

MORE THAN THE MONEY: FACTORS PERCEIVED AS IMPORTANT BY UNDERGRADUATES AND EARLY-CAREER GRADUATES REGARDING THE ATTRACTIVENESS OF EMPLOYMENT OPPORTUNITIES IN THE IRISH CONSTRUCTION SECTOR

Stephen Moore, Anthony Needham, John P Spillane and James G Bradley¹

Irish Construction Management Research Centre, School of Engineering, University of Limerick, Limerick, V94 T9PX, Ireland

The Irish construction sector is seeing massive growth, with 167,300 people employed in the sector in Q2 2022 compared to 127,300 in the same period in 2021. This pilot study investigates factors that influence graduates' choice of employer, whether these factors mature over time and the talent acquisition strategies of construction companies. A mixed-methods approach is taken, with data gathered from 20 semi-structured interviews and 53 questionnaire surveys. While there is evidence in the literature indicating factors such as skills, attributes and characteristics influencing employer's view of graduates' employability, this work takes the alternate viewpoint in terms of identifying the factors that influence graduates' choice of employer in the Irish construction sector. Findings indicate various factors such as salary, social considerations, career development, challenge and responsibility are involved. There is a difference between factors that undergraduates see as attractive before their industrial placement compared to afterwards. The findings indicate how Irish construction companies could structure their offerings to attract graduates into the construction sector to ensure their place as successful organisations constructing the future.

Keywords: talent; recruitment; retention; undergraduate; early career; Ireland

INTRODUCTION

Since the Irish economy has rebounded from the economic downturn of 2008, the country's construction industry the numbers employed, and revenue generated in the sector have been steadily rising (Central Statistics Office, 2022). The number of Construction enterprises increased by 5.9% from 2019 to 2020 and Construction activity grew by 26.2% (Central Statistics Office, 2022). With the best employers battling for graduates' attention and the government's pledge to create 60,000 new jobs means the construction sector is very attractive to graduates of built environment

¹ jim.bradley@ul.ie

Moore, S, Needham, A, Spillane, J P and Bradley, J G (2023) More Than the Money: Factors Perceived as Important by Undergraduates and Early-Career Graduates Regarding the Attractiveness of Employment Opportunities in the Irish Construction Sector *In: Tutesigensi, A and Neilson, C J (Eds) Proceedings of the 39th Annual ARCOM Conference, 4-6 September 2023, University of Leeds, Leeds, UK, Association of Researchers in Construction Management, 375-384.*

programmes. To hire the top graduates over their rivals, businesses are constantly looking to obtain a competitive edge over their rivals. (CareersPortal.ie, 2022) The motivations behind graduates choosing a particular employer will be examined in this research paper, along with factors that contribute to the attractiveness of roles in construction companies.

In today's employment market in Ireland, construction companies are struggling to locate and hire graduates to fill open roles, this will have a negative impact on construction companies' ability to successfully participate in constructing the future. Traditionally, employability factors such as graduate attributes (skills, training, and personal characteristics) are used by employers to select the best employees (Chhinzer and Russo (2018), Clarke (2018)). However, where employers must compete for graduates in a tight labour market, coupled with the opportunities for emigration, they must be able to attract employees in the first place. This research paper will focus on addressing the knowledge gap as to what makes companies' offerings attractive to construction sector employees currently, from undergraduates to graduates, within the Irish construction sector.

A literature review was undertaken to detail the current knowledge for this research area. Primary data was gathered through 20 semi-structured interviews via MS Teams and administration of 53 questionnaire-based surveys executed through the MS Forms platform. Participants included undergraduates from built environment programs at a third level institution commencing their industrial placement, graduates looking for entry level positions and experienced graduates working within the construction industry in Ireland. Data was also gathered from recruitment agencies that specialise in construction recruitment as well as large to medium sized construction companies within Ireland regarding the structure of their packages and how they are presented to potential employees.

