INTRINSIC AND EXTRINSIC FACTORS AND THEIR EFFECTS ON THE LONG-TERM

RETENTION OF BUSINESS ANALYSTS WITHIN ORGANIZATIONS

By

Quiana Shanti Campbell

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Dissertation

Submitted in Partial Fulfillment

Of the Requirements for the Degree of

Doctor of Business Administration

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Liberty University, School of Business

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Abstract

Business analysts continue to be in high demand across multiple industries. Because of this, organizations face the challenge of trying to maintain high-level talent long-term. The study looks at the effects of intrinsic and extrinsic factors on the long-term retention of business analysts within organizations in the New England region of the United States. Participants in the study represented multiple industries to include education, health insurance, and business. All participants had at least three years of work experience under their belt. With the qualitative research method using a case study design, the study found a potential relationship between intrinsic and extrinsic factors and the retention of business analysts. Eleven business analysts from the New England region of the United States with at least three years of experience participated in the study. Using seven questions for all the participants using Microsoft Teams as an interview platform, the common intrinsic and extrinsic factors were discovered. Common personal factors also appeared in the data. Based on the data, the extrinsic factor of compensation is what attracts and retains business analysts long-term. The work is the intrinsic factor that works together with the extrinsic factor of compensation to retain the talents of business analysts within organizations. Personal factors such as a good relationship with the supervisor were also a common theme among the participants. The study determined that it best for organizations to make sure the compensation package and daily tasks offered to current and future business analysts can compete with other organizations if retaining talent long-term is the goal.

Keywords: Business analysts, intrinsic, extrinsic, compensation, work, work-life balance

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Dedication

For my girls, Quimani A. Campbell and Niolyn Q. Campbell, never let anyone tell you what you cannot do in life. Also, for my late grandparents who grew up under segregation in South Carolina, Mack Canteen Sr. and Marthena Canteen, thank you for the example of hard work, determination, and not accepting the limitations others put on your life. My uncle, the late Lloyd Canteen, was always there even when he did not have to be. Lastly, for the future African-American women who are considering a STEM career, it can be done.

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Section 1: Foundation of the Study

Organizational management and leadership cover some of the critical functions that resulted in the success or the downfall of an organization (Decman et al., 2018). The study documents how the factors that fall under intrinsic, extrinsic, and personal potentially play a role in the retention of business analysts within organizations. With data being the driving force for the success of all organizations across multiple industries, the need for business analysts continues to increase. The demand for business analysts requires professionals who handle daily tasks (Arora, 2018). Because of the demand that creates numerous business analyst's options, organizations must find ways to retain their long-term service.

The study examines how intrinsic, extrinsic, and personal factors potentially play a role in retaining business analysts within organizations. Some of the intrinsic and extrinsic factors that are essential to the study include work environment, professional development, and job progression. An essential part of the study looks at some of the challenges business analysts face and how they work through challenges to maintain a career. Potential personal factors of each business analyst, along with intrinsic and extrinsic factors, are critical to examining a possible role in retention within organizations. With limited literature available that displays a relationship between the retention of business analysts and how intrinsic and extrinsic factors possibly play a role in retention, this study serves as a foundation for further research.

Background of the Problem

The position of a business analyst is critical to the success of any organization. Data are a significant part of the daily operations of organizations, no matter the industry. Even with data being key to organizational success, keeping business analysts presented a possible challenge. When it comes to longevity, business analysts may view a position with an organization with a

short-term lens (Grace, 2008). The absence of intrinsic factors such as job tasks and a path for upward mobility are some of the causes that may cause business analysts to look at a position with a short-term lens. Outsourcing is one of the multiple reasons that the retention of business analysts presents a possible challenge to organizations. Outsourcing allows flexibility for the employee while being a cost-saving factor for organizations (Letica, 2016). Having job tasks that are flexible for business analysts to grow and develop their skills is one of the many possible challenges organizations face. The primary job tasks get things done daily, but it is essential to leave room for the tasks to evolve with the changes in the industry. Job satisfaction and employee well-being work together to motivate the employee to give their best effort to the organization (Sasser & Sørensen, 2016).

The absence of work-life balance makes an organization unattractive to any potential employee. With the possible demands that come with the business analyst position, having a work-life balance has the potential to ease some of the stress of the job. The presence of work-life balance shows that organizations promote the overall good health of their employees (Isaacs, 2016). Mental and physically healthy employees open the door for organizations to attain a solid foundation of talent to take the organization into the future. Organizations that show that they are willing to invest and develop talent in-house attracted business analysts looking for a long-term home (Applegate et al., 2017). The lack of intrinsic and extrinsic factors turned a skilled employee away from an organization.

Problem Statement

The general problem to be addressed is the lack of intrinsic and extrinsic job satisfaction of business analysts within organizations, resulting in a significant turnover. According to Iyamu et al. (2016), this problem, coupled with confusion and retention, leads business analysts to leave

the profession, creating growing turnover rates. When BA feels fresh ideas for innovation go un-heard, the chances increase that they leave the organization. (Tokarz & Malinowska, 2019). Along with the extrinsic factor of a low salary, the workload demand makes organizations unattractive to BA (Xiong et al., 2018). When the work environment does not allow business analysts to deal with the ongoing stress, they seek other employment within other organizations, making the presence of intrinsic and extrinsic factors critical (Teismann et al., 2019).

The absence of intrinsic and extrinsic factors potentially leads to business analysts leaving one organization for another opportunity. Without intrinsic factors like lending innovative ideas to the achievement of organizational goals, business analysts disengage from the work environment (Dhakan et al., 2018). Poor work conditions within organizations also lead to the reduced overall health of business analysts (Harter & Stone, 2012). Unrealistic intrinsic expectations, such as predicting the financial future, combined with a lack of support, drives BA out of organizations (Arsanjani, 2005). Uncomfortable workspaces and cold relationships with co-workers encourage the disengagement of business analysts leading to them exiting organizations (Böckerman & Ilmakunnas, 2019). The specific problem to address is the lack of intrinsic and extrinsic job satisfaction of business analysts within organizations, resulting in a significant turnover within organizations in the New England region of the United States.

Purpose Statement

Using the case study design, the purpose of this qualitative study is to explore the relationship between the turnover of business analysts in organizations and the intrinsic and extrinsic factors. Information plays a significant role in the success of all businesses worldwide, which makes having business analysts as a part of the organization essential (Chernysheva & Shepelenko, 2018). Business analysts serve as the bridge between information technology and

the business of an organization. Such a role comes with challenging tasks that are the difference between the success and failure of an organization. Intrinsic job factors like enjoying work and being motivated to evolve with time are just a few of the factors that could make a business analyst comfortable with an organization (Fulmer, n.d.). When choosing a career path, intrinsic and extrinsic factors go hand in hand with possibly influencing committing to an organization for the long term. Having a consistent balance between work and family is a critical factor that some employees look for when choosing to take a position with an organization (Nordenmark, 2018).

Extrinsic factors are the difference between a short-term or long-term stay with an organization. One of the elements of a job announcement that gets the most attention is the salary section of the announcement. What makes organizations marketable is having a salary that equates to tasks that come with the position (Chi et al., 2018). The work environment within the organization is another extrinsic factor that attracts long-term employees. A work environment that minimizes stress and excludes hazards that causes harm creates a healthy work environment (Danasekaran & Govindasamy, 2019). Exploring both intrinsic and extrinsic factors concerning the careers of business analysts has the potential to open the door to what factors help them remain or leave an organization.

Research Questions

The following research questions help with the case study design. The questions seek to understand intrinsic and extrinsic factors' relationship with the retention of business analysts within organizations. Satisfaction with daily tasks and challenges are some of the intrinsic factors that come up in the literature, and the research questions helped with recognizing the viewpoint of participants. Career mobility is one of the many extrinsic factors that attract and retain employees within organizations. Having the ability to move from entry-level to management

levels makes an organization attractive to anyone seeking employment (Merluzzi & Sterling, 2017). The research questions also examined how much the above extrinsic factors may or may not help with the retention of business analysts within organizations.

Along with intrinsic and extrinsic factors such as organizational reputation, it plays a role or does not play a role with business analysts seeking job opportunities. Organizations with the reputation of a diverse workforce and an inclusive environment attract business analysts to organizations. The following research questions assisted the research process by uncovering what business analysts consider when looking or working for organizations:

RO1: What attracts business analysts to an employment opportunity?

RO2: What are the intrinsic and extrinsic job factors that business analysts look for in organizations?

RO3: What is the work environment like for business analysts?

RO3a: What is the common standards within organizations for work-life balance for Business analysts?

RO3b: How do other employees within the organization affect the job satisfaction of business analysts?

RO3c: What role does management within organizations play in the job satisfaction of business analysts?

RO4: How much of an impact does the success of the organization have on the retention of business analysts?

Nature of the Study

The nature of the study strives to explore the intrinsic and extrinsic job factors of business analysts in organizations in the New England region of the United States. There are

three research methods available to aid with completing the research process. Qualitative research gives room to inquire about the different levels of knowledge, experiences, and first-hand accounts of individuals and their experiences. Performing qualitative research opens the door for multiple methods of collecting data (Creswell & Poth, 2018). With quantitative research, the approach is different from that of qualitative research. The quantitative approach is more of an investigative approach that involves reducing specific variables and hypotheses using measurement and observation, resulting in a data collection process involving predetermined instruments with the results returning in the form of statistical data (Creswell, 2003). Some research processes require a little help from both the qualitative and quantitative approaches. The process of using a combination of both approaches results in a mixed-method approach. During the mixed-method research process, data comes in the form of text and numerical forms (Creswell, 2003). To explore the intrinsic and extrinsic job factors of business analysts in organizations in the New England region of the United States, the qualitative method with a flexible case study design fits the research process.

Qualitative research gives room to inquire about the different levels of knowledge, experiences, and first-hand accounts of individuals and their experiences. Performing qualitative research opens the door for multiple collecting data methods (Creswell, 2003). With the help of the case study research method, collecting, presenting, and analyzing data related to the experiences of business analysts with intrinsic and extrinsic factors during their career journey happens in the fairest way possible (Yin, 2014). Each participant had different career journeys. The flexibility within the research design allows their experiences to lead the research process. The demand and need for business analysts show up in literature based on organizations in multiple industries (Chapman & Green, 2018). Although they had a presence based on need and

demand, little data exist on the details of their journeys and how intrinsic and extrinsic factors play a role in remaining with or leaving a position.

Adding the additional elements of intrinsic and extrinsic factors and how they play a role in the journey comes with minimum to no research (Bénabou & Tirole, 2003). The study bridges the gaps between the information available on the careers of business analysts and intrinsic and extrinsic factors. The research adds to the current literature by taking a closer look at the experiences of business analysts within organizations and the intrinsic and extrinsic factors that help retain their services. The career of a business analyst is unique in that it fills the gap between information and technology, giving individuals who choose the career path multiple options for employment. With the help of qualitative research and the case study method with flexibility, the data gives a better understanding of the specific intrinsic and extrinsic factors that enhance the retention of business analysts within organizations.

Discussion of Method

Qualitative research, in combination with the case study design, drives this study. Since this study gathers and analyzes personal experiences that are subjective and reflects the individual interpretation of their experiences, a qualitative study is the only proper approach. Since the study offers no theory to test and lacks connections to hard science, the quantitative method does not add value to the process. The mixed-method research process combines qualitative and quantitative research techniques, methods, and approaches (Yin, 2014). Qualitative research driven by the case study method is the best option to support investigating the experiences of business analysts during their career journey, focusing on intrinsic and extrinsic factors (Bansal et al., 2018). The research depends on the experiences of the participants. Because of the above, flexible design helps with following the data no matter the

direction it takes. It is critical to the success of the research to be flexible and sensitive to developing ideas, themes, questions, and theories throughout the research process (Ohman, 2005). The best way to keep an open mind throughout the research is to be flexible in following the data and leaving out biases. Not surprisingly, there is minimum quantitative data that exist on the role of intrinsic and extrinsic factors in the retention of business analysts within organizations.

