

**Assessing the influence of employee
characteristics on their perceptions about
retention and endorsement**

by

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ABSTRACT

Traditional strategies that have attracted and retained employees in the past will be challenging as the demographics of the workforce entering is drastically changing. Business success is dependent on full access to applicable data for quick decision making and strategy development. The Human Resources department at a specialty foods company wanted to ensure that it was preparing for the upcoming trends that would make them the employer of choice as it felt it has been in years past. The company is very proud of its culture and high employee retention rates, however after an analysis of its current multigenerational workforce, the organization contemplated whether it would continue to have a competitive advantage that retains and attracts employees in the future. The study was meant to examine what strategies the company may implement to increase its ability to retain its employees and enhance its attractiveness to candidates as a choice place to work.

The Human Resources department wanted to use raw data obtained from an employee survey to further analyze responses in order to determine if demographic factors influenced responses. However, due to limitations in procurement of full data, the study produced a “synthetic” dataset for assessing the influence of three different employee characteristics: Tenure, Activity/Location, and Gender. There were two statements of interest that were analyzed: “I want to work here for a long time” and “I would strongly endorse my company to friends and family as a great place to work”. These two statements would give insight on retention intent and a sense of corporate culture and employee engagement. If employees truly had an outstanding employee experience they would want

to work for the company for a long time and become personal endorsers to their friends and family which is the most trusted form of endorsed marketing.

To generate the data, the average responses and their standard deviations for each statement and each employee characteristic associated with the response were estimated using Bernoulli Distribution protocol. Due to the scoring method and restricted data provided, there were expected limitations of the results that would be produced as they are based on possibility of responses. The synthetic data was used to estimate logit regression models seeking to determine the extent to which employee characteristics influences their responses to the two statements of interest. The regression models only declared that the difference between those who have 20+ years of tenure desire to work for the company for a long time and new hire's desire to work at the company for a long time is statistically significant ($p < .05$). All other variables were not statistically significant.

The analysis conducted was to provoke management to make the necessary investments in getting the essential data to facilitate effective management of employees' attitude towards the two critical statements based on their characteristics. Having the raw data would have allowed more granular substance to run regression models to explore statistical significance of how different demographic variables influences responses. It also leads to developing in-depth exploration of other factors that influence employees in their attitudes about the company's culture to enable the Human Resources Department to develop more effective interventions for prompting the required behaviors to support the aspirational culture environment in the company.

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CHAPTER I: INTRODUCTION

Employee experience has significance on an employer's ability to attract, engage, and develop a high-performing workforce. In the past few years, with the rapidly changing workplace, there has been a lot of focus on employee experience. Not only is the workplace changing with today's technology, the workforce is changing. The proportion of millennials in the workforce today is large and they are predicted to become the largest generation of the global workforce in the next five years. Their work attitudes are different from the other generations. They are mobile and connect to organizations they work for at more than the economic level. (Smith and Turner 2017) They have to believe in the organization's culture and feel like they are part of something larger than themselves. Their needs from the leadership of the organizations they work for also differ from those of their predecessors. (Hastwell 2019) As companies compete for top talent and try to safeguard employee retention, they are starting to reimagine the human interactions at work.

1.1 Employee Experience

Delivering an exceptional customer experience has been a mission for many organizations. When companies deliver an exceptional experience to their customers, they gain loyalty. This value for customers becomes more important than price. Companies that follow this strategic logic called value innovation create blue oceans. Blue ocean strategy calls it value innovation because instead of focusing on beating the competition, you focus on making the competition irrelevant by creating a leap in value for the buyer

and your company, thereby opening up new and uncontested market space. (Kim and Mauborgne 2015) Employee experience follows the same concept except the focus is internal – on employees. Money or compensation is just one-way employers show value to their employees. Employers need to take a comprehensive look at their employees’ needs to show their full value.

According to an article from Gallup, “An organization’s employee experience reflects the entire journey an employee takes with the organization. It includes pre-hire experiences to post-exit interactions, as well as aspects of a job related to an employee’s role, workspace, wellbeing, and relationships with their manager and team”. (Gallup 2019) Understanding what factors shape employee experiences at organizations and then working on improving and aligning them to add value will help create environments where employees genuinely want to engage and perform.

1.2 Purpose and Objectives

Until the pandemic of 2020, the unemployment rate across the US economy was below or close to 4%. Despite the pandemic increasing that to near 10%, there is no evidence that the supply of labor exceeds the demand side, implying that organizations continue to compete for good employees by promising better working environments and excellent culture, and leveraging their culture and reputation. The structure of the workforce is clearly changing, and this is also true for Naturally Classic Foods, a large ingredient distributor. As indicated in Table 2.1, the proportion of millennials in the Naturally Classic workforce is large and increasing. How do the changes in the age cohort structure of an organization’s workforce influence how employees’ experience in the

company? This question is important because of the changing demographics of the employee pool in the food industry, the state of the labor market, and competition for employees in the general economy. The purpose of this thesis is to examine the extent to which demographic factors influence positive responses towards retention and company endorsement by its employees. This is a case study and the identity of the company has been changed for anonymity reasons.

The overall objective is to determine which demographic factors affect (positive or negative) employee experience at Naturally Classic Foods. To accomplish this, it is important to identify characteristic differences for comparison on the employee experience at the company. A statistical and regression analysis of how employees responded in the employee survey relative to the demographic factors of tenure/age, activity/location, department, and gender will be conducted to determine how they feel about the company culture. Recognizing where the company is leading and where they are falling behind will uncover hidden strengths and blind spots. It will drive focus on information needed, and important relationships among variables to help create new initiatives to better the company's workplace culture.

There is evidence from the literature that employees in the millennial cohort tend to be more committed to their values and beliefs than those in the older generational cohorts. For them, an employer may be conceived of as someone helping them create the change they seek in the world. Exploring the literature for the specific characteristics and how they contribute to defining how different age cohorts connect to an organization's culture would provide insights into how the organization communicates its culture and structures its engagement processes with different employees.

CHAPTER II: LITERATURE REVIEW

This chapter will describe company background, company culture, and retention rates. It will also examine the benefits of employee surveys and how certification as a best place to work can enhance recruitment of top talent and employee retention. The millennial generation is predicted to dominate the workforce over the next few years as the baby boomers retire and exit the job market. This research explores the demographic and corporate structures that contribute to organizations benefitting from the unique work ethic of this dominant age cohort waiting to control the workforce. Therefore, this chapter reviews the literature on millennials and their workplace. Finally, the chapter presents a discussion on the necessity of adjusting the recruitment process and implementing a new innovative recruitment strategy in order to compete in the market of top talent.

2.1 Company Background

Naturally Classic Foods, with its corporate offices in Sarasota, Florida, is a national specialty foods manufacturer that is family owned and privately held. The company offers a full portfolio of high-quality food products available to service the needs of food and beverage manufacturers throughout the United States. In addition, they have designed a national system of warehouses and distribution centers centered on logistics principles that speed products to customers. Since its founding, Naturally Classic Foods has expanded its product line extensively and its footprint through acquisitions. It has specialized in providing its customers with products certified as not containing genetically modified organisms (GMO).

