

Dublin Business School
Bachelor of Arts (Honours) in Business
Capstone Project (B8AF107) CA2

Tailoring Retention Strategies for GenZ: The Impact of the Big Five Personality Traits on Employee Preferences

Submitted by:

Maren Wesener, 20007277

Submitted on:

15th of April 2024

Supervisor: Lorca Kelly

Word Count: 5,500

Declaration

This agreement is hereby executed and effective on the 15th of April 2024, between Maren Wesener and Dublin Business School and their representatives, employees, agents, and consultants.

I, Maren Wesener declare that I am the sole author of this dissertation, that during this period of registered study, I have not been registered for any other academic award or qualification, nor has any of the material been submitted wholly or partly for any other award. I have personally carried out all the work of which this a record. The program of study of which this is part has been delivered by Dublin Business School.

Signature Date: Dublin, *15/04/2024*....

Signature...*M. Wesener*....

(Maren, Wesener)

Acknowledgements

I want to start by expressing my gratitude to all who made this assignment possible.

Firstly, I would like to acknowledge and thank my supervisor, Lorca Kelly. I am very grateful for her guidance and help throughout the research project.

A special thank you to my aunt Kerry and my friends Emma and Julia, who provided me with additional advice and support. I appreciate the time and effort they dedicated to helping me.

Furthermore, I thank my parents and brothers for their encouragement and feedback throughout this journey.

Lastly, my thanks are dedicated to all participants of the survey, whose contributions were invaluable to this research. Without their time and help, this study would not have been possible.

Abstract

This study explores a relatively unexamined area by focusing on the direct relationship between the Big Five personality traits and Generation Z's employee retention preferences. Therefore, it examines retention strategies, valuable to the cohort, such as a positive work environment, financial stability, authentic recognition and rewards, meaningful and interesting work tasks, personal and professional growth opportunities, and a healthy work-life balance. Using exploratory analysis of data from 110 employees, the results revealed that 'Extraversion' correlated with a preference for authentic recognition and rewards, while 'Conscientiousness' was associated with a preference for a healthy work-life balance and a positive work environment. Additionally, the exploratory analysis identified a relationship between 'Neuroticism' and a positive work environment. The relationship between 'Agreeableness' with authentic recognition and rewards, a positive work environment, and meaningful and interesting work tasks aligned with the findings for 'Openness', which additionally correlated with personal and professional growth opportunities in the exploratory analysis. However, confirmatory analysis using Kendall's Tau-b correlation coefficient indicated only weak statistically significant correlations between the personality traits 'Neuroticism' and 'Openness' with the mentioned retention strategies. The correlations between 'Agreeableness' and the retention strategy preferences of the exploratory analysis were statistically significant too. However, the indications of a relationship between the trait and authentic recognition and rewards of the exploratory analysis could not be confirmed. Instead, a correlation with personal and professional growth opportunities was found. 'Extraversion' and 'Conscientiousness' did not show statistically significant preferences, suggesting a nuanced influence of personality on preferences when examining only generational valued retention strategies. These findings highlight the importance of a tailored retention strategy approach that considers both generational and individual preferences. Further research should consider more diverse retention strategies and a larger sample size, providing valuable insights into the significance of the findings, particularly when focusing on 'Extraversion' and 'Conscientiousness'.

Table of Contents

List of Abbreviations	VIII
List of Figures	IX
List of Tables	X
Introduction	1
Chapter 1 – Literature Review	2
1.1 Employee Retention and Generation Z’s Preferences at the Workplace	2
1.2 The Big Five Personality Traits and Retention Preferences at the Workplace	3
1.2.1 Extraversion.....	4
1.2.2 Conscientiousness	4
1.2.3 Neuroticism	5
1.2.4 Openness	5
1.2.5 Agreeableness	6
1.3 Conclusion.....	6
Chapter 2 – Methodology.....	8
2.1 Research Question.....	8
2.2 Research Objectives	8
2.3 Research Hypotheses.....	8
2.4 Research Method.....	8
2.4.1 Research Design Strategy.....	8
2.4.2 Fieldwork.....	9
2.4.3 Instrumentation.....	9
2.4.4 Sampling and Respondents	10
Chapter 3 – Data Analysis and Findings	11
3.1 Data Analysis.....	11
3.2 Findings.....	12

3.2.1 Objective 1	12
3.2.2 Objective 2	13
Chapter 4 – Discussion.....	16
4.1 Objective 1 and Objective 2	16
Chapter 5 – Recommendations and Conclusion.....	17
5.1 Conclusion of the Research Objectives.....	17
5.2 Limitations.....	17
5.3 Recommendations for HR.....	18
5.4 Recommendations for Future Research	18
References	19
Appendices.....	27
Appendix I – Ethics Review Form.....	27
Appendix II - Pre-testing of Survey	29
Appendix III – Final Survey (English Version).....	30
Appendix IV – Final Survey (German Version).....	33
Appendix V – Invitation Message (English Version).....	36
Appendix VI – Invitation Message (German Version).....	36
Appendix VII – Editing.....	37
Appendix VIII – Coding and Tabulation of the Survey	38
Appendix IX – R and RStudio Introduction.....	42
Appendix X – RStudio Scripts for the Data Analysis	43
Appendix XI– Cross-Tabulations of the Data	45
XI.1 Extraversion	45
XI.2 Conscientiousness	48
XI.3 Neuroticism.....	51
XI.4 Openness	54

XI.5 Agreeableness.....	57
Appendix XII – Boxplots of The Data Results	60
XII.1 Extraversion.....	60
XII.2 Conscientiousness	63
XII.3 Neuroticism.....	66
XII.4 Openness.....	69
XII.5 Agreeableness	72
Appendix XIII – Capstone Project Supervision Record	75

List of Abbreviations

A	Agreeableness
arar.....	authentic recognition and rewards
C	Conscientiousness
CRAN.....	Comprehensive R Archive Network
E	Extraversion
FFM.....	Five-Factor Model
fs	financial stability
GenZ.....	Generation Z
H	Honesty of the respondent
HR	Human Resource
HRM.....	Human Resource Management
IDE	Integrated Development Environment
maiw.....	meaningful and interesting work
N	Neuroticism
O	Openness
papgo	personal and professional growth opportunities
pwe	positive work environment
wlb.....	work-life balance

List of Figures

Figure 1: Retention Strategies Framework of the Study (self-developed).....	3
Figure 2: Extraversion and Financial Stability.....	60
Figure 3: Extraversion and Authentic Recognition and Rewards	60
Figure 4: Extraversion and Healthy Work-Life Balance.....	61
Figure 5: Extraversion and Positive Work Environment.....	61
Figure 6: Extraversion and Personal and Professional Growth Opportunities.....	62
Figure 7: Extraversion and Meaningful and Interesting Work Tasks	62
Figure 8: Conscientiousness and Financial Stability.....	63
Figure 9: Conscientiousness Authentic Recognition and Rewards	63
Figure 10: Conscientiousness and Healthy Work-Life Balance.....	64
Figure 11: Conscientiousness and Positive Work Environment.....	64
Figure 12: Conscientiousness and Personal and Professional Growth Opportunities.....	65
Figure 13: Conscientiousness and Meaningful and Interesting Work Tasks	65
Figure 14: Neuroticism and Financial Stability	66
Figure 15: Neuroticism and Authentic Recognition and Rewards	66
Figure 16: Neuroticism and Healthy Work-Life Balance.....	67
Figure 17: Neuroticism and Positive Work Environment	67
Figure 18: Neuroticism and Personal and Professional Growth Opportunities	68
Figure 19: Neuroticism and Meaningful and Interesting Work Tasks.....	68
Figure 20: Openness and Financial Stability.....	69
Figure 21: Openness and Authentic Recognition and Rewards	69
Figure 22: Openness and Healthy Work-Life Balance.....	70
Figure 23: Openness and Positive Work Environment.....	70
Figure 24: Openness and Personal and Professional Growth Opportunities.....	71
Figure 25: Openness and Meaningful and Interesting Work Tasks	71
Figure 26: Agreeableness and Financial Stability	72
Figure 27: Agreeableness and Authentic Recognition and Rewards.....	72
Figure 28: Agreeableness and Healthy Work-Life Balance	73
Figure 29: Agreeableness and Positive Work Environment	73
Figure 30: Agreeableness and Personal and Professional Growth Opportunities	74
Figure 31: Agreeableness and Meaningful and Interesting Work Tasks	74

List of Tables

Table 1: Kendall's Tau-b Correlation Coefficient between the Personality Traits and Employee Retention Strategies with the Referring p-value Underneath (self-developed).....	13
Table 2: Extraversion and Financial Stability	45
Table 3: Extraversion and Authentic Recognition and Rewards	45
Table 4: Extraversion and Healthy Work-Life Balance.....	46
Table 5: Extraversion and Positive Work Environment	46
Table 6: Extraversion and Personal and Professional Growth Opportunities	47
Table 7: Extraversion and Meaningful and Interesting Work Tasks.....	47
Table 8: Conscientiousness and Financial Stability	48
Table 9: Conscientiousness and Authentic Recognition and Rewards.....	48
Table 10: Conscientiousness and Healthy Work-Life Balance.....	49
Table 11: Conscientiousness and Positive Work Environment	49
Table 12: Conscientiousness and Personal and Professional Growth Opportunities	50
Table 13: Conscientiousness and Meaningful and Interesting Work Tasks.....	50
Table 14: Neuroticism and Financial Stability	51
Table 15: Neuroticism and Authentic Recognition and Rewards.....	51
Table 16: Neuroticism and Healthy Work-Life Balance	52
Table 17: Neuroticism and Positive Work Environment	52
Table 18: Neuroticism and Personal and Professional Growth Opportunities	53
Table 19: Neuroticism and Meaningful and Interesting Work Tasks	53
Table 20: Openness and Financial Stability	54
Table 21: Openness and Authentic Recognition and Rewards.....	54
Table 22: Openness and Healthy Work-Life Balance.....	55
Table 23: Openness and Positive Work Environment	55
Table 24: Openness and Personal and Professional Growth Opportunities	56
Table 25: Openness and Meaningful and Interesting Work Tasks.....	56
Table 26: Agreeableness and Financial Stability.....	57
Table 27: Agreeableness and Authentic Recognition and Rewards	57
Table 28: Agreeableness and Healthy Work-Life Balance.....	58
Table 29: Agreeableness and Positive Work Environment.....	58
Table 30: Agreeableness and Personal and Professional Growth Opportunities.....	59
Table 31: Agreeableness and Meaningful and Interesting Work Tasks	59

Introduction

In the contemporary highly competitive business environment, organisations must attract and retain skilled and well-educated personnel to establish a sustainable long-term competitive advantage (Bakar et al., 2018, p.1; Lee et al., 2023, p.2). Retaining employees is a key element of the Human Resource Department in every organisation. However, achieving long-term retention remains a key obstacle for Human Resource Management (HRM) (Huseynova and Matošková, 2022, p.1).

Generation Z (GenZ) represents an emerging segment of the workforce, driven by different distinct values and needs compared to previous generations. By establishing these values at the workplace, the generation forces HRM to rethink and adjust traditional Human Resource (HR) methods (Hanaty, 2022, p.63; Pell, 2023; Taylor, 2002, p.4; Vemparala, 2023). Failing in the generation's tenure might result in labour deficits impairing a business's efficiency (Guan and Frenkel, 2018 and Latorre et al., 2016, cited in Algethami et al., 2023, p.40). The generation represents a workforce perceived as less committed and is characterised by the tendency of short-term tenure at a single company (Eppert, 2021; Hanaty, 2022, p.64; Nabahani and Riyanto, 2020, p.238; Schroth, 2019, p.7). Hence, gaining a deeper understanding of the generation itself and the individual's dispositions and preferences is critical. Authors agree that an employee's overall and individual characteristics significantly influence retention through various aspects (Barza and Galanakis, 2022; Farrukh et al., 2017; Kang and Malvaso, 2023; Morshidi et al., 2023; Thiruvavasi and Mani, 2017). However, the direct connection between each Big Five personality trait of employed GenZ's and their preferences in retention strategies is less researched.

Therefore, this paper provides a deep understanding of the interplay of how generational values and personal characteristics influence an employee's retention preferences with a focus on GenZ. For this reason, a literature review provides a comprehensive summary of previous research and studies on the given topic. Furthermore, the study includes a survey to provide practical and relevant insights into traditional HR practices and employee management. The paper critically analyses the data results of the study and suggests tailored long-term retention strategies for each of the Big Five personality traits, when targeting GenZ.

Chapter 1 – Literature Review

The following literature review aims to provide a detailed overview of existing research that is essential to the study's topic. Based on the literature findings, the target population's preferences at the workplace are analysed, personality traits are defined, and an exploration of the research's variables interplay is illustrated.

1.1 Employee Retention and Generation Z's Preferences at the Workplace

Literature aligns by defining employee retention as a strategy that encourages and motivates individuals to remain with a company for an extended duration (Broich, 2015, p.21; Bussin, 2018, p.3; Das and Baruah, 2013, p.8). As individual differences in the workplace are well-known, a wide range of employee retention strategies have emerged. Thus, several elements need to be implemented when aiming to enhance GenZ employee retention.

The cohort, born between 1995 and 2010 (Fernandez et al., 2023; Francis and Hoefel, 2018; Institut für Generationenforschung, n.d.), has been shaped by maturing with rapid advancements in technology, wide global interaction, and economic crisis (Kelly, 2023; McKinsey & Company, 2023; Merriman and Oktem, 2022). Research shows, that the market-entering workforce values a work environment that provides flexible working arrangements such as a *healthy work-life balance* (wlb) and a *positive work environment* (pwe) as they prioritise mental health (Deloitte, 2022; Peterson, 2023). Furthermore, *meaningful and interesting work tasks* (maiw) (Fernandez et al., 2023; Schroth, 2019, p.7) and *authentic recognition and rewards* (arar) (Francis and Hoefel, 2018; Kelly, 2023; McKinsey & Company, 2023; Merriman and Oktem, 2022) are highly appreciated. While some authors stress a generational shift in valuing a high salary (Deloitte, 2022; Francis and Hoefel, 2018) others highlight that the generation is concerned about *financial stability* (fs) (Carnegie, 2023; Fernandez et al., 2023). Furthermore, research indicates that *personal and professional growth opportunities* (papgo) are not only expected by the generation (Deloitte, 2022), but they also positively impact the cohort's intention of remaining with an organisation (Ali et al., 2024, pp.4, 7).

As the cohort's expectations of a workplace differ significantly from previous generations (Deloitte, 2024; Schroth, 2019, p.5), the authors agree that a personal (Kuzior et al., 2022, p.7; Schroth, 2019, p.8; Varavallo et al., 2023, p.10) and generational (Morshidi et al., 2023; Segal, 2023) approach to retain GenZ employees gained more importance. To comprehend how an

individual's preferences incorporate overall generational preferences, it is essential to understand an employee's distinct personality traits, which are an intrinsic key driver of an individual's interests and values (American Psychological Association, 2023).

Based on the findings, the following retention strategy framework for this study has been developed, comprising six key retention strategies valuable to GenZ (see Figure 1).



Figure 1: Retention Strategies Framework of the Study (self-developed)

1.2 The Big Five Personality Traits and Retention Preferences at the Workplace

Authors describe personality as an aggregation of unique characteristics and behaviours affecting an individual's environmental adaption. This framework encompasses a person's interests, motivation, values, self-perception, emotional tendencies, and individual abilities (American Psychological Association, 2023; Pennington, 2003, p.2). Studies indicate that an individual's *personality traits* provide a valuable understanding of preferences given their tendency to remain relatively stable over an extended period (Atherton et al., 2021, cited in Abrahams et al., 2023, p.1835; Martin and Fellenz, 2010, p.82; Pennington, 2003, p.156). The Five-Factor Model (FFM), also known as the 'Big Five' by Goldberg (1990), is widely accepted in contemporary academic psychology and organisational science building a framework to categorise five distinct *personality traits* (Gerber et al., 2011, p.266; Hurtz and Donovan, 2000, pp.869-870). The dispositional and lexical approach includes the traits of Extraversion (E), Conscientiousness (C), Neuroticism (N), Openness (O), and Agreeableness (A), which are organised in a hierarchical structure (Buchinger et al., 2023, p.2; Maltby et al., 2022, pp.179-181; Pennington, 2003, p.156; Samsuryadi et al., 2023, p.5). These *personality traits* impact an individual's behaviour and attitudes in the workplace.

Employee's preferences for retention strategies are influenced by various mediating variables linked to personality. For instance, an individual's openness towards a specific commitment stage within the company indicates different approaches to effectively retaining them (Wolf, 2020, pp.55-101). Moreover, the motivation of an individual is a reflection of how they perceive job satisfaction (Kang and Malvaso, 2023; Mansour et al., 2021). Research by Morshidi et al. (2023) and Nagle et al. (2016) stress that reward preferences are additionally impacted by an individual's personality dispositions. The following analysis delves deeper into the literature that focuses on the mediating variables shaping an employee's preferences in retention strategies. This aims to gain a deeper understanding of how personality traits shape an individual's preferences at the workplace.

1.2.1 Extraversion

'Extraversion' encompasses traits such as liveliness, outgoingness, and talkativeness. It differs from low-scoring individuals (referred to as 'Introverts') within this dimension, as they exhibit shyness, quietness, and passivity (Ashton, 2023, p.73; Smith et al., 2021, p.45).

Kang and Malvaso (2023, p.7) and Thiruvarasi and Mani (2017, p.17618) suggest, that social interaction and incentives in the workplace have a positive impact on the motivation and job satisfaction of extroverted employees. These findings are in line with the sociable, optimistic, friendly, and assertive nature of extroverts (Barza and Galanakis, 2022, p.414). Furthermore, studies indicate that extraversion is positively associated with the emotional and normative commitment to an organisation (Barza and Galanakis, 2022, p.41; Farrukh et al., 2017, p.27; Syed et al., 2015, p.188). Therefore, Wolf (pp.88-90) recommends retention strategies such as *arar* of employees and offering regular career discussions for *papgo*. Furthermore, fostering a *pwe* enhances emotionally committed employees' tenure (Wolf, 2020, p.151). These findings align with the results that extroverts' are less motivated by material rewards (Kang and Malvaso, 2023, pp.6-7).

1.2.2 Conscientiousness

'Conscientiousness' contrasts high-scoring individuals characterised by an elevated degree of self-discipline, organisational skill, and determination with low-scoring individuals exhibiting sloppiness, laziness, and unreliability which becomes evident in the work environment (Ashton, 2023, p.73; Maltby et al., 2022, p.181; Smith et al., 2021, p.45).

According to Guay et al. (2016, p.4), conscientious employees are characterised by loyalty and faithfulness, leading to an enhanced emotional attachment to an organisation (Barza and

Galanakis, 2022, p.415). This statement aligns with the findings of Farrukh et al. (2017, p.27) and Thiruvarasi and Mani (2017, p.17618). Conscientious individuals tend to prefer *papgo* and a *pwe*, as they proactively gather feedback, prefer jobs that align with their career goals, and build strong relationships in the workplace (Ashford and Black, 1996 and Resick et al., 2007, cited in Singh, 2019, p.2449). Moreover, conscientiousness serves as a significant predictor of reliability, a commitment to achieving goals, and excellence in task performance (Barza and Galanakis, 2022, pp.414-415). Due to their achievement-orientated nature, employees high in conscientiousness have a strong desire to be *recognised* in their workplace (Guay et al., 2016, p.4). However, the personality trait is characterised by its tendency of a continuance and normative dedication, including a cost-and-duty-based commitment to a company (Syed et al., 2015; Thiruvarasi and Mani, 2017, p.17618). Thus, retention strategies that enhance *fs* are suggested as prevalent for these individuals.

1.2.3 Neuroticism

The ‘Neuroticism’ dimension of the FFM is essential in understanding the emotional stability of an individual (Ashton, 2023, p.73), giving valuable insights into implications for individual behaviour and well-being. Individuals with high-scoring neuroticism exhibit quick irritability, frequent swings of moodiness, anxiety and instability in their emotions (Ashton, 2023, p.73; Maltby et al., 2022, p.181).