LITERATURE REVIEW

This literature review examines current research on employee benefits packages, employee perceptions and preferences, strategies for attracting top talent, and methods for employee retention with a focus on understanding the impact benefits packages have on employee perceptions of and preference for roles. The review will also explore strategies for attracting top talent, such as employer branding and referral programs. Finally, the different approaches organisations take to retain their employees, focusing on the role of compensation, benefits, and variable pay in talent management will be examined. Overall, this literature review aims to provide a comprehensive overview of current research on employee benefits, perceptions, attraction, and retention strategies.

A study presented by McKinsey Global in 2017 suggested that employers in Europe and North America will require 16 to 18 million more college-educated workers in 2020, more than what will be available (Keller and Meaney, 2017). It is vitally important that resources and the necessary requirements are available to make potential employees willing to join an organisation. Kaewnaknaew *et al.* (2022) expressed that compensation, benefits, and high variable compensation attractive to knowledge workers should be included in the organisation's talent acquisition plan. Financial and non-financial benefits should be used as a means of attraction for employment within a company. Dassler *et al.*, (2022) stated that employer

attractiveness, organisational commitment and organisational identification are somewhat related. This is because all employees should be seen as possessing strengths that can create value for an organisation (Cappelli and Keller 2014). The statement from Cappelli and Keller (2014), also indicates that attracting top talent is largely down to issues apart from security, as employers are no longer willing or able to provide any assurance of continued employment. As a result, employees are now more open to exploring external opportunities even when not seeking them directly. Keller and Meaney (2017) also shows that “failure to attract and retain top talent” was the number one issue in the conference board's 2016 survey of global CEOs.

Reis de Neves (2019) describes talent management as a recent practitioner-generated term covering a range of long-standing practices aiming to get the right person at the right time. Many different components interplay to attract top talent to an organisation with high levels of pay, the presence of benefits, and variable pay all seen by participants as essential job-attraction criteria in a reward package (Schlechter *et al.*, 2014). Although Dassler *et al.*, (2022) argued that benefits and compensation were the least influential dimensions of employer brands and showed work-life balance as the third most important dimension.

Employer branding aims to promote the firm's unique features to existing and potential employees (Arasanmi and Krishna, 2019). An organisation can retain employees by seeking a relationship that leverages brand loyalty and employee productivity (Backhaus and Tikoo, 2004). Chandra (2019) conducted a study in Dublin City University to measure employee engagement by identifying factors that contributed to engagement and factors that require improvement as employee engagement leads to employee retention. Employer branding rests on the assumption that human capital adds value for a firm and enhances the firm's performance (Dabirian *et al.*, 2019). Backhaus and Tikoo (2004) also agreed that employer branding reflects the organisational human capital philosophy. Recent studies by Koukpaki *et al.* (2019) show that Backhaus and Tikoo's findings in 2004 are still relevant today as human resource development, brand marketing and employer branding have been proposed as an effective organisational strategy to develop a firm's capabilities to differentiate from the competition. Waal (2018) states that when an organisation is high performing, it increases happiness at the work level and, therefore, will increase attraction to a company. Having organisational support indicates the firm's value for caring for employees' well-being, which connotes a good work environment (Arasanmi and Krishna, 2019). Brand perception is essential for retaining employees; an employee will also look at the individual aspect of a job description, such as the structuring of packages.

Once employed, people are more likely to respond to higher performance demands when they perceive their employer's willingness to invest in their needs, such as training and development, and provide financial and non-financial rewards (Chiang and Birtch, 2011; Zafar *et al.*, 2020). Kadir *et al.* (2019) found that the higher the compensation and benefits provided to employees, the higher their performance, with compensation and benefits having a greater effect on employee performance than other factors such as job satisfaction, job security, and organisational culture. Whereas Nurlina *et al.*, (2022) found that transactional leadership, organisational culture, commitment, and compensation all significantly impacted work satisfaction and performance, with work satisfaction having a positive effect on performance. Amundso (2007) noted that employees' perceptions of benefits may vary across

security, relationship, recognition, work fit, flexibility, learning, responsibility, and innovation.