The quantitative approach is mainly used by researchers who had their research replicated by a third party (Brunsdon, 2015). The experiences of business analysts within organizations are different. Data collected during the research process serve as a look inside the different perspectives of business analysts. Replicating the career experiences of business analysts, even if they operate within the same organization, is close to impossible. Quantitative research is helpful when there is a single truth, but qualitative research is necessary when there are multiple truths to be told (Leppink, 2017). With the potential of multiple truths coming out during the research process, the qualitative research method fits better. There are some cases where the quantitative and qualitative combine to create the mixed-method research method. However, the current research does not require the efforts of the mixed-method process. The mixed-method research process is necessary when using the process to add value to more than just one of the methods, and the researcher has the additional time necessary to complete the mixed-method study (McKim, 2017). With the time constraints and what the research is trying to accomplish, a flexible qualitative research method with the case study design fits the process.

With no two individuals being the same, the qualitative method, with a flexible design, allows each individual to voice their experiences during their career as a business analyst. The case study design involves the process of taking into account the real-life experiences of an

individual or small group (Creswell & Poth, 2018). Using the case study research design helps the research process explore the experiences of real-life individuals in a work setting or environment. The addition of flexibility to the design allows theories and themes to develop naturally. Because there is no existing literature on what attracts business analysts to organizations, the case study research design opens the door for the experiences to create the missing literature.

Discussion of Design

With no data on what entices business analysts to organizations, the only solution was to examine experiences to uncover some of the potential intrinsic and extrinsic factors that make organizations attractive. Factors such as satisfaction with the work, diversity, and career mobility are crucial factors of the research process (Fouad et al., 2016). The desirable participant pool for the case study research approach includes 15 to 40 business analysts from various organizations who are currently employed or seeking employment. The sample sizes fall in line with Creswell and Lincoln (Marshall et al., 2013). The research data suggest a maximum of 30 to 50 participants to increase the chance of saturation and the required data to produce a potential theory. The process they went through to select which organizations to apply to is a primary focus of the research process. With no standard answer among the participant pool, the flexible design opens the door to common themes that could produce possible theories during the research process.

Other than the case study design method, there are only four other methods available for use during the qualitative research process. The narrative design helps research prioritize the personal experience and socio-cultural context of the research subjects (Careless & Douglas, 2016). Mainly, the narrative design is helpful when studying a phenomenon. Although the

research subject experiences are essential to the data collection process, the narrative design does not help find a common theme that helps understand what makes business analysts remain with organizations long-term. The phenomenological research design aids with understanding the lived experiences of individuals based around a specific concept or phenomenon (Flynn & Korcuska, 2018). What business analysts experience during their career journey with organizations does not fall under the phenomenon umbrella? Because of this, the phenomenology research design does is not the best fit for the current study.

The current research may uncover a theory around why Business analysts remain with organizations for the long-term, but it does not involve a social process of a phenomenon. Because of the above, the grounded theory research design does not fit the process. Researchers use the grounded theory research design to develop a theory around the process or action that happens over time (Guetterman et al., 2019). Like the grounded theory research design, the ethnography research design examines things over time. The ethnography research design helps researchers describe how a cultural group develops patterns of action, talking, and behavior from interacting together over time (Creswell, 2016). With the main objective of the research focused on identifying the potential reasons that business analysts remain with an organization long-term, neither the grounded theory nor ethnography research design fits. The case study design fits the current research because the study is looking into potential reasons why business analysts remain with organizations.

Their journey to pursuing a career as a business analyst produces valuable data for the research process. The relationship between employee and their direct supervisor provided highly valid data for the process. Diversity, or the lack thereof, receives attention during the process. Because each of the participants had a different journey, it is essential to follow the data and

remain flexible throughout the process. Two variables that provided valid information for the development of the theory are job tasks and the relationship between their supervisors (Grissom & Keiser, 2011). From the potential participant pool, enough data surfaces to develop a theory of how intrinsic and extrinsic factors play a role in attracting and retaining business analysts within organizations.

The research intends to gather details on the experiences of participants during their journey as Business analysts within organizations. The plan was to get 15 to 40 participants by reaching out to various organizations in the New England region of the United States. Each participant received a pre-interview survey via email that they had to complete and return before an interview time is put in place for the interview. The pre-interview survey served as consent to participate in the process. A link to an online platform such as Microsoft Teams to conduct the interviews went out to the participants once a time is set up to allow the participants the necessary amount of time to put their experiences into words. An interview of qualitative questions with a flexible design is essential for data collection for this study. Anonymity is a part of the data reporting process. Using an online interview platform with the assurance that names do not appear in the findings allowed the participant to speak freely about their journey in a safe space. The interview response collection happened via the online platform with the assistance of notes and recordings. Once the data collection process was complete, the coding of the responses was flexible based on the themes that stood out from the responses. See Appendix A questions that were a part of the interview process.

Summary of the Nature of the Study

The case study research method, with a flexible design, accompanied by qualitative research, was the best option to capture data that represented the experiences of business analysts

during their careers in organizations and the various intrinsic and extrinsic factors that lead to retention. Because the career paths of business analysts are different on numerous levels, the research ensures that the voices of the research participants get representation. Exploring different variables added a dimension to the research that bridged the gap between business analysts and the role intrinsic and extrinsic factors play in their career choices. The overall goal was to develop a theory that links intrinsic and extrinsic factors to the retention of business analysts within organizations. Research questions played an essential role in driving the overall data collection process throughout the research process.

Conceptual Framework

The demand for business analysts is on the rise. The future outlook shows continued growth in job opportunities in the field (Roth, 2019). Because of the continuous growth in the job market, retaining business analysts within an organization becomes a challenge. Having the availabilities of job opportunities makes moving from one organization to the next easy. However, organizations make themselves attractive enough to encourage business analysts to stay on board for the long term. Enhancing employee retention is one of the many standard practices among competitive organizations across multiple industries (Presbitero et al., 2016). The main objective of the qualitative study is to examine the impact of intrinsic and extrinsic factors on the retention of business analysts. Potential personal factors, such as working relationships, appeared during the examination process. During the research process, there is potential for the data to reveal factors and theories that fall under intrinsic, extrinsic, and personal categories. When individuals make decisions about their career paths, it is not uncommon for factors from all categories to influence the decision to remain or leave an organization.

Discussion of Concept 1: Intrinsic Factors

Based on current literature, some of the organizational factors that individuals consider when deciding to remain in a career field include job responsibilities, knowledge level, job progression, and achievement (Welp et al., 2018). Intrinsic factors such as those listed above are factors that center around the work that the business analyst position requires (Bametha et al., 2015). The responsibilities that come with a job include the daily tasks necessary to be successful in the position. Job tasks differ among the various positions within the organization, which makes having precise job tasks for the business analyst position key to success (Autor & Handel, 2013). A clear understanding of job responsibilities allows business analysts to focus on implementing their level of knowledge towards fulfilling the responsibilities of the job.

Having a certain level of knowledge to fill the position of a business analyst is essential to the success of the organization. Business analysts gain knowledge in the field by the different levels of experiences they encounter in previous positions. Job experience helps with success in the position and minimizing the stress of trying to complete tasks for the organization (Barnett & Brennan, 1995). Business analysts who had years of experience in the field come with job-related knowledge to share with others in the organization. Job-related knowledge is a practical level of knowledge that only comes with hands-on experiences in the field. Knowledge sharing related to the position of a business analyst is the kind of job-related sharing that promotes success within the organization (Yang, 2004). When organizations experience success from the efforts of their employees, making a path for job progression becomes easier.

Employees do not join an organization with hopes of remaining in the same position forever. The lack of job progression is one of the main reasons that organizations across multiple industries experience the loss of employees (Keogh, 2014). Business analysts who had the

opportunity to develop their skills and job progression within an organization found it hard to move on to another organization. Organizations that present numerous career paths for business analysts to have job progression opportunities present an attractive solution for long-term employment (Mhatre, 2018). For business analysts, job progression is more than just a pay raise. Moving up within an organization gives them a sense of achievement in their career. Business analysts experiencing career achievement shows organizations that investing in human capital adds to the overall success of the organization (Frederiksen & Kato, 2018). One of the possible theories that appeared among the concept is self-motivation. Individuals who had a successful career had to reach a self-motivation level to manage the challenges that come along the path. Career achievement gives Business analysts a sense of success in their work, contributing to creating a positive work environment. Intrinsic factors and extrinsic factors such as work conditions work together to make organizations attractive to employees.

Discussion of Concept 2: Extrinsic Factors

Work conditions within an organization are the difference between the success and failure of the organization. Favorable work conditions allow business analysts to engage in their work in a comfortable environment for them to be creative (Addimando, 2019). Work conditions within an organization include everything from comfortable workspaces to the chairs that employees sit in during the day. Because business analyst spends most of their time at a desk, the organization needs to provide a comfortable workspace. Noise is a part of every organization. Finding a way to minimize the noise in the work environment helps with the comfortable work environment experience that retains business analysts (Livi et al., 2018). Along with work conditions, salary is another extrinsic factor that keeps the business analyst with organizations.

Based on the literature, salary is one of the essential factors that employees pay attention to when deciding to apply for a position of employment with an organization. When the salary for business analysts matches the job requirements, it relieves stress to help them engage in their work for the organization (Jung & Yoon, 2015). If organizations offer a salary that does not match the job requirements, they risk having employees who are not satisfied with their job. Employees who are not satisfied with their job do not give their total effort to help the organization achieve its goals (Kim & Choi, 2018). Along with salary, business analysts benefit from having co-workers engaged in sharing ideas.

Co-workers make or break a work environment. Business analysts spend the majority of their time with data. Having co-workers within the organization to share ideas helps business analysts get comfortable in the work environment. A healthy work relationship with co-workers aids in the mental health of employees, along with promoting teamwork within the organization (Hulatt, 2016). Employees working together to achieve organizational goals is one factor that leads to the success of the organization. A feeling of belonging is one of the many potential theories that may come up during the research of extrinsic factors. Business analysts who are a part of a successful organization had job security as the organization moves forward into the future. Job security for business analysts results in a positive attitude towards their work (Hurr, 2019). Retention of business analysts within organizations equally depends on job security and other personal factors to make them feel like they found a long-term organization.

Discussion of Concept 3: Personal Factors

Along with intrinsic and extrinsic factors, personal factors also play a role in the retention of business analysts within organizations. Deciding on a career path is a complicated process for anyone. Having intrinsic and extrinsic factors in place, such as a positive work environment and

strategic plan in place, aid the personal factors in the job decision-making process. When business analysts chose to pursue a position with organizations, personal factors play a critical role in the decision. Personal factors include the relationship with their supervisor, the level of comfort in the work environment, and confidence in their abilities. The relationship between supervisor and employee is one of the many keys to the success of the organization. Business analysts may benefit from a strong relationship with their direct supervisor, reflecting in their job performance (Babalola, 2016).

Individuals with a high confidence level are among the potential theories that could appear when looking into personal factors. High-quality job performance leads to a level of confidence that allows business analysts to believe that when they share their ideas and thoughts, the members of the organization appreciate the effort. Individuals who do not reach a comfort level in the work environment do not share ideas with others without fear of rejection (Bechtoldt, 2015). There is a certain level of comfort in the work environment that helps business analysts build a level of confidence in their abilities to continue on the journey of pursuing a career within organizations. Another potential theory is that individuals who develop a comfort level within an organization remain long-term. It is not difficult for business analysts to get turned off by organizations (Ellis et al., 2016). Personal factors, along with intrinsic and extrinsic factors, play a role in the retention of business analysts within organizations.