Due to the personality traits characteristics, individuals with higher scores in neuroticism display higher short-term impatience, which results in a preference for immediate rewards (Manning et al., 2014, pp.8-9; Nagle et al., 2016, p.5). Neurotic individuals tend to a continuance commitment to a company, reflecting their rational assessment of costs associated with leaving an organisation (Syed et al., 2015, p.188; Thiruvarasi and Mani, 2017, p.17618). Additionally, employees high in neuroticism experience heightened stress and anxiety when confronted with work-related challenges (Kang and Malvaso, 2023, p.6). Therefore, companies should provide stability for these individuals and take care of their well-being. To support their openness to continuance commitment, it is critical to provide *fs* through competitive salaries or bonuses (Wolf, 2020, p.76), alongside promoting a *healthy wlb* and fostering a *pwe* to balance their instability and needs.

1.2.4 Openness

High scores of ‘Openness’ display intellectual curiosity, active imagination, creativity, and a willingness to embrace new experiences. The combination of these subordinate traits encourages unconventional and independent thinking, playing an essential role in shaping an

individual's novelty and innovation. Consequently, this dimension of the FFM influences engagement with new ideas and experiences (Ashton, 2023, p.73; Maltby et al., 2022, p.181; Smith et al., 2021, p.45).

Given their personality facets, individuals open to new experiences feel a strong need for variety in their work life (McCrae and John, 1992, cited in Syed et al., 2015, p.185). Their intrinsic motivation drives them to effectiveness, when they perceive tasks as *meaningful and enjoyable* (Falk, 2023; Watanabe and Kanazawa, 2009, p.127), thereby making these tasks interesting. This aligns closely with GenZ's preference for meaningful work, as higher scores in openness enable an individual to embrace challenging projects and demonstrate a willingness for continuance growth, attributed to their openness towards challenges. Therefore, the personality trait prefers *arar* as stressed by Nagel et al. (2016, p.5). While some studies found a negative relationship between the personality trait and any form of commitment (Barza and Galanakis, 2022; Farrukh et al., 2017), Syed et al. (2015, pp.188-189) interestingly found a positive relationship with the affective commitment stage, indicating that higher scores in openness also prefer a *pwe* (Wolf, 2020, p.151).

1.2.5 Agreeableness

Another fundamental dimension of personality within the FFM is 'Agreeableness'. The personality trait is characterised by facets such as sentimentality, trustworthiness, helpfulness, a sympathetic nature, and kindness that encourage positive social interactional behaviour (Ashton, 2023, p.73).

The personality facets align with the findings of several researchers that highlight the tendency of an emotional commitment to a company (Barza and Galanakis, 2022, p.415; Farrukh et al., 2017, p.27). This is further emphasised by Guay et al. (2016, p.4) and Kang and Malvaso (2023, pp.6-7), stating that employees with high levels of agreeableness cultivate a positive and fulfilling relationship with their colleagues. Therefore, it is essential to foster a *pwe* to tenure these employees.

1.3 Conclusion

Personality traits influence several aspects in shaping an employee's preferences. Therefore, it is critical to implement the personality element in the workplace, as this approach enhances retention (Yu, 2020). While a significant amount of research has been done about how personality traits influence one's preferences in aspects of employee retention, none, to the best

knowledge of the researcher, directly addressed the relationship between the FFM and retention strategies. Thus, the study offers new valuable insights into traditional HR retention strategies.

Chapter 2 – Methodology

This section of the study provides a rationale for the chosen research methods of this study. Furthermore, it states how the researcher collected the data for the primary research.

2.1 Research Question

To examine, if the Big Five personality traits impact an employee's preferences in retention strategies when targeting GenZ.

2.2 Research Objectives

1. To investigate the relationship between the Big Five personality traits and employee retention strategy preferences, when targeting GenZ.
2. To investigate the impact of the Big Five personality traits on employee retention strategy preferences, when targeting GenZ.

2.3 Research Hypotheses

- H1:** Extraversion has a statistically significant influence on employee retention preferences.
- H2:** Conscientiousness has a statistically significant influence on employee retention preferences.
- H3:** Neuroticism has a statistically significant influence on employee retention preferences.
- H4:** Openness has a statistically significant influence on employee retention preferences.
- H5:** Agreeableness has a statistically significant influence on employee retention preferences.

2.4 Research Method

2.4.1 Research Design Strategy

For this study, the research methodology included a mixed approach of exploratory and descriptive research techniques. This method allowed a thorough and accurate reporting of the topic (Hammond and Wellington, 2021, pp.129-130). *Exploratory research* built the cornerstone for the secondary research part of this study, which provided the theoretical

framework in the literature review and guided the researcher to a suitable methodological plan (Leavy, 2023, p.5; Thomas, 2021, p.263). *Descriptive research* was implemented, as a survey for primary data collection was conducted to define and determine relationships between the variables of the research objectives (Lores, 2014, p.27). The *quantitative research* applied allowed a convenient selection process from a wide range of participants (Leavy, 2023, p.19), necessary to generate a measurable understanding of the respondent's motivation and attitude (Wilson, 2018, pp.151-152). Furthermore, the *cross-sectional survey* facilitated achieving the approached sample size, essential to examine the frequency of the relations between the variables (Lores, 2014, p.27). Moreover, the approach ensured that the participant's answers would only be taken into account once, aimed to maintain the integrity of the respondent's rate (Lores, 2014, p.35). However, the researcher avoided modifying variables and did not analyse cause-and-effect relationships, which is why *causal research* was excluded from the study (Lores, 2014, p.27; Thomas, 2021, p.59).

2.4.2 Fieldwork

To assess the dependency between the FFM (E, C, N, O, A) and retention strategy preferences of GenZ at the workplace, an online survey was designed and distributed between 14/02/2024 and 28/02/2024, after a pre-testing phase between 11/02/2024 and 12/02/2024 (see Appendix II).

2.4.3 Instrumentation

The online survey was created using the SurveyMonkey platform. The platform is highly rated by customers and includes different tools to facilitate the data analysis (SurveyMonkey, 2024). The final survey is attached in Appendix III, IV.

After being asked to answer three demographical questions, the participant's Big Five personality traits were measured using the 'Big Five Personality Test' by Dr Satow (B5T®, Copyright (C) Dr Lars Satow). The test consisted of ten items for each personality trait. Additionally, the personality test included four items to assess the respondent's honesty in answering (H) (e.g. see Appendix VIII, Item 57), protecting the assessment of responses with overly positive self-representation. The participants of the survey were asked to indicate their level of agreement or disagreement with each statement of the item. Therefore, a four-level Likert scale was integrated (Satow, 2020, p.10). This procedure was also embodied when asking about the retention strategies (Item 58-63). Negative keyed items to limit the tendency of approval of the statements and a plausibility check that identified inconsistent patterns in the respondents of an individual were additionally comprised. The personality test shows the

following Cronbach's alpha: N, $\alpha = .90$; E, $\alpha = .86$; C, $\alpha = .76$; O, $\alpha = .76$; A, $\alpha = .78$; H, $\alpha = .65$ (Satow, 2020, pp.10-11, 20).

To analyse the relationships between the variables outlined in the research objectives, *exploratory data analysis* in the form of *descriptive statistics and boxplots* was conducted to gain first insights into the data. Afterwards, *Kendall's Tau-b correlation coefficient*, τ_b was selected as a confirmatory analysis, given the data characteristics (Khamis, 2008, p.158; Puka, 2011, p.714). The non-parametric measure is accurately implemented when handling smaller sample sizes and mixed data types (Khamis, 2008, p.158). While a summation of ordinal variables determined the raw score of personality traits, the retention strategies were measured using only one ordinal ranking per strategy. Thus, the raw scores of personality traits were treated as an *approximately continuous variable* (Statistics Solutions, 2022), whereas the retention strategies scores reflected *ordinal variables*. The approach was preferred over different correlations such as Spearman's rank correlation due to its superior statistical properties (Puka, 2011, p.714) for the given data structure and the research's sample size.

2.4.4 Sampling and Respondents

The desired sample size of 100 previously employed or currently employed German staff was anticipated by distributing the survey through online media tools such as WhatsApp and Instagram. The researcher selected this way of distribution, as the study focuses on a demographic characterised by its significant online time, facilitating access to the target group (Briggs, 2022; Galloway, 2005, p.859; Kelly, 2023). Attached to the link, the online survey comprised an invitation message when distributed via WhatsApp (see Appendix V, VI). Moreover, a mixed approach of *convenience* and *snowball sampling* was used to simplify the research process, as the researcher approached known and accessible individuals of the target cohort and extended the distribution of the survey through recommendations provided by initial respondents (Wilson, 2018, pp.220-222). Consequently, the survey of this research used a *non-probability sampling* approach for distribution (Wilson, 2018, p.233).

The survey data reflects the responses from the GenZ workforce of every gender. For ethical reasons, the sample is restricted to participants aged 18 and above but limited to 29 years due to the generation's classification. The total number of participants sampled was 117, while the analysis set consisted of 110 valid responses ($n=110$) as some responses had to be disqualified, further explained in Appendix VII.

Chapter 3 – Data Analysis and Findings

3.1 Data Analysis

Data Analysis is an important process in scientific research, as it involves the collection, editing, coding, tabulation, and examination of gathered data (Bourque and Clark, 1992, p.2). *Editing* describes the process in which the survey questionnaire is tested on occurring errors. This part of the analysis process aims to provide the most optimal data to the researcher by establishing accuracy, consistency, and completion of the data (Chikkodi and Satyaprasad, 2009, p.38; Statistics Canada, 2021b) (see Appendix VII).

The cleansing process of the data is followed by *coding*. The second step assigns a numeric value or character string to a response (Statistics Canada, 2021a; Vogt, 2014, p.13). This approach differentiates between two types of coding. *Pre-coding* is used for closed-ended questions and assigns a numerical code to each response of the survey before publishing the survey. Conversely, the *post-coding* process takes place after the data collection and assigns a code to an open-ended question manually or automatically (Statistics Canada, 2021a).

Tabulation represents the third step of the data analysis process, in which the gathered metric and non-metric data are illustrated in tables (Chikkodi and Satyaprasad, 2009, p.70; Wilson, 2018, p.252). A *simple tabulation* records a frequency distribution of the respondents' answers to each item. *Cross-tabulation* examines the relationship between at least two variables, thus offering a more analytical view of the data (Wilson, 2018, pp.254-256) (see Appendix XI). The *pre-coding* and *simple tabulation* process for the conducted survey of this thesis is attached in Appendix VIII.

The researcher *examined* the data responses using Excel. RStudio (see Appendix IX) was utilised to conduct the exploratory data analysis (cross-tabulations and boxplots) and to facilitate the calculations of Kendall's Tau-b correlation coefficient for the confirmatory analyses. The statistical software was selected, as it is a free and open-source programming environment designed to enhance and facilitate writing the R code (Kent State University, 2021) (see Appendix X). This required the researcher to independently teach herself to master the statistical tool, stressing the commitment to enhancing the research's analytical framework.

3.2 Findings

In the following chapter, the data results are analysed by outlining the findings of the survey regarding the research question. Furthermore, it provides a deeper understanding of the data by reviewing and comparing the primary research with the information gathered in the literature review. For the confirmatory analysis, a $p\text{-value} \leq 0.05$ was considered statistically significant.

3.2.1 Objective 1

All item numbers of the survey aimed to answer *research objective one* of this study. To gain first insights into the data, cross-tabulations and boxplots of the respective personality traits with each retention strategy were designed (see Appendix XI, XII). The following describes the results solely of the *exploratory analysis*.

A *positive* correlation between *extraversion* and *arar* is stressed by the higher median values of the personality trait for the categories “rather applies” and “applies exactly”. This aligns with the literature’s suggestion to use this retention strategy for employees with an emotional organisational commitment stage (Wolf, 2020, pp.88-90). Moreover, the analysis highlights a *negative* correlation between *extraversion* and *fs* (see Appendix XI.1, XII.1).

A *positive* relationship between *conscientiousness* and a *healthy wlb* and a *pwe* is highlighted in Appendix XI.2 and XII.2. The latter finding aligns with literature indicating the personality traits preference to build strong relationships in the workplace, which foster a *pwe* (Resick et al., 2007, cited in Singh, 2019, pp.2448-2449).

The same pattern emerges between *neuroticism* and a *pwe* (see Appendix XI.3, XII.3).

When focusing on *openness*, the answer categories illustrate an *increasing agreement* with the importance of *arar*, a *pwe*, *papgo* and *maiw* in the workplace (see Appendix XI.4, XII.4).

Lastly, the *positive* correlation between *agreeableness* and *arar*, *maiw*, and a *pwe* is evidenced by the exploratory analysis showing notably higher median values for the personality trait in the categories “rather applies” and “applies exactly” (see Appendix XI.5, XII.5). The latter correlation is supported by Guay et al.’s (2016, p.4) and Kang and Malvaso’s (2023, pp.6-7) statement, that employees high in agreeableness cultivate positive and fulfilling relationships with their colleagues, which can only be fostered in a *pwe*.

However, it is interesting that there is *no exploratory relationship* between any personality trait and a *healthy wlb* and *fs*, especially when focusing on the personality trait neuroticism.

3.2.2 Objective 2

All item numbers of the survey aimed to answer *research objective two* of this study. The following concentrates on the *confirmatory analysis* of the correlations found in the exploratory analysis.

Extraversion and Conscientiousness

While the exploratory analysis shows signs of positive correlations, the statistical analysis of the survey illustrates, that these relationships are *not statistically significant* (see Table 1).

Table 1: Kendall's Tau-b Correlation Coefficient between the Personality Traits and Employee Retention Strategies with the Referring p-value Underneath (self-developed)

Variable	wlb	pwe	maiw	arar	fs	papgo
	τ	τ	τ	τ	τ	τ
Neuroticism	0.0685 (0.3832)	0.1630* (0.041)	-0.0470 (0.5378)	0.0179 (0.8228)	0.0282 (0.7183)	0.0677 (0.3756)
Extraversion	0.0630 (0.4271)	0.1291 (0.1086)	0.1099 (0.1535)	0.1257 (0.1158)	-0.0322 (0.6830)	0.0440 (0.5688)
Conscientiousness	0.0355 (0.6548)	0.1126 (0.1620)	-0.0148 (0.8472)	0.0079 (0.9214)	-0.0200 (0.8005)	-0.0250 (0.7462)
Openness	0.0250 (0.7530)	0.1604* (0.0463)	0.1732* (0.0244)	0.1853* (0.0213)	-0.0213 (0.7869)	0.1811* (0.0189)
Agreeableness	0.1095 (0.1750)	0.2620* (0.0014)	0.1768* (0.0241)	0.1098 (0.1802)	-0.0417 (0.6034)	0.2097* (0.0076)

Note. Listwise $n = 110$

* $p \leq 0.05$

wlb = healthy work-life balance, pwe = positive work environment, maiw = meaningful and interesting work tasks, arar = authentic recognition and rewards, fs = financial stability, papgo = personal and professional growth opportunities

The absence of statistically significant correlations is surprising, given extraversion's characteristics of talkativeness, outgoingness, and preference for social interactions at the workplace (Kang and Malvaso, 2023, p.7; Thiruvarasi and Mani, 2017, p. 17618; Ashton, 2023, p.73) which indicated an alignment with environments that offer social engagement and authentic appreciation.

Similarly, the literature suggests that individuals high in conscientiousness value a work environment that offers papgo and a pwe, as they prefer jobs that align with their career goals

and value strong relationships at the workplace (Ashford and Black, 1996, cited in Singh, 2019, p.2449).

In the exploratory analysis, conscientiousness positively correlated with a pwe, and extraversion positively correlated with arar but negatively with fs. However, the insignificance of the findings proposes that the relationships between the traits with specific retention strategies may be more complex or that different factors not examined in this study could play a critical role.

Neuroticism

The statistical analysis of the survey shows that there is *a weak positive relationship between neuroticism and a pwe*, which is statistically significant ($p = 0.041$) (see Table 1). Thus, the result confirms the findings of the exploratory analysis.

The findings of the primary research fit the personality dispositions highlighted by Ashton (2023, p.73) and Maltby (2022, p.181). Moreover, the heightened stress and anxiety levels of people high in neuroticism at the workplace (Kang and Malvaso, 2023, p.6) underline an individual's preferences for a pwe to balance their lack of emotional stability (Ashton, 2023, p.73). However, no other statistically significant correlations were found, which is interesting given the characteristics of anxiety and irritability (Ashton, 2023, p.73; Maltby et al., 2022, p.181), when facing work-related stress (Kang and Malvaso, 2023, p.6).

Openness

Kendall's Tau-b correlation analysis reveals *a weak positive relationship between openness with a pwe, arar, maiw, and papgo*, which are all statistically significant (see Table 1). Furthermore, these correlations support the findings of the exploratory analysis.

The results resonate with the characteristics of openness described in the literature (Ashton, 2023, p.73; Maltby et al., 2022, p.181; Smith et al., 2021, p.45). A preference and motivation for variety in their workplace (McCrae and John, 1992, cited in Syed et al., 2015, p.185) align with the primary research's findings for a preference for continuous growth opportunities. Furthermore, employees high in openness value recognition for their contributions (Nagel et al., 2016, p.5) and meaningful and enjoyable tasks (Falk, 2023; Watanabe and Kanazawa, 2009, p.127), which is supported by the statistically significant positive correlations between these variables. Moreover, the results support the suggestion that individuals high in openness prefer a pwe. This aligns with the recommendation of Wolf (2020, p.151) of retaining individuals open

towards an affective commitment stage (Syed et al, 2015, pp.188-189) by creating a positive environment.

Agreeableness

Investigating the relationship between agreeableness and retention strategies, the statistical analysis shows, that there is a *weak positive relationship between agreeableness and a pwe, maiw, and papgo*, which are all statistically significant (see Table 1). While the analysis supports the exploratory relationship between agreeableness and a pwe and maiw, the relationship between agreeableness and arar was not significantly confirmed. However, the results show statistical significance between agreeableness and papgo not clearly indicated by the exploratory analysis.

The relationships align with the trait's characteristics of sentimentality and helpfulness observed by Ashton (2023, p.73). Moreover, the literature especially supports the connection between agreeableness and a pwe by highlighting that high-scoring individuals are associated with emotional organisational commitment and a preference for cultivating fulfilling relationships with their colleagues (Guay et al., 2016, p.4; Kang and Malvaso, 2023, pp.6-7).

Chapter 4 – Discussion

The main purpose of this study was to identify the influence of the Big Five personality traits on employee preferences in retention strategies when targeting GenZ. Once the *relationship* was identified, the *significance* of those relationships was detailly analysed. As the review of previous literature suggested a pattern of trends, some findings of the primary research were more unexpected than others.

4.1 Objective 1 and Objective 2

The lack of statistically significant correlations between each trait of the FFM and retention strategies indicates that the overall *generational values* and characteristics of GenZ at the workplace are *more influential* than an individual's distinctiveness of a trait. It suggests that the collective preferences of the cohort outweigh the variations in preferences attributed to personality differences. This is further underlined by the results of the primary research, showing that the retention strategies with no statistically significant correlation are still highly valued by most of the overall sample (see Appendix VIII, Items 58 and 62). Hence, the results imply the *rejection of the first and second hypotheses*, based on the insignificant statistical relationship between extraversion and conscientiousness with the retention strategies under examination.

Nevertheless, the survey results indicate certain preferential tendencies. The findings show that high scores in neuroticism significantly influence an employee's preferences for a pwe, which is why the *third hypothesis can be accepted*. However, it should be stressed that despite the trait's characteristics the lack of statistically significant correlations with wlb or fs, factors associated with moderating the trait's challenges, do not seem to immensely influence their retention preferences.

Openness is a predictor for retention strategy preferences for most of the examined retention strategies. Based on this trait's findings, the *fourth hypothesis can be accepted*, as weak positive correlations with a pwe, arar, maiw, and papgo, which are statistically significant, implicate a nuanced but distinct influence. Furthermore, the statistically significant correlation between agreeableness and a pwe, maiw, and papgo necessitates the *acceptance of the fifth hypothesis*.