Non-financial rewards have been proven to enhance employee performance (Schlechter *et al.*, 2014). However, there is no evidence supporting that specific combinations of non-financial rewards determine job attraction (Schlechter *et al.*, 2014). Millennial construction management students value work-life balance, job security, job satisfaction, recognition, and praise more than monetary compensation (Smith *et al.*, 2018). There is a positive correlation between motivation and job satisfaction (Ali *et al.*, 2021). When employees are more motivated and satisfied with their jobs, their performance increases (Pananrangi, *et al.*, 2020). Wages and benefits are the most important factors for employee retention in the construction industry, followed by the amount of available work and the opportunity to learn new skills (Bigelow, *et al.*, 2019). Additionally, talent management activities such as training, development, and recruitment positively affect the performance of construction companies (Kaewnaknaew, 2022). Exclusion of non-financial rewards, therefore, can be detrimental to the level of job attractiveness.

Balancing financial and non-financial rewards is crucial in framing a rewards system (Azeez *et al.*, 2019). Tiwari (2015) also agrees, stating that it is a strategy that uses non-financial rewards as a method of motivating and engaging by showing the employee the total cost of their employment and the value they bring. It was suggested by Bryant and Allan (2013) as a retaining strategy for employees with high salaries to go above and beyond pay raises and cash bonuses as they may value non-financial aspects more. A design for rewards should not be conducted in a vacuum absent of other factors that might be impacted by its adjustments (Azeez *et al.*, 2019). This is due to employees having different needs and interests and will change at various stages of their careers (Tiwari, 2015). When an employer improves their benefits to employees, Azeez *et al.*, (2019) states that this can lead to health increases. It is also worth bearing in mind that Herzberg's Hygiene theory shows there are two levels of needs for an employee, the lower-level needs facilitating survival, and the higher-level needs facilitating growth as a person (Truyens, 2021) so an ideal package should meet both sets of needs.

METHOD

To further understand the topic, a review of previous research papers was carried out using a synthesis matrix populated with information found in relevant papers (Efron *et al.*, 2019). To find these papers, databases such as Scopus and Google Scholar were searched using key words related to the topic such as employer attractiveness, talent acquisition and employee attributes,

Participant selection criteria were as follows. The participants had to be adults, over 18, studying and/or working in the built environment in roles that include Construction Management and Engineering, Civil Engineering, Architecture, and Electrical Engineering. The experience of participants ranged from undergraduate students with no experience, to undergraduates with one year experience and finally graduates with one or more years' experience. The more experienced participants involved had from one to four years of work experience with companies in the built environment since leaving college. The final participant group involved talent retention managers and agency recruiters in the built environment sector that are responsible for finding, attracting, and holding on to employees. Each participant was

to answer from the perspective of a jobseeker looking for a role within the Irish Construction Industry.

Twenty semi-structured exploratory interviews were completed on MS Teams, using questions based on themes identified during the literature review - Structuring of Offerings, Impact and Effectiveness of Offerings, Companies' Perspective, Market and Participants' Perspectives. Participants' suitability for the study was verified at the beginning of the interview prior to their data being collected. All suitable interviewees were briefed on the purpose, informed that they could withdraw at any time and their consent was confirmed prior to the commencement of the interview. When 18 interviews were completed, no new findings were emerging so a further two interviews were completed to confirm saturation. The semi-structured format allowed exploration of relevant topics not covered by the set questions, should the opportunity arise. All data gathered was anonymised and stored securely.

The confirmatory survey questionnaire was designed as a gated MS Form and administered remotely with questions designed from interview responses around the six themes mentioned. If the respondent did not confirm their consent, then they were blocked from accessing and completing the survey. From an ethics perspective the company names, profiles, and adverts (the components of the offerings), used in the survey were all fictitious, having been built from details taken from a media trawl of companies and employment adverts relevant to the construction sector. The survey was completed by 53 respondents and focused on determining the components of the offerings (tailored to portray certain company profiles and benefit packages covering financial and non-financial elements) that they found most attractive. The output from the interviews and the survey are analysed in the next section.