In its early years, the company had less than 20 employees and one manufacturing facility. Today, it has close to 400 employees in the U.S. and about 100 in Mexico. The company owns and operates a manufacturing plant in Mexico and a combination of nine manufacturing and distribution facilities in five US states: California, Kansas, Texas, Wisconsin, and Florida. Culture became increasingly important as the company grew through acquisition and found each acquired company came with its own culture. The company realized that having a single identity across its expanding locations was necessary to developing and sustaining its overall competitiveness.

2.2 Company Culture

For some time, the owner and President has wanted to put together a document that captured Naturally Classic Foods's core values and the way it does business. It finally happened in 2016, when the company launched "The Naturally Classic Pillars". Naturally Classic Foods invested in CultureWise™, which is a service provided by High Performing Culture. The service helps organizations build and operationalize their culture by defining behaviors that drive success, creating and deploying rituals to teach the behaviors with consistency, engage the workforce, and serve teaching content through an online platform. (CultureWise n.d.)

Naturally Classic Foods has developed a description of its practices and principles, the Pillars, that form the foundation of the collective culture – the way customers are treated, the way suppliers are treated, the way the organizational members work with each other and the way they conduct themselves in the community. The Pillars reflect who employees are as professionals and the company as a professional organization. It is

believed that following the Pillars have been the cornerstone of the organization's success and will keep it strong for years to come.

A cultural characteristic unique to Naturally Classic Foods, despite the growth over the last decade, is that there is still a small company family feel to the organization. The owner was very proud of the culture and advertised it as "small company special". In August 2020, for the first time in the history of Naturally Classic Foods, a non-family member was named President of the company. The new President immediately noted that he wanted to keep the "small company special" about Naturally Classic Foods but add "big company execution" to the tagline.

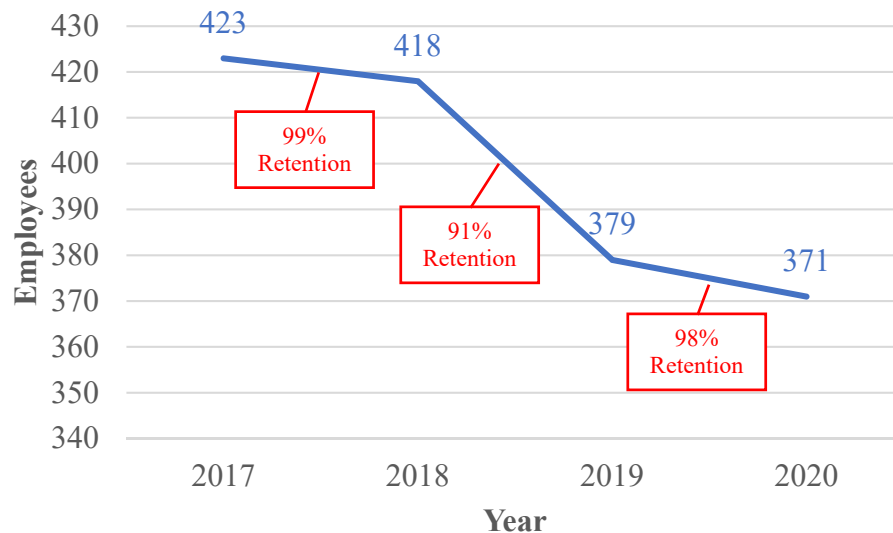
With an aggressive strategic growth plan prepared for the next five years, change is inevitable at Naturally Classic Foods. A new vision is in place. A purpose statement was created and presented to the organization – "Enhancing peoples' lives by connecting organizations feeding our communities." A mission statement was also released – "To be the preferred and trusted partner in novel specialty foods." Although the business model was not changing, it was the first time a strategy was articulated and shared with the whole organization. Employees began speculating that the company was starting to feel a little more "corporate", meaning it was losing its small company feel.

2.3 Retention Rates and Workforce Demographics

Retention rate is calculated by taking the numbers of employees that are remaining at the end of the year and dividing it by the total number of employees at the start of that year. Throughout the years, employee retention rates have consistently remained high. The number of employees leaving Naturally Classic Foods each year has always been so

insignificant that the organization was led to the belief that employee satisfaction was high. The retention rates in the last three years have been in the 90th percentile. The only pivotal dip, as shown in Figure 2.1, occurred due to an employer decision to reduce the workforce in 2019, leading to a retention rate of 91%.

Figure 2.1: Naturally Classic Foods Total Number of Employees at Year End



Many of the organization's characteristics affect employees' decisions to remain or leave the company. Competitive compensation and benefits, flexible schedules, rewards and recognition, employee development opportunities and training, and a pleasant organizational culture have all been shown to improve employee retention rates.

(Recruiterbox n.d.) At Naturally Classic Foods, a profit-sharing plan that invested 15% of employees' annual salary each year without employee contribution has been the main appealing factor that has kept many employees loyal. This benefit was a competitive advantage for close to 40 years. However, the company lowered the contribution to 10% in 2018, and then lowered it to 5% in 2019 due to the changing business environment.

Many veteran employees were shocked as they relied on the plan for retirement. The profit-sharing plan was so successful in its investments, that many long-term employees had substantial funds in their profit sharing accounts to retire comfortably. Newer employees were left dumbfounded, as they wondered if they would ever reap the benefits of a higher contribution rate like their coworkers did. The leadership team made the decision to decrease the profit-sharing plan to combat escalating internal costs. They felt they were still competitive in the marketplace as most employers offer 401K retirement plans in which employee contribution was necessary. Pensions and profit-sharing plans were also becoming less common in the workplace. The belief was still offering the profit-sharing plan despite at a lower contribution rate would not affect employee satisfaction or retention. This outlook continues in 2020 as retention remains consistent. However, after an analysis of the multigenerational workforce that exists today (Table 2.1 and Figure 2.2), the organization contemplates whether this benefit will continue to be a competitive advantage that retains employees.

The current workforce at Naturally Classic Foods may be organized into five different generation cohorts. Traditionalists, born between 1925 and 1945, make up about 1% of the company's workforce. They were born during the Great Depression and grew up expecting a hard life. The Baby Boomers, born between 1946 and 1964, make up about 22% of the workforce, and are defined as being the large population segment born after the Second world War. They grew up in a time of prosperity and were different consumers from their parents. Baby Boomers, who represent 22% of the current workforce, will be retiring in the next five to ten years. Gen Xers were born between 1965 and 1980, and account for about 43% of the company's workforce, making the largest generation cohort

