organisations within the technology industry.

3.3 Research Objective

The research objective of this paper is to analyse and investigate the effects of employer branding on the technology industry in Ireland in regards to attraction of staff. The objective is to uncover which of the five values of the EmpAt scale has the most profound impact on attraction and how they can be predicted by demographic factors of staff. An additional objective is to investigate the effects that employer branding can play in regards to overall staff retention levels within the technology industry.

4. Methodology

4.1 Philosophy

There are two main research philosophies – Epistemology and Ontology. Epistemology is typically used to refer how we know things, the nature of the knowledge of a topic and where the information came from originally and what is in fact accurate and relevant information (Saunders, Lewis, & Thornhill, 2012). There is no "correct" research philosophy as such, because both approaches have different results in mind – epistemology is more focused on how we know things, whereas ontology places more focus on what it is that we know. Due to this fact, it is at the discretion of the researcher to decide which approach to adopt, which depends majorly on what they are seeking to investigate (Saunders, Lewis, & Thornhill, 2012).

When we look at epistemological, there are two main methods that can be implemented: interpretivism, subjectivism and positivism– while there are two main methods for ontology: objectivism and subjectivism (Levers, 2013). From this, the positivist approach puts forward the idea that only information / data that the researcher collects through data collection can be deemed as reliable. This would result in the researcher being restricted to gather all of the data and then to conduct their analysis to come to conclusions once it is complete (Saunders, Lewis, & Thornhill, 2012). If implementing this approach, the researcher has a smaller role on the data that is collected as their role can be described as simply interpretative. In other words, a positivist approach takes area of social studies and applies a scientific approach to research (Bryman & Bell, 2015)

The main idea of this research is to test and apply the already established theories that have been addressed throughout the literature, and review them using reputable scales that have been utilized from other research, but from a different industry and country. With this in mind, it is appropriate for the researcher to adopt a deductive approach for the purpose of this research.

4.2 Qualitative Research

Qualitative research methods are only utilised when the research is of an inductive approach, and usually include methods of data collection such as: case studies, interviews, focus groups and observations which have the main objective of attempting to uncover the truth of different research topics (Fossey, Harvey, McDermott, & Davidson, 2002). Typically, this research is implemented when the researcher is looking to investigate the thoughts and emotions of the participants, while there is no need for the interpretation of numerical data (Hammarberg, Kirkman, & de Lacey, 2016). Additionally, qualitative research has advantage that it provides the researcher with a higher level of flexibility throughout the process, as they can adapt the research as it progresses (Horsburgh, 2003).

For the purpose of this research, the author decided that a quantitative research approach was more suitable. The decision for this was due to a variety of reasons such as: this research method has been utilised throughout much of the literature on this topic that was reviewed (which confirmed it was a suitable approach to take for this type of research), it enabled the author to obtain results and data from a wide sample population and that it enabled the researcher to construct and distribute the survey quickly which was advantageous for the time constraints the author faced whilst working full time.

4.3 Quantitative Research

Quantitative Research methods are typically affiliated with deductive approach with a positivist philosophy – so it was considered to the best research method for this piece of research. Quantitative research is completed by using surveys, questionnaires or other methods of collecting data from a sample of participants through a structed, pre-determined list of questions relating to the topic of the research – which enables the researcher to interact with a much broader range of participants throughout the process (Quieros, Faria, & Almeida, 2017). Once this data has been collected, the researcher can then analyse it and the results can be extrapolated from the data (Pinder, 2016). The data that is taken from the sample is then used by the author to make deductive conclusions that would apply to the broader population from which the sample was taken, and is then analysed further through a software called SPSS which utilises a wide range of statistical processes (Connolly, 2007). The main objective of the research for the author, by using data collected by the sample, is to test an established theory. In doing so the author will compare the results collected against the literature which will in turn prove or disprove the theory in relation to the specific sample, which for the purpose of this research is the technology industry in Ireland.

4.4 Surveys

As previously mentioned, the researcher chose the quantitative research for this project. The strategy utilised for deploying this method was by survey, which was based upon scales that have featured throughout the literature that was reviewed for the purpose of this research, in particular the TIS-6 scale and the EmpAt. The surveys were employed with the main objective of gathering numerical data in relation to the previous scales mentioned, which could then be interpreted in order to gain insights into the accuracy of the mentioned theories found in the literature with regard to the sample population. Using the Google Forms website, the previously mentioned scales were translated into survey form. The use of this website, enables the researcher to share the access link to the survey easily with the participants over the internet via email, social media, and other forms of online communication. This enables the participants to complete the survey with their responses online for their convenience, whilst also collating the data on the Google Forms website which the researcher can access and review in real time.

4.5 Sample

Typically, there are two approaches to sampling that can be employed whilst completing research, and they are: non-probability and probability sampling (Bacon-Shone, 2013). Non-probability sampling is employed with the justification that the researcher will sample participants who are readily available to them, but those same participants are considered to be reflective of the entire demographic of whom the researcher is studying. Non-probability sampling was selected by the researcher for the purpose of this research for the reasons that were previously mentioned – the sample is easily accessible to the researcher and the sample ultimately ends up being whoever responds to the cold outreach email obtaining the details of the questionnaire, rather than hand selected participants.

The researcher's entire employer organisation (based in Ireland) was the sample group for this project, who is a large company within the technology industry in Ireland employing about 5,000 people at present (Caden, 2023), with 1,541,000 worldwide (Coppola, 2023). At the time of sampling the aim was to obtain approximately 100 responses from participants in relation to both the attraction and retention surveys, which would equal 2% of the entire population of workers who are employed through Amazon in Ireland. For the purpose of this research, the researcher was focused on 2 sub sections of the employee population, mainly being: those with less than 6 months of tenure (who would be answering questions in relation to attraction towards the brand), as well as those with more than 12 months of tenure (who would be answering questions in relation to retention). The sample population was created with the tenure characteristics previously mentioned, and then via email was sent an email which contained a hyperlink to access the appropriate questionnaire as well, clarification of the ethical issues / concerns that participants may have with their data being collected, a brief explanation of the purpose of the survey and what it was being used for as well as the aimed date of completion. Research suggests that surveys that contain context on these issues for the participants to read before completing tend to receive a better rate of response to the surveys compared to surveys that do not (Saunders, Lewis, & Thornhill, 2012).