FINDINGS

For this pilot study in the Irish Construction sector, 20 interviews were conducted and there were 53 completed survey responses. The impact of the offerings depicted by the fictitious company profiles / adverts, showed that there was a clear preference for companies that offered a range of social, salary and developmental benefits. The structuring of packages for employees has a huge influence in retaining and attracting talent in any company with Bryant and Allan (2021) finding that employees may value non-financial aspects more than just pay raises and bonuses. This can lead to a healthier workforce with health benefits included as Azeez *et al.* (2021) stated. Tiwari (2021) posited that employees have different needs and interests that will change depending on the stage of their career.

Offerings that explicitly mentioned the emphasis on the work environment, culture and support systems from the perspective of the applicant were seen as more attractive. Participants indicated that an offering that did not explicitly state the importance of a pleasant and motivating work environment was regarded as a less attractive proposition.

Salary: It was found that there was an even split across all participants when asked if salary was the most important aspect of an employment package with the importance of salary tracking downwards with the more mature employed graduates. When asked if they would take a lower salary for more social benefits the undergraduate group presenting a neutral answer while 40% of graduates and 33% of the experienced participants said No. In terms of what they consider to be more important between 'learning outcomes' or 'higher salary' for a graduate when joining a company, 70% of

participants said 'learning outcomes'. An interesting finding was that having a state-funded graduate internship for a lower initial salary but a guaranteed job in the future was stated as being unattractive by 63% of participants. Yet the company that indicated in its profile that it worked primarily with public contracts and offered security, was considered highly attractive.

Learning and Development: The explicit mention of a good learning environment for graduates, knowledge sharing, and development opportunities were also seen as attractive for participants when looking at the company profiles. Participants also favoured offerings that presented a company that focused on employers' feedback for future improvement, with over 90% indicating that the provision of on-the-job learning was important for a first job post-graduation. When participants were asked what they valued more, learning outcomes or a higher salary, 70% of participants said learning outcomes. It is important for incoming graduates to value learning outcomes within the early stages of their careers as significant knowledge is learned and implemented which would have an impact on their careers. Chiang and Birtch (2011) and Zafar *et al.* (2020) suggested that employees are also more inclined to respond to higher performance demands if their employer invests in their needs such as training and development - this was borne out in the findings where the inclusion of development opportunities through explicit mention of training and feedback systems in the offering were seen as highly attractive and that a positive benefit can be received by an employer if training is positively implemented. Findings show that a company that does not have a good learning environment for graduates is regarded as a less attractive employer. This aligns with Bigelow *et al.* (2019) that wages and benefits were the most important factor for workers to remain in the construction industry, followed by learning new skills. Continuing this theme, Kaewnaknaew, (2022) found that factors such as training development and recruitment had positively affected the performance of a company. Experienced participants were seen to value learning and other benefits more than fresh graduates who are more attracted to monetary benefits i.e., salary. This point agrees with this study's findings that companies should promote the recruitment of graduates and actively train graduates with 'on the Job Learning' to increase the performance of their company, a win-win situation. Performance and motivation can also be increased by employees when they are challenged by and satisfied with their jobs. Kadir *et al.* (2019) found that leadership, organisational culture, commitment, and compensation impacted work satisfaction and thus improved work performance aligning with Pananrangi *et al.*, (2020) finding that when employees are more motivated and satisfied with their jobs, their performance increases, thereby benefitting the employer as well. Companies presenting offerings that did not promote a commitment to enhancing personal fulfilment or value to career were seen as less attractive - a pleasant work environment was seen as a benefit by the participants.