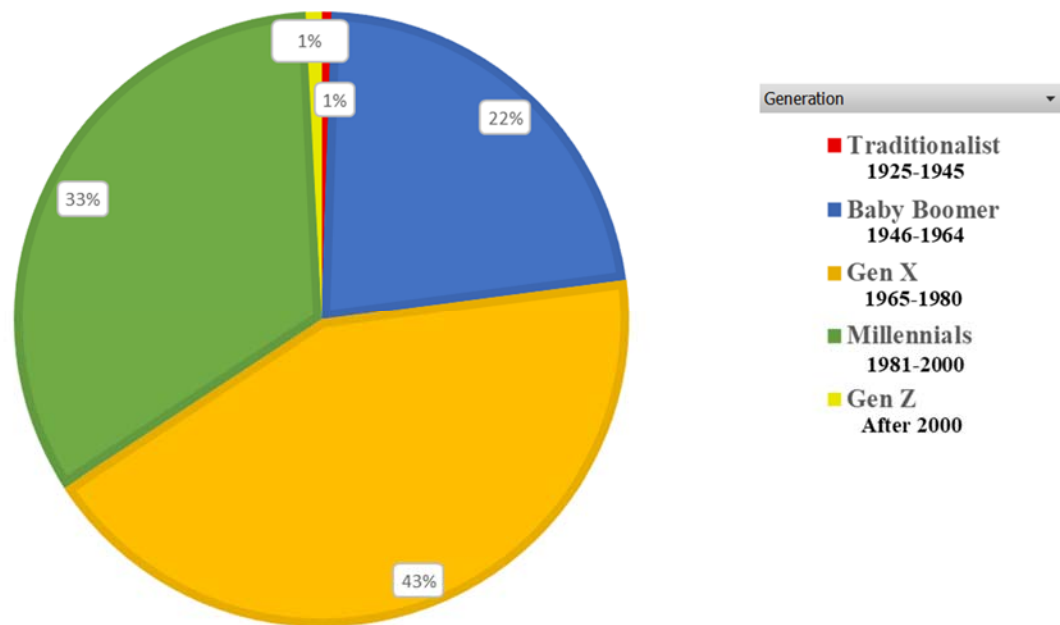
at the company. Gen Xers are known to have the highest level of education in the US to date. As the largest growing workforce generation, it is highly probable that the majority of the new talent entering the company in the next five years will be millennials, further expanding their representation in the Naturally Classic workforce.

The Millennials, born between 1981 and 2000, make up the next largest cohort group at the company, about 33%. The millennials grew up with the internet and the social media companies that defined it: Facebook, Amazon, Netflix, and Google, collectively known as the FANG, and their associated companies – YouTube, Instagram, and Pinterest. They been credited for revolutionizing the workplace with their comfort for of flextime, work from home, and the so-called gig economy. Finally, the Gen Z generation, which includes those born after 2000, makes up only about 1% of the company’s workforce. Although still too young to make an impact, the Gen Xers are known for being much more tolerant of others, more cautious, and for having less “in person” contact with others due to more time connecting via smart phones. (Robinson 2017)

Table 2.1: Naturally Classic Foods 2020 Multigenerational Workforce

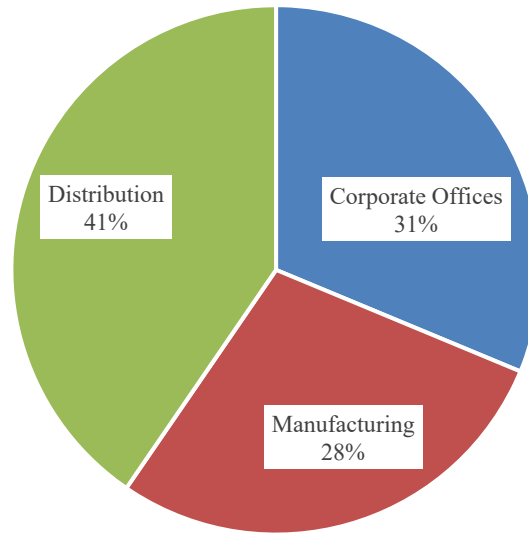
Generation	Count of Employees	% of Workforce
Traditionalist	2	1%
Baby Boomer	83	22%
Gen X	163	43%
Millennials	120	33%
Gen Z	3	1%
Grand Total	371	100%

Figure 2.2: Distribution of Naturally Classic Workforce by Generation Cohort - 2020 (N = 371)



The structure of the workforce by department is presented in Figure 2.2. It shows that Naturally Classic Foods' employees are organized into three distinct departments: Corporate Offices; Distribution; and Manufacturing. Distribution accounts for about 41% of all employees, while manufacturing accounts 28%, with corporate offices accounting for the remaining 31%. Corporate offices have the human resources department and the financial services department for the whole organization, in addition to the executive management and management support staff. This will explain the large proportion of employees in that department.

Figure 2.2: Distribution of Employees by Department (N = 371)



2.4 Employee Surveys

Studies have found that employee satisfaction is linked to customer satisfaction. Employees want to enjoy going to work and want to have a pleasant experience at work by enjoying their work and who they work with. The Great Place to Work Institute conducts an annual survey to assess employee perceptions about their workplaces. Having a high trust level between employees and management is one the most indicators of a great workplace. There are three aspects of trust that define trust in great workplaces: “The first is credibility - what employees think about the management's believability, competence and integrity. The second is what employees think management thinks about them. Then, they must also feel that management has their best interests at heart to

genuinely extend their trust. This is done in two main ways: Showing recognition and appreciation and demonstrating personal concern”. (Levering 2004)

High employee retention rates are also central to being a great workplace. Research shows that employee decisions to leave their employment is correlated with the extent to which they trust their managers. Sinclair (2013) notes that “Organizational trust and affective organizational commitment were found to have strong and statistically significantly correlations with intent to leave.” (Sinclair 2013) Employers acting on the data found in employee surveys provide a pathway for management to demonstrate organizational commitment and to build trust. Implementing appropriate human resources management strategies can improve the organizational culture, the employee, and society, while contributing to active organizational commitment. As industry competition increases for talent, retention of knowledgeable workers becomes a strength not only to enhance competitiveness and avoid recruiting and training cost, but to maintain vital knowledge, retain and attract top talent, and uphold the organization’s reputation as a great workplace.

2.5 Millennials’ Unique Position

Although not the largest generational cohort at the company, millennials present a very unique opportunity for the future of the workplace. While there are many negative stereotypes about millennials in the workplace, they do present some exiting characteristics for the emerging workplace. For example, their adaptability, digital expertise, passion for new ways, and global perspective, provide great opportunities for companies that hire them. Millennials want to work towards something bigger than themselves; they want to

have purpose. They do not want a dead-end job, but rather want to contribute to the company and society as a whole. (Magner 2020)

According to Gallup's extensive workplace research, what millennials want is also actually good for business. The aspects of the employee experience they value include the following:

1. For millennials, work must have a meaning; they do not just want a paycheck.
2. Fairness is important for millennials. As such, compensation must be fair.
3. Millennials are not pursuing job satisfaction; they are pursuing personal development.
4. Millennials do not want bosses; they want coaches.
5. They do not want annual reviews, rather they want ongoing conversations.
6. Their focus is developing their strengths, not fixing their weaknesses.
7. They do not just want a job; they want a GOOD job.

Gallup states that "Just a 10% improvement in employees' connection with the mission or purpose of their organization would result in a 12.7% reduction in safety incidents, an 8.1% decrease in turnover, and a 4.4% increase in profitability". (Robison 2019) Therefore, employee connection elasticity of workplace safety and workplace safety are, respectively, elastic, and inelastic and negative. On the other hand, the employee connection elasticity of profitability is inelastic and positive.