Figure 1

Relationships Between Concepts

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                    ┌─────────────┐
                    │  Business   │
                    │  Analysts   │
                    └─────────────┘

┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│Intrinsic     │   │  Extrinsic   │   │Personal      │
│Factors       │   │  Factors     │   │Factors       │
│ - Job        │   │- Work        │   │ - Supervisor │
│ Responsibili-│   │  Conditions  │   │  Relationship│
│ ties         │   │ - Salary     │   │ - Level of   │
│ - Knowledge  │   │ - Co-Workers │   │  Comfort     │
│ Level        │   │ - Job        │   │ - Confidence │
│ - Job        │   │  Security    │   │  in Abilities│
│ Progression  │   │              │   │              │
│ - Achievement│   └──────────────┘   └──────────────┘
└──────────────┘
                    ┌─────────────┐
                    │Rentention of│
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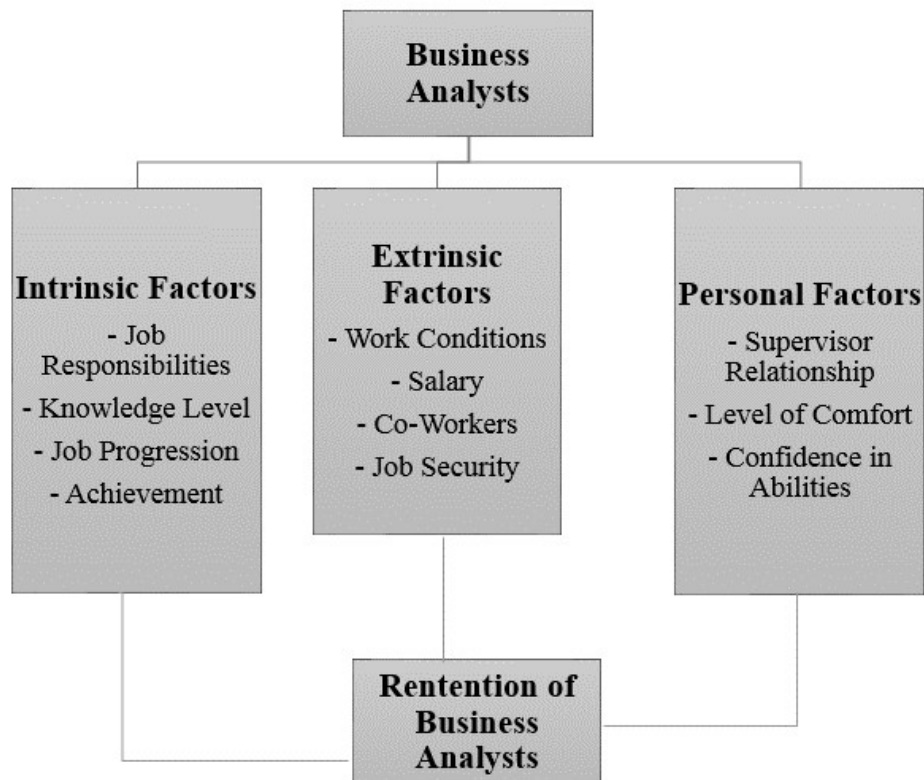
Discussion of Relationship Between Concepts

When considering a career to make the best decision, taking a look at intrinsic and extrinsic factors are essential to the process. If an organization presents with intrinsic and extrinsic factors but none of the personal factors, there is a possibility that business analysts move on from that organization to another organization.

In most cases, business analysts do not find an organization that checks all of the boxes. Because of the above, the potential theories like self-motivation, confidence level, and comfort came into play when one of the three factors is missing. Reviewing intrinsic and extrinsic factors

to consider what is essential helps understand what attracts employees. If innovation is vital to an individual, seeking an organization that makes innovation a part of their culture fills the organizational, personal, management, and leadership factors (Sommer et al., 2017). The relationship between intrinsic, extrinsic, and potential personal factors is essential when business analysts pursue careers within organizations that allow them to display their talents.

With so many factors for business analysts to consider from the beginning of their career, it is crucial to determine the impact of intrinsic, extrinsic, and personal factors on a long-term career. Having a positive work environment that allows space for business analysts to be themselves and display the full extent of their talents helps with the choice of remaining with an organization for the long term (Ong et al., 2017). In a perfect world, business analysts could find an organization that fills all the work-life balance needs. However, we do not live in a perfect world. Because of this, business analysts pursuing careers within organizations had to find a balance among intrinsic and extrinsic factors that work best for their situation.

Summary of the Conceptual Framework

Intrinsic, extrinsic, and possible personal factors work together, potentially creating a positive work environment for business analysts looking for an organization to seek employment. Intrinsic factors such as job responsibilities, knowledge level, job progression, and achievement present an organization positively or negatively. As a part of their culture, organizations improving the above factors presented clear images compared to organizations that do not make it part of their culture. Professional development plans and a good track record of job progression show that the organization invests in its current talent to move the organization into the future (Ganaie & Haque, 2017). Investigating these intrinsic factors clarifies how the employer-employee relationships play out moving forward.

Personal factors such as the relationship between supervisor/employee, level of comfort, and confidence in abilities were possible factors that play a role in the decision of business analysts to consider a position within an organization. Having a stable supervisor/employee relationship is one of the many factors that lead to a positive work environment. Some of the pieces that play a role in a positive relationship between supervisor/employee may include gender, race, and age gap. Having a supervisor who personally identifies with the above struggles of having a career as a business analyst enhances their understanding of past, current, and future struggles (Yang & Matz-Costa, 2018). Given a stable relationship with the supervisor, business analysts could develop comfort and confidence in their abilities to take their careers to the next level and beyond. Investigating the presence of personal factors that added to intrinsic and extrinsic factors made an organization appealing.

Definition of Terms

To assist with understanding points that the research is trying to convey, the following definitions provide some of the terms used throughout the study. Throughout the research, the terms are used multiple times in numerous sections. The following terms help understand the language and tone the study is trying to set for the reader.

Business analyst. A business analyst is someone who helps guide organizations in improving processes, services, and products through data analysis. These individuals bridge the gap between information technology and business to improve organizations (Pratt & White, 2019).

Extrinsic factors. Extrinsic factors are those out of the control of individuals. The factors include compensation, work conditions, supervision, co-worker relationships, and job security (Linge & Mutinda, 2015).

Glass ceiling. One of the many factors that may contribute to the lack of business analysts within organizations is the glass ceiling. The glass ceiling refers to the practices and biases that exist in an organization that keeps individuals, like business analysts, from job progression (Buzzanell, 1995).

Intrinsic factors. Intrinsic factors are those that come from performing the job, such as completing tasks, solving on-the-job problems, and successful project implementation (Satterlee, 2018).

Leadership. When the word leadership comes up in the study, it refers to an individual's ability to influence others to accomplish one or more tasks. Leadership styles and the different types of motivation vary from individual to individual (Kort, 2008).

Organizational management. Organizational management involves four primary functions: planning, organizing, leading, and controlling. Throughout the study, the word organizational management appears; it refers to the above four functions and the factors that fall under each function. Each of the four functions plays a role in the success of organizations (Satterlee, 2018).

Personal factors. Personal factors include childhood experience, knowledge and education, personality and self-construal, sense of control, values, political and world views, goals, felt responsibility, cognitive biases, place attachment, age, gender, and chosen activities (Gifford & Nilsson, 2014).

Assumptions, Limitations, Delimitations

The assumptions, limitations, and delimitations that come along with the study are neither shocking nor surprising. Based on the available literature, making honest conclusions about assumptions, limitations, and delimitations did not present a challenge. Following the current

literature and the potential of the future literature, the below assumptions, guesses on limitations, and delimitations follow.

Assumptions

      The nature of the study opens the door for numerous assumptions before data collection and the process of analyzing the data. Most of the assumptions come from first-hand knowledge from authors in the field of Business Analysis. One of the first assumptions is that of professional development. When business analysts pursue careers, they think about their long-term goals; professional development is likely to be a part of that vision. Professional development is an essential piece of the career puzzle. The lack of professional development can result in limited movement within a career (Taylor & Govan, 2017). For most individuals, professional development is an afterthought. However, business analysts pursuing a career understand the challenges they face to achieve a successful long-term career. Because of this, business analysts are among the many who take professional development seriously (Fowler, 2011). The presence of professional development within the culture of organizations showed that they are willing to invest in their employees. Investing in current and future employees is one of the many ways to ensure the longevity of the organization.

      Additionally, another assumption centers on the relationship between business analysts and their supervisors. The relationship between supervisor and employee is the difference between having a long-term or short-term career. With the many other challenges that business analysts face along the path of pursuing a career, dealing with a toxic supervisory relationship is a situation they would rather not deal with daily. A positive relationship with the supervisor accounts for 25% of why employees feel excited and committed to doing the work (Mikkelson et al., 2019). Business analysts pursuing a career within organizations feel a comfort level, knowing

that their relationship with their supervisor is on a positive level. With one less challenge to face, business analysts put most of their focus on having a long-term STEM career.

Limitations

Limitations of the study came in the form of sample size and location of the sample size for the research. The plan involved 15 to 40 business analysts pursuing a career or working within organizations to answer their experience questions. Because the research covered the New England region of the United States, it made finding the sample size for the research an issue. The lower end of the sample size was possible; however, to get the necessary data to create reliable findings, it required a sample size larger than the lower end, which was an issue. Having the entire New England region to pull research participants created numerous opportunities. It was essential to control the participant pool before moving on to the data collection process. Not having control leads to disorganization and potentially missing out on critical information.

Another limitation is participant concern with privacy. Not many individuals are open to speaking their minds when they worry about their identity coming out during the research process. Due to the personal nature of the research participants speaking on their journey in pursuing a career within organizations, they may feel that if specific individuals find out they participated in a study, it could end their career. Assurance of keeping their identity anonymous was a challenge because of the lack of relationship with the researcher before the data collection process begins. However, there are steps in place to help with the above part of the research process. Although the above limitations were concerning, none were unsolvable issues before the data collection process began.

Delimitations

Precise boundaries had to be in place to make sure the research process goes as smoothly as possible. The boundary that has to be in place is the identity of the research participant pool. None of the identities of the participants are a part of the findings report. When speaking about the participants in the findings, each had an alias such as Participant 1. Providing an alias allows the participants to speak honestly about their experiences without fear of backlash. The goal is not to involve two participants from the same organization; however, it was necessary to do this to increase the size of the research pool. The purpose of the above boundary was to create additional comfort for the research participants. Asking the participants not to speak about the research is another boundary that was necessary if having more than one participant in the same organization is necessary to increase the research pool.

The above boundaries were essential to the success of the research data collection process. With the participant pool coming from the New England region of the United States, the best way to collect data was to use an online platform to conduct interviews. Having each of the participants answer the same questions using the same method helped to provide consistency across the pool of participants. With each participant having the option to answer questions via an online platform, the participant could choose an environment where they felt comfortable; the best data about their experiences pursuing a career as a business analyst is the result. The more the participants feel comfortable with being honest, the more data provided about their experiences. Also, to ensure that the research process moved along quickly, the participant pool had a set time frame to complete the online interview process. The above ensured that the data flows in a manner that allows time for analysis.

Significance of the Study

The findings of the study added to the limited literature available that focuses on the careers of business analysts and intrinsic and extrinsic factors that may play a role in choosing an organization to seek employment. With numerous job opportunities because of need across industries, there is a rise in the number of business analysts in the field. The study attempted to take a deep dive into the standard intrinsic and extrinsic practices of organizations. Intrinsic, extrinsic, and personal variables like job responsibilities, work conditions, and job progression came into question during the research process. Gathering information using a specific line of questioning provided the necessary data to show a relationship between intrinsic and extrinsic variables and how they help retain business analysts within organizations. Intrinsic and extrinsic factors worked together to influence variables that affect the work environment (Decman et al., 2018). Because of the above, an assumption was that those specific variables under intrinsic, extrinsic, and personal directly impact the retention of business analysts within organizations.

Reduction of Gaps in the Literature

As we review literature that links intrinsic and extrinsic factors to business analysts, there seems to be limited information available. Also, no literature focused on the factors that encourage business analysts to remain in the career field. The study serves as one of the many starting points when it comes to bridging the gap between the existing literature covering intrinsic and extrinsic factors and that of business analysts pursuing a long-term career. There is an abundance of literature that emphasizes the importance of intrinsic factors and how it continuously plays a role in the success of the overall organization (Noruzy et al., 2013). Even with multiple organizations serving as an example of success with a diverse workforce, there is still a gap in the literature regarding what factors keep business analysts with an organization.

However, there is a gap in the literature regarding the journey of business analysts once they find an employer. Some of the literature available on the experience of business analysts and having role models within the field (Johnson et al., 2019). The main objective of the study was to potentially fill the gap between intrinsic and extrinsic factors that aid in the retention of business analysts within organizations.