Chapter 5 – Recommendations and Conclusion

5.1 Conclusion of the Research Objectives

The results of the primary research show that the statistically significant correlations among all personality traits and the observed retention strategies were weak. Of the five hypotheses that were developed, three were accepted.

However, the non-linear relationship between several personality traits and preferred retention strategies does not necessarily imply that there are no differences; rather, it indicates that the *importance of the strategies does not distinctly vary across these traits*.

The findings of this study challenge reconsidering the alignment between specific personality traits and retention strategies when focussing exclusively on retention strategies valued by the target generation. Although the literature and primary research suggest certain tendencies and preferences associated with these traits, the direct impact on the examined retention strategies has *limited practical relevance*. However, it has to be stressed that the primary research of this study has *proven exploratory and statistically significant correlations* between several traits and retention strategies. This supports existing research evidence on the study's topic.

The research achieved to answer the study's objectives by illustrating the main findings and highlighting correlations between the objectives' measurables. The results underscore the importance for organisations to adopt *retention strategies that appeal to the generation as a whole, while taking into account the diverse and individual needs of each employee*, to effectively improve retention rates.

5.2 Limitations

Some limitations of the primary research of this study must be acknowledged when interpreting the data. The data results are bound to the sample size and German demographic. Therefore, the ability to broadly apply the findings is limited. Additional limitations appear through the employed sampling methods of the survey. While *convenience* and *snowball sampling* are efficient strategies for data collection, they contain biases. *Convenience sampling* may have not provided a representative section of the broader population in the data results (Jager et al., 2017, p.3) and *snowball sampling* could have led to a homogeneity of the data which limited the inclusion of the overall GenZ population (Raina, 2015, p.127). Thus, the results of the primary

research must be interpreted with caution, as they might not reflect the perspective of the entire cohort.

Furthermore, it should be acknowledged that even if the FFM is widely accepted, the range of possible solutions to personality traits is limited to the five factors (Martin and Fellenz, 2010, p.88), on which this study exclusively focuses on. Additionally, the results of the study are limited to its implemented items in the survey.

5.3 Recommendations for HR

Based on the research's findings, the necessity for a *balanced combination of the retention strategies under examination is recommended*. The study's overall results align with the authors' recommendations to implement a generational and individual approach to effectively enhance long-term retention (Kuzior et al., 2022, p.7; Morshidi et al., 2023).

For those high in *openness*, the analysis highlights the strongest correlations with *arar*, followed by *maiw*, then *papgo*, and finally a *pwe* – elements that should be fostered by the organisation. This hierarchy emphasises the priorities the HR department should consider when deciding on retention strategies.

Similarly, employees high in *agreeableness* prefer a *healthy work environment, that incorporates growth opportunities in their career and personal life, and interesting work tasks*. Employees high in *neuroticism* share the preference for a *positive work culture*.

5.4 Recommendations for Future Research

Due to the outlined limitations, future research could benefit from less convenient sampling strategies to collect data from a *larger and more diverse sample*. This approach could offer higher significance between the FFM and the retention strategies, while potentially addressing the gaps of insignificance observed in this research. Moreover, this approach could aid in enhancing the validity of the results and provide comprehensive insights into whether the absence of significant correlations between extraversion and conscientiousness with the retention strategies under examination were coincidental.

As the study did not analyse the cause of the data findings, further exploration of the results is necessary. Moreover, it is recommended to conduct another study focussing on a wider range of retention strategies to gain a more holistic view.

References

- Abrahams, L., Vergauwe, J. and Fruyt, F. de (2023) 'Within-person personality variability in the work context: A blessing or a curse for job performance?', *Journal of Applied Psychology*, vol. 108, no. 11, pp. 1834–1855.
- Algethami, A., Campbell, N. and Alotaibi, H. (2023) 'High-Commitment HR System and Turnover Intention: Mediating Effect of Affective Commitment and Workload Among Saudi Firms', *International Journal of Employment Studies*, vol. 31, no. 1, pp. 38–70.
- Ali, H., Li, M. and Qiu, X. (2024) 'Examination of HRM practices in relation to the retention of Chinese Gen Z employees', *Humanities and Social Sciences Communications*, vol. 11, no. 1.
- American Psychological Association (2023) *APA Dictionary of Psychology* [Online], American Psychological Association. Available at <https://dictionary.apa.org/personality> (Accessed 27 December 2023).
- Ashford, S. J. and Black, J. S. (1996) 'Proactivity during organizational entry: The role of desire for control', *Journal of Applied Psychology*, vol. 81, no. 2, pp. 199–214.
- Ashton, M. C. (2023) *Individual differences and personality*, London United Kingdom, San Diego CA United States, Academic Press an imprint of Elsevier.
- Atherton, O. E., Grijalva, E., Roberts, B. W. and Robins, R. W. (2021) 'Stability and Change in Personality Traits and Major Life Goals From College to Midlife', *Personality & social psychology bulletin*, vol. 47, no. 5, pp. 841–858.
- Bakar, S., D'Cruz, Tulasi, Amilia and Singh, H. S. T. (2018) 'Employee retention factors in the energy sector in Klang Valley, Malaysia', vol. 1, pp. 1–11 [Online]. Available at http://eprints.intimal.edu.my/1494/1/v1_2018_37.pdf (Accessed 30.12.23).
- Barza, A. V. and Galanakis, M. (2022) 'The Big Five Personality Theory and Organizational Commitment', *Psychology*, vol. 13, no. 03, pp. 413–419.
- Bourque, L. B. and Clark, V. (1992) *Processing data*, Newbury Park Calif., Sage.
- Briggs, E. (2022) 'Gen Z Is Extremely Online', 12 December [Online]. Available at <https://pro.morningconsult.com/instant-intel/gen-z-social-media-usage> (Accessed 4 January 2024).
- Broich, D. J. (2015) *Mitarbeiterbindung in KMU: Analyse von Instrumenten und Maßnahmen* [Online], Berlin, GERMANY, Diplomica Verlag. Available at <http://ebookcentral.proquest.com/lib/dbsie/detail.action?docID=4343013> (Accessed 17 January 2024).

- Buchinger, L., Entringer, T. M., Richter, D., Wagner, G. G., Gerstorf, D. and Bleidorn, W. (2023) 'Codevelopment of life goals and the Big Five personality traits across adulthood and old age', *Journal of personality and social psychology*, pp. 1–23.
- Bussin, M. (2018) *Retention strategies: The key to attracting and retaining excellent employees* [Online], Randburg, South Africa, KR Publishing. Available at <https://search.ebscohost.com/login.aspx?direct=true&scope=site&db=nlebk&db=nlabk&AN=1944997> (Accessed 27 January 2024).
- Carnegie, M. (2023) 'Why Gen Z are so motivated by pay', *BBC*, 31 May [Online]. Available at <https://www.bbc.com/worklife/article/20230530-why-gen-z-are-so-motivated-by-pay> (Accessed 5 February 2024).
- Chikkodi, C. M. and Satyaprasad, B. G. (2009) *Business Statistics* [Online], Mumbai, INDIA, Global Media. Available at <http://ebookcentral.proquest.com/lib/dbsie/detail.action?docID=3011296> (Accessed 23.01.24).
- Das, B. L. and Baruah, M. (2013) 'Employee Retention: A Review of Literature', *IOSR Journal of Business and Management*, vol. 14, no. 2, pp. 8–16.
- Deloitte (2022) *Deloitte's Gen Z and Millennial Survey Reveals Two Generations Striving for Balance and Advocating for Change* [Online], Deloitte. Available at <https://www2.deloitte.com/cn/en/pages/about-deloitte/articles/deloittes-gen-z-and-millennial-survey-reveals-two-generations-striving-for-balance-and-advocating-for-change.html> (Accessed 17 January 2024).
- Deloitte (2024) *Understanding Generation Z in the Workplace* [Online], Deloitte. Available at <https://www2.deloitte.com/us/en/pages/consumer-business/articles/understanding-generation-z-in-the-workplace.html> (Accessed 16 January 2024).
- Eppert, M. (2021) *Gen Z - The Low Commitment Society* [Online], Alvicus AG. Available at <https://www.alvicus.com/post/gen-z-the-low-commitment-society> (Accessed 30 December 2023).
- Falk, S. (2023) *Understanding the Power of Intrinsic Motivation* [Online], Harvard Business Review. Available at <https://hbr.org/2023/03/understand-the-power-of-intrinsic-motivation> (Accessed 3 February 2024).
- Farrukh, M., Ying, C. W. and Mansori, S. (2017) 'Organizational commitment: an empirical analysis of personality traits', *Journal of Work-Applied Management*, vol. 9, no. 1, pp. 18–34.

- Fernandez, J., Landis, K. and Lee, J. (2023) *Helping Gen Z Employees Find Their Place at Work* [Online], Harvard Business Review. Available at <https://hbr.org/2023/01/helping-gen-z-employees-find-their-place-at-work> (Accessed 16 January 2024).
- Francis, T. and Hoefel, F. (2018) 'True Gen': Generation Z and its implications for companies', *McKinsey & Company*, 11 December [Online]. Available at <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies> (Accessed 6 January 2024).
- Galloway, A. (2005) 'Non-Probability Sampling', in Kempf-Leonard, K. (ed) *Encyclopedia of Social Measurement*, New York, Elsevier, pp. 859–864.
- Gerber, A. S., Huber, G. A., Doherty, D. and Dowling, C. M. (2011) 'The Big Five Personality Traits in the Political Arena', *Annual Review of Political Science*, vol. 14, no. 1, pp. 265–287.
- Goldberg, L. R. (1990) 'An alternative "description of personality": the big-five factor structure', *Journal of personality and social psychology*, vol. 59, no. 6, pp. 1216–1229.
- Guan, X. and Frenkel, S. (2018) 'How HR practice, work engagement and job crafting influence employee performance', *Chinese Management Studies*, vol. 12, no. 3, pp. 591–607.
- Guay, R. P., Choi, D., Oh, I.-S., Mitchell, M. S., Mount, M. K. and Shin, K.-H. (2016) 'Why people harm the organization and its members: Relationships among personality, organizational commitment, and workplace deviance', *Human Performance*, vol. 29, no. 1, pp. 1–15.
- Hair Jr., J. F., Hult, T. M., Ringle, C. M., Sarstedt, M., Danks, N. P. and Ray, S. (2021) *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook* [Online], Cham, Otto von Guericke University Magdeburg. Available at <https://ebookcentral.proquest.com/lib/kxp/detail.action?docID=6798733> (Accessed 18 February 2024).
- Hammond, M. and Wellington, J. J. (2021) *Research methods: The key concepts* [Online], 2nd edn, London, Routledge. Available at <https://www.taylorfrancis.com/books/9780429058165> (Accessed 18 January 2024).
- Hanaty, C. (2022) *The Impact of Workplace Values on Turnover Intention of Generation Z: The Case of Government Employees in Rabat* (PDF) [Online], no. 1. Available at <file:///C:/Users/User/Downloads/35459-95593-2-PB.pdf> (Accessed 30.12.23).
- Hurtz, G. M. and Donovan, J. J. (2000) 'Personality and job performance: the Big Five revisited', *Journal of Applied Psychology*, vol. 85, no. 6, pp. 869–879.

Huseynova, A. and Matošková, J. (2022) 'Sustainable HRM Practices for a Stronger Employer Brand: Leveraging Organizational Culture', *Scientific Papers of the University of Pardubice. Series D, Faculty of Economics & Administration*, vol. 30, no. 3, pp. 1–10.

Institut für Generationenforschung (n.d.) *Wer ist die Generation Z?: Einordnung und Merkmale der Gen Z* [Online], Institut für Generationenforschung. Available at <https://www.generation-thinking.de/> (Accessed 6 January 2024).

Jager, J., Putnick, D. L. and Bornstein, M. H. (2017) 'MORE THAN JUST CONVENIENT: THE SCIENTIFIC MERITS OF HOMOGENEOUS CONVENIENCE SAMPLES', *Monographs of the Society for Research in Child Development*, vol. 82, no. 2, pp. 13–30 [Online]. DOI: 10.1111/mono.12296 (Accessed 21 January 2024).

Kang, W. and Malvaso, A. (2023) 'Associations between Personality Traits and Areas of Job Satisfaction: Pay, Work Itself, Security, and Hours Worked', *Behavioral Sciences (2076-328X)*, vol. 13, no. 6, p. 445.

Kelly, J. (2023) 'Gen-Z Is Labeled As ‘Difficult’ In The Workplace, But There’s More To The Story', *Forbes*, 31 July [Online]. Available at <https://www.forbes.com/sites/jackkelly/2023/07/31/gen-z-is-labeled-as-difficult-in-the-workplace-but-theres-more-to-the-story/> (Accessed 5 January 2024).

Kent State University (2021) *LibGuides: Statistical & Qualitative Data Analysis Software: About R and RStudio* [Online], Kent State University. Available at <https://libguides.library.kent.edu/statconsulting/r> (Accessed 18 February 2024).

Khamis, H. (2008) 'Measures of Association: How to Choose?', *Journal of Diagnostic Medical Sonography*, vol. 24, no. 3, pp. 155–162.

Kuzior, A., Kettler, K. and & Rąb, Ł. (2022) 'Great Resignation—Ethical, cultural, relational, and personal dimensions of generation Y and Z employees’ engagement', *Sustainability*, vol. 14, no. 11, pp. 1–9 [Online]. DOI: 10.3390/su14116764 (Accessed 5 January 2024).

Latorre, F., Guest, D., Ramos, J. and Gracia, F. J. (2016) 'High commitment HR practices, the employment relationship and job performance: A test of a mediation model', *European Management Journal*, vol. 34, no. 4, pp. 328–337 [Online]. DOI: 10.1016/j.emj.2016.05.005 (Accessed 20 December 2023).

Leavy, P. (2023) *Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*, New York, NY, The Guilford Press.

- Lee, C. C., Luppi, J. L., Simmons, T., Tran, B. and Ruoqing Zhang (2023) 'Examining the Impacts of ESG on Employee Retention: A Study of Generational Differences', *Journal of Business & Management*, vol. 29, no. 1, pp. 1–22.
- Lores (2014) *Exploratory, Descriptive, and Causal Research* [Online]. Available at https://elearning.dbs.ie/pluginfile.php/1894213/mod_resource/content/0/Exploratory%20%2C%20Descriptive%20and%20Causal.pdf (Accessed 15 November 2023).
- Maltby, J., Day, L. and Macaskill, A. (2022) *Personality, individual differences and intelligence*, Hoboken NJ, Pearson.
- Manning, J., Hedden, T., Wickens, N., Whitfield-Gabrieli, S., Prelec, D. and Gabrieli, J. D. E. (2014) 'Personality influences temporal discounting preferences: behavioral and brain evidence', *NeuroImage*, vol. 98, pp. 42–49.
- Mansour, D., Bhardwaj, A. B. and Chopra, A. (2021) 'Relating OCEAN (Big Five) to Job Satisfaction in Aviation', *2021 International Conference on Computational Intelligence and Knowledge Economy (ICCIKE), Computational Intelligence and Knowledge Economy (ICCIKE), 2021 International Conference on*, 2021-03-17, 285-285-289.
- Martin, J. and Fellenz, M. R. (2010) *Organizational behaviour and management: John Martin, Martin Fellenz*, 4th edn, Andover, Cengage Learning.
- McCrae, R. R. and John, O. P. (1992) 'An introduction to the five-factor model and its applications', *Journal of personality*, vol. 60, no. 2, pp. 175–215.
- McKinsey & Company (2023) 'What is Gen Z?', *McKinsey & Company*, 20 March [Online]. Available at <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-gen-z> (Accessed 5 January 2024).
- Merriman, M. and Oktem, C. (2022) 'Why Gen Z matters and what boards should know', *EY*, 12 June [Online]. Available at https://www.ey.com/en_us/board-matters/why-gen-z-matters-and-what-boards-should-know (Accessed 5 January 2024).
- Morshidi, M. I., Idris, A. and Georg, R. (2023) *Improving Employee Retention with Real-Time Rewards* [Online], PwC. Available at <https://www.pwc.com/my/en/perspective/workforce/230118-improving-employee-retention-with-real-time-rewards.html> (Accessed 28 January 2024).
- Nabahani, P. and Riyanto, S. (2020) 'Job Satisfaction and Work Motivation in Enhancing Generation Z's Organizational Commitment', *Journal of Sosial Science*, vol. 1, pp. 234–240.

- Nagle, A., Riener, R. and Wolf, P. (2016) 'How would you like to be rewarded? Relating the Big-Five personality traits with reward contingency in a cognitive training puzzle game', *2016 IEEE International Conference on Serious Games and Applications for Health (SeGAH), Serious Games and Applications for Health (SeGAH), 2016 IEEE International Conference on*, 2016-05-01, 1-1-7.
- Pell, P. (2023) *What You Need To Recruit And Retain Gen Z* [Online], Scholars, Inc. Available at <https://www.abodehr.com/blog/what-you-need-to-recruit-and-retain-gen-z> (Accessed 30 December 2023).
- Pennington, D. C. (2003) *Essential personality*, London.
- Peterson, B. (2023) 'What Gen Z wants in the workplace: Companies adapt to a new generation of employees', *The Washington Post*, 16 June [Online]. Available at <https://www.washingtonpost.com/business/2023/06/16/gen-z-employment/> (Accessed 5 February 2024).
- Puka, L. (2011) 'Kendall's Tau', in Lovric, M. (ed) *International Encyclopedia of Statistical Science*, Berlin, Heidelberg, Springer Berlin Heidelberg, pp. 713–715.
- Raina, S. K. (2015) 'Establishing association', *The Indian Journal of Medical Research*, vol. 141, no. 1, p. 127 [Online]. DOI: 10.4103/0971-5916.154519 (Accessed 17 December 2023).
- Resick, C. J., Baltes, B. B. and Shantz, C. W. (2007) 'Person-organization fit and work-related attitudes and decisions: examining interactive effects with job fit and conscientiousness', *Journal of Applied Psychology*, vol. 92, no. 5, pp. 1446–1455.
- Samsuryadi, Kurniawan, R., Supardi, J., Sukemi and Mohamad, F. S. (2023) 'A Framework for Determining the Big Five Personality Traits Using Machine Learning Classification through Graphology', *Journal of Electrical & Computer Engineering*, vol. 2023, no. 1, pp. 1–15 [Online]. DOI: 10.1155/2023/1249004 (Accessed 27 December 2023).
- Satow, L. (2020) *B5T® Big-Five-Persönlichkeitstest: Test- und Skalendokumentation* [Online], ISBN 978-3-949416-00-2. Available at <https://www.drsatow.de/tests/persoenlichkeitstest/> (Accessed 6 January 2024).
- Schroth, H. (2019) 'Are You Ready for Gen Z in the Workplace?', *California Management Review*, vol. 61, no. 3, pp. 5–18.
- Segal, E. (2023) 'How Gen Z's Impact On The Workplace Continues To Grow', *Forbes*, 24 May [Online]. Available at <https://www.forbes.com/sites/edwardsegal/2023/05/24/how-gen->

zs-impact-on-the-workplace-continues-to-grow/?sh=58fc149f6a5b (Accessed 5 February 2024).

Singh, R. (2019) 'Developing organisational embeddedness: employee personality and social networking', *International Journal of Human Resource Management*, vol. 30, no. 16, pp. 2445–2464.

Smith, P. E., Yellowley, W. and McLachlan, C. J. (2021) *Organizational behaviour: Managing people in dynamic organizations*, London, Routledge, Taylor & Francis Group.

Statistics Canada (2021a) *3.4 Processing: 3.4.1 Coding* [Online], Statistics Canada. Available at <https://www150.statcan.gc.ca/n1/edu/power-pouvoir/ch3/5214785-eng.htm> (Accessed 6 January 2024).

Statistics Canada (2021b) *3.4 Processing: 3.4.3 Editing* [Online], Statistics Canada. Available at <https://www150.statcan.gc.ca/n1/edu/power-pouvoir/ch3/editing-edition/5214781-eng.htm> (Accessed 6 January 2024).