4.6 Data Analysis

The data that was collected was then analysed using SPSS software. Using the "download responses" selection from the settings menu, the data that was collected was firstly downloaded from Google Sheets into Microsoft Excel, which provided the researcher with the opportunity to clean / reorganise the data so it was ready for upload to the SPSS software. Once this was completed and the data was successfully uploaded to SPSS, it was possible for the researcher to run multiple analysis that enabled further investigation into the results required for this current research, whilst also completing tests for accuracy, reliability and validity purposes.

4.7 Overview of Participants

In total of all the data collected the majority of respondents were male, with 55.8% reporting to be male, while the remaining 44.2% reported to be female. This is in line with the latest report of gender split within the company as a whole which state that globally the gender split between men / women is: 55.2% vs 44.8% (Amazon, 2021).

Gender

104 responses
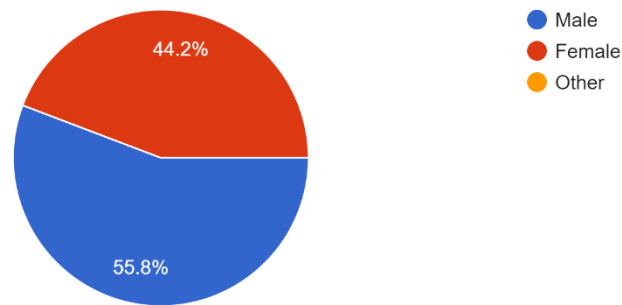
The range of ages of the participants who completed this survey was from 25 – 44 years old, with the mean age being 31.75 and a standard deviation of 3.982. This deviation score indicates that the age of the participants who completed the survey would be tightly clustered around the mean age (of 31.75). This is in line with studies that report the average age of technology workers being 30 years old (Hardy, 2013).

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age (in years)	104	25	44	31.75	3.982
Valid N (listwise)	104				

4.9 Ethical Considerations

For the purpose of this research, the researcher completed the NCI ethical review form and abided by the guidelines relating to ethics that have been outlined by National College of Ireland.

In this study, the researcher noticed that the main concern that they were faced with was in relation to anonymity, as some of the participants may not only be conscious of the sort of answers they are providing for this research, but additionally if discovered could the answers provided cause any repercussions for their job.

The primary data collection aspect of this research was completed entirely anonymously for the participants, and to ensure this any explanatory elements that could be used to potentially identify any participants was eliminated during the drafting stage. Additionally, only a few elements of essential demographic data were captured for the purpose of analysis. On the first page of the survey, prior to completing the participants were given a disclaimer that once again highlighted that completing the survey was completely voluntary, and they could feel free to withdraw from the process at any stage throughout if they did not wish to complete it for any reason. Prior to beginning the survey, all of the participants who were invited to do so were asked to agree that they have read and understand all of the terms listed and that they are above 18 years of age, failing to complete this would result in their entry not being counted in the study.

4.10 Scale Reliability

When items are measured by using a Likert scale, which was used in this research, the estimated amount of reliability of the scale can be measured using the Cronbach Alpha (Quansah, 2017). When using this scale, the internal consistency is measured and expressed as a number between 0 and 1 (Cronbach, 1951). As a general rule of thumb, it has been accepted that an alpha value of .65 - .80 is typically considered an appropriate range to work with for any human dimensions research (Green, Lissitz, & Mulaik, 1977).

Case Processing Summary

		N	%
Cases	Valid	104	100.0
	Excluded[a]	0	.0
	Total	104	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.710	25

5. Results

5.1 Descriptive Statistics for EmpAt Scale and TIS-6 Scale

In order to provide an overview of the characteristics of a group of participants, Descriptive Statistics are used. This in turn can be used to make generalisations about a larger population (Corty, 2007). In turn, we gain obtain a better insight into the relationship between our variables by closer examination of the mean, standard deviation and range within our data (Maxwell, Delaney, & Kelley, 2018). The following descriptive statistics that will be shown in this section (mean, standard deviation and range) will help establish a more solid foundation for the following analyses, and in turn interpretations of the results (Ghasemi & Zahediasl, 2012)

EmpAt Scale

In total there were 25 questions that featured on the EmpAt scale. This was in line with the original research in which this scale featured, where the original 32 item instrument was then reduced to 25 to ensure maximum effectiveness of data collection (Berthon, Ewing, & Hah, Captivating company: dimensions of attractiveness in employer branding, 2015).

In this subheading the author will showcase some the descriptive statistics for the variables included in each section of the EmpAt scale.

Interest Value

Firstly, we will look at the Interest Value section of the EmpAt scale below:

Statistics

		Innovative Employer - novel work practices / forward thinking	The organisation produces high-quality products and services	The organisation both values and makes use of your creativity	The organisation produces innovative products and services	Working in an exciting environment
N	Valid	104	104	104	104	104
	Missing	0	0	0	0	0
Mean		3.98	4.27	4.42	4.47	4.91
Std. Deviation		1.435	1.072	1.155	1.106	1.034
Range		6	5	6	6	5

Table 1 shows the descriptive statistics for the Interest Value

As shown in the above table, the mean for the Interest Value was 4.42, with a standard deviation score of 1.214 and a range of 6.

Next, we will be looking closer at the descriptive statistics that made up the social value section of the EmpAt scale.

Statistics

		Having a good relationship with your colleagues	Having a good relationship with your superiors	Supportive and encouraging colleagues	A fun working environment	Happy work environment
N	Valid	104	104	104	104	104
	Missing	0	0	0	0	0
Mean		4.74	4.84	5.13	4.79	5.50
Std. Deviation		1.005	1.025	1.015	1.030	.870
Range		5	5	5	5	3

Table 2 shows the descriptive statistics for the Social Value

As shown in table 2 above, the mean of the Social Value section was 5, with a standard deviation for the entire section of 1.011 and a range of 5.

Next, the author will present the descriptive statistics that were gathered from the application value section of the EmpAt scale.