Implications for Biblical Integration

History indicates that any leader that had a well-thought-out plan and the ability to execute the plan had no trouble gaining the loyalty of their followers. As a leader, it is vital to lead by example. Matthew said, "Therefore all things whatsoever ye would that men should do to you, do ye even so to them: for this is the law and the prophets" (St. Matthew 7:12, KJV). If leaders would like to create a work environment that is potentially welcoming to business analysts, they must display the type of behavior they expect from all employees. Leaders are the critical piece of the puzzle when it comes to the overall success of an organization. Organizational management and leadership start at the very top of the organization. Part of that process begins with establishing working relationships within the organization. The foundation of good working relationships begins with communication. Paul said, "Let no corrupt communication proceed out of your mouth, but that which is good to the use of edifying, that it may minister grace unto the hearers" (Ephesians 4:32, KJV). When communication is clear and consistently flowing through the organization, everyone remains on the same page and feels like they are a part of the team.

When business analysts are new to organizations, it is vital to their career for them to feel welcomed within the organization. Generally, business analysts feel like a foreigner when new to

organizations. Attention to the details of organizational management and leadership results in a work environment where everyone feels comfortable.

> And if a stranger sojourn with thee in your land, ye shall not vex him. But the stranger that dwelleth with you shall be unto you as one born among you, and thou shalt love him as thyself; for ye were strangers in the land of Egypt: I am the Lord your God. (Leviticus 19:33-34, KJV)

The above verse gives a reminder that at some point on the journey, a professional career, everyone held the role of the new employee. So it is important to welcome everyone, including new employees. Kindness goes a long way with the retention of business analysts within organizations. The teachings of the Bible and organizational management and leadership work as two potential tools in a standard toolbox to support the retention of business analysts.

Benefit to Business Practice and Relationship to Cognate

The cognate that is the foundation for the research study falls under the Doctorate of Business Administration in Strategic Management. Strategic management prepares individuals to lead from high levels within organizations. Leading involves everything from creating strategies taking the organization into the future to managing personnel. The potential research presents a relationship with the cognate of strategic management by focusing on an area that falls under the umbrella of intrinsic and extrinsic factors. Intrinsic and extrinsic factors are critical processes that directly impacted the success of an organization (Femeaux & Michelson, 2017). Having the right people in the right place with the right level of talent within the organization helps with the current and future success of an organization. Because the potential research involves the relationship between supervisor and employee, human resource management concepts are fully displayed. Supervisors and employees are either a part of the organization through external or

internal hiring. The journey to individual organizations may vary, but some of the most common practices involve the process of organizational management and leadership development.

Also, the study development process helped with giving leaders additional ideas when it comes to strategy development. The strategic management process involves leaders looking for opportunities to aid the continued success of the organization (Liedtka & Kaplan, 2019). Looking for opportunities for the continued success of the organization also includes the potential of having a diverse workforce. Business analysts may add a unique perspective to any organization. They potentially had the drive to pursue a long-term career in the field. Instead of accepting the idea of having a glass ceiling on their careers, business analysts used the appearance of a glass ceiling as motivation to go after more professionally (Barnes, 2017). Building a theory that leads to the retention of business analysts within organizations helps leaders develop the strategy development process to keep the organization successful.

Summary of the Significance of the Study

Diversity in the workforce is one of the many goals for which successful organizations strive. Having a workforce with multiple personalities and ideas can lead to innovative ideas for an organization (Mazibuko & Govender, 2017). The research developed a theory focused on the retention of business analysts and how factors such as the relationship between supervisor and co-workers played a role. Variables such as the supervisor relationship are factors that may help with the theory development process. The availability of individuals with skills and abilities to be business analysts exists. One of the main reasons for the research is to develop a theory that sheds light on what attracts business analysts to organizations and factors that make organizations unattractive. With diversity being a key topic for organizations, the research may lead to ideas that may help with the development of strategies that include a diverse workforce.

Although segregation among employees within organizations continues to decrease, there is still a lack of diversity (Alonso-Villar & del Rio, 2017). Upon completing research, there may be a theory that sheds light on the retention of business analysts, and the role intrinsic and extrinsic factors come into play along with the potential of other factors that aid in the retention process.

With limitations in the literature linking intrinsic and extrinsic factors with the profession of business analysts, the research provided data beneficial to encourage entrance into this profession. The significance of the study provides data that potentially shows the overall experience of business analysts along their career journey. Everything from the beginning of their career journey and their challenges is vital to the data collection process (Akins, 2013). Along with their decision to stick with the career field, the study may also look at how business analysts navigate the professional side of their careers. The data that the research provided gave an in-depth look into the journey of business analysts as the data came straight from them. The research also leads to ideas for organizations as far as using intrinsic and extrinsic factors as tools to create an overall welcoming work environment for current and future employees (Shuck et al., 2018). Everything from simple things up to the big things may be the difference between business analysts remaining with or leaving an organization.

A Review of the Professional and Academic Literature

Data are critical factors in the success of organizations. Without data and individuals to analyze the information, organizations lessen their chances of success. Because of this, business analysts (BA) are critical members of organizational teams. Within many organizations across all industries, there are business analysts on staff. The impact of BA happens all through the organization by helping them deliver critical products and services to their customers (Torabi et al., 2014). BA serves in an advisory role with responsibilities that include investigating and

analyzing data to improve business processes and decision-making within an organization (Reed, 2018). Having such responsibilities requires someone who has confidence in their skills and abilities to complete daily tasks. Because of the above, intrinsic and extrinsic job factors are essential to retaining BA within organizations.

Intrinsic job factors include all factors that come along with the job responsibilities. One of the main reasons BAs remain with an organization is the intrinsic satisfaction of the job. Intrinsic factors include recognition, autonomy, and the overall nature of the work (Ismail & El Nakkache, 2014). The presence of intrinsic factors in conjunction with the presence of extrinsic factors makes organizations attractive to most employees, including business analysts. Extrinsic factors within an organization include job treatment, work conditions, and the relationship with co-workers (Al-Asadi et al., 2019). Organizations with intrinsic and extrinsic factors had a good chance of satisfying the potential personal factors that BA. Having an overall comfortable work environment has the potential to make BA remain within organizations long-term. With a balance of intrinsic and extrinsic factors, organizations increase their chances of retaining business analysts within organizations.

Organizational Management and Leadership

Management and leadership are two of the critical factors that play a role in the success of an organization (Ionescu & Grigore, 2016). Some of the current literature shows that every successful organization contains members with the leadership skills to take the organization into the future. The authors feel that without proper management and leadership, there is no way for organizations to succeed. The tone of the organization starts at the top with managers and leaders. BA on the search for an organization takes a comprehensive look at an organization that presents a strong leadership structure. Managing covers everything from human capital to

innovation and design. Human capital is one of the most critical parts of a successful organization. The literature suggests contributions made by human capital within an organization helps with the economic growth of an organization (Lucas, 2015). The management of human capital is a difficult task. The author sees human capital as more than just top-level management; he sees human capital as everyone who opens the doors to the organizations to answer the phones. Human capital is all the pieces that make up an organization. With diverse needs and skill levels, adjusting management styles to any given situation requires leadership skills and work.

The research shows how diversity has many faces, including the faces of business analysts. Investment in diversifying the workforce within organizations gives BA the sense that their knowledge and skills are appreciated. Multiple authors mention how management styles varied based on factors such as gender, personality, and years of experience (Carmona et al., 2018). When evaluating their careers, BA views management styles as a factor when choosing to remain or leave an organization. The communication looks at how styles of management change from women to men and years of experience. Years of experience helped individuals with their management style by serving as on-the-job lessons that make them better managers and leaders. Managers take more than overnight to develop. Good managers take time to develop through the training and experiences of individuals on and off the job.

The literature shows how management training is an essential function for all organizations, no matter the industry or service provided to the public (MacVarish et al., 2018). It benefits organizations to construct a management training program as part of their overall culture. The authors point to professional development programs and specific skills training for individuals to make sure skills improve within the organization. Having a system in place to

identify employees with management potential is a great way to invest in the human capital that already exists within the organization (Carcello et al., 2018). The research shows how organizations that spend the time training managers from within saves the organization time as well as money compared to going outside the organization to bring in an individual that is unfamiliar with the culture. The communication suggests that the best leaders of the future start with the employees within the organization. Such practices are essential to retaining BA. When considering a long-term career, business analysts do so with intentions of as much upward movement within the organization as possible (Pace, 2018). The author believes that when pipelines are in place to ensure that BAs can have upward movement within an organization, there is a higher chance of retention. The above helped with the recruitment of other BA within the organization. Training programs allow business analysts to learn the necessary management skills to be successful managers.

Life in the management role is never consistent. The chances of two days within an organization being the same are unlikely. Part of management training involves skills to handle the expected and the unexpected issues that come up daily. The research shows how business analysts seek out an organization with the potential of having an active management training program as a part of the culture. Flexibility is an essential trait of management that keeps a manager standing when things go un-according to plan. Specific authors suggest that when management displays flexibility in dealing with matters in the organization, employees feel comfortable doing the same (Liu & Lin, 2019). The literature shows how managers must be flexible in terms of resources and sudden changes within the organization. Part of management training involves being able to take blows as they come and move forward, which is essential to the success of the organization. The research shows how organizations benefit from having

management training focusing on educating individuals on how setting the example goes a long way as one of the best ways to demonstrate leadership.

Leadership is a concept that comes with many definitions. Some define leadership as the ability to get individuals to follow their lead to accomplish the goals of the organization (Silva, 2016). The author supports the claims of leaders getting individuals to follow their lead is a difficult task. It requires leaders to lead by example and actions rather than fear. Others define leadership as a power over others to influence them to do what the leader wants to accomplish current and future organizational goals (de Haan, 2016). The author explains that leading with influence is more in line with leading with fear from employees instead of respect. In literature from recent years, leadership has become an essential concept that universities are taking on to prepare better future leaders (Collinson & Tourish, 2015). Based on the work shown in the literature, universities are investing more time in the future success of their students by presenting them with courses and opportunities to develop leadership skills. Leadership is a skill that has to develop over time with experience. Individuals who take on the role of leader need specific characteristics to help them become successful.

Charisma is one of many characteristics that commonly come up when describing a leader (Spoelstra, 2019). The author points out that charismatic leaders are ok with standing outside of standards while following the vision of organizations. One of the goals of leadership is to display a positive attitude towards the goals of the organization. When BAs see leaders, who had a positive attitude about the organization and its future, the door opens for the possibility of retention. The research showed how BA views the attitudes of leaders when dealing with the choice of remaining with an organization or seeking employment with another organization. Displaying a positive attitude may come in the form of championing organizational goals and

regularly communicating what is happening to all organizational levels. Authors suggest that when members of the organization see and feel the positivity from leadership, it becomes contagious throughout the organization (Griffith et al., 2015). The functional communications structure showed how the positivity of leaders could get the organizations through the tough times instead of folding at the first sign of trouble. Organizations should note that management and leadership are two concepts that work together for the greater good of the organization.

Current literature shows how having a balance between management and leadership is vital for any leader, no matter their title or position within an organization (Nafiisa & Bodhanya, 2018). The work within the communication shows that managers had individuals work for them while leaders had individuals follow them. Finding a balance between management and leadership is part of the individual leadership style. Like management, no two styles of leadership are the same. The research shows what styles business analysts find the most effective for their career path. Individuals may see similarities in how leaders handle situations and critical differences in leadership. Literature shows there may also be a difference in leadership styles depending on the gender of the leader (Miranda, 2019). Leadership styles, based on the author, vary from democratic to forceful. The style the leader adopts is solely a personal choice that must adjust to fit individual situations. The research shows the common gender preferred among BA in the field. Organizations with an awareness of how individuals with a leadership style relatable to BA may play a role in their retention. No matter the gender or style, being an effective leader is just as essential to the future of the organization, along with management. Leadership is a position that benefits the organization as well as the individuals in leadership positions.