Statistics Solutions (2022) *Can an Ordinal Likert Scale be a Continuous Variable?* [Online], Statistics Solutions. Available at <https://www.statisticssolutions.com/can-an-ordinal-likert-scale-be-a-continuous-variable/> (Accessed 14 February 2024).

SurveyMonkey (2024) *Why choose SurveyMonkey* [Online], SurveyMonkey. Available at <https://www.surveymonkey.com/mp/why-choose-surveymonkey/> (Accessed 10 February 2024).

Syed, N., Saeed, A. and Farrukh, M. (2015) 'Organization Commitment and Five Factor Model of Personality: Theory Recapitulation', *Journal of Asian Business Strategy*, vol. 5, no. 8, pp. 183–190.

Taylor, S. (2002) *The employee retention handbook*, London, Chartered Institute of Personnel and Development.

The R Foundation (n.d.) *What is R?* [Online], The R Foundation. Available at <https://www.r-project.org/about.html> (Accessed 31 March 2024).

Thiruvarasi, M. and Mani, K. (2017) 'RELATIONSHIP BETWEEN BIG FIVE PERSONALITY AND ORGANIZATIONAL COMMITMENT: A STUDY AMONG EXECUTIVES IN A PUBLIC SECTOR ORGANIZATION', vol. 07, no. 12, pp. 17617–17623.

- Thomas, C. G. (2021) *Research Methodology and Scientific Writing* [Online], 2nd edn, Cham, Springer International Publishing. Available at <https://search.ebscohost.com/login.aspx?direct=true&scope=site&db=nlebk&db=nlabk&AN=2759184> (Accessed 4 January 2024).
- Varavallo, G., Scarpetti, G. and Barbera, F. (2023) 'The moral economy of the great resignation', *Humanities & Social Sciences Communications*, vol. 10, no. 1, pp. 1–13 [Online]. Available at https://resolver.ebscohost.com/openurl?groupid=ftf_test&sid=EBSCO:edsdoj&genre=article&issn=26629992&ISBN=&volume=10&issue=1&date=20230901&spage=1&pages=1-12&title=Humanities%20%20Social%20Sciences%20Communications&atitle=The%20moral%20economy%20of%20the%20great%20resignation&aurl=Giuseppe%20Varavallo&id=DOI:10.1057/s41599-023-02087-x (Accessed 5 January 2023).
- Vemparala, T. (2023) 'Solving the Mystery of Millennial and Gen Z Job Hoppers', *businessnewsdaily.com*, 2023 [Online]. Available at <https://www.businessnewsdaily.com/7012-millennial-job-hopping.html> (Accessed 30 December 2023).
- Vogt, W. P. (2014) *Selecting the right analyses for your data: Quantitative, qualitative, and mixed methods*, New York, The Guilford Press.
- Watanabe, S. and Kanazawa, Y. (2009) 'A Test of a Personality-Based View of Intrinsic Motivation', *Japanese Journal of Administrative Science*, vol. 22, no. 2, pp. 117–130.
- Wilson, A. (2018) *Marketing Research: Delivering Customer Insight*, London, Bloomsbury Academic.
- Wolf, G. (2020) *Mitarbeiterbindung: Strategie und Umsetzung im Unternehmen* [Online], 4th edn, Freiburg, München, Stuttgart, Haufe Group. Available at https://www.wiso-net.de/document/HAUF,AHAU,VHAU__9783648137178462 (Accessed 23.01.24).
- Yu, A. (2020) *Can personality testing improve retention and reduce turnover? These specialists think so* [Online], The Globe and Mail. Available at <https://www.theglobeandmail.com/business/careers/article-can-personality-testing-improve-retention-and-reduce-turnover-these/> (Accessed 21 February 2024).

Appendices

Appendix I – Ethics Review Form

Ethics Review Form for Research Capstone Research Project Involving Gathering Data from Participants (Students Use)

For students intending to conduct a research project involving gathering data from participants, it is necessary that you complete this form, having consulted your supervisor, to ensure that your research is carried out in an ethically appropriate manner. Your responses should be word-processed.

Name: Maren Wesener

Supervisor's Name: Lorca Kelly

Title of research project:

Tailoring Retention Strategies for GenZ: The Impact of the
Big Five Personality Traits on Employee Preferences

Declaration and signature: M. Wesener

Research Methods:

Highlight all the research methods which you will use in your research

Audio Recording

Focus Groups

Interviews

Observations

Questionnaires

Video Recording

Viewing Images

Other, please specify:

Participants:

Who will the participants in your research be?

(former) employed GenZ population between 18 to 29

How many participants will take part in your research?

How many of these participants will be children, i.e. under the age of 18?

NONE

How many of these participants would you consider to be vulnerable adults? Someone whose intellectual capability or other vulnerable circumstances may limit the extent to which they can be expected to understand or agree voluntarily to undertake their role.

NONE

How do you propose to approach and engage participants in your research?

by distributing an online survey

What possible risks (e.g. loss of privacy, deception, psychological risk, etc.) to the participants do you see occurring in your research and how do you intend to safeguard against these possible risks? (If NONE, write NONE)

NONE

THIS SECTION IS TO BE COMPLETED BY YOUR SUPERVISOR

The supervisor is of the opinion that his research project does not give rise to serious ethical issues

Signed: LK Date: 12/2/24

The supervisor is of the opinion that this research project cannot get under way due to ethical reasons, and should be referred to the Capstone Director:

Signed: _____ Date: _____

Appendix II - Pre-testing of Survey

The pre-testing group consisted of twelve people and took place between 11/02/2024 and 12/02/2024.

The following *feedback* was given to the researcher:

- Wrong spelling in one sentence of the survey's introduction text
- Wrong spelling in items 5, 50, and 61
- One sentence in the introduction part repeated the same word stem
- On one phone the introduction text automatically skipped the heading and the greeting

Given the feedback the researcher took the following *actions*:

- Corrections of the misspelt words
- The repetition was corrected with the usage of different words
 - Instead of “[...] I would like to inform you about some important information.”, the researcher used the sentence “[...] I would like to provide you with some important information.”
 - The researcher corrected the sentence in the original German text of the survey too: Instead of “[...] möchte ich dich über einige wichtige Informationen informieren.“, the researcher used the sentence “[...] möchte ich auf einige wichtige Informationen hinweisen.“
- The technical problem seemed to be caused by the phone of the participant itself, as it did not lead to problems on other phones, which is why no changes were made.

Appendix III – Final Survey (English Version)

Dear participant,

before you start the survey, I would like to provide you with some important information. This survey is solely for academic purposes and aims to determine whether there is a relationship between the Big 5 personality traits and preferences in employee retention strategies when targeting GenZ.

The survey is aimed at individuals aged between 18 and 29 who have been employed or are currently in an employment relationship.

The measurement of personality traits will be conducted using the personality test by Dr Satow (B5T®), Copyright (C) Dr Lars Satow. It will take you approximately 10-15 minutes to finish the survey. You will receive further instructions on how to proceed during the survey.

I want to emphasize that your responses will remain anonymous and will be deleted after the evaluation. By confirming with the “OK” button, you agree that your responses can be used for evaluation.

Thank you very much for your participation!

Demographic Questions

	<i>Male</i>	<i>Female</i>	<i>Non-binary</i>	<i>No response</i>
Gender				

	<i>18</i>	<i>19</i>	<i>20</i>	<i>21</i>	<i>22</i>	<i>23</i>	<i>24</i>	<i>25</i>	<i>26</i>	<i>27</i>	<i>28</i>	<i>29</i>
Age												

I confirm that I am currently employed or have been employed in the past.

☐ Yes

☐ No

You will now receive a questionnaire with several statements. Your task is to assess the extent to which these statements apply to you. Please answer as openly and honestly as possible. There are no wrong or right answers. The text is copyrighted and authored by Dr Lars Satow, Copyright (C) Dr Lars Satow.

Big Five Personality Test by Dr Satow (B5T®, Copyright (C) Dr Lars Satow)

[Due to restrictions of the author in publishing every item of the test, only a selection of items is listed. The participants had access to a total of 54 items, specifically relating to the personality test of the survey.]

	<i>Does not apply at all</i>	<i>Rather does not apply</i>	<i>Rather applies</i>	<i>Applies exactly</i>
I am a fearful person.				
[...]				
When I do things, I always take a systematic approach.				
[...]				
I have spoken or thought badly of a person before.				

Finally, six different retention strategies are listed. Your task is to assess the extent to which these statements apply to you.

Employee Retention Preferences

	<i>Does not apply at all</i>	<i>Rather does not apply</i>	<i>Rather applies</i>	<i>Applies exactly</i>
An organisation can tenure me in the long-term, if they offer a healthy work-life balance.				
I need a positive work environment to tenure myself to an organisation in the long term.				
I only stay with a company in the long run, if I can do meaningful and interesting work.				
It is very important to me, that I get regularly authentic recognition and rewards.				

I only tenure myself to a company in the long run, if they can offer me financial stability.				
A company can tenure me in the long-term, if my personal and professional growth opportunities are the first priority.				

Done! Thank you for your participation!

Appendix IV – Final Survey (German Version)

Liebe:r Teilnehmer:in,

bevor du die Umfrage startest, möchte ich über auf einige wichtige Informationen hinweisen.

Diese Umfrage dient ausschließlich akademischen Zwecken und zielt darauf ab, festzustellen, ob es einen Zusammenhang zwischen den Big 5 Persönlichkeitsmerkmalen und Präferenzen in Mitarbeiterbindungsstrategien der Generation Z gibt.

Die Umfrage richtet sich an Personen in einem Alter zwischen 18 und 29 Jahren, welche bereits berufstätig waren oder derzeit in einem Angestelltenverhältnis stehen.

Die Messung der Persönlichkeitsdimensionen wird mit Hilfe des Persönlichkeitstest von Dr. Satow (B5T®), Copyright (C) Dr. Lars Satow durchgeführt. Die Umfrage dauert ca. 10-15 Minuten. Weitere Instruktionen zur Durchführung erhältst du während der Bearbeitung der Umfrage.

Ich möchte betonen, dass deine Antworten anonym bleiben und nach der Auswertung gelöscht werden. Mit der Bestätigung des "OK"-Buttons stimmst du zu, dass deine Antworten zur Auswertung verwendet werden dürfen.

Vielen Dank für deine Teilnahme!

Demografische Fragen

	<i>Männlich</i>	<i>Weiblich</i>	<i>Divers</i>	<i>Keine Angabe</i>
Geschlecht				

	<i>18</i>	<i>19</i>	<i>20</i>	<i>21</i>	<i>22</i>	<i>23</i>	<i>24</i>	<i>25</i>	<i>26</i>	<i>27</i>	<i>28</i>	<i>29</i>
Alter												

Ich bestätige, dass ich derzeit angestellt bin oder bereits fest angestellt war.

☐ Ja

☐ Nein

Du erhältst nun einen Fragebogen mit einigen Aussagen. Deine Aufgabe ist es zu beurteilen, inwieweit diese Aussagen auf dich zutreffen. Antworte möglichst offen und ehrlich. Es gibt keine

falschen oder richtigen Antworten. Der Text ist urheberrechtlich geschützt und wurde von Dr. Lars Satow verfasst, Copyright (C) Dr. Lars Satow.

Big Five Persönlichkeitstest Test von Dr. Satow (B5T®, Copyright (C) Dr. Lars Satow)

[Aufgrund von Einschränkungen des Autors bezüglich der Veröffentlichung jedes Testelements werden nur eine Auswahl von Elementen aufgelistet. Die Teilnehmer hatten Zugriff auf insgesamt 54 Items bezüglich des inbegriffenen Persönlichkeitstest der Umfrage.]

	<i>Trifft gar nicht zu</i>	<i>Trifft eher nicht zu</i>	<i>Trifft eher zu</i>	<i>Trifft genau zu</i>
Ich bin eine ängstliche Person.				
[...]				
Ich gehe immer planvoll vor.				
[...]				
Ich habe schon mal über andere gelästert oder schlecht über sie gedacht.				

Abschließend werden nun sechs Mitarbeiterbindungsstrategien abgefragt. Deine Aufgabe ist es erneut zu beurteilen, inwieweit diese Aussagen auf dich zutreffen.

Präferenzen in Mitarbeiterbindungsstrategien

	<i>Trifft gar nicht zu</i>	<i>Trifft eher nicht zu</i>	<i>Trifft eher zu</i>	<i>Trifft genau zu</i>
Mich kann ein Unternehmen langfristig an sich binden, wenn eine gesunde work-life balance vorliegt.				
Um mich an ein Unternehmen langfristig zu binden muss eine positive Unternehmenskultur vorherrschen.				
Ich bleibe einem Unternehmen nur erhalten, wenn ich wertvolle und interessante Aufgaben erledigen kann.				

Mir ist es wichtig, dass ich regelmäßig für meine Arbeit authentisch wertgeschätzt und belohnt werde.				
Ich binde mich langfristig nur an ein Unternehmen, welches mir finanzielle Sicherheit bieten kann.				
Mich kann ein Unternehmen langfristig an sich binden, wenn meine persönliche und professionelle Weiterbildung an erster Stelle steht.				

Geschafft! Vielen Dank für deine Teilnahme!

Appendix V – Invitation Message (English Version)

Hello,

I would warmly invite you to participate in my survey.

Participation in the survey is open only to individuals aged between 18 and 29 who have already been employed or are currently in an employment relationship (including part-time workers and apprentices). I would greatly appreciate it if you could take the time to participate in the survey.

Feel free to forward it to friends and acquaintances within the target group!

Thank you very much for your time and participation!

Best regards,

Maren Wesener

Appendix VI – Invitation Message (German Version)

Hallo,

ich möchte dich herzlich dazu einladen, an meiner Umfrage teilzunehmen.

Die Umfrage steht nur Personen im Alter zwischen 18 und 29 Jahre offen, die bereits berufstätig waren oder derzeit in einem Angestelltenverhältnis stehen (auch Mini-Jobber und Auszubildene können teilnehmen). Ich freue mich sehr, wenn du dir die Zeit nehmen könntest an der Umfrage teilnehmen.

Gerne kannst du diese an Freunde und Bekannte der Zielgruppe weiterleiten!

Vielen Dank für deine Zeit und Teilnahme!

Liebe Grüße,

Maren Wesener

Appendix VII – Editing

The *editing process* was facilitated, as the survey tool ensured the submission of only complete responses by marking every question as mandatory, preventing incomplete data.

However, during this process, the researcher needed to sort out *seven responses*. This was done manually by the researcher. *Five results* were excluded as the participants did not confirm that they are currently employed or have been employed in the past. Thus, their responses were categorised as invalid, as they did not fulfil the sampling characteristics of the target group. Additionally, *two participants' data* were disqualified based on failing the honesty test of the personality test by Dr Satow (B5T®, Copyright (C) Dr Lars Satow). The implemented test checks a participant's exaggerated positive self-presentation through four items, such as item 57 of the survey "I have spoken or thought badly of a person before" (Satow, 2020, p.20). Due to the restrictions of the author, the researcher is not allowed to publish the other items. Nevertheless, the author recommends interpreting the data results with caution if the ordinal summation value falls below seven (Satow, 2020, p.31). As the participants only scored a value of six, the researcher decided to exclude these data for further data analysis.

The edited data was then used for the statistical data analysis. Thus, there was no need to prove the data's inconsistency in RStudio again. Moreover, the researcher recoded the negatively keyed items of the personality test by Dr Satow (B5T®, Copyright (C) Dr Lars Satow) beforehand using Excel. Hence, this process had not to be implemented in the RStudio code either.

Appendix VIII – Coding and Tabulation of the Survey

[The frequency distribution is based on a sample size of $n=110$. Therefore, it illustrates the distribution after the editing process (see Appendix VII, p.37).]

Demographic Questions

1. Gender	Code	Relative Frequency in %
Male	(1)	24.55
Female	(2)	75.45
Non-binary	(3)	0.00
No response	(4)	0.00

2. Age	Code	Relative Frequency in %
18	(1)	0.91
19	(2)	7.27
20	(3)	10.00
21	(4)	14.55
22	(5)	10.91
23	(6)	5.45
24	(7)	14.55
25	(8)	13.64
26	(9)	10.91
27	(10)	3.64
28	(11)	5.45
29	(12)	2.72

3. I confirm that I am currently employed or have been employed in the past	Code	Relative Frequency in %
Yes	(1)	100.00
No	(2)	0.00

Big Five Personality Test by Dr Satow (B5T®, Copyright (C) Dr Lars Satow)

[Due to restrictions of the author in publishing every item of the test only a selection of items is listed, coded, and tabulated as examples. The participants had access to a total of 54 items, specifically relating to the personality test of the survey.]

4. I am a fearful person.¹	Code	Relative Frequency in %
Does not apply at all	(1)	11.82
Rather does not apply	(2)	44.55
Rather applies	(3)	40.00
Applies exactly	(4)	3.63

[...]

27. When I do things, I always take a systematic approach.²	Code	Relative Frequency in %
Does not apply at all	(1)	3.64
Rather does not apply	(2)	30.91
Rather applies	(3)	52.73
Applies exactly	(4)	12.73

[...]

57. I have spoken or thought badly of a person before.³	Code	Relative Frequency in %
Does not apply at all	(1)	0.00
Rather does not apply	(2)	7.27
Rather applies	(3)	59.09
Applies exactly	(4)	33.64

¹ Measures 'Neuroticism' for Objectives 1 and 2

² Measures 'Conscientiousness' for Objectives 1 and 2

³ Measures the Honesty of the Respondent

Retention preferences

58. An organisation can tenure me in the long-term, if they offer a healthy work-life balance.⁴	Code	Relative Frequency in %
Does not apply at all	(1)	1.82
Rather does not apply	(2)	3.64
Rather applies	(3)	40.90
Applies exactly	(4)	53.64

59. I need a positive work environment to tenure myself to an organisation in the long term.⁴	Code	Relative Frequency in %
Does not apply at all	(1)	0.00
Rather does not apply	(2)	1.82
Rather applies	(3)	40.00
Applies exactly	(4)	58.18

60. I only stay with a company in the long-run, if I can do meaningful and interesting work.⁴	Code	Relative Frequency in %
Does not apply at all	(1)	0.00
Rather does not apply	(2)	20.91
Rather applies	(3)	43.64
Applies exactly	(4)	35.45

61. It is very important to me, that I get regularly authentic recognition and rewards.⁴	Code	Relative Frequency in %
Does not apply at all	(1)	0.00
Rather does not apply	(2)	1.82
Rather applies	(3)	44.55
Applies exactly	(4)	53.63

⁴ Measures the Retention Preference for Objectives 1 and 2

62. I only tenure myself to a company in the long run, if they can offer me financial stability.⁴	Code	Relative Frequency in %
Does not apply at all	(1)	0.91
Rather does not apply	(2)	7.27
Rather applies	(3)	54.55
Applies exactly	(4)	37.27

63. A company can tenure me in the long-term, if my personal and professional growth opportunities are the first priority.⁴	Code	Relative Frequency in %
Does not apply at all	(1)	1.82
Rather does not apply	(2)	29.09
Rather applies	(3)	53.64
Applies exactly	(4)	15.45

⁴ Measures the Retention Preference for Objectives 1 and 2

Appendix IX – R and RStudio Introduction

R is a free accessible *open-source programming software* that enables the analysis of complex data through statistical computing. Therefore, the researcher has to write a code/script in the software's programming language, which the program uses to perform the data analysis (The R Foundation, n.d.).

The programming language developed into a robust and adaptable language, bolstered by the establishment of the Comprehensive R Archive Network (CRAN) in 2000. This enabled the users to download R code libraries for advanced statistical analysis. While R can be operated directly via the command line, the usage of *RStudio* facilitates and enriches the usage for the researcher. The *Integrated Development Environment* (IDE) provides an organised workplace for effective script development and management, thus enhancing the efficiency of the R software (Hair Jr. et al., 2021, pp.34-35).