Companies actively attempting to differentiate themselves from the competition has become standard, the research notes. (Eckout and Pinheiro 2014) As millennials become the largest living generation in the U.S. as well as the majority of the future workforce, it is important to understand what they want at work. Anesi (2017) observes that the values across generations are similar, and that generations in the workplace probably do not have any meaningful differences. Any differences may be a result of longevity and experience in the workforce and not related to the generation, *per se*. Culture, then becomes the

critical ingredient of forging a workplace that all generations feel connected to and willing to contribute to in order to make the difference they seek. (Martinez, et al. 2015)

2.6 Recruitment Strategies

Rethinking the recruiting process is essential for businesses moving forward. Traditional strategies that have attracted and retained employees in the past will be challenging as the demographics of the workforce entering changes. Employers must develop innovative recruiting strategies that will allow them to compete in attracting competent candidates to prepare for the labor shortage that is approaching. Increasingly, the issue of diversity has become important in organizations, not because of policy imperatives as were imposed in the 1960s, but for pure business and performance reasons. As such, organizations are not only investing in education and training of their employees but are focusing on ensuring their recruitment pool includes minorities and women. (Wiley 1992) Broadening their recruitment scope and improving their image to market themselves as a good place to work help employers reap the benefits of a better workforce. (Georgescu 2018) These companies deliver 8% higher return on equity than other companies while emitting 72% fewer greenhouse gases per dollar of revenue.

In addition to the changing workforce demographics, COVID has drastically changed the workplace. The recruiting process changed to adapt to the new norm of working from remote locations. To face the talent war in 2021 (Shah 2020) presents six insights that employers might follow to enhance their success. First, they need to realize that remote work is more than a nice thing to have as prospective employees are proactively seeking remote and flexible options beyond the pandemic. Second, they need

to get comfortable with sourcing in smaller online communities has become a new tool as more professionals seek to network virtually. Third, using virtual hiring processes mean back to the basics and focusing on refining best practices in the recruitment and hiring activities. Fourth, hiring requires a different sales pitch because employers cannot showcase their fancy offices or cool open floor plans. They need to convey the company's culture with creativity. Employer branding will be more important as companies seek to differentiate themselves to the changing candidate pool. Company culture needs to be carried across virtually to digitally attract prospective candidates. Fifth, walk the talk when it comes to diversity and inclusion because candidates are asking the questions about these social issues and seeking to determine if they or their friends and families will fit into the culture. Finally, future proofing means doing everything well now and being more thoughtful and deliberate about connecting candidates to the mission of the organization in the long run. Ensuring a smooth and positive experience with candidates helps aid a great reputation for the company.

CHAPTER III: METHODS & DATA

This chapter describes the data used for the research. It is organized in three sections. The first presents an overview of the Great Place to Work (GPTW) process and the second presents summary results of the GPTW survey conducted for the company. Section 3.3 describes the generation of a “synthetic” dataset to answer the research question. The research question, recall, is premised on two questions that were asked in the GPTW employee survey: (i) To what extent are they hoping to work at the company for a long time; and (ii) The extent to which they would recommend the company to their friends and family as a great place to work. The creation of the synthetic data, as discussed later, was necessitated by the inability of the researcher to procure the raw GPTW data because of the confidential agreement between the company and GPTW. The section also describes the limitation imposed on the analysis as a result of the approach used to generate the data and cautions readers in how the results are interpreted.

3.1 Great Place to Work®

At the beginning of 2018, the company announced that employees will be invited to participate in a survey conducted by GPTW to determine steps the organization can take to become a better place to work. The stated goal for company is to become the best place to work in the food industry and the survey gives employees the opportunity to voice their opinions on what they like about working for Naturally Classic Foods and what the company can do to improve. The survey was voluntary; however, every employee’s opinion was valued, and participation was highly encouraged.

GPTW defines itself as the “Global Authority on Workplace Culture.” It proposes an easy way to survey employees, uncover actionable insights, and get recognized for great company culture. GPTW certification, the company claims, proves an amazing employee experience is established and elevates employer’s status as an employer of choice amongst top talent.

There are two required steps to becoming Great Place to Work certified. The first step is having employees take the Trust Index survey designed to measure the level of trust employees experience at work. The Trust Index survey has five dimensions: Credibility; Respect; Fairness; Pride; and Camaraderie. The survey attempts to capture employees’ sentiments about the consistency of their experience at the organization across each dimension. The survey also asks some core demographic questions and open-ended questions to allow employees to add comments.

The second step is for the employer to complete a questionnaire known as the “Culture Brief”. The questionnaire allows employers to provide information about the company, the people, and the programs they offer. Based on the information collected, The Great Place to Work team will determine eligibility for a company’s certification and inclusion in its best workplace list. (Great Place to Work n.d.)

Naturally Classic Foods expected not to qualify in its first year, and indeed it did not. However, its objective was to use the process to gain valuable insights about employee pulse check on its culture. The results from the employee survey illuminated the company’s deficiencies from employees’ perspective, and enabled management to begin initiatives to address them. One major outcome of this was the establishment of a formal

Human Resources Department in 2018, charged with providing a consistent, strategic, and operational oversight of employee needs, managing retention, and recruiting talent.

In 2019, the company once again did qualify for the GPTW certification.

Unfortunately, it fell short of receiving the minimum score for certification by 1 percentage point. The participation from employees also increased in 2019. A key finding exposed by the results of the 2019 survey was a lack of leadership effectiveness. The Human Resources Department elevated what leadership competencies were needed in order to succinctly and effectively lead their teams to drive business decision-making and overall results. The recommendation of providing interactive learning experiences annually, focused on foundational leadership essentials, would help set a baseline for all managers. The leadership training initiative was announced and went into effect in 2020.

The challenges faced in 2020 were unprecedented for all employers and employees. The turbulent year suffered from the COVID-19 pandemic, social injustice demonstrations, and extensive political division, contributing to much uncertainty for many businesses. Many employees quickly adapted to working fully remote and embraced a whole new way of doing business at Naturally Classic Foods. The company also announced a new President, who was the first non-family member in this role and restructured the leadership team. With all these changes, it was completely unexpected to find out that the company scored high enough to meet the criteria required for certification as a Great Place to Work.

Although being certified a Great Place to Work was great news, it was clear from the results that the company still had a lot of work to do to get achieve its aspirations: be in the 90th percentile of all certified GPTW companies. Naturally Classic Foods scored a 68% in 2020. The minimum score required from GPTW was a 65%. The small incremental

change achieved over the last three years, although positive, was not enough to count as progress based on the company's aspirations.

Table 3.1 depicts the GTPW figures for last three years at Naturally Classic Foods. Participation increased dramatically, however the company was not achieving the dramatic increase in score it anticipated. It was great to get recognized and certified as a Great Place to Work, on the other hand the company barely achieving it diminished the value of it.