With the pace at which things change within organizations, multiple opportunities to learn are presented as an option. Organizations found success with individuals in leadership positions being open to the idea of learning new things (Bailes, 2019). The author makes it a point to show that there is still learning necessary and essential to improving leadership skills even at the leadership level. Part of displaying leadership happens when leaders open themselves up to constant learning, making it the norm for all employees in the organization to develop their professional skills. The research shows how BA exhibit a thirst for constant learning as early as their college years (Winfield, 2019). The author explores the hard work and learning process that get business analysts to the level of finding employment.

Once at that level, learning must continue for business analysts to remain successful. Organizations that make this the norm increase their chances of retaining BA. Because of the advancements in technology, that act of leadership happens virtually more than face-to-face. Organizations make it a common practice to open flagship offices in the United States and locations in foreign countries. Current literature displays how organizations with employees in multiple locations worldwide and how virtually is one of the primary forms of practicing leadership (Schmidt, 2019). With the existence of chains and franchises of organizations, Schmidt explains how it is difficult for leaders to be in multiple places at one time. That is why virtual options are a popular trend among leaders who require constant contact when in-person leadership is impossible. Motivating and getting individuals to follow no matter their location within the organization requires planning multiple moving parts, which is the tip of the iceberg.

Planning. Successful businesses cannot manage with things out of order and remain successful within their respective industry. Organizations with little chaos present as attractive to business analysts. Accomplishing order is part of the planning process that organizations go

through. Literature from the past two years shows how a plan in place that displays a socially responsible effort by the organization in all business areas drew the attention of business analysts looking for employment (Byrd, 2018). The author explains that social responsibility includes everything from the environmental footprint of an organization to a commitment to diversity within the organization. BA feels comfortable knowing that an organization cares more about people than their bottom line.

When organizations want to predict their long-term future scenarios, planning happens. Some authors suggest that scenario planning helps forecast what could work for the organization in the future (Coates, 2016). The author displays how using the planning process helps organizations create a detailed roadmap to follow regarding future goals and the requirements to accomplish organizational goals. Organizations saw rewards from using planning to help take a closer look at the organization as it currently stands and what the organization can be moving forward. Business analysts looking for a long-term position appreciate the efforts that organizations put into planning for the future. Organizations that are currently in business feel like they had more than a short-term life expectancy. Long-term is the mindset that most successful organizations had from the first day of doing business. Multiple authors suggest that the failure on the part of an organization to make planning a part of their culture gave the organization a short-term life expectancy (Boge et al., 2018). The authors suggest that organizations with no planning risk missing out on capitalizing on opportunities within and outside the organizations. Planning is a process that takes an extended amount of time with the organization.

The process of effective planning happens in phases at all levels of the organization. The first phase of the process involves developing goals for the organization. Current literature shows

how all goals should be goals that are legitimate and attainable by the organization (Shinkle et al., 2019). The literature shows that organizations who plan for clear goals avoid setting up the organization for failure and disappointment through their research. Understanding the resources available to the organization helps managers set goals that organizations attained. An organization that consistently develops goals and plans to accomplish those goals gives business analysts a sense of the organization and its intentions to be in business long-term. The research shows how the above efforts play a significant role when BA are looking for an organization for the long term. Part of the planning process includes understanding the resources that are at the disposal of the organization to accomplish goals. Multiple authors mention creating reasonable goals from investing the necessary time in evaluating all the resources available to the organization that makes the most effective in their respective industries (Mwai et al., 2018). The communication points out that available resources include personal, finances, and equipment that the organizations need to accomplish organizational goals. Setting goals that are outside of the abilities of the resources available to the organization are setting the organization up for failure. Once goals are in place, the next part of the planning phase involves developing strategies to accomplish those goals.

BAs that set career goals must develop a plan to accomplish goals. The literature shows that for BAs, having goals and a strategy is essential to the success of their careers (Byng, 2017). The author shows that BAs are unlikely to begin their careers without a plan or intention to remain in the same position for multiple years. Along with their plans and strategies, business analysts search for organizations with a plan and strategy for the future. One of the best keys for organizational success is establishing a strategy to guide them through accomplishing goals. A strategy is a roadmap for members to understand what is necessary to accomplish organizational

goals and the likely outcomes. A reliable roadmap may be the difference between BA remaining with or leaving an organization. The literature shows that strategic planning is a way to gather ideas and manage projects that help accomplish organizational goals (Papke-Shields & Boyer-Wright, 2017). The authors dive into how strategic planning benefits organizations and how the process is unlikely something that may happen right away. Strategic planning is a process that takes organizations an extended amount of time. As time moves forward for the organization, strategic planning must be a regular part of the culture. Developing strategies gives organizational managers and leaders the ability to articulate the goals of the organization to all levels of employees with details on how to accomplish those goals. As members of the organization move through the strategy, organizational managers and leaders adjusted where necessary to keep processes on track. It is essential to the success of the organization to establish a plan for observing each step during the strategy implementation process is essential to doing the right thing within the organization to accomplish goals.

Moving through the strategy implementation process of the planning phase involves being cautious during each step. Monitoring each step of the plan is one of the best ways to make sure everything is going according to plan. The research shows how organizations used constant monitoring to ensure that they keep a robust diversity plan in place by adjusting when necessary. A plan for monitoring shows a level of accountability for all employees within the organization regarding reaching organizational goals. Some authors suggest that for business analysts, accountability is one of the many critical factors to the success of their careers (Aubry, 2019). The author explains that accountability for BA within organizations comes in the form of performance feedback and correction of behavior that helps with developing their skills. One of the common ways to monitor progress during the strategy implementation process is to establish

short-term goals. The literature shows short-term goals open the door to see what is working with the plan and what adjustments are necessary to reach the overall goal (Wang & Spinney, 2017). The authors display how short-term goals served as benchmarks on the roadmap to accomplishing the overall organizational goals within the organization.

Along with short-term goals, the strategic planning implementation process began with one department within the organization and moved slowly to other departments until everyone is on board. With the help of planning, organizational managers and leaders had a blueprint to follow and adjust when necessary to attain organizational goals. Planning is just the beginning of the process that organizational managers and leaders face during the process of keeping an organization on track. Another challenge comes in the form of organizing the details that the planning process uncovers.

Organizing. Creating and executing a plan seems easy, but without organizing, managers and leaders had a difficult time accomplishing anything that benefits the organization. The management function of organizing centers around activities that lead to the accomplishment of organizational goals. Activities such as resource allocation fall under the management function of organizing. BA within organizations serves as a resource to organizations. When managers had a clear understanding of resources and how to get the most out of those resources, the organization is better positioned to be successful. Resource allocation is considered by most to be fundamental to strategic management (Maritan & Lee, 2017). The structure of the communication examines how the allocation of multiple resources to include human resources, financial, physical, and technological resources, play a significant role in the success of an organization. The only way to accomplish organizational goals is to put the right resources in the right place. Managing organizational engagement to include a positive work environment and

encouraging leaders is a form of resource allocation (Albrecht et al., 2018). The literature points out that resource allocation requires more than just giving orders; it requires managers and leaders to make a physical effort to aid the morale of the work environment. The allocation of financial resources is one of the essential functions that keep an organization in business.

Financial resources change as the organization changes. When policies change, it is common for the allocation of financial resources to change to meet the needs of the policy change (Wen & Ye, 2018). The authors suggest that changes in policies may require money to move from one department to another to achieve organizational goals. Financial adjustments may call for budget cuts in departments or even the loss of employees. When managers notice that financial resources are a waste in one area of the organization, it is imperative to the long-term success of the organization to reallocate those financial resources to an area of the organization that is in need. Along with financial resources, one of the primary resources that make or break an organization is that of personnel.

The personnel of an organization is the difference between accomplishing goals or the adjustment of organizational goals. Recruiting and having the right personnel in the correct position is part of the personnel allocation process. Having stable personnel helps with the current goals of the organization and forecasting the future goals of the organization (Ingels & Maenhout, 2019). The scholarly article points out how personnel responds to having stability on the job that allows them room to plan for life outside of the organization. Work-life balance is another sign for BA to feel comfortable within organizations. Business analysts grow to appreciate an organization that believes in employees having a work-life balance (Powell, 2018). The author zeros in on how some BAs looking for employment had a family. Because of this, BAs appreciate an organization that presents the opportunity for work-life balance, which helps

with the efforts to accomplish organizational goals. All members of an organization play a role in accomplishing the goals of the organization. A key to ensuring that members are successful with their tasks is having a clear structure of communication.

Organizational structure is part of the personnel allocation process. The structure of the organization serves as a map for employees to understand how information flows from top to bottom. Organizational structure also gives business analysts an idea of the gender and race ratio within the organization. One of the main ways to communicate the above information is through an organizational chart. When organizations reach a larger size or create multiple locations, having an organizational chart helps everyone keep up with any organizational changes. Continuous changes within the organization make things complicated and trying for individuals to comprehend (Satori et al., 2018).

Organizational charts help alleviate some of the stress that comes with constant change by providing a visual of the state of the organization (Aita, 2016). The author examines how organizational charts served as a visual for members of the organization to understand the leadership structure and keep up with the changes that happen with leadership. There are various structures for organizational charts. One of the most common organizational charts is the functional structure, which most large organizations make a part of their culture. For most organization members, understanding the functional structure of the organization helps with getting the daily tasks completed.

BA looks for a culture that shows a functional structure that supports their career goals when seeking employment. Specific industries like manufacturing or organizations with multiple functioning departments use the functional structure chart to organize individuals into departments that perform similar tasks (Worley & Doolen, 2015). The writers point out that the

functional structure chart helps everyone in the organization understand who works where and what department is responsible for which tasks help accomplish organizational goals. Organizational charts help with resource allocation, acting as a glance at the overall organization. When planning out organizational goals, having an overall view of all the resources within an organization helps control how organizational goals become a reality.

  Controlling. The concept of controlling within an organization is essential within the function of management. Mainly, the controlling function of management deals with internal and external factors of the organization (Laval, 2016). The author makes the distinction between internal and external factors the effects the day-to-day actions of the organization. Internal factors include processes, equipment, and individual members of the organization. Business analysts seeking employment are potential members who become part of internal factors. Having a plan in place to make sure that the work environment remains comfortable helped with the retention of BA within organizations. For managers, the controlling processes within the organization involve monitoring. One effective means to monitor processes is through visual observation. Visual observations give managers a close view of what part of the process is working and what parts of the process benefit from an adjustment (Knuplesch et al., 2017). The article's emphasis shows how visual observations benefit everyone from managers down to members throughout the entire organization. During the visual observation process, managers made on-the-spot suggestions to make a process better for accomplishing goals. Certain situations are more effectively understood when an individual gets a first-hand account of how processes work within the organization. Visual observation is also a helpful method when it comes to monitoring individuals.

The efforts of employees at all levels of the organization play a role in achieving organizational goals. With the advancements in technology monitoring, individuals go beyond visual observation. As managers, it is essential to consider the privacy and the trust of the members of the organization (Chang et al., 2015). The authors point out the importance of managers handling each employee with discretion. When managers display a level of discretion with the way they conduct business within the organization, members found it easy to trust that managers had their best interests at heart. Business analysts looking for a long-term organization find comfort in knowing that their skills and ability are judged fairly within an organization (Hunter-Gadsden, 2018). The author explains how visual monitoring is one of the ways managers provided comfort to business analysts by giving them the sense that their skills and abilities are measured. A fair and equal opportunity is one of the many things that help with the retention of BA within organizations. Explaining how the organization uses the technology in the monitoring process of all organization members keeps everyone on the same page.

Along with monitoring the processes of the organization, technology helps with monitoring member performance. Performance monitoring revealed if the current process requires adjustment as well as if individuals took on more responsibility (McDermott et al., 2019). The article structure explains how it is difficult to tell members of an organization how well or below standards they perform compared to organizational standards without measuring their performance. When individuals master their current tasks, they could learn various tasks to keep them engaged in their work. The ability for constant learning has the potential to make an organization attractive to BA. Engaged employees result in accomplishing organizational goals and continued success in the future for the organization (Shaheen et al., 2018). The information points out how engaged employees are excited to be a part of the organization, resulting in a

positive work environment for individuals focused on accomplishing organizational goals. Internal controls are more accessible for managers to monitor and control compared to external controls.