Statistics

		Humanitarian organisation - gives back to to society	Opportunity to apply what was learned at a tertiary institution	Opportunity to teach others what you have learned	Accepting and belonging	The organisation is customer-orientated
N	Valid	104	104	104	104	104
	Missing	0	0	0	0	0
Mean		4.16	4.64	4.77	4.64	4.49
Std. Deviation		1.456	1.114	1.090	.954	1.223
Range		6	5	5	6	6

Table 3 shows the descriptive statistics for the Application Value

As seen in the table above, the mean for this section of the survey was 4.54, with a standard deviation of 1.246 with a range of 6.

Developmental Value

The author will now present the descriptive statistics that were gathered from the developmental value section of the EmpAt scale.

Statistics

		Recognition/appreciation from management	A springboard for future employment	Feeling good about yourself as a result of working for a particular organisation	Feeling more self-confident as a result of working for a particular organisation	Gaining career-enhancing experience
N	Valid	104	104	104	104	104
	Missing	0	0	0	0	0
Mean		4.71	4.98	4.69	4.63	5.63
Std. Deviation		.942	.985	.986	1.035	.872
Range		4	4	5	6	4

Table 4 shows the descriptive statistics for the Developmental Value

As seen in the table above, the mean for this section of the survey was 4.93, with a standard deviation of 0.993 and a range of 6.

Economic Value

Lastly, the author will present the descriptive statistics of the economic value section of the survey.

Statistics

		Good promotion opportunities within the organisation	An attractive overall compensation package	Hands-on inter-departmental experience	An above average basic salary	Job security within the organisation
N	Valid	104	104	104	104	104
	Missing	0	0	0	0	0
Mean		5.01	5.26	4.67	5.27	5.51
Std. Deviation		.818	.975	1.194	.873	1.061
Range		4	4	6	4	4

Table 5 shows the descriptive statistics for the Economic Value

As shown in the table above, the mean for this section of the survey was 5.144, with a standard deviation of 1.042 and a range of 6.

TIS-6 Scale

The Turnover Indication Scale (TIS-6), is a 6-item questionnaire that has been adapted from Roodts original 15-item scale (Roodt, 2004). Similarly, a five-point Likert scale was used to capture participants responses in relation to their questions that can indicate whether or not an employee is leaning towards leaving an organisation (Nashwan, Abujaber, Villar, & Nazarene, 2021). The scale has been proven to be a reliable and valid tool to predict actual turnover intentions of staff members of an organisation (Bothma & Roodt, 2013)

In this section, the author will present the descriptive statistics that were collected for the Turnover Indication Scale (TIS-6), which will include the mean, range, standard deviation and skewness and kurtosis of the results that were obtained from our sample of participants which was 104 employees.

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation
How often do you dream about getting another job that will better suit your personal needs?	104	4	1	5	2.34	.877
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	104	4	1	5	2.29	.982
How often have you considered leaving your job?	104	4	1	5	2.44	1.122
How likely are you to accept another job at the same compensation level should it be offered to you?	104	4	1	5	2.50	1.005
To what extent is your current job satisfying your personal needs?	104	4	1	5	3.27	.958
How often do you look forward to another day at work?	104	4	1	5	2.72	1.028
Valid N (listwise)	104					

Table 6 shows the descriptive statistics for the TIS-6 scale

The above table, shows a selection of the of the previously mentioned descriptive statistics for the Turnover Indication Scale (TIS-6) that was carried out. This table showcases the mean, range and standard deviation for each of the 6 questions that were completed by the sample size of 104 participants.

Beneath the author will put frequency histograms that refer to the mean, standard deviation and sample size for the TIS-6 scale that was completed by participants. There will be 6 histograms listed, one to highlight the distribution of answers for each element of the TIS-6 scale, which was based on a sample size of 104.

How often do you dream about getting another job that will better suit your personal needs?

Mean = 2.34
Std. Dev. = .877
N = 104

How often do you dream about getting another job that will better
suit your personal needs?

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

Mean = 2.29
Std. Dev. = .982
N = 104

How often are you frustrated when not given the opportunity at
work to achieve your personal work-related goals?

How often have you considered leaving your job?

Mean = 2.44
Std. Dev. = 1.122
N = 104

How often have you considered leaving your job?

How likely are you to accept another job at the same compensation level should it be offered to you?

Mean = 2.5
Std. Dev. = 1.005
N = 104

How likely are you to accept another job at the same compensation level should it be offered to you?

To what extent is your current job satisfying your personal needs?

Mean = 3.27
Std. Dev. = .958
N = 104

To what extent is your current job satisfying your personal needs?

How often do you look forward to another day at work?

Mean = 2.72
Std. Dev. = 1.028
N = 104

How often do you look forward to another day at work?