Table 3.1: Naturally Classic Foods GTPW Survey Figures

Year	2018	2019	2020
Participants	232 Employees	261 Employees	307 Employees
Response Rate	57%	59%	83%
GTPW Score	67% needed 70%	64% needed 65%	68% needed 65%

3.2 2020 Survey Results

The discontented reaction by the President regarding the score created the awareness of better utilizing the data to improve results. Naturally Classic Foods' results were provided by GTPW in a Microsoft Excel spreadsheet and covered only the overall summary of results. Survey statements are presented according to the five dimensions of the Great Place to Work® Trust Index©: Credibility, Respect, Fairness, Pride and Camaraderie. These dimensions are followed by one overarching statement, "Taking everything into account, I would say this is a great place to work." Participating companies' qualification for certification is based on the average score for all statements. GTPW sets a current annual threshold for qualification as the "less than 10.5% margin of error at 90% confidence level in the results". (Great Place to Work n.d.)

Employees were instructed to respond to each statement in the GTPW Model using a 1-5 scale. Naturally Classic Foods was able to add custom statements, however those statement scores do not count in the average overall score. The positive responses to the affirmative survey statements, indicating either a 4 (“often true”) or a 5 (“almost always true”), are counted as a percentage of the total number of responses received for that statement. Blanks are not included in calculating the response percentage. An example of responses for the statement, "Taking everything into account, I would say this is a great place to work," and score calculation is depicted in Table 3.2 below. The percentage of “true” responses (shown here in italics) is presented on the spreadsheets for each statement and demographic segmentation.

Table 3.2: Example of Great Place to Work Statement Score Calculation

Response Option	Responses
0 (Blank)	1
1 (Almost always untrue)	1
2 (Often untrue)	8
3 (Sometimes untrue/ sometimes true)	72
4 (Often true)	89
5 (Almost always true)	90
Total Responses (including blank)	261

Calculation of Response Rate	Responses
Total Responses	260
Total 4 and 5 (or True) Responses	179
<i>Percentage of "True" Responses</i>	<i>69%</i>

Responses sorted by demographic categories are presented in separate columns on the spreadsheet. To protect the confidentiality of respondents, only those categories in which 5 or more people responded are reported as separate columns. If a demographic category is too small to appear by itself, its data will be merged with another demographic or not shown as a separate column and only included in the totals column.

Upon further analyzing the data in the spreadsheet provided by Great Place to Work, it became evident that the summary of scores does not offer the analytical detail and granularity needed to develop effective programs to initiate dramatic change in the organization. Several requests were made to GTPW to release the raw data from the survey and all were unsuccessful. According to their Products and Services Agreement, “The Raw Data and the Aggregate Data obtained through the Services provided, and all Intellectual Property Rights are and will remain the exclusive property of GPTW. The Raw Data will not be provided to the Company by GPTW in order to protect the confidentiality of Company respondents.” (Great Place to Work n.d.) In the end, the GTPW agreed to pull the distribution of people who responded to a specific statement using their rating scale. However, the same caveat applied in which if a demographic was too small, it would not appear in the distribution. For the purpose of this study, two statements were chosen to further analyze, “I want to work here for a long time” and “I would strongly endorse my company to friends and family as a great place to work”. These two statements would give insight on retention intent and a sense of corporate culture and employee engagement. If employees truly had an outstanding employee experience they would want to work for the company for a long time and become personal endorsers to their friends and family which is the most trusted form of endorsed marketing.

In order to develop a strategy to enhance being a Great Place to Work, summary statistics were still needed. GTPW was asked to provide summary statistics of the results for each of the two statements and provide the statistical significance at the 1% and 5% levels for the following:

- a) Gender by Location
- b) Gender by age cohort

- c) Gender by department
- d) Gender by managerial level
- e) Gender by tenure
- f) Location by age cohort
- g) Location by department
- h) Location by managerial level
- i) Location by tenure
- j) Age cohort by department
- k) Age cohort by managerial level
- l) Age cohort by tenure
- m) Tenure by managerial level
- n) Tenure by department
- o) Managerial level by department

These pairwise correlations will establish if these factors/characteristics of the staff influence their response in any statistically significant way. That is, if differences in the responses of age cohort are not statistically significant from the responses of tenure, then we reject the hypothesis that they are different. In addition, GTPW would need to run the following regressions and provide all regression results. These results will provide Naturally Classic Foods with a measure of the in-group differences and their statistical significance to help manage the different categories within each group differently for the most impact.

$$mlogit(y_i) = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6$$

where :

$X_1 = \text{gender}$

$X_2 = \text{age cohort}$

$X_3 = \text{department}$

$X_4 = \text{managerial level}$

$X_5 = \text{tenure}$

$X_6 = \text{location}$

The final attempt to request GTPW to provide statistical analysis was also unsuccessful. After discussions with the CEO and Owner of Naturally Classic Foods, the decision was made to move forward using the data in hand and analyzing the workforce demographics Naturally Classic Foods had on file.

3.3 Synthetic Dataset and Summary Statistics

To achieve the objective of having Naturally Classic Foods being a Great Place to Work, the Human Resources department needed to begin building internal data to facilitate effective management and nurturing of the organization's culture. This study used the dataset generated from the GTPW summaries for the two statements previously mentioned (Statement 1 and Statement 2) in which we are interested. Using the summary results provided by the GPTW dataset, the study produced a "synthetic" dataset for assessing the influence of employee characteristics on the two statements of interest. To generate the data, the average responses and their standard deviations for each statement and each employee characteristic associated with the response were estimated. Then, using the gender, age, and tenure distribution of the company's employees as the reference points, a Bernoulli Distribution protocol was used to generate the simulated responses to the two statements based on the changeable characteristics of employees, i.e., managerial level,

location, and department. Although the resulting dataset was simulated for all employees of the company, it did not include any responses below “sometimes untrue or sometimes true” on the GPTW scale because GPTW did not provide any information on those responses. Additionally, not knowing who actually responded in which way to each of the questions, the employee characteristics and their responses were randomly attributed using the Bernoulli probability distribution. Therefore, the results from the synthetic dataset, based on average and standard deviation statistics of the original dataset and not including the bottom half of responses on the response scale, are expected to condense around their estimated means, producing possibility of what could be done and not the actual effect of these variables on the responses of interest. The purpose of the analyses, therefore, is to provoke management to make the necessary investments in getting the necessary data to facilitate effective management of employees’ attitude towards the two critical statements based on their characteristics – age, tenure, department, managerial level, location, and gender. It also leads to developing in-depth exploration of other factors that influence employees in their attitudes about the company’s culture to enable the Human Resources Department to develop more effective interventions for influencing the required behaviors to support the aspirational culture environment in the company.

The distribution of employee department and office locations using the synthetic dataset produced very few responses in some of the original categories. Therefore, the researcher re-categorized these variables. Departments were reorganized into the following categories: Management and Back Office (16.7%); Customer Engagement (28.8%); and Operations (54.5%). Management and Back Office contained Accounting, Credit, Inventory Control, Information Technology, Human Resources, and the Leadership Team.