External controls are things that happen outside of the organization. The job of managers is to control what happens outside of the organization, which is a difficult task. When managers display the ability to control what is going on outside of the organization, it is a sign to BAs that their only concern is their daily tasks. However, outside factors had an impact on an organization as much as internal factors. One of the external factors that many organizations deal with is the outsourcing of specific business functions. When an organization reaches out to other entities to help with internal services, they participate in outsourcing. Outsourcing is one of the significant business trends today (Virtaluoto et al., 2016). The writers dive into how outsourcing helped organizations cut costs while remaining competitive within their respective industries. As much as outsourcing benefited an organization, it is also a sign of potential trouble for the organization. The presence of outsourcing serves as a warning sign to BA when organizations are unclear about their outsourcing plans. Locations for outsourcing vary from areas in the United States to areas overseas (Gerbl et al., 2016). The literature looks at the many ways and locations of outsourcing options for organizations, no matter the industry. Managers decide what works best for the organization when it comes to choosing where and what to outsource. Keeping abreast of the industry changes and other factors such as policies and regulations helps managers decide on external controls.

Policies and regulations in business change consistently within organizations. Because policies and regulations include internal and external controls, managers should prepare for change at any time. One challenge that managers face regarding external controls is no control.

External regulations change when the entity that owns the policy feels like it should change to adapt to the current state of business (Williams, 2019). The author points out how organizations have no control of when policies change and the rate the policies change. Changes impact the organization and the way it conducts business. A change to just one regulation that governs how an organization conducts business financially impacts the organization (Holzhacker et al., 2015). The authors highlight how organizations should be flexible in including finances to manage unexpected changes to regulations. Organizations that had managers manage uncontrollable factors show business analysts that the organization invests time and personnel to ensure its success. All managers had the experience to handle the sudden changes and keep the organization calm, helping members understand that organizations can survive long-term. The above situation helps managers transition into leaders.

Leading. For most individuals, leadership skills develop as the individual matures in the workforce. There are specific characteristics that leaders had that most managers lack, such as decision-making skills. BA appreciated leaders, no matter the gender or race that possess strong decision-making skills (Caprino, 2016). The author suggests that BA perform better on the job when they believe in the decision-making skills of leadership. Although the skills of management and leadership worked together, they are unlikely the same thing. One main objective of a leader involves creating and maintaining the cultures and values of an organization while also being the champion for the overall goals (Kiage, 2018). The author suggests that the culture of the organization starts with the leaders. When members of the organization see a leader invested in the organizational goals, it makes buying into and understanding the goals a little easier. Change is one of the constant things within an organization. No organization remained precisely the same and maintained success within its industry. As a leader, it is

necessary to lead by communicating the coming changes and the journey all members must take to achieve organizational goals (Carter, 2015). The author points out that constant communication throughout the entire process of achieving organizational goals is key to keeping all members on the same page. Leading people requires an understanding of how to work with diverse individuals.

The makeup of many organizations is diverse, based on race, gender, and skills. Dealing with individuals and their diverse backgrounds and skills presents a challenge to the best of leaders when innovation and goals are factors (Boni, 2019). The author suggests that leaders should be flexible with their style as no two organization members are the same. Successful leaders understand how to manage a diverse workforce to get the best results regarding innovation and achieving organizational goals. Business analysts who are seeking employment look for diversity efforts that reflect their needs to be successful within an organization (Tulshyan, 2019). The author emphasizes that it is essential for leaders to understand the needs of Business analysts and what they need for a successful long-term career. One of the ways leaders become successful in their role involves gaining the trust of the individuals they lead.

Trust is complicated when it comes to the relationship with leaders and members of an organization. Most members of an organization had little trust in their leaders and the direction of their organization (Kim, 2018). The author examines how the lack of trust between leaders and members of the organization hindered the achievement of organizational goals. Leaders need to be careful with trust once they had earned it from members of the organization. Losing trust is an easy thing for a leader to achieve but, gaining trust back after its loss is a difficult task (Larkindale, 2016). The author highlights the importance of maintaining trust among the organization members as starting over with gaining trust is almost impossible. With leadership

comes the power that individuals in the role should understand before accepting a position as a leader.

Leaders who underestimate the amount of power that comes with their position are in for a surprise. BA found value in leaders that use power correctly when conducting business. Legitimate power is one of the few powers that come with the actual position of being a leader. With legitimate power, members of the organization are complying with the position more than the leader. Legitimate power could be dangerous to the organization when members respect the position more than the individual in the position of a leader, which leads to low morale throughout the organization (Hofmann et al., 2017). The main idea of the article points out how members fear the leadership position rather than the individual in the position of leader. When members of the organization function out of fear, their performance has the potential to suffer.

Some employees come to work to be productive and contribute to the goals of an organization. For some employees, completing job tasks results in satisfaction. For others, knowing that there is a reward for their hard work is the motivation that drives them to do the job. With the power of reward, leaders provided rewards to employees for their efforts. One of the recognizable rewards among organizations is a bonus. The ability to earn a bonus with an organization is a sign for BA that the wage gap is smaller than in most organizations (Wright, 2017). The author highlights the common issue of the potential wage gap BA, and the rest of the workforce continue to face. The availability of bonuses presents business analysts with the opportunity to shrink the wage gap. Bonuses could either come when members of the organization accept a position, reach a milestone, holidays, or retain valuable members (Law, 2016). The author displays the many options that leaders must implement bonuses into the culture of the organization that makes the organization attractive to future employees, along with

boosting the morale of current members. When leaders communicate the organizational goals, the members feel extra motivation when they know a reward awaits at the finish line.

The importance of rewards varies by individuals. Some rewards, such as work-life balance, mean more to specific organization members than the extra money. Work-life balance happens when a member balanced what is going on personally and professionally. Work flexibility is one of the many ways leaders lend a hand to members to assist with work-life balance (Schlegel, 2017). The author suggests that work flexibility involves the ability for the employees to work from home, have a short work week, or change shifts within the organization. With various ways to proceed as a leader, it is key to the success of the leaders to find a leadership style that works best for them and the organization.

Leadership styles differ from leader to leader. Business analysts are partial to any style that is free of bias and without barriers (Hill, 2016). The author recommends that all leaders approach the position of leader free of biases and adjust to different situations as necessary. With multiple styles to choose from, one of the popular styles of leadership is the democratic style. Leaders that use the democratic leadership style believe in hearing the options of the members that they lead before making any decisions about organizational goals (DeBell, 2019). The author suggests considering the opinions of members of the organization before making significant decisions within the organization gives BA the ability to voice their opinions. With the lines of communication open, information flowed in all directions of the organization. Democratic leadership is less about tracking the preferences of the members of the organization (Beerbohm, 2015). The author highlights how democratic leadership made all the members of the organization feel like they had a say in the direction of the future of the organization. An excellent democratic leader had members who understand that they share the same interest in

being successful. Also, members trust that their leader is being honest with them about what is going on within the organization. Having a complete understanding of this behavior aids leaders when it comes to communication and organizational behavior. Understanding organizational behavior includes intrinsic job factors.

Intrinsic Job Factors

When business analysts consider a long-term career, intrinsic factors are part of the consideration process. The information suggests that intrinsic factors include the part of the job that makes individuals excited to complete a task with no expectation outside of the excitement of performing the tasks (Malik et al., 2019). Long-term careers of BA come with demanding tasks that drain the excitement out of a workday. The presence of intrinsic factors such as the joy of performing tasks can make BA remain with an organization for the long term. Intrinsic factors are mainly out of the control of the organization and heavily dependent on the outlook of the employees. Based on the literature, intrinsic rewards start with employees and their admiration for the tasks that come with the position (Stumpf et al., 2016). Individuals taking on the career of business analysts do so with an understanding of what comes with the job. However, it is up to the individual to decide to find ways to love their job. When business analysts are new to the career, there is a form of shock that comes with the unexpected factors of a work environment. The literature shows that part of individuals being successful in a career comes with dealing with career shock (Akkermans et al., 2018).

Professional careers are unpredictable. There are never two days that look the same. The literature suggests that one way for BA to achieve success in the career is to practice adaptability. Practicing career adaptability involves being ready to cope with regular and unpredictable changes in tasks (Shin & Lee, 2017). Part of adapting comes in the form of dealing

with fluctuating work hours. The author suggests that being flexible with work hours is one of the multiple ways for BA to minimize stress and increase intrinsic satisfaction within an organization (Weiß, 2020). Reducing stress in the workplace benefits the organization as well as the employee by creating a comfortable work environment. Business analysts assist with the comfort of the work environment by bringing a positive attitude to the work environment. The positive attitude of BA comes from numerous extrinsic factors such as wages, salary, work environment, and work hours. Based on the literature, the above factors lead to positive attitudes throughout the organization (Mohanty, 2016). Job responsibilities are one of the leading factors in the multi-layer career of business analysts that are key to overall success.

Job Responsibilities. All careers include the fulfillment of job responsibilities. Part of understanding job responsibilities includes understanding the overall characteristics of the job. The writers suggest that the top five characteristics of a job that helped BA with achieving intrinsic satisfaction within an organization include task identity, the significance of the task, bring skill variety to the table, autonomy, and feedback on job performance (Wegman et al., 2016). A significant part of intrinsic satisfaction comes with a high comfort level with job tasks and the enjoyment of completing those tasks. In the literature, the best advice given to all job seekers is to understand the job responsibilities listed in the job description for an open position (Carver, 2015). The job description lays out the daily expectations of the position. However, it is crucial to understand that things on a job description are subject to change as positions evolve. The position of business analysts must evolve to keep up with the changes in business and technology. The author suggests that being flexible to responsibilities outside of the job description is the best option instead of discouraging individuals against their willingness to perform the job (Ramhit, 2019).

One of the primary responsibilities of a BA is analyzing the data that comes into an organization. The author suggests that business analysts analyze data within organizations to help with solving critical commercial and other operational issues that help with the continued success of the organization (Diplock et al., 2018). The literature shows that understanding data and having the ability to move with the flow of data helps with the success of BA. Having confidence in their ability helps with managing the changes in the volume and flow of data. The data that flows in and out of organizations helps the forecasting process. Authors suggest that forecasting within organizations requires the use of multiple data models for multiple situations (Athanasopoulos et al., 2017). Based on the literature, business analysts should come with data analysis skills to fit any situation that might come up within an organization. Forecasting for organizations is essential to helping them make critical decisions on matters like continuing or discontinuing services or a product. In the literature, the author explains how forecasting assists in areas such as marketing, production, financial, and inventory choices (Ma et al., 2016). Along with forecasting, reporting is also part of the job responsibilities of BA.

The data analysis process involves reporting. Once business analysts go through the process of analyzing data, reporting is the next step in the process. There is a difference between data analysis and reporting. The author suggests that reporting uses data from the analysis process to tell what is happening and why it is happening within the organization (Chen, 2017). If BA only analyzes data without reporting it to the organization, leadership is in the dark regarding what the organization is doing well versus what they are doing wrong. Performance reporting is one of the critical reports that organizations depend on business analysts to provide.

Evidence of how well an organization is performing in its respective industry has the potential to be the difference between success and failure. The information suggests that the

standard form of performance reporting is sustainability performance reporting (Journeault et al., 2020). Based on the literature, sustainability performance reporting helps with quantifying the actions of the organization. If the report displays a particular action within an organization is presenting issues, leaders could input corrective actions. Another job responsibility that may fall under the job description of BA is planning. When business analysts analyze the data coming into an organization, they report essential information to leaders to plan for the future. Planning is a constant process for organizations that helps with remaining competitive and relevant in their industry. The authors suggest that planning involves looking at the data coming in from all angles of the organization, from finance to technology (Behmer & Jochem, 2019). BA completing job responsibilities only happens when they come into an organization with the level of knowledge to complete tasks.

Level of Knowledge. The position of business analysts comes with challenging tasks that require a certain level of knowledge to be successful. No matter the location of the organization or the industry, there is a certain level of knowledge that BA had to accept a position within organizations. The article suggests that the level of knowledge that successful business analysts bring to an organization includes working with stakeholders, identifying business problems, developing and justify solutions, and developing strategies for implementing changes (Chernysheva & Shepelenko, 2018). The literature shows that BA had countless responsibilities that had a significant role in the success of organizations. Although business analysts are one part of a larger team, the development of their individualized knowledge aids the success of that larger team. Part of what keeps organizations competitive in their respective industry is the level of knowledge within the organization.