Appendix X – RStudio Scripts for the Data Analysis

[For a comprehensive explanation of how the data was edited before conducting the statistical analyses with RStudio, please refer to Appendix VII, p.37]

```
1 # open excel data sheet
2
3
4 # creating a cross table for a better overview of the variables Neuroticism and the retention strategies
5
6 xtabs(~Data$N + Data$wlb)
7 xtabs(~Data$N + Data$pwe)
8 xtabs(~Data$N + Data$maiw)
9 xtabs(~Data$N + Data$arar)
10 xtabs(~Data$N + Data$fs)
11 xtabs(~Data$N + Data$paggo)
12
13 # creating a cross table for a better overview of the variables Agreeableness and the retention strategies
14 xtabs(~Data$A + Data$wlb)
15 xtabs(~Data$A + Data$pwe)
16 xtabs(~Data$A + Data$maiw)
17 xtabs(~Data$A + Data$arar)
18 xtabs(~Data$A + Data$fs)
19 xtabs(~Data$A + Data$paggo)
20
21 # creating a cross table for a better overview of the variables Conscientiousness and the retention strategies
22 xtabs(~Data$C + Data$wlb)
23 xtabs(~Data$C + Data$pwe)
24 xtabs(~Data$C + Data$maiw)
25 xtabs(~Data$C + Data$arar)
26 xtabs(~Data$C + Data$fs)
27 xtabs(~Data$C + Data$paggo)
28
29 # creating a cross table for a better overview of the variables Extraversion and the retention strategies
30 xtabs(~Data$E + Data$wlb)
31 xtabs(~Data$E + Data$pwe)
32 xtabs(~Data$E + Data$maiw)
33 xtabs(~Data$E + Data$arar)
34 xtabs(~Data$E + Data$fs)
35 xtabs(~Data$E + Data$paggo)
36
37 # creating a cross table for a better overview of the variables Openness and the retention strategies
38 xtabs(~Data$O + Data$wlb)
39 xtabs(~Data$O + Data$pwe)
40 xtabs(~Data$O + Data$maiw)
41 xtabs(~Data$O + Data$arar)
42 xtabs(~Data$O + Data$fs)
43 xtabs(~Data$O + Data$paggo)
44
45
46 # calculating median, mean, variance, and standard deviation for the cross-tabulation
47 library(psych)
48 describeBy(Data, group = Data$wlb)
49 describeBy(Data, group = Data$pwe)
50 describeBy(Data, group = Data$maiw)
51 describeBy(Data, group = Data$arar)
52 describeBy(Data, group = Data$fs)
53 describeBy(Data, group = Data$paggo)
54
55 # calculating the quartiles of each group (using Agreeableness as an example)
56 library(dplyr)
57 Data %>%
58   group_by(wlb) %>%
59   summarise(Lower_Q = quantile(A, probs = 0.25),
60             Upper_Q = quantile(A, probs = 0.75))
61 Data %>%
62   group_by(pwe) %>%
63   summarise(Lower_Q = quantile(A, probs = 0.25),
64             Upper_Q = quantile(A, probs = 0.75))
65 Data %>%
66   group_by(maiw) %>%
67   summarise(Lower_Q = quantile(A, probs = 0.25),
68             Upper_Q = quantile(A, probs = 0.75))
69 Data %>%
70   group_by(arar) %>%
71   summarise(Lower_Q = quantile(A, probs = 0.25),
72             Upper_Q = quantile(A, probs = 0.75))
73 Data %>%
74   group_by(paggo) %>%
75   summarise(Lower_Q = quantile(A, probs = 0.25),
76             Upper_Q = quantile(A, probs = 0.75))
77 Data %>%
78   group_by(fs) %>%
79   summarise(Lower_Q = quantile(A, probs = 0.25),
80             Upper_Q = quantile(A, probs = 0.75))
81
82
83 # creating a boxplot of the data using Conscientiousness and each retention strategy as an example
84
85 boxplot(Data$C ~ Data$wlb, main="Boxplot work-life balance and Conscientiousness",
86         xlab="work-life balance", ylab="Conscientiousness",
87         names = c("does not apply at all", "rather does not apply", "rather applies", "applies exactly"),
88         col="orchid2", ylim=c(10,40), las=1, cex.axis = 0.75,
89         range=1.5)
90 # add mean to boxplot
91 means <- tapply(Data$C, Data$wlb, mean)
92 points (means, pch=18, cex= 1.5)
93
94 boxplot(Data$C ~ Data$pwe, main="Boxplot positive work environment and Conscientiousness",
95         xlab="positive work environment", ylab="Conscientiousness",
96         names = c("rather does not apply", "rather applies", "applies exactly"),
97         col="orchid2", ylim=c(10,40), las=1, cex.axis = 0.75,
98         range=1.5)
99 # calculate mean value of each group and add mean to boxplot
100 means <- tapply(Data$C, Data$pwe, mean)
101 points (means, pch=18, cex= 1.5)
102
103
104
```

```

105 boxplot(Data$C~Data$maiw, main="Boxplot meaningful & interesting work and Conscientiousness",
106         xlab="meaningful and interesting work", ylab="Conscientiousness",
107         names= c("rather does not apply", "rather applies", "applies exactly"),
108         col="orchid2", ylim=c(10,40), las=1, cex.axis = 0.75,
109         range=1.5)
110 # add mean to boxplot
111 means <- tapply(Data$C, Data$maiw, mean)
112 points (means, pch=18, cex= 1.5)
113
114 boxplot(Data$C ~ Data$arar, main="Boxplot authentic recognition & rewards and Conscientiousness",
115         xlab="authentic recognition & rewards", ylab="Conscientiousness",
116         names= c("rather does not apply", "rather applies", "applies exactly"),
117         col="orchid2", ylim=c(10,40), las=1, cex.axis = 0.75,
118         range=1.5)
119 # add mean to boxplot
120 means <- tapply(Data$C, Data$arar, mean)
121 points (means, pch=18, cex= 1.5)
122
123 boxplot(Data$C ~ Data$fs, main="Boxplot financial stability and Conscientiousness",
124         xlab="financial stability", ylab="Conscientiousness",
125         names= c("does not apply at all", "rather does not apply", "rather applies", "applies exactly"),
126         col="orchid2", ylim=c(10,40), las=1, cex.axis = 0.75,
127         range=1.5)
128 # add mean to boxplot
129 means <- tapply(Data$C, Data$fs, mean)
130 points (means, pch=18, cex= 1.5)
131
132
133 boxplot(Data$C~Data$paggo, main="Boxplot growth opportunities and Conscientiousness",
134         xlab="personal and professional growth opportunities", ylab="Conscientiousness",
135         names= c("does not apply at all", "rather does not apply", "rather applies", "applies exactly"),
136         col="orchid2", ylim=c(10,40), las=1, cex.axis = 0.75,
137         range=1.5)
138 # add mean to boxplot
139 means <- tapply(Data$C, Data$paggo, mean)
140 points (means, pch=18, cex= 1.5)
141
142
143
144 # calculating Kendall's Tau correlation coefficient of the variables and creation of a correlation matrix
145 m <- cbind(Data)
146 cor(Data, method = "kendall", use = "pairwise")
147
148
149 # controlling the correlations of the correlation matrix separately using Neuroticism and each retention strategy as an example
150 cor(Data$N,Data$wlb,method = "kendall")
151 cor(Data$N,Data$pw,method = "kendall")
152 cor(Data$N,Data$maiw,method = "kendall")
153 cor(Data$N,Data$arar,method = "kendall")
154 cor(Data$N,Data$fs,method = "kendall")
155 cor(Data$N,Data$paggo,method = "kendall")
156
157
158
159 # testing the significance of the correlation between Neuroticism and each retention strategy
160 cor.test(Data$N,Data$wlb, method = "kendall", exact = FALSE)
161 cor.test(Data$N,Data$pw, method = "kendall", exact = FALSE)
162 cor.test(Data$N,Data$maiw, method = "kendall", exact = FALSE)
163 cor.test(Data$N,Data$arar, method = "kendall", exact = FALSE)
164 cor.test(Data$N,Data$fs, method = "kendall", exact = FALSE)
165 cor.test(Data$N,Data$paggo, method = "kendall", exact = FALSE)
166
167 # testing the significance of the correlation between Agreeableness and each retention strategy
168 cor.test(Data$A,Data$wlb,method = "kendall", exact = FALSE)
169 cor.test(Data$A,Data$pw,method = "kendall", exact = FALSE)
170 cor.test(Data$A,Data$maiw,method = "kendall", exact = FALSE)
171 cor.test(Data$A,Data$arar,method = "kendall", exact = FALSE)
172 cor.test(Data$A,Data$fs,method = "kendall", exact = FALSE)
173 cor.test(Data$A,Data$paggo,method = "kendall", exact = FALSE)
174
175 # testing the significance of the correlation between Conscientiousness and each retention strategy
176 cor.test(Data$C,Data$wlb, method = "kendall", exact = FALSE)
177 cor.test(Data$C,Data$pw, method = "kendall", exact = FALSE)
178 cor.test(Data$C,Data$maiw, method = "kendall", exact = FALSE)
179 cor.test(Data$C,Data$arar, method = "kendall", exact = FALSE)
180 cor.test(Data$C,Data$fs, method = "kendall", exact = FALSE)
181 cor.test(Data$C,Data$paggo, method = "kendall", exact = FALSE)
182
183 # testing the significance of the correlation between Extraversion and each retention strategy
184 cor.test(Data$E,Data$wlb, method = "kendall", exact = FALSE)
185 cor.test(Data$E,Data$pw, method = "kendall", exact = FALSE)
186 cor.test(Data$E,Data$maiw, method = "kendall", exact = FALSE)
187 cor.test(Data$E,Data$arar, method = "kendall", exact = FALSE)
188 cor.test(Data$E,Data$fs, method = "kendall", exact = FALSE)
189 cor.test(Data$E,Data$paggo, method = "kendall", exact = FALSE)
190
191 # testing the significance of the correlation between openness and each retention strategy
192 cor.test(Data$O,Data$wlb, method = "kendall", exact = FALSE)
193 cor.test(Data$O,Data$pw, method = "kendall", exact = FALSE)
194 cor.test(Data$O,Data$maiw, method = "kendall", exact = FALSE)
195 cor.test(Data$O,Data$arar, method = "kendall", exact = FALSE)
196 cor.test(Data$O,Data$fs, method = "kendall", exact = FALSE)
197 cor.test(Data$O,Data$paggo, method = "kendall", exact = FALSE)
198

```

Appendix XI– Cross-Tabulations of the Data

[All of the following cross-tabulations were self-developed using RStudio and Excel]

XI.1 Extraversion

Financial Stability

Table 2: Extraversion and Financial Stability

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	1	7	60	42
M	28.00	27.14	26.68	26.45
SD	-	1.95	4.31	4.17
Mdn	28.00	27.00	27.00	26.00
Q1	28.00	26.50	23.00	24.00
Q2	28.00	28.00	30.00	29.80

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Authentic Recognition and Rewards

Table 3: Extraversion and Authentic Recognition and Rewards

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	48	60
M	-	20.50	26.27	27.13
SD	-	2.12	4.02	4.07
Mdn	-	20.50	26.00	27.50
Q1	-	19.80	24.00	25.00
Q2	-	21.20	30.00	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Healthy Work-Life Balance

Table 4: Extraversion and Healthy Work-Life Balance

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	4	46	58
M	25.00	30.00	26.00	26.94
SD	4.24	2.58	3.84	4.31
Mdn	25.00	30.00	26.00	27.50
Q1	23.50	28.50	24.00	24.00
Q2	26.50	31.50	29.00	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Positive Work Environment

Table 5: Extraversion and Positive Work Environment

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	43	65
M	-	26.50	25.81	27.18
SD	-	6.36	3.82	4.21
Mdn	-	26.50	26.00	28.00
Q1	-	22.00	24.00	25.00
Q2	-	31.00	29.00	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Personal and Professional Growth Opportunities

Table 6: Extraversion and Personal and Professional Growth Opportunities

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	33	58	17
M	27.50	26.39	26.43	27.71
SD	7.78	4.26	4.04	3.85
Mdn	27.50	27.00	26.00	28.00
Q1	24.80	22.00	24.00	25.00
Q2	30.20	29.00	30.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Meaningful and Interesting Work Tasks

Table 7: Extraversion and Meaningful and Interesting Work Tasks

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	23	47	40
M	-	26.26	25.89	27.73
SD	-	4.67	4.17	3.51
Mdn	-	27.00	26.00	28.00
Q1	-	23.00	23.00	25.00
Q2	-	29.50	29.50	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

XI.2 Conscientiousness

Financial Stability

Table 8: Conscientiousness and Financial Stability

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	1	7	60	42
M	23.00	26.71	27.70	27.31
SD	-	4.72	4.27	3.67
Mdn	23.00	27.00	28.00	27.00
Q1	23.00	24.00	25.00	25.00
Q2	23.00	29.50	31.00	29.80

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Authentic Recognition and Rewards

Table 9: Conscientiousness and Authentic Recognition and Rewards

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	48	60
M	-	35.50	26.98	27.55
SD	-	3.54	3.82	4.02
Mdn	-	35.50	27.00	28.00
Q1	-	34.20	25.00	24.80
Q2	-	36.80	29.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Healthy Work-Life Balance

Table 10: Conscientiousness and Healthy Work-Life Balance

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	4	46	58
M	25.00	26.75	27.39	27.62
SD	2.83	1.89	3.59	4.54
Mdn	25.00	27.50	27.50	27.50
Q1	24.00	26.20	25.00	25.00
Q2	26.00	28.00	30.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Positive Work Environment

Table 11: Conscientiousness and Positive Work Environment

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	43	65
M	-	22.00	27.02	27.89
SD	-	2.83	3.27	4.43
Mdn	-	22.00	27.00	28.00
Q1	-	21.00	25.00	25.00
Q2	-	23.00	29.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Personal and Professional Growth Opportunities

Table 12: Conscientiousness and Personal and Professional Growth Opportunities

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	33	58	17
M	24.00	27.88	27.47	26.94
SD	5.66	4.39	4.06	3.23
Mdn	24.00	27.00	27.50	27.00
Q1	22.00	25.00	25.00	24.00
Q2	26.00	31.00	31.00	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Meaningful and Interesting Work Tasks

Table 13: Conscientiousness and Meaningful and Interesting Work Tasks

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	23	47	40
M	-	27.87	27.19	27.50
SD	-	4.75	3.65	4.16
Mdn	-	28.00	27.00	27.50
Q1	-	25.50	25.00	24.80
Q2	-	30.00	30.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

XI.3 Neuroticism

Financial Stability

Table 14: Neuroticism and Financial Stability

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	1	7	60	42
M	29.00	24.71	26.42	26.19
SD	-	6.78	5.56	5.68
Mdn	29.00	27.00	26.00	27.00
Q1	29.00	20.00	21.80	23.00
Q2	29.00	30.00	31.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Authentic Recognition and Rewards

Table 15: Neuroticism and Authentic Recognition and Rewards

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	48	60
M	-	33.00	25.75	26.42
SD	-	1.41	5.53	5.68
Mdn	-	33.00	25.00	27.00
Q1	-	32.50	21.00	23.00
Q2	-	33.50	31.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Healthy Work-Life Balance

Table 16: Neuroticism and Healthy Work-Life Balance

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	4	46	58
M	33.50	18.75	26.24	26.52
SD	6.36	4.27	5.63	5.29
Mdn	33.50	18.50	26.50	27.00
Q1	31.20	16.20	21.20	23.00
Q2	35.80	21.00	31.00	31.00

Note. Listwise $n = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, $Q1 = 0.25$ Quartile, $Q3 = 0.75$ Quartile

Positive Work Environment

Table 17: Neuroticism and Positive Work Environment⁵

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	43	65
M	-	22.50	25.14	27.09
SD	-	2.12	5.95	5.35
Mdn	-	22.50	24.00	27.00
Q1	-	21.80	20.50	23.00
Q2	-	23.20	31.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, $Q1 = 0.25$ Quartile, $Q3 = 0.75$ Quartile

⁵ Statistically significant

Personal and Professional Growth Opportunities

Table 18: Neuroticism and Personal and Professional Growth Opportunities

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	33	58	17
M	20.50	26.09	26.36	26.82
SD	0.71	5.87	4.96	7.39
Mdn	20.50	27.00	26.50	29.00
Q1	20.20	21.00	23.00	22.00
Q2	20.80	31.00	30.80	32.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Meaningful and Interesting Work Tasks

Table 19: Neuroticism and Meaningful and Interesting Work Tasks

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	23	47	40
M	-	26.43	26.81	25.48
SD	-	5.13	5.77	5.78
Mdn	-	27.00	27.00	26.00
Q1	-	22.00	22.00	22.80
Q2	-	30.50	31.50	30.20

Note. Listwise $n = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

XI.4 Openness

Financial Stability

Table 20: Openness and Financial Stability

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	1	7	60	42
M	30.00	24.86	26.53	25.90
SD	-	3.48	3.93	4.41
Mdn	30.00	24.00	27.00	26.50
Q1	30.00	22.00	25.00	23.00
Q2	30.00	27.50	29.00	29.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Authentic Recognition and Rewards

Table 21: Openness and Authentic Recognition and Rewards⁵

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	48	60
M	-	24.50	25.21	27.08
SD	-	2.12	3.92	4.10
Mdn	-	24.50	26.00	27.00
Q1	-	23.80	23.80	25.00
Q2	-	25.20	28.00	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

⁵ Statistically significant

Healthy Work-Life Balance

Table 22: Openness and Healthy Work-Life Balance

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	4	46	58
M	28.00	27.00	25.83	26.41
SD	2.83	5.48	4.24	3.96
Mdn	28.00	26.50	26.50	27.00
Q1	27.00	24.00	23.00	24.00
Q2	29.00	29.50	29.00	29.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Positive Work Environment

Table 23: Openness and Positive Work Environment⁵

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	43	65
M	-	21.00	25.49	26.86
SD	-	5.66	3.76	4.12
Mdn	-	21.00	26.00	27.00
Q1	-	19.00	23.50	25.00
Q2	-	23.00	28.00	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

⁵ Statistically significant

Personal and Professional Growth Opportunities

Table 24: Openness and Personal and Professional Growth Opportunities⁵

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	33	58	17
M	25.50	25.24	26.24	28.12
SD	12.02	3.27	4.25	3.60
Mdn	25.50	25.00	27.00	28.00
Q1	21.20	24.00	23.20	26.00
Q2	29.80	27.00	29.00	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Meaningful and Interesting Work Tasks

Table 25: Openness and Meaningful and Interesting Work Tasks⁵

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	23	47	40
M	-	24.74	26.04	27.27
SD	-	4.45	3.97	3.80
Mdn	-	25.00	27.00	27.50
Q1	-	22.50	24.00	25.00
Q2	-	27.00	29.00	30.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

⁵ Statistically significant

XI.5 Agreeableness

Financial Stability

Table 26: Agreeableness and Financial Stability

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	1	7	60	42
M	32.00	30.86	28.53	29.12
SD	-	1.68	2.13	2.94
Mdn	32.00	31.00	29.00	29.00
Q1	32.00	30.00	27.00	26.20
Q2	32.00	32.00	30.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Authentic Recognition and Rewards

Table 27: Agreeableness and Authentic Recognition and Rewards

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	48	60
M	-	28.50	28.67	29.17
SD	-	0.71	2.26	2.72
Mdn	-	28.50	28.50	29.00
Q1	-	28.20	27.00	27.00
Q2	-	28.80	30.20	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,

SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Healthy Work-Life Balance

Table 28: Agreeableness and Healthy Work-Life Balance

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	4	46	58
M	32.00	27.00	28.52	29.29
SD	0.00	2.94	2.34	2.53
Mdn	32.00	27.50	28.50	29.00
Q1	32.00	26.00	27.00	28.00
Q2	32.00	28.50	30.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Positive Work Environment

Table 29: Agreeableness and Positive Work Environment⁵

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	2	43	65
M	-	26.00	28.14	29.55
SD	-	1.41	2.34	2.45
Mdn	-	26.00	28.00	30.00
Q1	-	25.50	26.50	28.00
Q2	-	26.50	29.50	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