Customer Engagement contained Sales, Marketing, and Customer Experience (Customer Service). Operations contained Product Management, Supply Chain Planning, Quality Assurance, Logistics, and Operations. Office locations were grouped into the following categories: Corporate Office (31.3%), Manufacturing Sites (28.3%), and Distribution Sites (40.4%). Corporate Office included the Corporate Headquarters. Manufacturing Sites were in Florida, Wisconsin, and Texas and in Mexico. Distribution Sites were located in all US locations: California, Kansas, Texas, Wisconsin, and Florida, and the Mexico location.

The tables below describe the summary statistics produced from the synthetic dataset created. The Mean, Median, and Standard Deviation are revealed for Tenure, Gender, Activity (Location), and Department using the two statement variables. Statement 1 represents “I want to work here for a long time” and statement 2 represents “I would strongly endorse my company to friends and family as a great place to work”. Table 3.3 illustrates the various tenure groups within Naturally Classic Foods with the number of respondents in each group and its average age. An analysis of the mean indicates a possible problem with the 10-19 years tenure group wanting to endorse the company to their friends and family. This group had the lowest positive response at 63.7% compared to the other groups. Looking at Statement 1 regarding intent to stay, the lowest scoring group was 1-9 years, averaging 73.9%. The 20+ years group had the highest scores on both statements indicating they are the happiest tenure group at the company. Table 3.4 looks at gender and after reviewing the mean scores, women had the lowest positive response of 68.4% to endorse the company to their friends and family. There was no statistical difference for statement 1 between men and women. Next, Table 3.5, which compares

Activity (Location) demonstrates the lowest positive response to endorse the company exists at our distribution sites with a score of 69.7%. However, the lowest score for intent to stay was at our manufacturing sites who scored 78.2%. This was reversed in respect to highest scores where distribution sites scored highest on intent to stay at 80.9% and manufacturing sites scored highest on endorsing the company at 76.2%. Finally, Table 3.6 examines Department and displays that the Customer Engagement group is least likely to endorse the company with their average score of 68.9%. Operations has the lowest score on intent to stay with an average of 78%. Management & Back Office had the highest score for intent to stay at 88.1% and Operation had the highest score for endorsing the company at 74.9%.

Table 3.3: Summary Statistics by Tenure for Statements and Age

Tenure	Variable	N	Mean	Std. Dev.	Median
New Hires	NStatement1	26	0.81		1
	NStatement2	26	0.81		1
	age	26	44.81	6.54	45
1-9 years	NStatement1	207	0.74		1
	NStatement2	207	0.72		1
	age	207	41.82	10.57	41
10-19 years	NStatement1	69	0.84		1
	NStatement2	69	0.64		1
	age	69	50.96	9.74	52
20+ years	NStatement1	51	0.98		1
	NStatement2	51	0.84		1
	age	69	51.55	12.60	52
Total	NStatement1	353	0.80		1
	NStatement2	353	0.73		1
	age	371	45.54	11.48	45

Table 3.4: Summary Statistics by Gender for Statements and Age

Gender	Variable	N	Mean	Stan. Dev.	Median
Female	NStatement1	133	0.7970		1
	NStatement2	133	0.6842		1
	age	138	46.7971	10.7914	48
Male	NStatement1	213	0.7981		1
	NStatement2	213	0.7606		1
	age	221	44.7783	12.1390	45
Total	NStatement1	346	0.7977		1
	NStatement2	346	0.7312		1
	age	359	45.5543	11.6656	45

Table 3.5: Summary Statistics by Activity (Location) for Statements and Age

Activity	Variable	N	Mean	Stan. Dev.	Median
Corporate Office	NStatement1	110	0.8000		1
	NStatement2	110	0.7455		1
	age	116	45.1121	11.8716	45
Manufacturing Sites	NStatement1	101	0.7822		1
	NStatement2	101	0.7624		1
	age	105	43.5143	11.2968	43
Distribution Sites	NStatement1	142	0.8099		1
	NStatement2	142	0.6972		1
	age	150	47.2800	11.0933	46
Total	NStatement1	353	0.7989		1
	NStatement2	353	0.7309		1
	age	371	45.5364	11.4753	45

Table 3.6: Summary Statistics for Departments by Statements and Age

Department	Variable	N	Mean	Stan. Dev.	Median
Mgmt. & Back Office	NStatement1	59	0.8814		1
	NStatement2	59	0.7458		1
	age	62	48.0968	12.8710	50
Customer Engagement	NStatement1	103	0.7864		1
	NStatement2	103	0.6893		1
	age	107	46.8692	11.3687	46
Operations	NStatement1	191	0.7801		1
	NStatement2	191	0.7487		1
	age	202	44.0446	10.8977	45
Total	NStatement1	353	0.7989		1
	NStatement2	353	0.7309		1
	age	371	45.5364	11.4753	45

Table 3.7 displays the distribution of responses to the two statements for a binary scale (Neither – Sometimes untrue/sometimes true; and Agree – Often true and Always true) by activity (location). The results show that between 78% and 81% of respondents in all activities (locations) agreed they want to work for the company for a long time. To the statement of strongly endorsing the company to family and friends as a great place to work, the range across all activities (locations) was about 70% to 76% for those in agreement. The overall average is about 80%. This means that about 20% of all employees are ambivalent about working for the company for a long time, implying that they can be wooed away from the company by others offering superior value proposition that the company. Knowing what characteristics and what forces are in the way of their desire to work for the company for a long time could help in managing turnover and increase retention and loyalty.

Table 3.7 also shows that the average proportion of respondents across all activities (locations) agreeing with the statement was about 73%. This implies that 27% did not agree. Superficially, the results seem to suggest that about 27% of employees would not recruit from their social network for the company if they had the chance. Assuming the aspiration is 90%, then there is a need to work on improving the perceptions of at least 17% of employees about how they feel about endorsing their employer to their families and friends.

Table 3.7: Distribution of Responses for Statements by Activities

I want to work here for a long.	Corporate	Manufacturing	Distribution	Total
Neither	20	21.78	19.01	20.11
Agree	80	78.22	80.99	79.89
Total	100	100	100	100

I would strongly endorse my company to friends and family as a great place to work.	Corporate	Manufacturing	Distribution	Total
Neither	25.45	23.76	30.28	26.91
Agree	74.55	76.24	69.72	73.09
Total	100	100	100	100

Table 3.8 below shows the pairwise correlation table from the data. The collinearity between Activity (Location) and Department was positive and statistically significant. Therefore, since we can use one or the other, Activity seems to provide better results for the model than Department. The table shows that the correlation between tenure and age is statistically significant ($p < 0.01$), which is expected since the company recruits

a lot more younger people, who then stay with the company over a long time. As a result of this statistically significant correlation between tenure and age, tenure was used for the remainder of the analysis since it provided better statistics than age. The table also shows a positive correlation between tenure and Statement 1 being statistically significant ($p < 0.01$).