Statistics

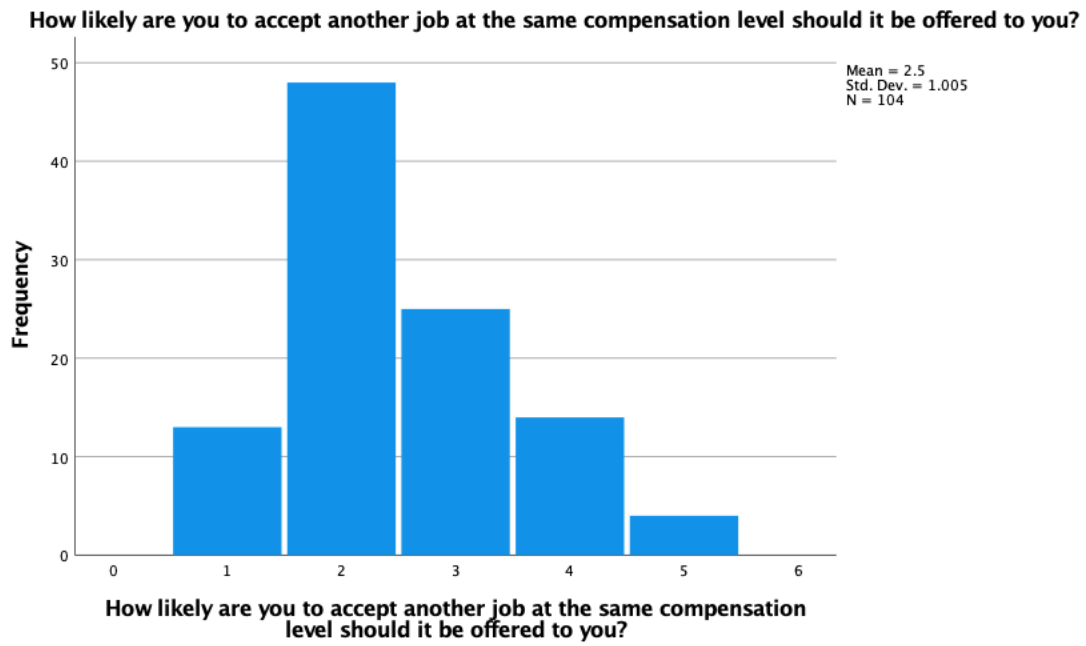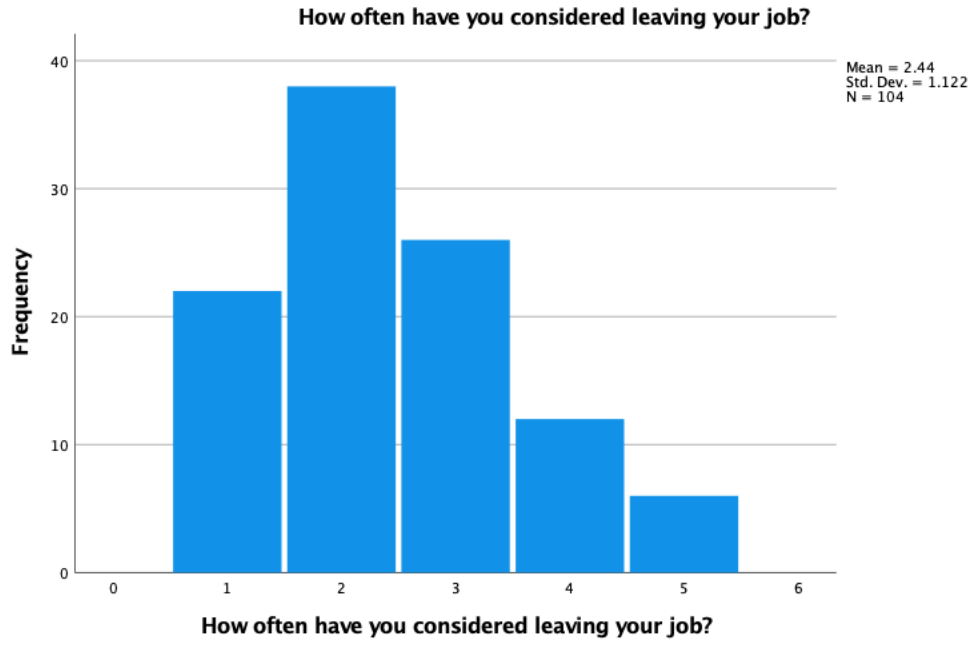|		How often do you dream about getting another job that will better suit your personal needs?	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	How often have you considered leaving your job?	How likely are you to accept another job at the same compensation level should it be offered to you?	To what extent is your current job satisfying your personal needs?	How often do you look forward to another day at work?
N	Valid	104	104	104	104	104	104
	Missing	0	0	0	0	0	0
Skewness		1.043	.580	.567	.615	-.702	.204
Std. Error of Skewness		.237	.237	.237	.237	.237	.237
Kurtosis		1.298	-.107	-.319	-.086	.232	-.379
Std. Error of Kurtosis		.469	.469	.469	.469	.469	.469

Table 7 shows the Skewness and Kurtosis values for the TIS-6 scale

Table X is showcasing the Skewness and Kurtosis values for each of the questions that were completed by participants. The above tables values are calculated on the same sample size which is 104 participants.

5.2 Analysis of the EmpAt Scale (Economic Value)
Correlation Analysis Results
"Good promotion opportunities within the organisation"

Correlations

		Good promotion opportunities within the organisation	Gender	Age (in years)	What is the highest level of education that you have completed?	How long have you been working with the company?
Pearson Correlation	Good promotion opportunities within the organisation	1.000	-.034	-.101	.232	.243
	Gender	-.034	1.000	-.125	-.008	.193
	Age (in years)	-.101	-.125	1.000	.095	-.125
	What is the highest level of education that you have completed?	.232	-.008	.095	1.000	.257
	How long have you been working with the company?	.243	.193	-.125	.257	1.000
Sig. (1-tailed)	Good promotion opportunities within the organisation	.	.365	.155	.009	.006
	Gender	.365	.	.104	.467	.025
	Age (in years)	.155	.104	.	.168	.104

	What is the highest level of education that you have completed?	.009	.467	.168	.	.004
	How long have you been working with the company?	.006	.025	.104	.004	.
N	Good promotion opportunities within the organisation	104	104	104	104	104
	Gender	104	104	104	104	104
	Age (in years)	104	104	104	104	104
	What is the highest level of education that you have completed?	104	104	104	104	104
	How long have you been working with the company?	104	104	104	104	104

The results of this correlation test indicated to the author that there is a significant positive correlation between "Good promotion opportunities within the organisation" and "What is the highest level of education that you have completed?" ($r = .232$, $p < .01$), as well as "How long have you been working with the company?" ($r = .243$, $p < .01$). In contrast to this, there is a negative correlation between "Good promotion opportunities within the organisation" and "Age (in years)" ($r = -.101$, $p < .05$). Finally, for this correlation test, there was no significant correlation found between the "Good promotion opportunities within the organisation" variable and "Gender" ($r = -.034$, $p > .05$).

"An attractive overall compensation package"

Correlations

		An attractive overall compensation package	Gender	Age (in years)	What is the highest level of education that you have completed?	How long have you been working with the company?
Pearson Correlation	An attractive overall compensation package	1.000	-.218	-.041	.065	.054
	Gender	-.218	1.000	-.125	-.008	.193
	Age (in years)	-.041	-.125	1.000	.095	-.125
	What is the highest level of education that you have completed?	.065	-.008	.095	1.000	.257
	How long have you been working with the company?	.054	.193	-.125	.257	1.000
Sig. (1-tailed)	An attractive overall compensation package	.	.013	.341	.255	.291
	Gender	.013	.	.104	.467	.025
	Age (in years)	.341	.104	.	.168	.104
	What is the highest level of education that you have completed?	.255	.467	.168	.	.004

	How long have you been working with the company?	.291	.025	.104	.004	.
N	An attractive overall compensation package	104	104	104	104	104
	Gender	104	104	104	104	104
	Age (in years)	104	104	104	104	104
	What is the highest level of education that you have completed?	104	104	104	104	104
	How long have you been working with the company?	104	104	104	104	104

The results of this Pearson Correlation test indicate a significant negative correlation between interest in compensation package and gender (r = -.218, p < .05). There were no significant correlations noted between interest in compensation package and the other demographic variables that were collected (age, education, or length of employment).