Managing knowledge within an organization is an ongoing task for all organizations. The article suggests that the increase in knowledge management practices comes from the pre-requisite of managing knowledge for organizations looking to improve competitiveness and performance (Elezi & Bamber, 2018). The literature shows the value of knowledge that organizations had for competitive advantage shows how efficient they are with that knowledge level. The knowledge that individual BA brings to organizations works together for the overall good of the organization. When working on tasks, the knowledge that business analysts use to complete the task presents the possibility of transferring to other BA or other members of the organization. The authors mention that the process of individual knowledge transfer involves the acquisition, storage, and processing of the knowledge along with the experiences of others (Wan et al., 2015). Learning from others and sharing knowledge is a common practice to increase the level of knowledge within organizations.

Each business analyst brings a unique way of doing things to an organization. The author explores the idea that collaborating and learning from others is an effective workplace practice within organizations (Margaryan, 2019). Learning from others on the job helps BA with improving and increasing their level of knowledge. Specific individuals learn better in the work environment versus a formal training session. Workplace learning comes in multiple shapes and forms. The writers suggest that because workplace learning is a crucial source of high-performance organizations, they should build learning infrastructures into the culture of the organization (Ryu & Moon, 2019). The literature shows that providing learning opportunities within the organization benefits their future success. Business analysts who had the chance to increase and share their level of knowledge could view the organization as a long-term instead of a short-term arrangement.

Based on the literature, one of the best ways for BA and other professionals to increase their knowledge level comes from knowledge sharing among peers. The communication suggests that building a knowledge network within organizations and encouraging communication within those networks assist with increasing the level of knowledge within organizations (Sedighi et al., 2018). Knowledge sharing rarely happens automatically. Individuals must be willing to participate in the process to help with making it a success. The writing explores how the action of knowledge sharing is better when it is a voluntary action of members within an organization (Alzghoul et al., 2018). The literature suggests that the best way for knowledge sharing to happen among business analysts is through organic means rather than force.

BA coming into organizations comes with the core knowledge that includes communication, problem-solving, and critical thinking skills. Communication skills are an essential skill that empowers business analysts to express recommendations to leadership within organizations. The authors suggest that individuals seeking employment had strong communication skills to be competitive in the workforce. Without communication skills, individuals appeared unemployable (Bharahti, 2016). A significant portion of the tasks that organizations ask of BA involves communicating their findings and suggestions. Based on the literature, business analysts had strong communication skills to achieve a long-term successful career. The level of knowledge expands beyond just the technical skills of being a business analyst; it also includes the core skills that all professionals across multiple fields should be successful. BA who bring a high level of knowledge to organizations increase their chances of job progression within organizations.

Job Progression. When BA considers a career in the field, they always consider the option of job progression. No individual enters a career field without thinking that job

progression is part of the process. The literature suggests that employees value job progression and feel that it is an expectation regarding their career path plan (McGinley & Martinez, 2018). The literature examines how things had changed from employees being content with staying in one position to employees entering a field with the expectation of job progression. Business analysts new to the field start with entry-level positions to get them acquainted with the field. The author suggests that once BA gains experience within the field, there is an expectation of moving into more senior positions within organizations (Carpenter, 2020). No employee wants to remain in the same position with no job progression for multiple years. The author suggests that one of the common reasons that individuals quit their jobs or move on to another organization is because of the lack of opportunities for job progression (Riggio, 2011). Based on the literature, organizations without job progression opportunities for employees, such as business analysts, increase their chances of losing their services.

BA had multiple options for job progression within their field. With organizations across all industries requiring their skills, there are many different positions that business analysts filled. One of the popular positions is that of a data analysis scientist. The author suggests that the position of data analysis scientist is one of the most challenging positions that BA filled. The job requires an individual who made sense of mountains of data and wrote code while discovering how to use the data to their advantage along the way (Davenport & Patil, 2012). Business analysts had their skills in order before progressing into the data analysis scientist position. The daily tasks and responsibilities that come with the position of data analysis scientist require a high level of skill with data and creating data models. The author explores the job responsibilities of data analysis scientists by pointing out that the requirements that include designing and

constructing new processes for data modeling and production using prototypes, algorithms, predictive models, and custom analysis (Burnham, 2019).

The position of a business analyst manager is another possible step for BA regarding job progression. Although business analyst managers are still analysis, their primary focus is on leading the team rather than analyzing data. The writers suggest that the main objective of business analyst managers is to challenge and guide their team of business analysts so they grow and develop in the field (Kulander & Nolan, 2014). Instead of being the frontline to analyzing data, business analyst managers serve as the supervisors of those analyzing data. Part of the job of being in a role as a supervisor involves monitoring their performance of their supervisees. The literature suggests that monitoring is an informational tool that allows supervisors to receive real-time information regarding the performance of the workforce (Liao & Chun, 2016). BA moving to the position of business analyst manager used monitoring as a tool to help guide fellow business analysts on the path to a successful long-term career. However, some BAs are un-equipped with the tools to manage and lead. With the daily tasks involving work independently over half of the workday, business analysts had trouble stepping into a role requiring them to lead. When individuals present as unable or ill-prepared to lead, the individuals requiring guidance suffered. Based on the literature, individuals in supervisory roles ill-prepared to handle the duties affected workplace conditions and behavior (Gabriel, 2016). Because of the options available for job progression for BA, finding a position that fits their professional style is possible.

Another option on the job progress path for business analysts is that of project managers. The position of project manager comes with different levels of tasks that changed before or during a project. Project managers are responsible for completing key objectives during the

lifecycle of a project. In the literature, the authors explore some of the objectives that project managers face, such as schedule and resource management, along with setting plans and developing strategies (Abdul et al., 2017). Although some of the above tasks look familiar to those of BA, the two positions are different. The purpose of the potential for job progression is to encourage business analysts to remain long-term within organizations instead of creating a frustrating situation that leads to a short-term stay with an organization. Another intrinsic factor that has the potential to help organizations keep BA for the long-term within organizations is the presence of achievement.

       Achievement. The idea of achievement for business analysts has the potential to be different from the leadership of organizations. Achievement for each BA comes in various forms. With the demands that come with beginning a career as a business analyst, perseverance is a form of achievement for those that battle through the tough times to create a long-term career. The authors suggest that the perseverance of individuals goes a long way when it comes to workplace performance and behaviors (Littman-Ovadia & Lavy, 2016). Stressful days came with a successful career as a business analyst. Based on the literature, when BA persevere through those stressful times, they achieved a satisfactory overall job performance. Stress is one of the many factors that are hard to avoid as a professional. Because business analysts deal with data that is the key to the success of organizations, stress is a factor that comes with the job. The functional structure of the article suggests that organizations played a role in helping employees manage workplace stress by creating an environment where every employee feels like they fit (Mackey et al., 2017). BA spends most of the time among other analysts or members of the information technology department. It is critical to their success to feel like they fit in with all members of the organization.

Another form of achievement for business analysts is helping their fellow business analysts develop as professionals. All BA had to start at the entry-level of their respective organization. It is critical to the ongoing success of organizations to encourage experienced business analysts to help develop those at the entry level. The writers suggest that peer mentoring allows business analysts to share thoughts and ideas with their fellow business analysts aiding in the innovation process (Richardson et al., 2015). The process of peer mentoring has benefits for all parties involved in the process. Based on the literature, knowledge sharing involves more than just the sharing of information. Knowledge sharing involves interpersonal interaction that builds a stable relationship between experienced workers and those just starting their careers (Sergeeva & Andreeva, 2016). Achievement in the form of professional and personal can add to the morale of BA within organizations. An additional potential achievement for business analysts involves the ability to be flexible and adapt to changes.

Changes in business processes are the one thing that all organizations counted on happening at some point along the journey. With the demand for BA within organizations, it helps them be flexible with constant change to succeed. The summary suggests that change often comes off as unfavorable and undesirable for those involved in the process because of the change in resources or financial cost the process brings (Fonfara et al., 2018). Business analysts who adapted to the instabilities that come with the daily operations of organizations achieved a long-term career. Intrinsic factors worked together with extrinsic factors to help organizations remain a desirable place to work for BA.

Extrinsic Job Factors

For BA looking for a long-term organization, the more extrinsic factors available, the better the organization appears. Based on the literature, extrinsic job factors include fair

treatment, the amount of supervision received, and tenure that shape individual experiences (Al-Asadi et al., 2019). Business analysts performed well within an organization when extrinsic factors are present. With the demands of analyzing data, having something to work towards makes any employee give their best effort. The information suggests that extrinsic factors that turn into goals encourage individuals to engage in learning, and sharing ideas leads to achieving organizational goals (Arshad et al., 2019). Extrinsic job factors are those found outside of the performance of the position of BA. Some extrinsic job factors present as unfavorable in the eyes of employees. The summary suggests that money is the most common popular extrinsic factor, but punishment is another extrinsic factor that is also common but unpopular among employees (Bhadoriya & Chauhan, 2013). The presence of positive and negative extrinsic job factors within an organization can provide the necessary balance for the success of their employees.

Business analysts looked for positions that provide rewards for their hard work. The observation suggests that extrinsic job factors affect the work outcome or job performance of individual employees (Dang & Chou, 2019). When individuals are aware of the reward that comes at the end of a project, more effort goes into job performance to ensure everything in their power goes towards achieving the reward. Organizations must be careful with extrinsic rewards by eliminating the creation of unnecessary stress. Based on the literature, individuals are only motivated by certain extrinsic factors for a short period which, means that organizations may find it helpful to rotate in new rewards to keep employees motivated in the workplace (Victor & Hoole, 2017). New incentives for business analysts encourage them to continue to be creative with their work, leading to a long-term stay with organizations.

Although organizations had majority power when it comes to extrinsic factors, however, the values and morals of the individual played a role in motivation in the workplace. Extrinsic

factors that motivate one unlikely automatically motivate the other. The information suggests that different individuals are motivated by various combinations of incentives and needs (Rice et al., 2017). Because of the above, the presence of different combinations of extrinsic incentives can attract a diverse group of individuals to organizations. The values of one business analyst unlikely to apply to all the BAs in the field. The article suggests that some individuals value material gains from extrinsic rewards such as salary and promotions (Fatima et al., 2017). However, that is a different standard for all. Some business analysts valued contributing to the overall success of organizations rather than the financial gains that come with doing their job.

What motivates BA to perform at a high level on the job is an essential factor; however, the only thing that matters to the organizations is that they are engaged. The authors suggest that motivation helps employees be proactive in moving strategies forward and helping them react to challenges that come up within organizations (Delaney & Royal, 2017). When business analysts are proactive, they rely less on someone to ask them to get things done; they take it upon themselves to move on to any tasks that require completion. Organizations with a work environment that welcomes being proactive self-starters attracted BAs who pride themselves on being a self-starter. The author suggests those self-motivated employees do more than what is asked by the organization; they go above and beyond, producing high-quality work (Michel, 2018). Based on the literature, extrinsic factors play a role in attracting and keeping employees within organizations. However, the extrinsic factors and their importance depend on the individuals. Certain extrinsic factors that are important to one are unessential to all. Some extrinsic factors are popular among individuals. One of those extrinsic factors that are popular among individuals is the work environment.

Work Environment. Business analysts spend most of their time in the work environment of organizations. It is critical to their success, having a work environment that helps with their potential productivity. Based on the literature, one of the popular forms of a work environment is the autonomous work environment, where individuals govern themselves. The author suggests that an autonomous work environment gives individuals the right to make their own choices and encourages taking the initiative instead of waiting to be told what tasks require completion (Choi, 2019). BA with experience in the field appreciated organizations that allow freedom in the work environment. Organizations that put effort into providing a supportive work environment attract qualified business analysts for the long term. The information shows that 80% of individuals looking for employment seek a better work environment, making it essential for organizations to create a better work environment for employment seekers (Kundu & Lata, 2017). With people being the main ingredient of the work environment, their well-being is a critical part of a work environment.