Table 3.8: Correlation Table for Principal Variables

	Activity	Tenure	Age	NState~1	NState~2
Activity	1				
Tenure	-0.0719	1			
Age	0.0868	0.3295*	1		
NStatement1	0.0121	0.1816*	0.1616*	1	
NStatement2	-0.0486	0.0234	0.0188	-0.0177	1

Again, there were limitations of the data and it is suspected that those limitations influenced the outcomes. As mentioned, the results produced from the synthetic dataset were based on average and standard deviation statistics of the original dataset and did not include the bottom half of responses on the response scale (because they were unavailable). The foregoing would *force* the results to condense around their estimated means, producing probability of what could be done and not the actual effect of these variables on the responses of interest. Once the Human Resources Department can conduct its own survey and collect primary data that allow it to explore relationships of interest, it can provide more detail and insightful results to manage the aspirational goals of the company.

The synthetic data were also used to estimate logit regression models seeking to determine the extent to which employee characteristics influences their responses to the two statements of interest. Logit models were constructed and estimated because of the binomial responses to the statements. Equation 1 defines the stylistic model:

$$y_j \begin{cases} 0 \\ 1 \end{cases} = a + \sum_{i=1}^6 b_i X_i + \varepsilon \quad \forall j = 1, 2$$

Where y_j is the response to the statement j , where j refers to Statement 1 or Statement 2.

The exogenous variables are (1) Gender; (2) Location; (3) Age Cohort; (4) Department; (5) Managerial Level; and (6) Tenure. The regression coefficients are a and b and the regression error term is represented by ε . The regression and other analyses were estimated using Stata 16 software.

The logit coefficients were estimated as odds ratio. The probability of a respondent agreeing with either statement may be specified as p , which will imply that the probability of not agreeing will be $1 - p = q$. The odds of agreeing ($O(\text{agree})$) is, thus, defined as:

$$O(\text{agree}) = \frac{p}{1-p} = \frac{p}{q}$$

The odds of disagreeing ($O(\text{disagree})$) is defined as:

$$O(\text{disagree}) = \frac{q}{1-q} = \frac{q}{p}$$

The odds ratio (OR) is the ratio of the two odds, i.e., the odds of agreeing and the odds of disagreeing. When the odds ratio for any of the variables (regression coefficient) is unity, then there is no statistical difference between the category of interest and the reference category on the outcome variable. The coefficient shows the number of times the odds of the variable of interest on the dependent variable given the reference outcome. Thus, if the reference for gender is female, i.e., female = 0 and male = 1, then an odds ratio of 5.3 is read as the odds of males influencing the dependent variable is 5.3 times that of females.

It was hypothesized that the regression coefficient for gender will not be statistically significant, implying that there will be no difference between male and female

employees in their responses to statements. It was hypothesized that older employees and those with tenure would be more likely to say they would work for company for a long time compared to younger employees. This is because older employees tend to be less mobile and less restless in search of change than younger employees. It was hypothesized that a potential issue appeared with the tenure group of 10-19 years as they had the lowest score when it came to statement 2 for endorsing the company. Tenure group 1-9 years had the lowest score to statement 1 for intent to stay. However, these results were not statistically significant. It was also hypothesized that distribution sites were the lowest endorsers for the company as they had the lowest score for Statement 2 and manufacturing sites had the lowest intent to stay employed as they scored the lowest in Statement 1. Yet again, these results did show any statistical significance.

Table 3.9: Table of Hypotheses

Variable	Reference = 0	Statement 1	Statement 2
Gender	Female		
Male		0	0
Location			
Activity	Corporate		
Manufacturing		0	0
Distribution		0	0
Age	Continuous (N/A)		
Tenure	New Hires		
1-9 years		0	0
10-19 years		+	0
20+ years		+	0
Department	Management & Back Office		
Customer Engagement		0	0
Operations		0	0

Age is a continuous variable and has no reference category.

CHAPTER IV: RESULTS

This chapter presents the results from the regression analyses conducted with Stata 16 software. There were 346 observations for each model, and they focused on three independent categorical variables: Tenure, Activity (Location), and Gender. Our reference group for the variables were New Hires for Tenure, Corporate for Activity, and Female for Gender. Coefficients were interpreted in their difference from these reference groups.

The Odds Ratio estimates the odds of the non-reference group for each variable influencing the dependent variables divided by the odds of the reference group influencing the dependent variable. For ease of translation, the odds of the reference group is equated to 1, suggesting that when the Odds Ratio is greater than 1, then the odds of the non-reference group is higher in its influence than the reference group, and vice versa.

Table 4.1 presents the regression results for Statement 1 – I want to work here for a long time. It shows that the odds of the tenure group of 1-9 years saying they want to work at the company for a long time is 22% lower than the odds of new hires saying same. On the other hand, the odds of tenure group 10-19 saying they want to work at the company for a long time is 45% higher than the odds of new hires saying same. Neither of these two tenure groups were statistically different from the new hires in their desire to work for the company for a long time. However, the odds of employees with 20+ years of tenure saying they want to work for the company for a long time was 14 times higher ($p < 0.022$) than the odds of new hires saying they want to work for the company for a long time. This shows that the odds of employees 20+ years of tenure saying they want to work for the company for a long time was not only higher but statistically different from new hires' sentiment at

less than the 5% level. None of the other variables were statistically significant in explaining agreeing with the statement that they want to work for the company for a long time. For example, the manufacturing activity group exhibits 4% higher odds and the distribution activity group shows a 25% higher odds of wanting to work for the company for a long time when compared to corporate saying they want to work for the company for a long time than corporate. Yet neither was statistically significant. The last variable group in the table is gender. Like activity, the difference in the odds of male employees saying they want to work for the company for a long time is not statistically different from the odds of females saying the same thing. Based on the foregoing results, the alternative hypotheses for all variables are rejected with the exception of the tenure group of 20+ years.

Table 4.1: Regression Model for Statement 1: “I Want to Work for the Company for a Long Time”.

NStatement1	Odds Ratio	Std. Err.	z	P>z	[95% Conf. Interval]	
tenure						
1-9 years	0.78	0.46	-0.42	0.676	0.25	2.48
10-19 years	1.45	0.95	0.57	0.571	0.40	5.27
20+ years	14.18*	16.46	2.28	0.022	1.46	138.00
activity						
Manufacturing Sites	1.04	0.38	0.10	0.921	0.51	2.11
Distribution Sites	1.25	0.42	0.65	0.513	0.64	2.42
gender						
Male	0.97	0.28	-0.11	0.916	0.55	1.71
cons	3.34	2.15	1.88	0.061	0.95	11.77

Table 4.2 below presents the regression results for Statement 2 – I would strongly endorse my company to friends and family as a great place to work. The odds ratio for the

tenure group of 1-9 years is about 0.48, suggesting the odds of this group endorsing the company to friends and family is only about half the odds of new hires doing same. Tenure group 10-19 years is 67% less likely to endorse the company to friends and family compared to new hires. Tenure group 20+ years had odds of 7% less likely to endorse the company to their friends and family when compared to new hires. Clearly, the tenure group of 10-19 years had the lowest intent of endorsing the company, which was hypothesized, yet none of the group's odds ratios were statistically significant.