Work-life Balance and Social Aspects: From the company perspective when company representatives were asked what they thought makes their company attractive to employees, the main response was a good work-life balance and social nights out, aligning with Dassler *et al.*, (2022) work indicating that that work-life balance was the third most important dimension of benefits to an employee. Companies emphasising social aspects, can improve overall work performance as employee's moods and attitudes toward work performance will improve. Graduates were seen to always add value to an organisation and 60% of companies agreed that to take on a state-funded graduate program would maximise the number of jobs for construction graduates.

This would benefit the organisation due to subsidised work funded by the government, as well as the employee benefiting from the learning aspect of employment and receiving a basic wage, however only 60% of undergraduates were interested in graduate programs. The general recognition that graduates add value to the future of the company agreed with Cappelli and Keller (2014), in that all employees should be seen as a strength when creating value for an organisation and should be actively sought by the company. Therefore, all efforts should be made to ensure that the right people are attracted into the company and retained within it.

Survey participants were asked if having social benefits within a company made it an excellent employer, 68% agreed with this statement. Participants were also asked if they thought a company having compensation benefits such as health benefits made them an excellent employer, 85% agreed. In many cases, the attractiveness factor increased when 'non-package' issues such as the work environment, employee supports, and company culture were specifically mentioned in the offering. Amundso (2007) argued that an employee's perception of benefits varies across different interests and needs such as relationships, flexibility and learning etc. If an employer was to tailor social benefits around employees individually rather than whole, employees may then be more inclined to take social benefits as they could have a higher value (personally) than monetary benefit. However, when asked if they would do more overtime for social benefits, 62% of participants said no, and were not inclined to favour the receipt of social benefits for working overtime but would rather receive monetary compensation. When asked in the interviews if they would take a smaller salary to receive more social benefits, overall, 60% of interviewees said no. But analysis of responses from undergraduate to experienced participants showed that the groups had different interests as they matured. The undergraduate groups were neutral while graduates already in employment favoured receipt of more social benefits, a common response from this more mature group was to have more social events through work.

Access to Technology: Participants also mentioned that they wanted access to the best available technology to work with. This would not traditionally be viewed as part of the compensation package as such. Schlechter *et al.*, (2021) stated that complete exclusion of non-financial rewards will be detrimental to job attractiveness, it is important to find a balance between financial and non-financial rewards.

Additional Benefits: When asked what additional benefits they would like to receive from their employer, 50% said a paid gym membership and 55% said a car or petrol allowance. Adverts that depicted an offering that included benefits such as health insurance, gym membership and the availability of an Employee Assistance Program were seen to be more attractive. Offerings that specifically mentioned a work environment where employee wellness was valued, and supported, scored highly compared with those that did not. In all, 60% of participants agreed that flexible work hours were important in relation to the attractiveness of an employer.

Sustainability: Regarding the impact of mentioning a commitment to environment and sustainability practices with a focus on being eco-friendly, only one third of the participants indicated that this would be a factor they would consider when determining the attractiveness of an offering from an employer.

Social Media Presence: While all participants agreed that a growing economy benefits graduates in terms of finding employment, only 50% of interviewees agreed that there were enough attractive offerings within the current market for both full role

opportunities and graduate programs, even though 60% of the undergraduate participants said they would not join a graduate program. In terms of the impact a good social media presence has when choosing a company, 80% of graduates felt that a good social media presence is important when choosing a company. Reis De Neves (2019) found that using more than one form of social media is crucial to build a company's brand in the IT sector, also stating 'it is crucial for building brands through social media platforms as 79% of job seekers are likely to use social media in the hunt for their next job and 84% of employees consider leaving their current jobs if another company has a better reputation'. Therefore, the use of social media as a component of a company's recruitment activity is essential, using social media, e.g., LinkedIn, to promote and advertise jobs as social media sites are essential intermediaries internally and externally (Cappelli and Keller, 2014).

It should be noted that companies in the Irish construction sector are not only competing but with the international opportunities available to graduates willing to emigrate for work and therefore should take notice of the findings presented here to maximise their attractiveness to the best talent in the marketplace.