"Hands-on inter-departmental experience"

Correlations

		Hands-on inter-departmental experience	Gender	Age (in years)	What is the highest level of education that you have completed?	How long have you been working with the company?
Pearson Correlation	Hands-on inter-departmental experience	1.000	-.032	.117	.222	-.027
	Gender	-.032	1.000	-.125	-.008	.193
	Age (in years)	.117	-.125	1.000	.095	-.125
	What is the highest level of education that you have completed?	.222	-.008	.095	1.000	.257
	How long have you been working with the company?	-.027	.193	-.125	.257	1.000
Sig. (1-tailed)	Hands-on inter-departmental experience	.	.374	.118	.012	.393
	Gender	.374	.	.104	.467	.025
	Age (in years)	.118	.104	.	.168	.104
	What is the highest level of education that you have completed?	.012	.467	.168	.	.004
	How long have you been working with the company?	.393	.025	.104	.004	.

N	Hands-on inter-departmental experience	104	104	104	104	104
	Gender	104	104	104	104	104
	Age (in years)	104	104	104	104	104
	What is the highest level of education that you have completed?	104	104	104	104	104
	How long have you been working with the company?	104	104	104	104	104

The results of this Pearson Correlation test indicate that there is a positive correlation with interest in receiving hands-on inter-departmental experience and the independent variables "What is the highest level of education that you have completed?" (r=0.222, p=0.012) and "How long have you been working with the company?" (r=0.027, p=0.393). There was no significant correlation between "Hands-on inter-departmental experience" and "Gender" (r=-0.032, p=0.374) or "Age (in years)" (r=0.117, p=0.118).

"An above average basic salary"

Correlations

		An above average basic salary	Gender	Age (in years)	What is the highest level of education that you have completed?	How long have you been working with the company?
Pearson Correlation	An above average basic salary	1.000	.036	.103	.022	-.074
	Gender	.036	1.000	-.125	-.008	.193
	Age (in years)	.103	-.125	1.000	.095	-.125
	What is the highest level of education that you have completed?	.022	-.008	.095	1.000	.257
	How long have you been working with the company?	-.074	.193	-.125	.257	1.000
Sig. (1-tailed)	An above average basic salary	.	.358	.148	.411	.229
	Gender	.358	.	.104	.467	.025
	Age (in years)	.148	.104	.	.168	.104
	What is the highest level of education that you have completed?	.411	.467	.168	.	.004
	How long have you been working with the company?	.229	.025	.104	.004	.

N	An above average basic salary	104	104	104	104	104
	Gender	104	104	104	104	104
	Age (in years)	104	104	104	104	104
	What is the highest level of education that you have completed?	104	104	104	104	104
	How long have you been working with the company?	104	104	104	104	104

The correlation coefficient between "an above average basic salary" variable and "gender" variable was positive albeit weak (r = .036, p > .05). The correlation coefficient was discovered between "an above average basic salary" and "age (in years)" was also positive but weak (r = .103, p > .05). The correlation coefficient between "an above average basic salary" and "highest level of education completed" was positive but very weak (r = .022, p > .05). The correlation coefficient between "an above average basic salary" and "length of time with the company" was negative and weak (r = -.074, p > .05).

"Job security with the organisation"

Correlations

		Job security within the organisation	Gender	Age (in years)	What is the highest level of education that you have completed?	How long have you been working with the company?
Pearson Correlation	Job security within the organisation	1.000	-.155	.021	.111	.080
	Gender	-.155	1.000	-.125	-.008	.193
	Age (in years)	.021	-.125	1.000	.095	-.125
	What is the highest level of education that you have completed?	.111	-.008	.095	1.000	.257
	How long have you been working with the company?	.080	.193	-.125	.257	1.000
Sig. (1-tailed)	Job security within the organisation	.	.058	.415	.131	.209
	Gender	.058	.	.104	.467	.025
	Age (in years)	.415	.104	.	.168	.104
	What is the highest level of education that you have completed?	.131	.467	.168	.	.004
	How long have you been working with the company?	.209	.025	.104	.004	.

N	Job security within the organisation	104	104	104	104	104
	Gender	104	104	104	104	104
	Age (in years)	104	104	104	104	104
	What is the highest level of education that you have completed?	104	104	104	104	104
	How long have you been working with the company?	104	104	104	104	104

The results of the correlation analysis showed that interest that was indicated in the variable "job security within the organization" was positively correlated with age (r = 0.021) and length of employment (r = 0.080). In contrast to this a negative correlation existed with gender (r = -0.155). However, it was found that the correlation between job security and gender was only somewhat significant (p = 0.058). Meanwhile, the correlation between job security and the highest level of education completed was deemed to be not significant (r = 0.111, p = 0.131).

5.3 Analysis of TIS-6 Scale

Regression Analysis

"How often do you dream about getting another job that will be better suited to your personal needs?"

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.035	.771		5.234	<.001
	Gender	-.038	.170	-.021	-.221	.825
	Age (in years)	-.066	.021	-.300	-3.119	.002
	What is the highest level of education that you have completed?	.202	.161	.124	1.255	.212
	How long have you been working with the company?	.086	.090	.097	.963	.338

a. Dependent Variable: How often do you dream about getting another job that will better suit your personal needs?

The results from this regression analysis that was conducted by the author helped indicate that the overall model was statistically significant (F (4,95) = 6.25, p < .001). This in turn would suggest that the independent variables (if taken together) significantly predicted the outcome variable.

The results showed that age was a significant predictor of "dreaming about finding a new job" with a score of (β = -.300, p = .002), with the older an employee is, the less likely they are to have these dreams. None of the other independent variables were significant predictors of the outcome variable.