⁵ Statistically significant

Personal and Professional Growth Opportunities

Table 30: Agreeableness and Personal and Professional Growth Opportunities⁵

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	2	33	58	17
M	26.50	27.97	29.43	29.41
SD	2.12	2.19	2.37	3.02
Mdn	26.50	28.00	29.50	29.00
Q1	25.80	27.00	28.00	29.00
Q2	27.20	29.00	31.00	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

Meaningful and Interesting Work Tasks

Table 31: Agreeableness and Meaningful and Interesting Work Tasks⁵

Group	does not apply at all	rather does not apply	rather applies	applies exactly
n	-	23	47	40
M	-	28.26	28.60	29.73
SD	-	2.36	2.53	2.41
Mdn	-	29.00	29.00	30.00
Q1	-	27.00	27.00	28.00
Q2	-	29.50	30.50	31.00

Note. Listwise $N = 110$

n = number of observations within the sample, M = Mean, Mdn = Median,
SD = Standard Deviation, Q1 = 0.25 Quartile, Q3 = 0.75 Quartile

⁵ Statistically significant

Appendix XII – Boxplots of The Data Results

[All of the following boxplots were created with the help of RStudio]

XII.1 Extraversion

Financial Stability

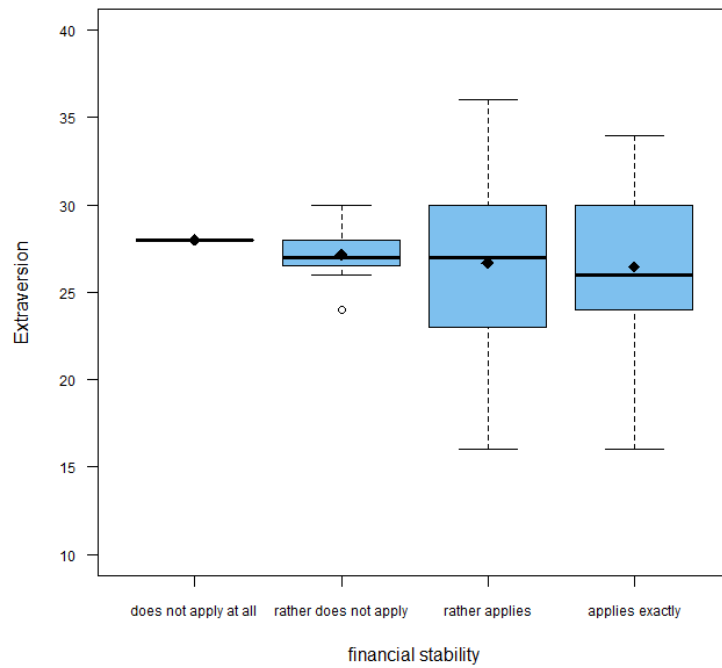


Figure 2: Extraversion and Financial Stability

Authentic Recognition and Rewards

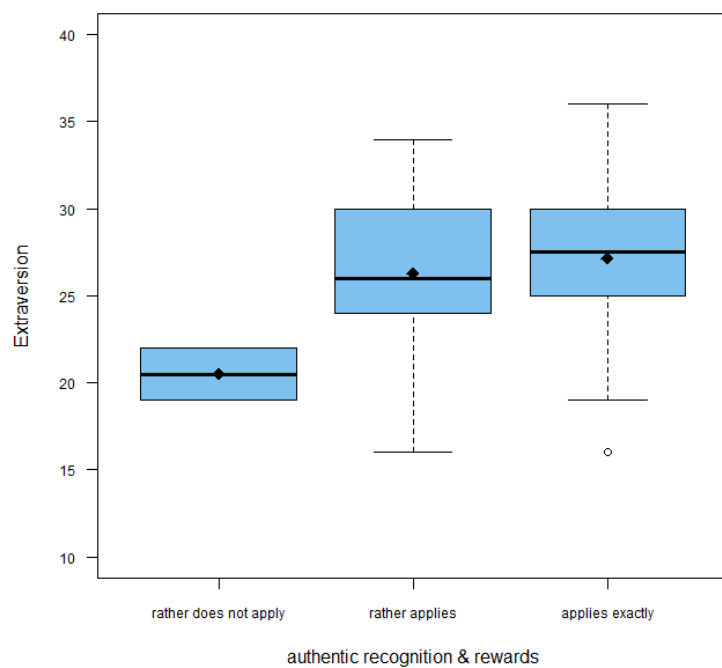


Figure 3: Extraversion and Authentic Recognition and Rewards

Healthy Work-Life Balance

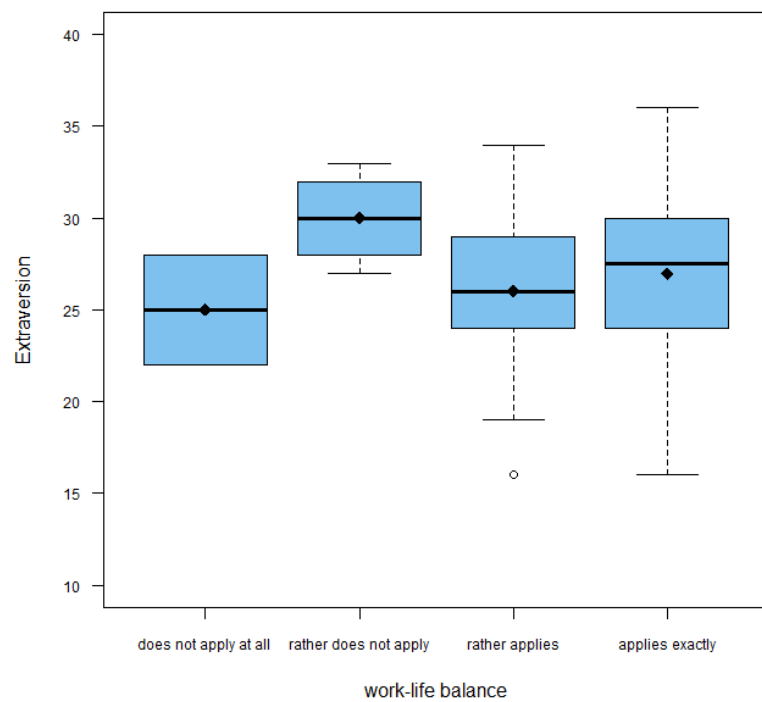


Figure 4: Extraversion and Healthy Work-Life Balance

Positive Work Environment

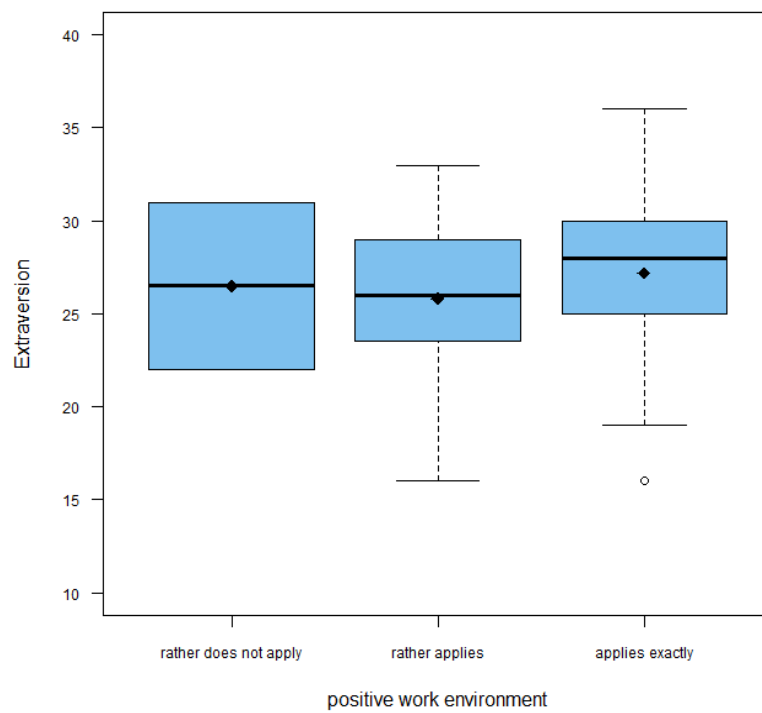


Figure 5: Extraversion and Positive Work Environment

Personal and Professional Growth Opportunities

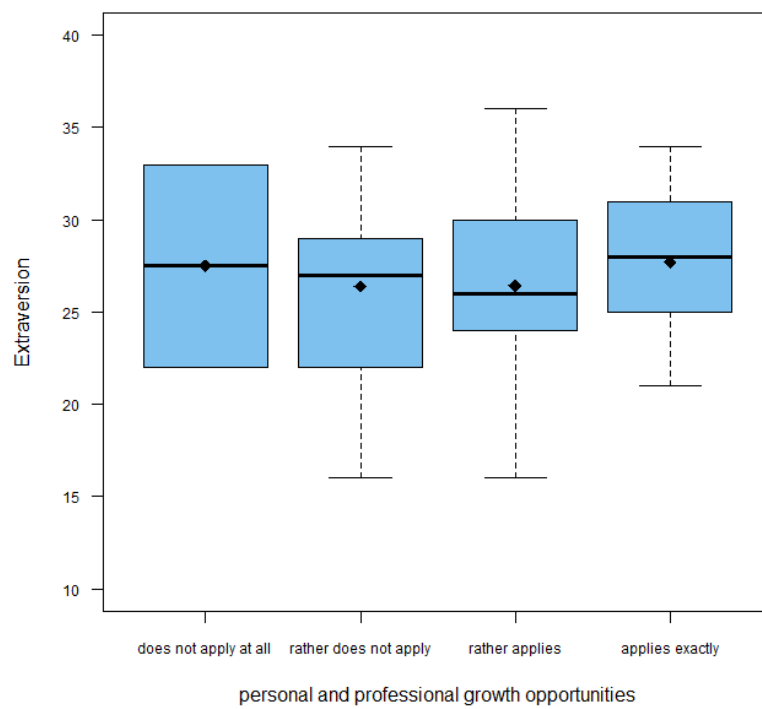


Figure 6: Extraversion and Personal and Professional Growth Opportunities

Meaningful and Interesting Work Tasks

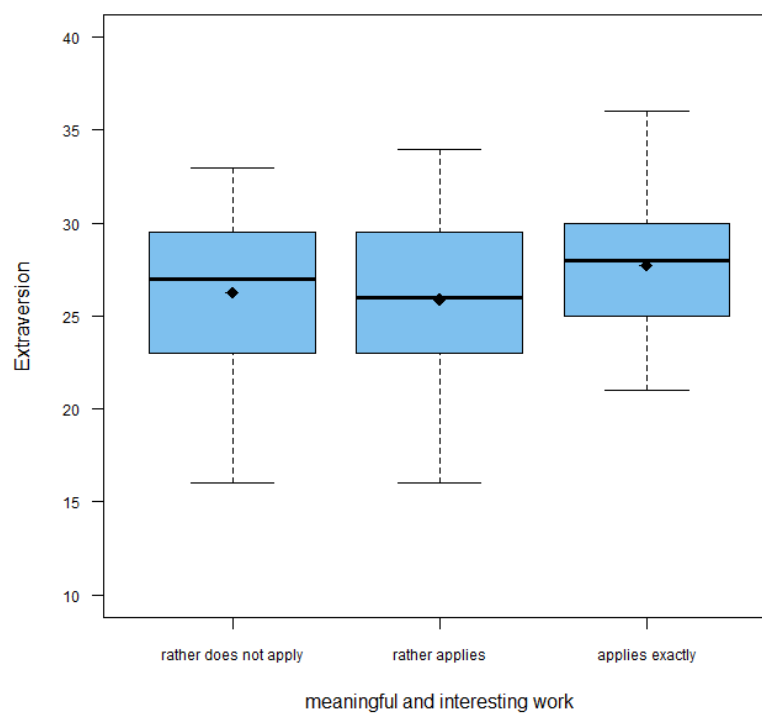


Figure 7: Extraversion and Meaningful and Interesting Work Tasks

XII.2 Conscientiousness

Financial Stability

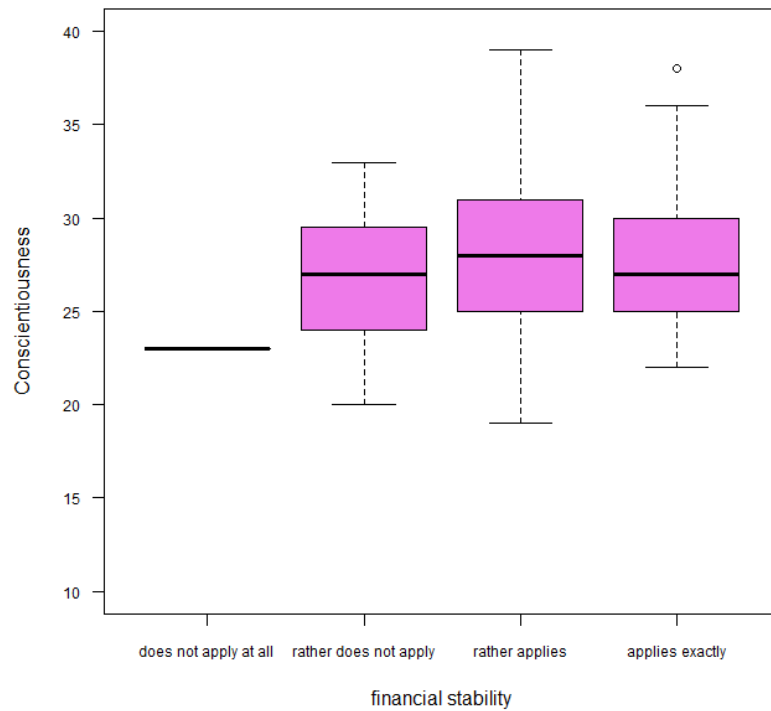


Figure 8: Conscientiousness and Financial Stability

Authentic Recognition and Rewards

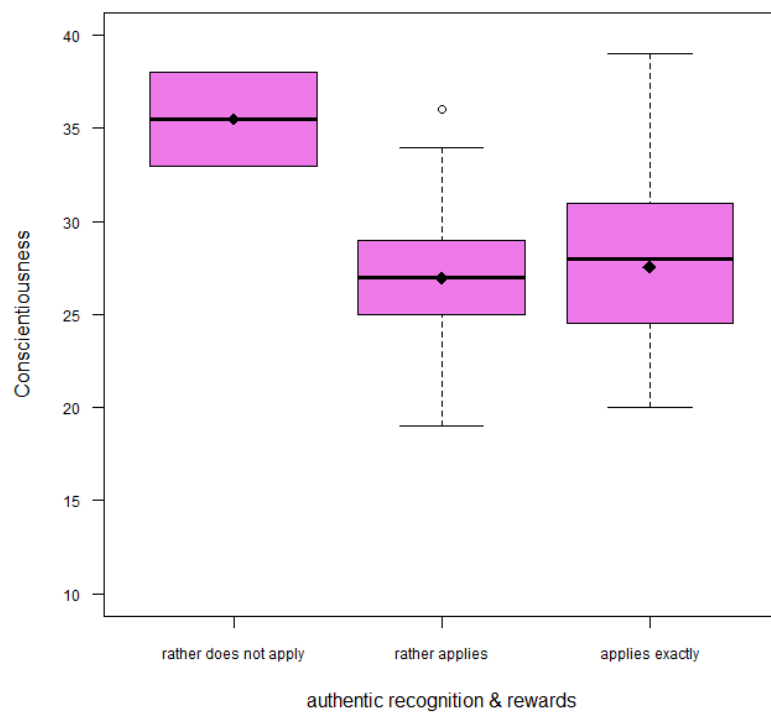


Figure 9: Conscientiousness Authentic Recognition and Rewards

Healthy Work-Life Balance

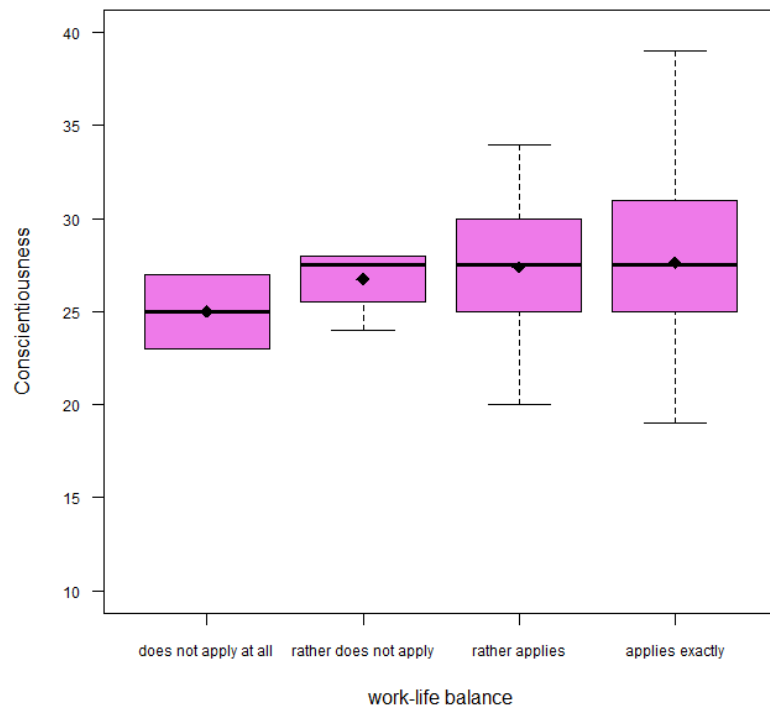


Figure 10: Conscientiousness and Healthy Work-Life Balance

Positive Work Environment

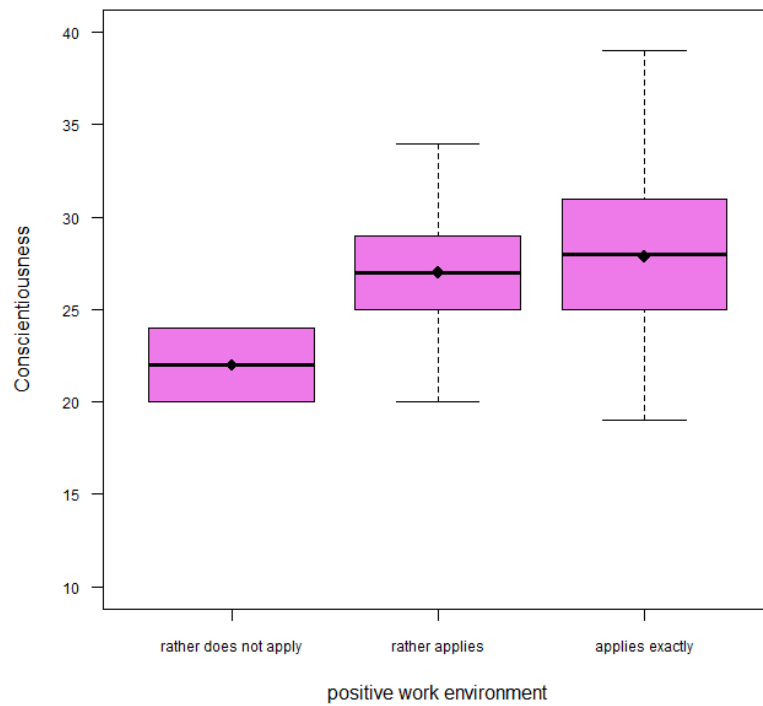


Figure 11: Conscientiousness and Positive Work Environment

Personal and Professional Growth Opportunities

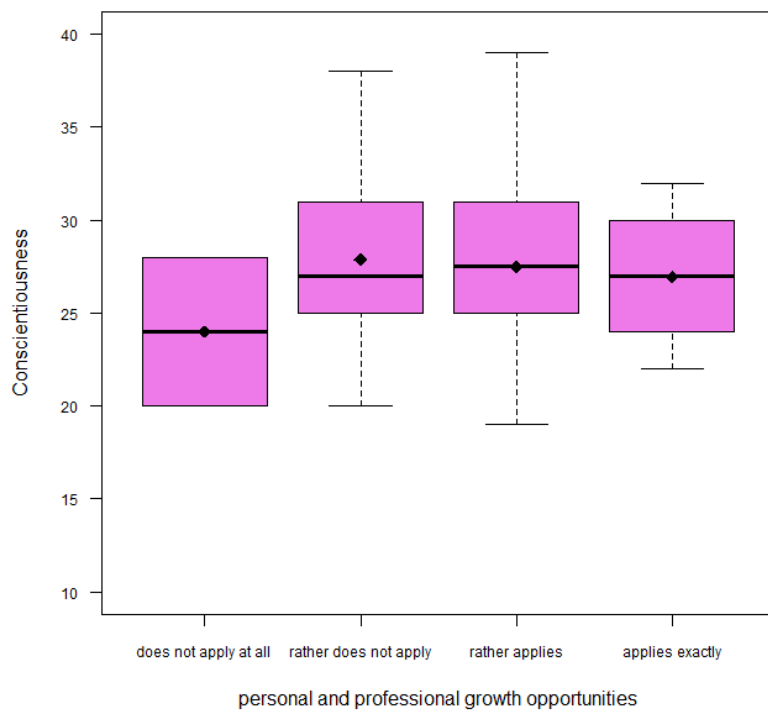


Figure 12: Conscientiousness and Personal and Professional Growth Opportunities

Meaningful and Interesting Work Tasks

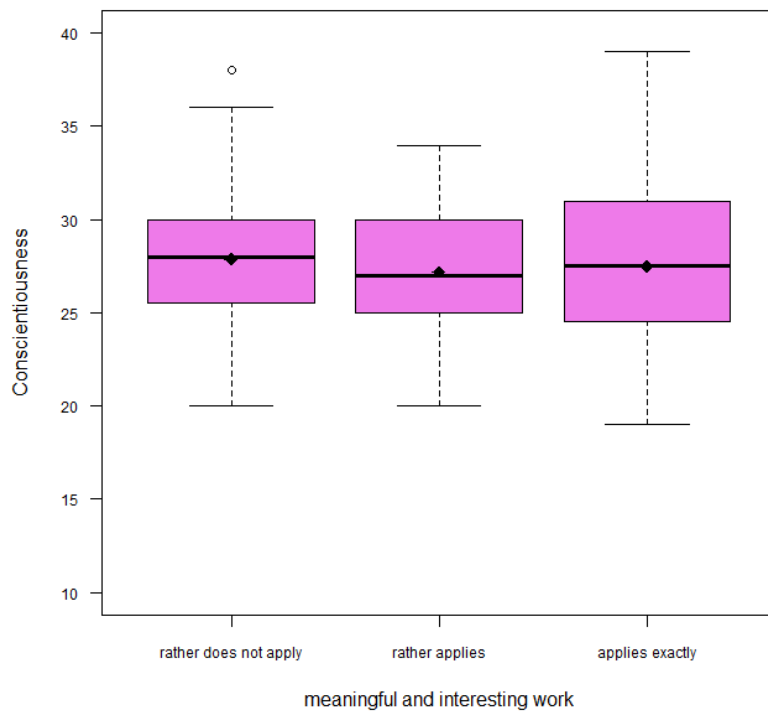


Figure 13: Conscientiousness and Meaningful and Interesting Work Tasks

XII.3 Neuroticism

Financial Stability

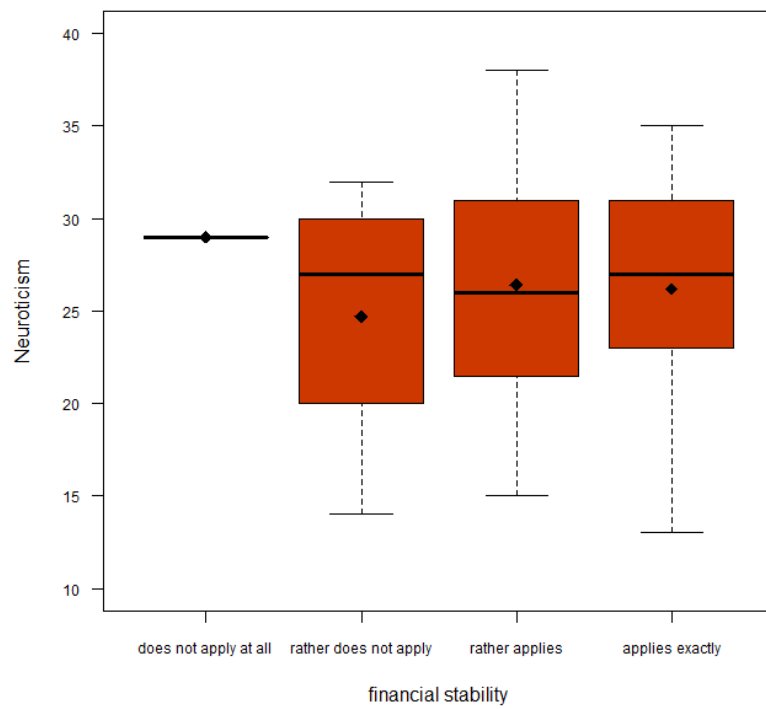


Figure 14: Neuroticism and Financial Stability

Authentic Recognition and Rewards

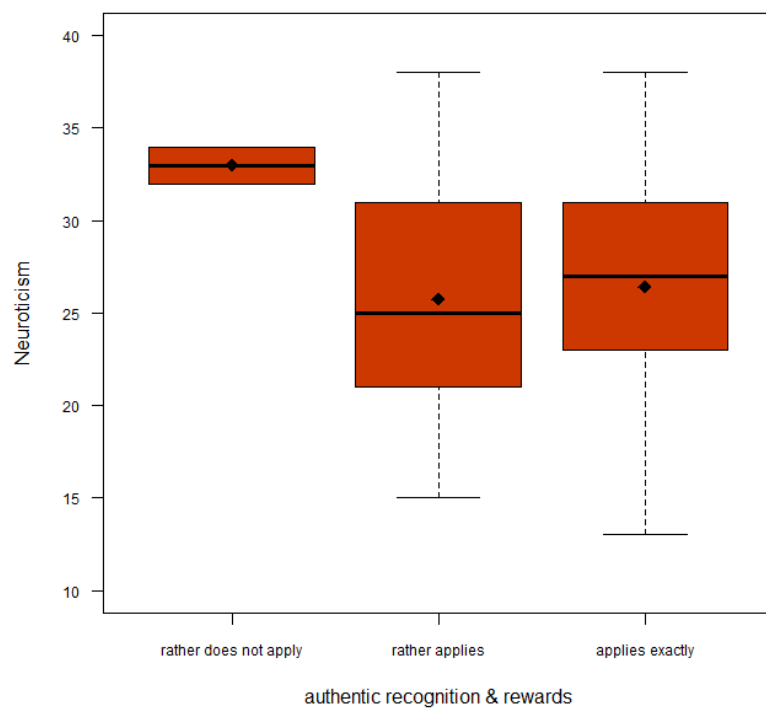


Figure 15: Neuroticism and Authentic Recognition and Rewards