CONCLUSION

In conclusion, the key elements from this study highlight the importance of certain factors that make a company more attractive when applying for a role. There are many studies focused on the attributes employers look for when hiring graduates but there was a gap in the knowledge regarding how graduates rated the attractiveness of Irish-based employers based on the composition of their offerings. These attractors include a pleasant work environment, learning development opportunities, and work-life balance. The results suggest that employers who indicate in their offering that they invest in their employees through training and development and promote work-life balance, can attract graduates, and also benefit from increased performance, motivation and retention of their staff. However, the study also found a divide between participants regarding the importance of salary as a factor in employment packages, with less mature participants valuing monetary benefits more than learning and development outcomes. These findings have been supported by various studies discussed in the literature review, making the conclusions drawn in this study reliable and valid.

It is important to note the limitations of this pilot study, such as the small sample size for experienced or mature participants and the potential for bias in the participant selection process. Therefore, further research in the form of a wider sample pool in this area is needed to verify and extend the findings of this study.

Overall, the implications of this study suggest that companies in the Irish construction sector when advertising roles, especially to graduates, need to develop offerings that prioritise promoting a positive work environment with access to appropriate technology, investment in employee training for learning and development while delivering work-life balance to attract and retain talented graduates. This pilot study's results are relevant to the Irish Construction Sector and could help employers attract today's graduates through effective use of social media platforms and present attractive recruitment packages, giving employers an advantage in what is a competitive hiring environment and ensure their ability to successfully contribute to the future of construction in Ireland.

REFERENCES

- Ali, B J and Anwar, G (2021) An empirical study of employees' motivation and its influence job satisfaction, *International Journal of Engineering, Business and Management*, **5**(2), 21-30.
- Amundso, N E (2007) The influence of workplace attraction on recruitment and retention, *Journal of Employment Counselling*, **44**(4), 154-162.
- Arasanmi, C N and Krishna, A (2019) Employer branding: Perceived organisational support and employee retention - the mediating role of organisational commitment, *Industrial and Commercial Training*, **51**(3), 174-183.
- Azeez, M, Gambatese, J and Hernandez, S (2019) What do construction workers really want? A study about representation, *Journal of Construction Engineering Management*, **145**(7), 040190-40.
- Backhaus, K and Tikoo, S (2004) Conceptualising and researching employer branding, *Career Development International*, **9**(5), 501-517.
- Bigelow, B.F *et al* (2019) An exploration of age on attraction and retention of managerial workforce in the electrical construction industry in the United States, *International Journal of Construction Education and Research*, **17**(1), 3-17.
- Bryant, P C and Allen, David G (2013) Compensation, benefits and employee turnover: HR strategies for retaining top talent, *Compensation and Benefits Review*, **45**(3), 171-175.
- Cappelli, P and Keller J.R (2014) Talent Management: Conceptual approaches and practical challenges, *Annual Review of Organisational Psychology and Organisational Behaviour*, **1**, 305-331.
- Chandra, J (2019) *How Can Employee Engagement Affect Employee Retention and Impact Upon an Organisation's Performance? a Case Study on Dublin City University*, Masters Thesis, Dublin Business School
- Chiang, F F T and Birtch, T A (2011) The performance implications of financial and non-financial rewards: An Asian Nordic comparison, *Journal of Management Studies*, **49**(3), 538-570.
- Chhinzer, N and Russo, A M (2018) Exploration of employer perceptions of graduate student employability, *Education and Training*, **60**(1), 104-120.
- Clarke, M (2018) rethinking graduate employability: The role of capital, individual attributes and context, *Studies in Higher Education*, **43**(1), 1923-1937.
- CSO (2022) *Key Findings*, Dublin, Central Statistics Office, Available from: <https://www.cso.ie/en/releasesandpublications/ep/p-na/quarterlynationalaccountsquarter22022/keyfindings> [Accessed 27 July 2023].
- CSO (2022) *Building and Construction*, Dublin, Central Statistics Office, Available from: <https://www.cso.ie/en/releasesandpublications/ep/p-sbs/structuralbusinessstatistics2020/buildingandconstruction/> [Accessed 27 July 2023].
- CSO (2022) *Careersportal.ie*, Dublin, Central Statistics Office, Available from: <https://www.careersportal.ie/construction-sector-in-ireland/> [Accessed 27 July 2023].
- Dabirian, A, Paschen, J and Kietzmann, J (2019) Employer branding: Understanding employer attractiveness of IT companies, *IT Professional*, **21**(1), 82-89.
- Dassler, A, N Khapova, S and I Lysova, E (2022) Employer attractiveness from an employee perspective: A systematic literature review, *Frontiers in Psychology*, **13**, 1-16.