"How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?"

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.426	.903		3.794	<.001
	Gender	.112	.199	.057	.565	.573
	Age (in years)	-.031	.025	-.127	-1.264	.209
	What is the highest level of education that you have completed?	-.206	.188	-.113	-1.096	.276
	How long have you been working with the company?	.000	.105	.000	-.004	.997

a. Dependent Variable: How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

The results from this regression analysis were discovered to be significant (F (4, 99) = 2.11, p = .085), explaining approximately 8% of the variance in the outcome variable. Among the predictor variables, age was found to be a negative predictor (β = -.127, t (99) = -1.264, p = .209) of frustration levels, while education level (β = -.113, t (99) = -1.096, p = .276), gender (β = .057, t (99) = .565, p = .573), and tenure (β = .000, t (99) = -.004, p = .997) were not significant predictors.

"How often have you considered leaving your job?"

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.045	.983		5.131	<.001
	Gender	-.160	.217	-.071	-.740	.461
	Age (in years)	-.088	.027	-.311	-3.241	.002
	What is the highest level of education that you have completed?	.079	.205	.038	.384	.702
	How long have you been working with the company?	.159	.115	.139	1.389	.168

a. Dependent Variable: How often have you considered leaving your job?

The results of the regression analysis that was conducted showcase that the overall model was significant ($F_{(4, 100)} = 5.078$, $p < .001$) and accounted for 16.9% of the variance in the dependent variable. Among the independent variables, age was the only significant predictor of considering leaving a job ($\beta = -.311$, $t = -3.241$, $p = .002$).

"How likely are you to accept another job at the same compensation level should it be offered to you?"

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.714	.858		6.656	<.001
	Gender	-.091	.189	-.045	-.480	.632
	Age (in years)	-.100	.024	-.397	-4.240	<.001
	What is the highest level of education that you have completed?	-.034	.179	-.018	-.191	.849
	How long have you been working with the company?	.079	.100	.077	.788	.432

a. Dependent Variable: How likely are you to accept another job at the same compensation level should it be offered to you?

The results of this regression analysis that was conducted indicates that the overall model was significant (F (4,95) = 15.77, p<.001) and accounted for 39.8% of the variance in likelihood of accepting another job. Of the independent variables, age was the only significant predictor of likelihood to accept another job (ß=-.397, t=-4.240, p<.001), indicating that as age increases, individuals are less likely to accept another job even if at the same compensation level.

"To what extent is your current job satisfying your personal needs?"

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.110	.864		2.443	.016
	Gender	-.212	.190	-.110	-1.111	.269
	Age (in years)	.050	.024	.209	2.116	.037
	What is the highest level of education that you have completed?	-.002	.180	-.001	-.011	.991
	How long have you been working with the company?	-.069	.101	-.071	-.689	.493

a. Dependent Variable: To what extent is your current job satisfying your personal needs?

The regression analysis that was conducted indicates that the overall model was statistically significant, $F_{(4, 195)} = 4.314$, $p = 0.002$, indicating that the predictors as a group reliably predicted job satisfaction. However, only one predictor, age (in years), was found to be a significant predictor of job satisfaction ($\beta = 0.209$, $p = 0.037$), with older employees reporting higher levels of job satisfaction.

"How often do you look forward to another day at work?"

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.326	.960		2.422	.017
	Gender	-.061	.212	-.030	-.290	.772
	Age (in years)	.013	.026	.050	.491	.625
	What is the highest level of education that you have completed?	.082	.200	.043	.411	.682
	How long have you been working with the company?	-.025	.112	-.024	-.227	.821

a. Dependent Variable: How often do you look forward to another day at work?

The regression analysis indicated to the author that the constant term was 2.326 (p = .017), which indicates on interpretation that, on average, all of the participants indicated that they do "look forward to another day at work", and answered slightly more than "sometimes" on the scale. Additionally, only age had a significant relationship with the dependent variable. The coefficient for age is positive (b = .013, p = .625), which again indicates to the author that older workers tend to look forward to another day at work more often than younger workers.

6. Discussion

This section of the research will focus on the interpretation and analysis conducted and presented in the results section, in relation to the research question and objectives.

6.1 Interpretation of Descriptive Statistics

EmpAt Scale

From the analysis conducted on the descriptive statistics of the EmpAt scale sections suggest that Economic Value section is the most important aspect for candidates when considering that attractiveness of a new employer – with a mean score of 5.14 out of 7. This indicates to the author, that although the other sections of the EmpAt scale were important for participants, in this sample they considered: overall compensation package, promotional opportunities and job security to be most important factors when considering a new employer.

TIS-6 Scale

The descriptive statistics of the TIS-6 scale would indicate that for the most part the respondents indicated that they are not strongly considering leaving their job or even accepting a job elsewhere at the same / similar compensation level. However additionally, it was also discovered that they did not indicate high levels of anticipation for their next work day or high levels of satisfaction. Overall it was most commonly reported that participants who took part from this sample were most often to: dream of getting another job that would better suit their personal needs, becoming frustrated when not given the opportunity to achieve personal work-related goals and consider leaving their current job position sometimes.

The Kurtosis value is close to zero, which indicates that for the most part the distribution of answers to the TIS-6 scale is relatively normal. For the variables of: "to what extent is your current job satisfying your personal needs" as well as "How often do you look forward to another day at work", the skewness values were negative, which would indicate that participants mostly answered with higher scores, which in turn would indicate that they consider their personal needs satisfied as well as looking forward to another day at work. Meanwhile for the remaining variables, the skewness value would be more positive which could imply that of the participants that completed this survey: dream about getting another job quite often, are frustrated when not given opportunities within the workplace to achieve their personal work-related goals", have thought about leaving their current job and that if the opportunity arose they would accept another job at the same compensation level.

6.2 Discussion of EmpAt Analysis

"Good promotion opportunities within the organisation"

The positive correlation that exists between this variable and the demographic variables of "highest level of education" and "tenure at the company", would indicate that employees who have achieved higher levels of education and longer tenures within a company would be more interested in the possibility of promotion opportunities that exist within an organisation. This could be

Additionally, the negative correlation that exists between this variable and the demographic value of age, might suggest that typically older employees are less likely to be interested in career opportunities and put more value into alternative factors such as job security.