For the activity groups, the odds ratio of respondents at manufacturing sites was about 1.05, suggesting they are more likely to endorse the company to their friends and family while compared to corporate. Contrarily, the odds ratio of respondents at distribution sites was 0.76, suggesting that their odds of endorsing the company was about 24% lower than the odds of employees in corporate. Similar to the tenure groups, the activity groups did not produce results that were statistically significant. The gender group indicated that odds were that males were 39% more likely than females to endorse the company to their friends and family. However, this variable was not statistically significant either. Based on the foregoing results, the alternative hypotheses for all variables are rejected.

Table 4.2: Regression Model for Statement 2: “I would strongly endorse my company to friends and family as a great place to work”.

NStatement2	Odds Ratio	Std. Err.	z	P>z	[95% Conf. Interval]	
tenure						
1-9 years	0.4786	0.3124	-1.1300	0.2590	0.1331	1.7203
10-19 years	0.3314	0.2265	-1.6200	0.1060	0.8681	1.2653
20+ years	0.9323	0.6956	-0.0900	0.9250	0.2160	4.0239
activity						
Manufacturing Sites	1.0469	0.3565	0.1300	0.8930	0.5370	2.0407
Distribution Sites	0.7642	0.2287	-0.9000	0.3690	0.4251	1.3739
gender						
Male	1.3915	0.3569	1.2900	0.1980	0.8417	2.3004
cons	4.9857	3.4297	2.3400	0.0200	1.2947	19.1985

Comparing the results of the variables against both statements produced interesting revelations. Reviewing the tenure variable, it appears that the tenure group of 20+ years has the most positive experience at the company since they are 14 times more likely than new hires to want to stay working at the company and had the lowest less likely percentage in the model to endorse the company to their family and friends. It seems there is an issue with the tenure group of 1-9 years as they were the only group less likely to want to stay working at the company. However, tenure group 10-19 had the lowest odds to want to endorse the company to their family and friends.

The results for activity were a little conflicting. Employees at distribution sites seem to have a more inconsistent experience as they had the highest odds of wanting to stay employed at the company for a long time yet the least likely to want to endorse the company to their family and friends. Employees at the manufacturing sites appear to have the most positive experience at the company as they produced scores that had more

favorable odds in both statements. Another conflicting group appeared in the gender variable with males. The results displayed that they are less likely than females to want to stay working at the company for a long time however they are way more likely to endorse the company to their friends and family.

In terms of generations, the summary statistics tables referenced in chapter 3 were able to provide an average age for each category and standard deviation. However, after reviewing standard deviations, the ranges produced multiple generations for each category so it would be difficult to understand which generation was affected. For example, if the model identified that the tenure group of 20+ years had the most positive experience, Table 3.3 which displays the summary statistics for tenure, provides an average age of 51.5 and a standard deviation of 12.6 for this tenure group. This would result in three generations being included in this tenure group: Millennials, Gen X, and Baby Boomers.

The regression models only declared that the difference between those who have 20+ years of tenure desire to work for the company for a long time and new hire's desire to work at the company for a long time is statistically significant ($p < .05$). However, nothing else in the model explains that perception. Other factors are responsible for the differences in responses to both statements, not the demographics of tenure, activity, or gender.

CHAPTER V: CONCLUSION

The purpose of this thesis was to examine the current culture by using data obtained from an employee survey to further analyze responses in order to determine if demographic factors influence positive responses towards retention and company endorsement. The study was meant to examine what strategies Human Resources may implement to increase its ability to retain its employees and enhance its attractiveness to candidates as a choice place to work. Due to the changing demographics of the employee pool in the food industry and the competition for employees in the general economy, the company wanted to ensure that it was preparing for the upcoming trends that would make them the employer of choice as it felt it has been in the years past. The company is very proud of its culture and high employee retention rates, however after the analysis of its current multigenerational workforce, the organization contemplated whether it would continue to have a competitive advantage that retains and attracts employees in the future.

GTPW certification, as the company claims on its website, proves an amazing employee experience is established and elevates employer's status as an employer of choice amongst top talent. Naturally Classic Foods wanted the certification as a Great Place to Work, but the Human Resources department wanted to use the raw data to further analyze employee responses to the survey in order to determine what factors influenced responses as top management was not pleased with barely scoring high enough to get certified. Human Resources was unsuccessful with attempts of requesting raw data from GTPW due to their policy on confidentiality. Instead, using the summary results provided by the GPTW dataset, the study produced a "synthetic" dataset for assessing the influence

of employee characteristics on the two statements of interest which were chosen to further analyze: “I want to work here for a long time” and “I would strongly endorse my company to friends and family as a great place to work”. These two statements would give insight on retention intent and a sense of corporate culture and employee engagement. If employees truly had an outstanding employee experience they would want to work for the company for a long time and become personal endorsers to their friends and family which is the most trusted form of endorsed marketing.

To generate the data, the average responses and their standard deviations for each statement and each employee characteristic associated with the response were estimated using Bernoulli Distribution protocol. Due to the scoring method and restricted data provided by GPTW, there were expected limitations of the results that would be provided as they are based on possibility of responses. The synthetic data was used to estimate logit regression models seeking to determine the extent to which employee characteristics influences their responses to the two statements of interest. The regression models only declared that the difference between those who have 20+ years of tenure desire to work for the company for a long time and new hire’s desire to work at the company for a long time is statistically significant ($p < .05$). The model did not explain why, but common knowledge would suggest that employees with 20+ tenure tend to be less mobile and less restless in search of change than younger employees. Since the summary statistics tables produced were only able to provide an average age for each category and standard deviation, it was difficult to understand the generational difference in responses.

The analysis conducted was to provoke management to make the necessary investments in getting the necessary data to facilitate effective management of employees’

attitude towards the two critical statements based on their characteristics. Having the raw data would have allowed more granular substance to run regression models to explore statistical significance of how different variables, such as age, influences responses. Had the raw data been provided, we could have determined if demographic variables had impacted results and identified the problem areas. It also leads to developing in-depth exploration of other factors that influence employees in their attitudes about the company's culture to enable the Human Resources Department to develop more effective interventions for influencing the required behaviors to support the aspirational culture environment in the company. Again, had the raw data from the GPTW employee survey been provided, it would have allowed the company to run the models on multiple statements, not just the two that were chosen for the purpose of this study, to determine what other factors had an influence on culture. For example, according to Gallup's extensive workplace research, what millennials want is actually good for business, one of the value aspects of the employee experience that millennials had was development. GPTW has a statement which asks employees "I am offered training or development to further myself professionally." This statement could be analyzed each year to determine how different generations respond to this statement and what efforts, if any, need to be improved upon on behalf of the company.

Traditional strategies that have attracted and retained employees in the past will be challenging as the demographics of the workforce entering is drastically changing. Business success is dependent on full access to applicable data for quick decision making and strategy development. It would be beneficial to Naturally Classic Foods if Human Resources starts conducting employee surveys internally to obtain raw data. The

department can then begin analyzing patterns and facts from these insights and utilize them to develop strategies and activities that benefit the business in a number of areas.

Leveraging the data collected to implement the right Human Resources strategies to align with the objective of making Naturally Classic Foods a Great Place to Work will be critical in securing the company's long-term for success.

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