- Efron, S and Ravid, R (2019) Structuring and organising the literature review, *In: Writing the Literature Review a Practical Guide*, New York: The Guilford Press.
- Kadir, A, Al Hosani, A H, Ismail, F and Sehan, N (2019) The effect of compensation and benefits towards employee performance, *In: Proceedings of the 1st Asian Conference on Humanities, Industry and Technology for Society, ACHITS 2019*, 30-31 July 2019, Surabaya, Indonesia.
- Kaewnaknaew, C, Siripipatthanakul S, Phayaprom B, Limna, P (2022) Modelling of talent management on construction companies' performance: A model of business analytics in Bangkok, *International Journal of Behavioural Analytics*, **2**(1), 1-17 .
- Keller, S and Meaney, M (2017) Attracting and retaining the right talent, McKinsey and Company.
- Koukpaki, A, Adams, K and Oyedijo, A (2019) The contribution of Human Resource Development Managers to organisational branding in the hotel industry in India and Southeast Asia (ISEA): A dynamic capabilities perspective, *Employee Relations*, **43**(1), 131-153.
- Nurlina, N (2022) Examining linkage between transactional leadership, organisational culture, commitment and compensation on work satisfaction and performance, *Golden Ratio of Human Resource Management*, **2**(2) 106-122.
- Pananrangi, M, Lewangka, O and Sudirman, I (2020) The influence of motivation and job satisfaction on employee performance in pt son Karella Mare Hasanuddin, *Journal of Applied Business and Entrepreneurship*, **3**(2), 20-32.
- Reis de Neves, L (2019) *Factors of Employer Attractiveness for IT Millennial Students*, Masters Thesis, Instituto Universitário de Liboa.
- Smith, J P, Burgett, J M and Venugopal, A (2018) Work values of millennial construction management students, *In: 54th ASC Annual Conference Proceedings*, 297-304.
- Schlechter, A, Hung, A and Bussin, M (2014) Understanding talent attraction: The influence of financial rewards elements on perceived job attractiveness, *SA Journal of Human Resource Management/SA Tydskrif Vir Menslikehulpbronbestuur*, **12**(1), Art #647,
- Tiwari, I (2015) *An Analysis of the Factors Affecting Employee Retention and Turnover in the Irish Hospitality Industry*, Masters Thesis, National College of Ireland.
- Truyens, M (2021) *Motivation Hygiene Theory - Frederick Herzberg*, CMI, Available from: <https://marcr.net/marcr-for-career-professionals/career-theory/career-theories-and-theorists/motivation-hygiene-theory-frederick-herzberg/> [Accessed 27 July 2023].
- Waal, A de (2018) Increasing organisational attractiveness: The role of the HPO and happiness at work frameworks, *Journal of Organisational Effectiveness: People and Performance*, **5**(2), 124-141.
- Zafar, M *et al* (2020) Impact of compensation practices on employee job performance: An empirical study, *In: Xu, J, Duca, G, Ahmed, S, García Márquez, F, Hajiyevev, A (eds) Proceedings of the Fourteenth International Conference on Management Science and Engineering Management ICMSEM 2020 Advances in Intelligent Systems and Computing*, **1191**.