These results showcase the necessity of an organisation allocating resources to ensure that there is an attractive / clear career development path within the organisation, regardless of age, to ensure that all staff members feel supported whilst working for an organisation.

"An attractive overall compensation package"

A closer look at the negative correlation that exists between this variable and the demographic value of gender might suggest that female candidates may place more emphasis on other factors (instead of compensation), whilst investigating a new organisation to apply for (Rahaman, Ali, Wafik, Mamoon, & Islam, 2020). Additionally, the lack of significant correlation existing between the variable and any of the other demographic values (age, education and tenure), could indicate that these are not strong variables for candidates' interest in compensation packages.

"Hands-on inter-departmental experience"

The results for this variable indicate that participants who have achieved higher levels of education and have a longer tenure working at a company have more interest in obtaining experience that is inter-departmental. This correlation would be in line with the theory that suggests those who have been found to invest more heavily into both their education levels and career path are typically more interested in obtaining further experience and acquiring new skills

"An above average basic salary"

For this variable, the results suggested to the author that there was no significant relationship between it and the other 4 demographic values. This would put forward the idea that although there is interest in an attractive overall compensation package, specific interest in a participant receiving an above average basic salary is not huge. At the same time, it is important to remember that for this study the sample size was quite limited and that there may be additional factors / variables that were not considered / measured.

"Job security within the organisation"

The results for this variable would indicate there is a positive correlation between age and job security, which is understandable as people progress through life they typically obtain additional responsibilities (family, mortgage, etc.). Additionally, from our sample it appears that female participants were more concerned about their job security than male colleagues. Finally, it was seen that participants who have a longer tenure at the company, were the ones who indicated that they would have a higher interest in job security over other elements of the scale.

6.3 Discussion of TIS-6 Analysis

"How often do you dream about getting another job that will better suit your personal needs?"

From the analysis conducted on this variable of the TIS-6 scale indicate that the main factor that in

"How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?"

The results of the regression have indicated to the author that age is the main predictor of frustration levels experienced by employees. In particular, it was discovered as the age of participants increased, the level of frustration experienced decreased. At the same time, it was discovered that the remaining demographic factors were not found to be predictors of frustration levels.

"How often have you considered leaving your job?"

The results of this regression analysis indicate that the main predictor of the listed demographical values was age – which could be interpreted that based on the samples answers, younger employees are typically more likely to consider leaving their job (Ertas, 2015). Additionally, it would appear that the other listed demographic values (gender, education level and tenure) are not as relevant as age when attempting to predict job turnover intentions employees of an organisation.

"How likely are you to accept another job at the same compensation level should it be offered to you?"

From conducting the analysis on this variable, it appears that age is the main factor in determining the likelihood of someone accepting another job at the same compensation level. This could be due to the fact that typically, as age increases, the likelihood of individuals becoming more attached to their current role also increases – as well as the fact that people may become more risk adverse and in doing so avoid the risk of starting in a new organisation for fears of worsening relationships / conditions. Additionally, none of the other demographic values listed (gender, education level or tenure) proved to be a significant predictor of a participant accepting another job at the same compensation level.

"To what extent is your current job satisfying your personal needs?"

The regression of this variable suggests to the author that the most relevant predictor of overall job satisfaction is age – as in this sample older participants reported higher levels of job satisfaction. The lack of other demographic values and their supposed effect on job satisfaction would imply to the author that they (gender, education level and tenure) would not be appropriate measures of job satisfaction for this sample.

"How often do you look forward to another day at work?"

The results of this analysis indicate that the main predicator of how often the participants looks forward to another day at work was their age. This is in line with other studies carried out in the area, which has put forward the idea that older workers are typically more likely to be satisfied with their current jobs and engaged in the workplace than their younger counterparts.

6.4 Limitations to Research

In regards to the research that was conducted, the author identified the possibility of a few limitations throughout the process, that they will discuss in more detail in this section. For the first identified limitation, the sample that responded to the survey were all from the current employer of the author. This was due to many contributing factors including; lack of access to alternative organisations and convenience. For future research into this topic, it could be advised that the researcher gains a fuller picture of the industry by identifying and surveying key competitors / organisations and comparing all of the findings to find common trends. Additionally, this would enable future researchers to expand the size of the sample audience who completed the survey which in turn would contribute to more accurate results.

Another limitation would be the lack of additional context which could have been acquired from the participants by utilising a combination of both qualitative and quantitative data collection. Due to the very inflexible nature of a survey, it is difficult to fully understand their thought process behind some of their answers that were provided.

The last limitation is considering, that although all participants were informed that the survey would be completely anonymous, some may have still felt uncomfortable in disclosing personal and private thoughts. This may have been a concern for people as although the survey was anonymous, in the demographics section of the paper a few demographical details were collected. It is possible that some of the participants were apprehensive about this and feared they may be identified because of this, and adapted their truthful answers accordingly, so that if they were identified, they would seem more favourable to their employer.

6.5 Further Research Directions:

Incorporation of Qualitative Statistics:

The lack of qualitative research (as mentioned in the limitations section) in this research resulted in the author not having a comprehensive insight into the underlying factors as to why some employees answered in the way that they did. For future research methods it would be very beneficial to incorporate an aspect of qualitative research (interviews, etc.) as it would enable future researchers to gather a more investigative approach for the underlying factors that are at play which are directly / indirectly influencing employees.

Investigating the effectiveness of different retention strategies:

Using the TIS-6 scale, the researcher was able to capture some of the participants feelings / values surrounding their intentions to leave the organisation as things stand currently in relation to their demographic factors. Future researchers could take this one step further and investigate how much certain retention strategies that organisations implement are towards staff, and identify if there is any difference in the effectiveness taking the demographic factors into consideration.

Investigating the impact of job insecurity:

This study used existing scales that were constructed / established before and utilised for the purpose of this research. In the technology at the moment, there is a huge amount of uncertainty surrounding job security following the multiple rounds of layoffs across numerous organisations. Taking this into consideration, it could be relevant in the future to explore how the lack of job security may impact employees' jobs- satisfaction and likelihood to stay in the organisation.