Heathy Work-Life Balance

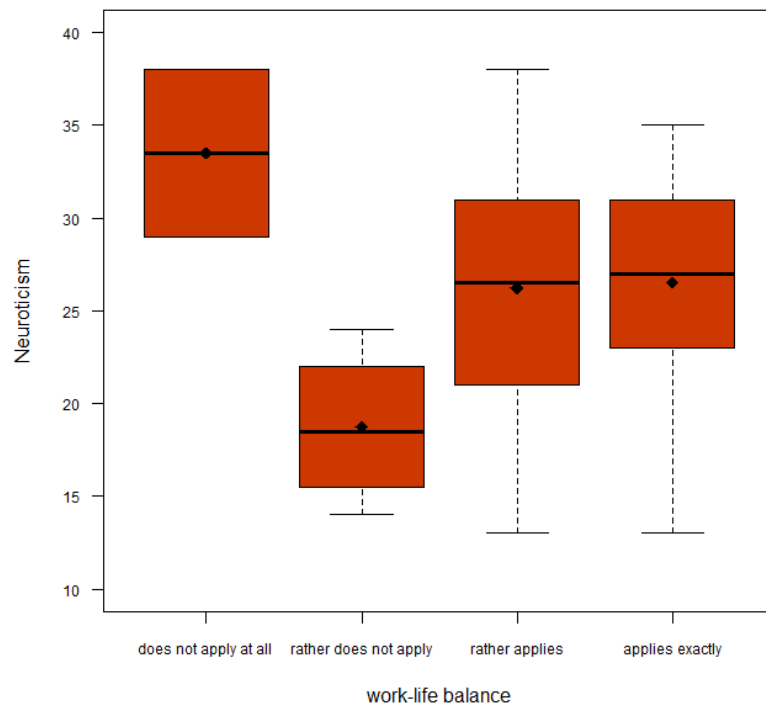


Figure 16: Neuroticism and Healthy Work-Life Balance

Positive Work Environment

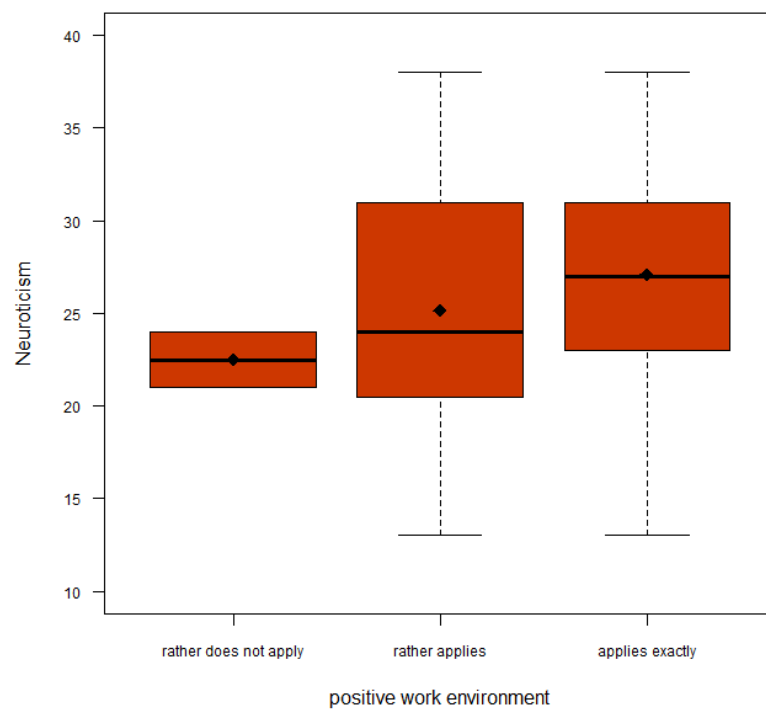


Figure 17: Neuroticism and Positive Work Environment⁵

⁵ Statistically significant

Personal and Professional Growth Opportunities

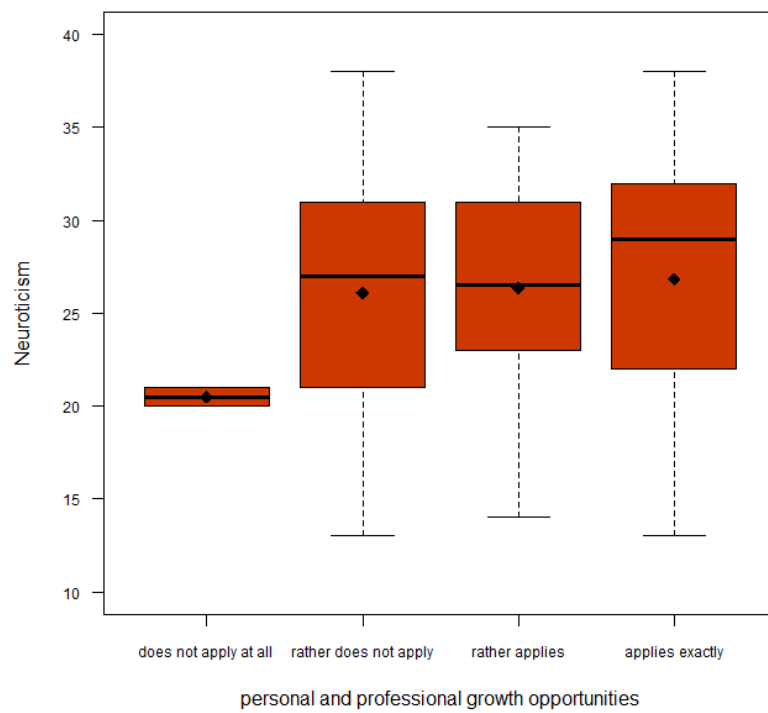


Figure 18: Neuroticism and Personal and Professional Growth Opportunities

Meaningful and Interesting Work Tasks

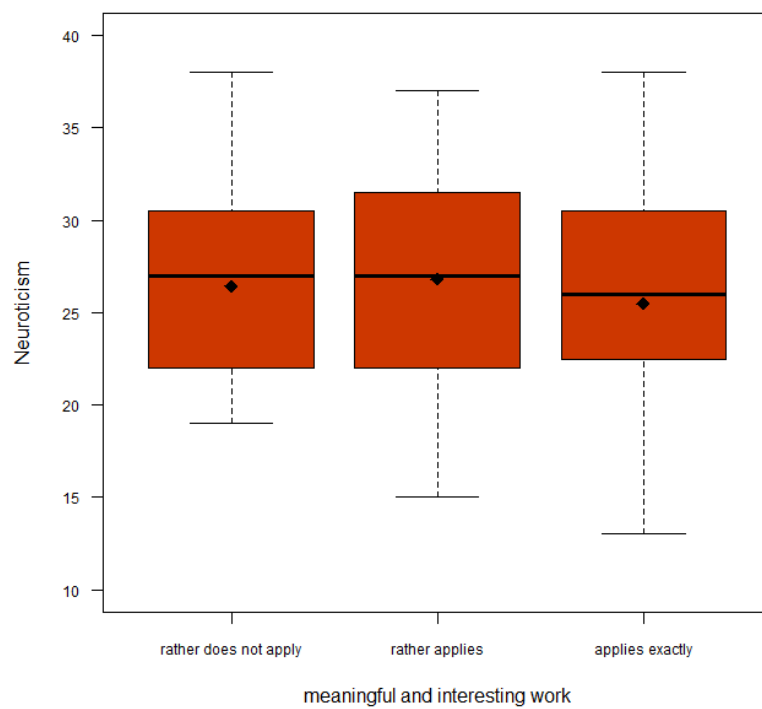


Figure 19: Neuroticism and Meaningful and Interesting Work Tasks

XII.4 Openness

Financial Stability

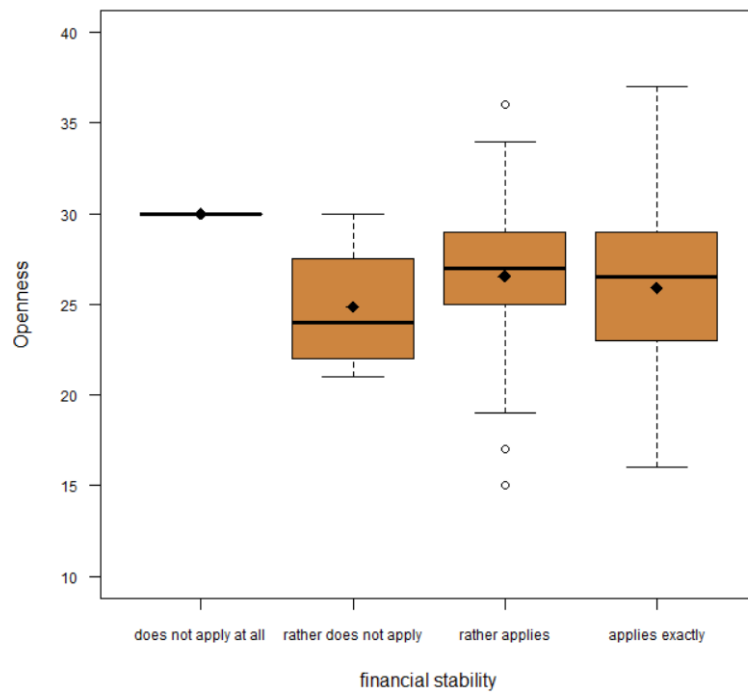


Figure 20: Openness and Financial Stability

Authentic Recognition and Rewards

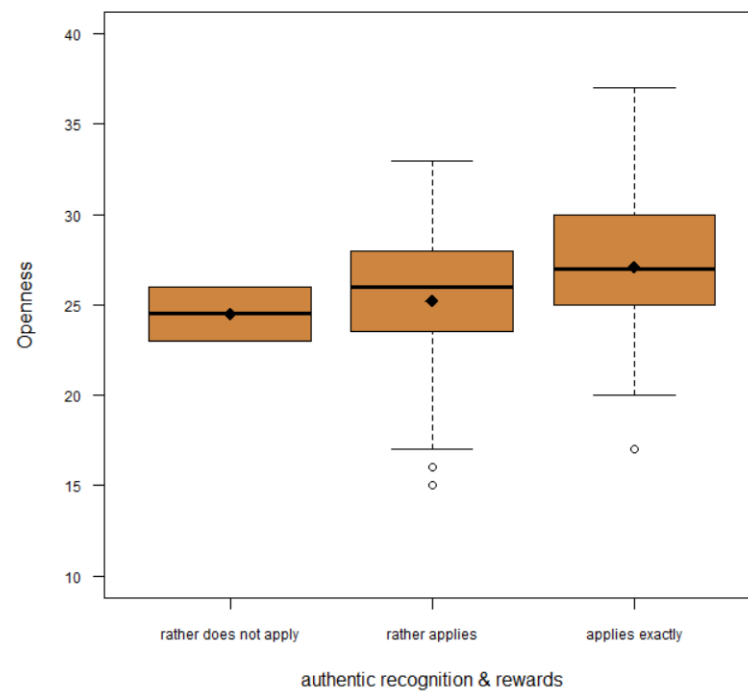


Figure 21: Openness and Authentic Recognition and Rewards⁵

⁵ Statistically significant

Healthy Work-Life Balance

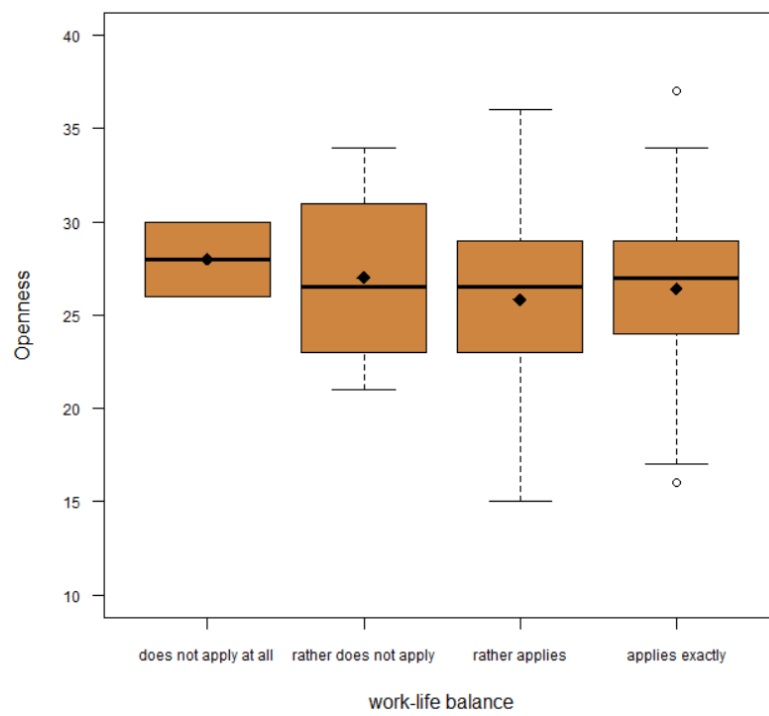


Figure 22: Openness and Healthy Work-Life Balance

Positive Work Environment

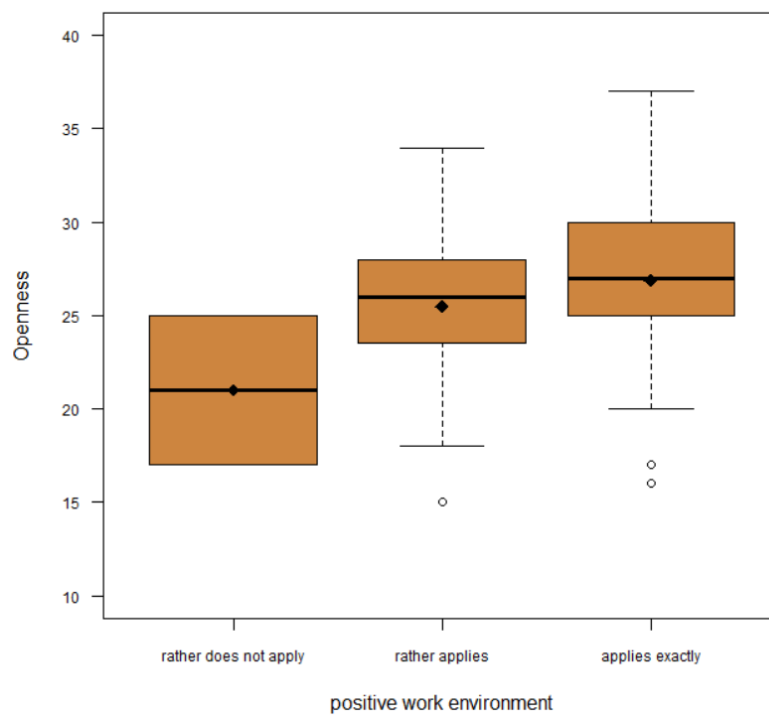


Figure 23: Openness and Positive Work Environment⁵

⁵ Statistically significant

Personal and Professional Growth Opportunities

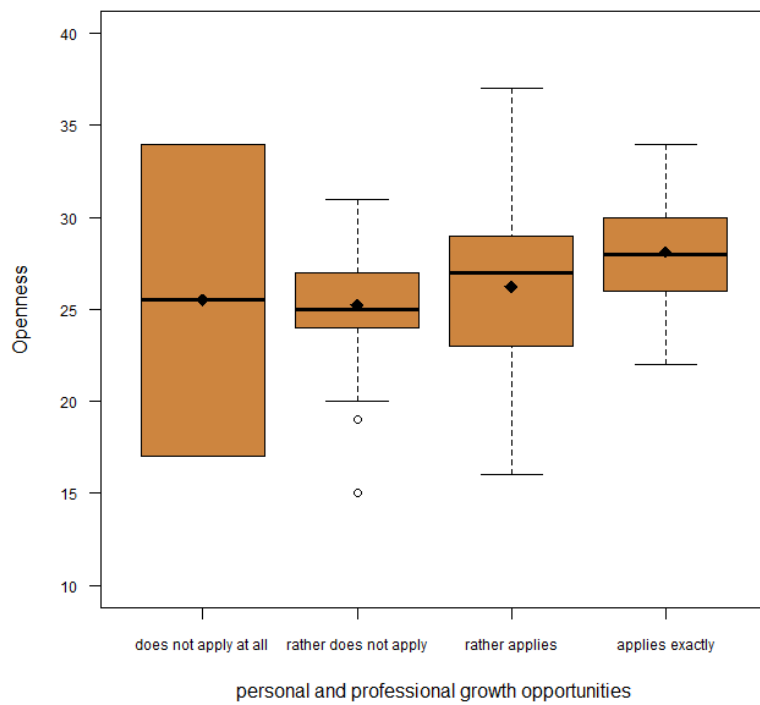


Figure 24: Openness and Personal and Professional Growth Opportunities⁵

Meaningful and Interesting Work Tasks

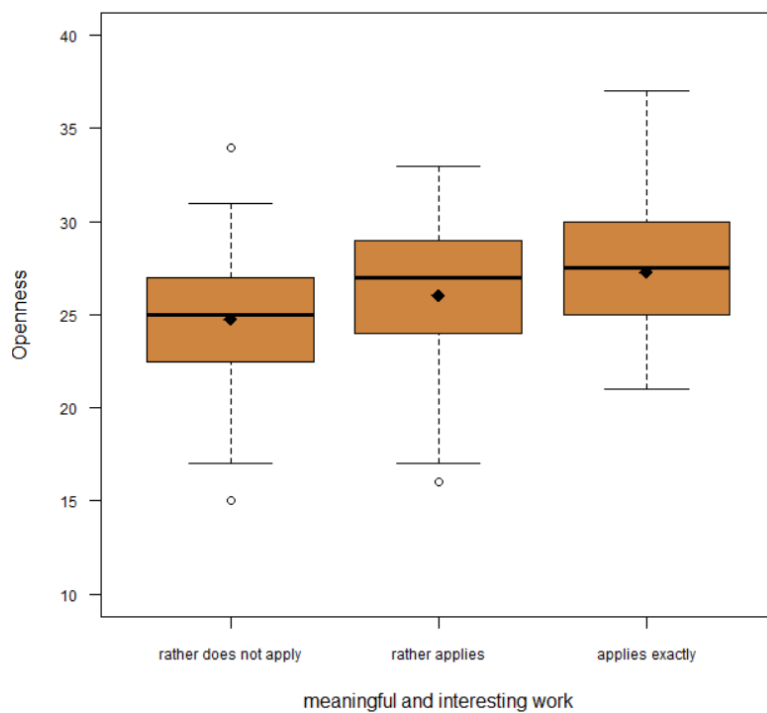


Figure 25: Openness and Meaningful and Interesting Work Tasks⁵

⁵ Statistically significant

XII.5 Agreeableness

Financial Stability

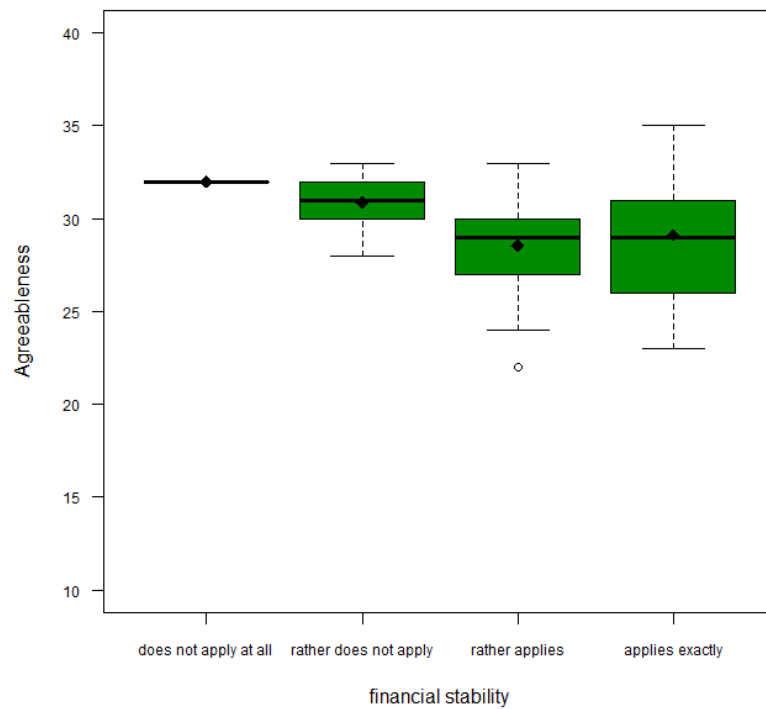


Figure 26: Agreeableness and Financial Stability

Authentic Recognition and Rewards

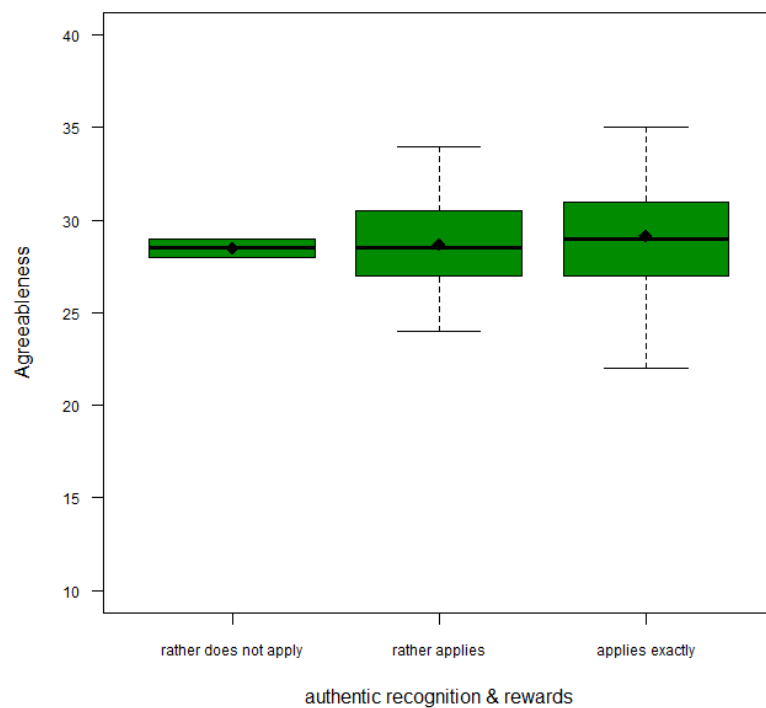


Figure 27: Agreeableness and Authentic Recognition and Rewards

Healthy Work-Life Balance

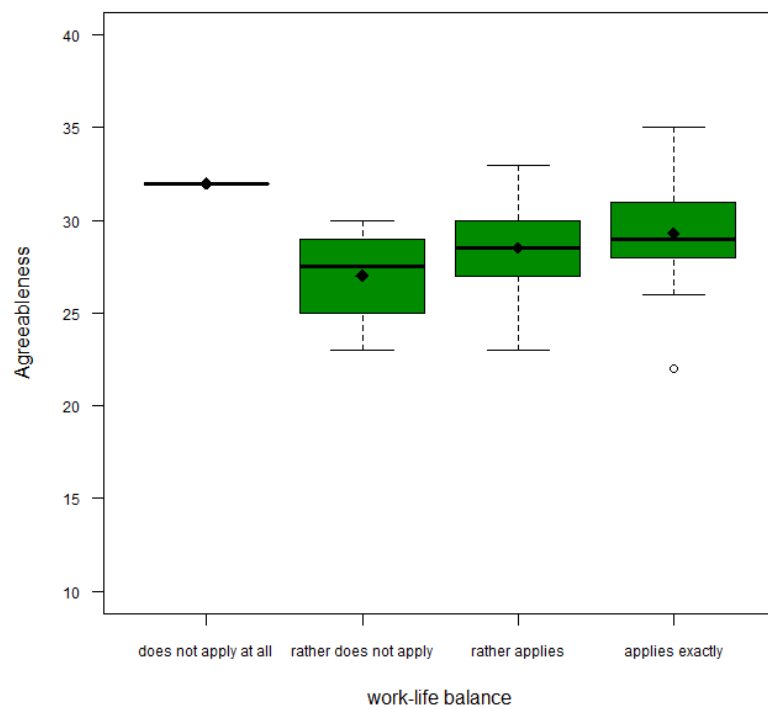


Figure 28: Agreeableness and Healthy Work-Life Balance

Positive Work Environment

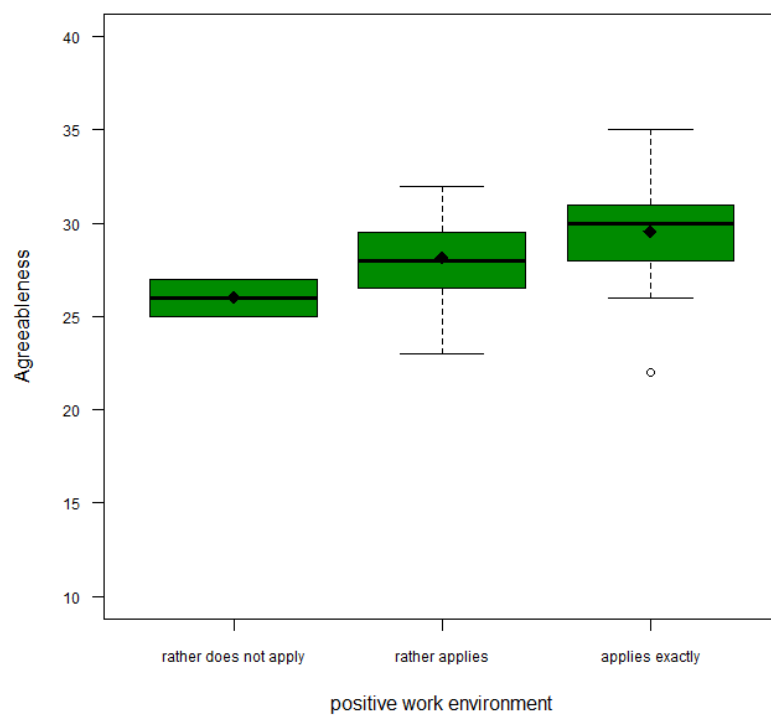


Figure 29: Agreeableness and Positive Work Environment⁵

⁵ Statistically significant

Personal and Professional Growth Opportunities

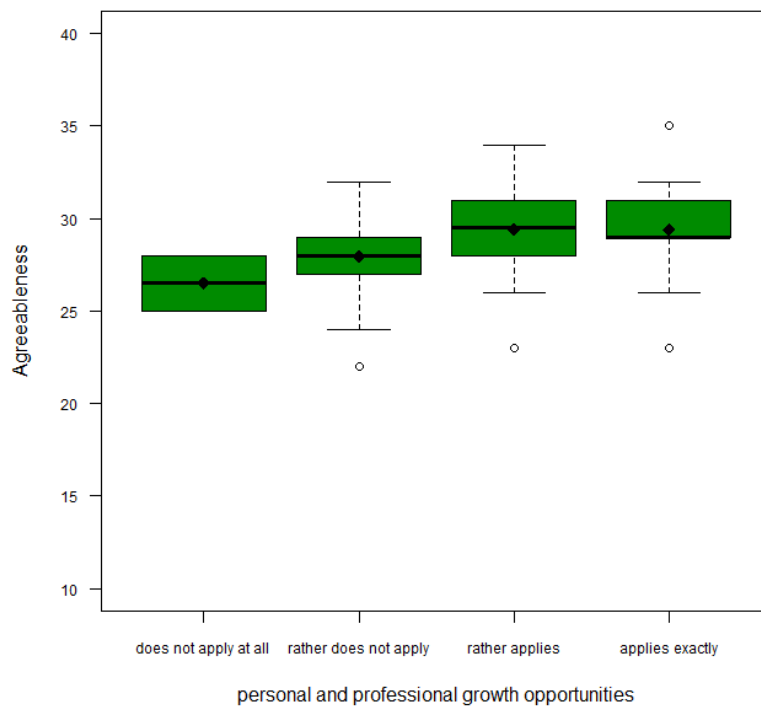


Figure 30: Agreeableness and Personal and Professional Growth Opportunities⁵

Meaningful and Interesting Work Tasks

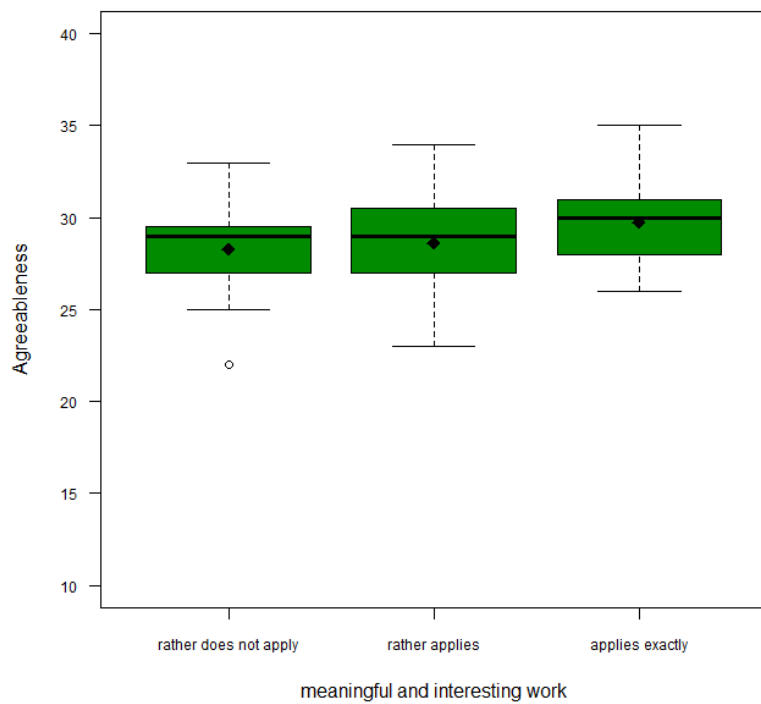


Figure 31: Agreeableness and Meaningful and Interesting Work Tasks⁵

⁵ Statistically significant

Appendix XIII – Capstone Project Supervision Record



CAPSTONE PROJECT SUPERVISION RECORD

Name of Student:	Wesener, Maren
Name of Supervisor:	Kelly, Lorca
Topic of Project:	Tailoring Retention Strategies for GenZ: The Impact of the Big Five Personality Traits on Employee Preferences

It is recommended that the supervisor provides 6 hrs in semester two of contract time to supervision. This record enables both supervisor and student to monitor the level of contract.

Work submitted prior to the meeting:	Research Proposal; Email (contained questions about literature review)