7. Conclusion

Throughout this research paper, the author investigated employee attraction and retention in the technology industry in Ireland. Through the quantitative research that was conducted, it was discovered that there are both

However, although there were many valuable findings that could be taken from this research it is important to take note of the limitations that featured. For example, that the survey sample was taken in its entirety from the authors current employer, which may not be reflective for the entire technology industry as a whole. Additionally, the lack of qualitative research methods resulted in the participants answering a survey (which can be considered inflexible / rigid in some instances), and were unable to explain their thought process behind their given answers. Finally, the data that was collected was self-reported and although that all participants acknowledged that the data collected would be anonymous, it is worthwhile to note that it still may be susceptible to being answered in favour of the organisation in case it is not fully anonymous.

Taking into consideration the above limitations, there is an opportunity for future researchers to conduct a similar research study whilst incorporating qualitative research methods to ensure a deeper understanding of the thought process of the candidates. Furthermore, in light of all of the layoffs / redundancies in the technology industry at the moment, an area of interest could be to investigate the relationship between the lack of job security and likelihood to leave an organisation and overall job satisfaction.

As a whole, the research that was conducted provides an insight into the mind of candidates in the technology industry in Ireland and the facts / elements they consider in relation to an attractive employer, as well as the main pain points they encounter which may result in them leaving an organisation. By prioritising economic value variables, career path progression opportunities and incorporating ways in which they can improve overall job satisfaction, companies can be in a much stronger position to their competitors to ensure that their work culture is one that not only attracts high performing talents, but also encourages job loyalty.

7.1 Personal Learning Statement

As expected when conducing a research of this size, there are several challenges that arise that can hinder progress. The first which was experienced was in relation to time management and allocating the authors time between conducting the research / writing this paper and ensuring that all work responsibilities are completed to their required standard. During the duration of completing this project, the author could appreciate the value of getting an hour of work completed prior to the work day starting.

Another learning that the author took from completing this project, would be to thoroughly research existing academic papers in the field and identify which approach / questionnaire structure they have taken. As in the instance of this project, although the author had identified similar research that was conducted albeit in alternative industries / countries, there was some confusion between the approach that was utilised (Likert

scale), which in turn caused a bit of churn between the supervisor and the author. For future research that will be conducted by the author, they will ensure to verify the approach taken to avoid this back and forward with the supervisor.

7.2 Recommendations

Taking all of the above findings and discussions into consideration, in this sub heading the list a few of their recommendations that could be applied to the organisation that will benefit their ability to both attract and retain staff in the future.

Attraction

The findings of this research found that overall, participants listed the economic value of the EmpAt scale as the most influential and of that value, focusing on the compensation package would have the most effect. At present, the organisation does provide an attractive compensation package, but speaking with management internally, there are thoughts that the benefits could be made more attractive. In considering this there are both free and paid approaches that could be implemented. If the company wished to invest in improving their benefits package, they could follow in the footsteps of other main competitors in the industry and offer an education reimbursement. However, for a company of Amazons size it might not be feasible to offer to all staff members, so to start it could be to only the corporate staff. Offering a reimbursement of €1000 euro for continuing education to all of their corporate staff, would cost the company approximately €150,000,000. While that number is quite large, it is important to note that there will be tax benefits for the company to avail of such an offer, as well as not every staff member would be interested in completing another course.

As mentioned, this is a huge cost to the company, but there are also a few other methods the company could take at no cost. Some of these options could include: sabbaticals for staff members with long tenure, meeting free mornings for specific days to focus on mental health and working from home and other flexible work options. These efforts are zero cost for the company, but could make the overall compensation package of the employee more attractive which in turn would result in more applications from the investment in the employer branding.

Retention

From the findings of the research conducted it was discovered that participants were mostly reporting of dreaming of leaving the organisation in pursuit of a job that is better suited to their personal needs. There are certain approaches that the organisation could take in order to help the current employees feel that their needs were being met, such as implementation of wellness days – a day per quarter or half year where employees at their discretion can take a day off to explore their

personal desires / focus on well being activities. Additionally, there could be initiatives to help employees explore other areas of the business that they might not have been exposed to before (a half day working with another department or team biweekly), which could help them establish a new career path potentially, or alternatively just understanding different elements of the organisation. These would be very monetarily zero cost initiatives for the business side, and the resources required would be minimal – but the benefits that the employees who take part could would experience would be very high.

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9. Appendix

9.1 Appendix 1

Please find the EmpAt Scale that was used below:

Please read the following statements, that help measure what elements of employer branding are most important for you (as the candidate) when considering potential employers?

To a very little extent 1 2 3 4 5 6 7 To a great extent

Interest Value

1. Innovative employer – novel work practices/forward-thinking

2. The organisation produces high-quality products and services

3. The organisation both values and makes use of your creativity

4. The organisation produces innovative products and services

5. Working in an exciting environment

Social Value

1. Having a good relationship with your colleagues

2. Having a good relationship with your superiors

3. Supportive and encouraging colleagues

4. A fun working environment

5. Happy work environment

Economic Value

1. Good promotion opportunities within the organisation

2. Job security within the organisation

3. Hands-on inter-departmental experience

4. An above average basic salary

5. An attractive overall compensation package

Developmental Value

1. Recognition/appreciation from management

2. A springboard for future employment

3. Feeling good about yourself as a result of working for a particular organisation

4. Feeling more self-confident as a result of working for a particular organisation

5. Gaining career-enhancing experience

Application Value

1. Humanitarian organisation - gives back to society

2. Opportunity to apply what was learned at a tertiary institution

3. Opportunity to teach others what you have learned

4. Acceptance and belonging

5. The organisation is customer-orientated

9.2 Appendix 2

Please find the TIS-6 scale that was used for this research below:

The following statements that you will be shown are in relation to reasons why employees may look to pursue employment at another organisation.
For the purpose of this section, please rate the following questions from 1 - 5

1: Never

2: Rarely

3: Occasionally

4: Frequently

5: Very Frequently

1. How often do you dream about getting another job that will better suit your personal needs?

2. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

3. How often have you considered leaving your job?

4. How likely are you to accept another job at the same compensation level should it be offered to you?

5. To what extent is your current job satisfying your personal needs?

6. How often do you look forward to another day at work?