MEETING 1	Date: 16/01/2024 Start time: 5.30pm End time: 6.00pm Supervisor: Kelly, Lorca Student: Wesener, Maren
Written/Spoken feedback provided by supervisor:	Capstone Handbook as reference for structure; information about my questions regarding the literature review

Work submitted prior to the meeting:	Email (contained questions about referencing in the conclusion, recommendation, and discussion part, as well as my research objectives and if a translation of the coding/tabulation is necessary; problem with a lack of direct literature for my topic)
MEETING 2	Date: 29/01/2024 Start time: 8.15pm End time: 8.45pm Supervisor: Kelly, Lorca Student: Wesener, Maren

Written/Spoken feedback provided by supervisor:	no referencing is necessary except if it is suitable in the conclusion, recommendation, and discussion part; research objectives look fine; translation is not necessary as long as the questionnaire is accessible in English and German; recommendation of a 1:1 consultation with a librarian
---	--

Work submitted prior to the meeting:	Email (update about the results of the 1:1 consultation with the librarians – approach to ‘bridge’ the topic by making assumptions for preferences in retention strategies of the personality traits based on literature indications)
(MEETING 3)	Date: 02/02/2024 Start time: 10.05pm Reply time: 4.03pm Supervisor: Kelly, Lorca Student: Wesener, Maren
Written feedback provided by supervisor:	Consent was given to this approach

Work submitted prior to the meeting:	Email (contained questions about where to reference the literature review – in the discussion part or in the findings part; suggestion to slightly adapt the research objectives due to the word count limitation)
(MEETING 4)	Date: 04/03/2024 Start time: 12.11pm Reply time: 06/04/2024 8.45pm Supervisor: Kelly, Lorca Student: Wesener, Maren
Written feedback provided by supervisor:	References to the literature review already in the findings part, in the discussion part only if suitable; research objective adaption should be done and was consented

Work submitted prior to the meeting:	Email (information about current status with the Capstone Project; questioned to schedule a meeting to discuss gaps and details for adjustments)
MEETING 5	Date: 11/03/2024 Start time: 7.45pm End time: 8.00pm Supervisor: Kelly, Lorca Student: Wesener, Maren
Written/Spoken feedback provided by supervisor:	Detailed explanation about how to differentiate between the content of the discussion and conclusion; recommendation of a heading for implications for HR; Abstract does not count into word count

Work submitted prior to the meeting:	Email (information about current status with the Capstone Project; questioned to schedule a meeting to discuss CA3)
MEETING 6	Date: 25/03/2024 Start time: 8.00pm End time: 8.15pm Supervisor: Kelly, Lorca Student: Wesener, Maren
Written/Spoken feedback provided by supervisor:	CA3 as short version of the CA; approximately 8-10 minutes long; recorded with video