The authors define well-being as the overall quality of the employees' experience of work and performance, integrating physical, cognitive, and socio-emotional function (Pagán-Castaño et al., 2019). The work environment has the potential to play an essential role in the well-being of employees. Work environments that come with too many restrictions might lead to individuals feeling un-motivated to thinking outside of the box. The writers suggest that constraints in the work environment make employees un-motivated to share knowledge with other employees within an organization (Khan et al., 2015). Knowledge sharing is an essential piece to the success of organizations. Business analysts grew when knowledge sharing is an essential part of the work environment. A toxic work environment is the least favorable work environment among employees. One of the factors that lead to a toxic work environment is the power structure within

an organization. The literature suggests that power imbalance within the work environment can provoke bullying (Samnani & Singh, 2016). Based on the literature, no employee has an attraction to an organization where bullying situations appear or appeared.

The work environment that has the potential to attract or retain employees inspires motivation for all employees. According to the writers, sources of employee motivation come from the perceptions of the work environment and behavior of others within the organization (Shuck et al., 2018). The perception that business analysts had of an organization can push them towards a short-term or a long-term career within an organization. Perception can influence career length, but it influenced how BA use their capabilities with organizations. The authors suggest that employee perceptions of work conditions influence how employees use their capabilities on the job within organizations (de Menezes & Escrig, 2019). If work conditions are unsatisfactory for business analysts, they hold back some of their talents in abilities that would add to the success of the organization. There is no benefit for BA to use their capabilities within an organization with horrible work conditions.

Included in the work condition of organizations is the actual workspace that employees had within organizations. Workspace included everything from the desk space that employees use daily to the break area that everyone shares. According to the author, employees look for the basics in their workspace to include good air quality, natural light, and the ability to personalize their space (Meister, 2019). Having the ability to put a personal touch in a workspace allows individuals to bring a form of familiarity to their job. Personalizing workspace gives co-workers a hint into the person that they are working with daily. The author suggests that personalizing workspaces gives co-workers a chance to get to know individuals and the critical things to help with the comfort level throughout the organization (Augustin, 2012). The work environment is

one of the many extrinsic factors that attract and retain business analysts for the long-term within organizations. Along with the work environment factor, salary is another extrinsic factor that influences the choices of BA.

   Salary. The first part of a job description that most individuals look at is the section that mentions salary. According to the author, salary negotiations are a crucial part of employer-employee interactions in the labor market, mainly regarding higher salaries (Säve-Söderbergh, 2019). Business analysts understand the value of what they bring to organizations in terms of talent. Because of the above, the salary organizations offer should be in line with the level of talent they are trying to retain or recruit. Some business analysts that are new to the field entered the field with expectations of salary that may be higher than what the organizations feel is the correct salary for their talent level. The author suggests that overconfidence regarding salary may lead to skewed expectations on the part of the job applicant, which employees try to get ahead of by presenting the correct salary for the position (Schnusenberg, 2019). Organizations attract the talents of BA by creating a pay scale that is fair to the level of talent and experience that each brings to the table.

   The size and success of organizations influence the salary options available for positions within the organization. Business analysts working for smaller organizations should expect less pay than the pay of a BA working for organizations that had a global reach. The writers believe that their growth rate and current size influence salaries within organizations, so the salary rate in smaller organizations is less than those in larger organizations (Cokyasar et al., 2019). Based on the literature, the rise and fall of salaries rely heavily on the current and future success of the organization. When individuals are searching for a job, there is a chance that they may overlook the success of the company and zero in on the salary. Paying attention to both factors helped a

job seeker make the best possible choice. The article suggests that the willingness of an individual to apply for an open position may depend on the general impression of an organization along with working conditions, working environment, salary, benefits, and promotion potential (Chi et al., 2018). The salary that individuals make can include multiple factors such as benefits, possible overtime, and bonuses. Business analysts looking for long-term employment within organizations may take a closer look at organizations with an attractive salary package.

Individuals who choose to study to become a BA make that choice based on the earning potential once they complete the program. The author believes the expectations of earning that come with field choice depend on abilities and how others had fared salary-wise in that particular field (Conlon, 2019). Based on the literature, it is typical for business analysts who are new to the field to expect their salary to be higher at the start. However, BA must do proper research when looking at various organizations for a chance of potential employment. Researching potential organizations uncovered if there is room to negotiate salaries. The information suggests that personality traits and risk play a role in the negotiation process that includes the employer and the potential employee (Xiu et al., 2015). The literature shows that business analysts who chose to negotiate their salaries had the personality for the process, or their efforts could fail.

Ultimately, the pressure of having fair salaries to attract high-level talent falls on the leadership of organizations. Human resource management helps organizations with such issues as putting the right personnel in place and the salary rates within organizations. The author believes that human resource management involves the growth and development of employees, including pay, cooperation, and increasing motivation to encourage productivity and improve their quality of work (Pilukienė, 2017). Based on the literature, both organizations and business

analysts play a role in setting standards for salaries. Salary is an important extrinsic factor that makes organizations attractive to BA looking for long-term employment within organizations. Combined with the extrinsic factor of job security, organizations put themselves in the running regarding attracting the best talent in the field of business analysis.

Job Security. Job security is one of the many characteristics of an open position within organizations that potential employees take a closer look into when viewing job postings. Business analysts looking for employment within organizations look at organizations that give them a sense of job security. One of the possible factors that aid BA in doing their best work is stability in the workplace. The author believes that individuals find it challenging to do their best work regarding job tasks when the work environment feels unstable (Gottschalk, 2019). Based on the literature, one of the suggested ways to keep individuals engaged in their work is to make them feel stable regarding their job security. Change is something that all organizations deal with at some point in their life span. It is critical to the success of organizations to balance the factors that come with change, along with creating a stable work environment.

An unstable work environment has the possibility of creating stress for the employees. Business analysts who are concerned with job security lost focus on their daily tasks. When individuals operate showing the characteristics of the above, they develop insecurities about their job. The information shows that job insecurity is a typical stressor and can lead to adverse outcomes in the areas of well-being, job, and organizational behavior (Selenko et al., 2017). BAs, who stress out within organizations, can be less productive and create a hostile work environment. The concept of job insecurities has seen a rise in the last couple of years. The summary suggests that several downsizing episodes in areas in the United States and Europe lead to the rise in the perceived job insecurity numbers in industrialized countries over the past 20

years (Caroli & Godard, 2016). Based on the literature, job insecurities affect more than just work performance but the overall health of employees. Because of the above, job security is one of the many factors that attract and retain business analysts within organizations.

Job security is one extrinsic factor that created other extrinsic factors within an organization. The tasks that fill the days of a BAs are enough to worry about without the added stress of job security. Job security involves more than just having a job. The observation mentions the job security implies keeping employees from unemployment, which results in the loss of income and impact in areas like social status (Hourie et al., 2018). Business analysts looking for employment may overlook job postings that appear to come with less security of being around for the long term. One of the many reliefs that job security brings is a steady income and fair pay for the position. The authors believe that individuals who experience greater job security are less likely to experience the same compared to others regarding underpayment and job insecurities (Narisada & Schieman, 2016). BA who are paid what they are worth and had a sense of job security stayed with organizations long-term. Another extrinsic factor that helps the job security process is the availability of professional development.

Professional Development. In all industries, professional development is an essential part of an individual career plan. Professional development helps all members of the organization with developing skills that benefited the organization. For organizations, it is essential to consider professional development during the recruitment process of employees. BAs are looking for long-term employment benefits from professional development within or outside the organization (West, 2017). The author suggests that the pace at which things change in the field, making professional development a part of the organizational culture, helps assist with the development of members of the organization. Employees feel comfortable joining an

organization when they know from day one that the organization invests in their career development (Davis, 2015). The author states that laying out the plan for career development during the hiring process gives potential members of the organization a clear understanding of what to expect as a member of the organization. When individuals are starting their careers, they rarely start with a clear understanding of their career path and how to navigate a professional career. Managers and leaders had the responsibility of developing a strategy for professional development. Part of the overall strategy development process for organizations includes having a plan to manage the human capital within the organization. Having a plan for continuous learning and professional development is one of the many ways for managers and leaders to manage human capital (Hannah et al., 2017). The literature mentions the importance of continuous learning as a part of the organizational culture as one of many ways to manage human capital. Professional development happened within or outside of the organization.

Conferences are one of the popular forms of professional development for organizations. Sending members of the organization to conferences allows an opportunity for them to network with other individuals in their career field and exchange ideas about process improvement. For business analysts, attending conferences allows them to network with other individuals in the field on the same career path (Colston-Davis, 2016). The author advocates for the attendance of conferences to network and ways to share knowledge. Conferences serve as a way for managers and leaders to change things up regarding professional development and creating a professional culture that makes sharing ideas a standard part of the organizational culture (Seidel, 2018). The author explains how using creative ways to advance learning within the organization helps keep members engaged in their work. During conferences, members of the various organizations get

the chance to present how they do business and learn how others do business. Conferences are

the popular choice of professional development, but it is one of many options for organizations.

Structured formal training is another professional development option for organizations.

The workforce contains recent college graduates or members returning to further their education.

Because of this, managers and leaders also consider a structured form of training as a means of

professional development. Using the college approach to reinforcing skills such as time

management, stress management, and planning are some of the college skills that help with

professional development (Ragan, 2018). The author examines how the skills learned during the

college years are valuable skills that help a professional career. All of those skills translate to the

organization as they deal with constant changes to goals and strategies. Structured formal

training is an excellent choice for professional development. However, one of the most natural

forms of professional development for managers and leaders to plan for is peer-to-peer training.

Managers and leaders within an organization seek organizational knowledge-sharing

processes to perform their duties (Fábio & Odelius, 2018). The writers suggest that having a

standard process in place for sharing knowledge lets members of the organization know the

expectations and remain on the same page regarding knowledge sharing. Knowledge is one of

the most critical resources that organizations possess. Part of the organizational plan for sharing

knowledge includes retaining individuals long enough to gain the knowledge to share with

members new to the organization (Kim, 2019). The author points out the knowledge sharing is

valuable when the organization has a culture of retaining employees for the long term. The

retention of employees is an essential part of building an internal knowledge bank. Having a BA

as a part of the knowledge bank is beneficial to their career and the success of organizations.

The more extended time an employee remains with an organization, the more valuable they became because of the on-the-job knowledge they gained over the years. It is up to managers and leaders to create an environment where employees feel a level of job satisfaction. With a level of job satisfaction, employees are willing to share their knowledge with others as a part of professional development (Wang et al., 2017). The writing examines how members who are happy to be with the organization and their work had a comfort level with sharing knowledge. When creating a professional development plan, managers and leaders should try to equal representation across skill levels when considering peer-to-peer knowledge sharing as a form of professional development.

Ratio Gender Representation. Specific industries struggle with ratio gender representation (Gardner et al., 2018). The authors point out how most industries had an imbalance in gender within the work environment. Managers and leaders had the challenge of addressing the ratio of gender representation issues for an organization during the strategic planning process. Part of the strategy to make an organization successful is the process of recruiting and retaining talent. One of the ways managers and leaders attracted the wanted candidate pool is by tailoring their recruitment plan to the intended audience and the job vacancies (Gerxhani & Koster, 2015). The article suggests that when managers and leaders had a clear idea of the individual necessary to fill positions, creating a job posting that speaks directly to those needs helps get the right candidate pool. Having a fair balance of employees regarding gender is a challenge for all organizations. There is no exact formula to use to make sure organizations hire the perfect percentage of men and women (Bleijenbergh et al., 2016). The information points to the impossible task of ensuring that the ratio of men and women is equal within an organization when they are trying to get the best candidate for open positions.

Business analysts looking for a long-term organization face the challenge of ratio gender representation as early as during their undergraduate years of college (Yang & Barth, 2015). The summary examines the gender inequality found among students studying in the field of STEM as early as their undergraduate years. Entering their professional careers, the last thing BA wants to worry about is the issue of representation within an organization. If organizations want to be attractive to business analysts, managers and leaders must keep the above in mind when developing recruitment strategies. With the forecast for business analyst careers showing an increase, there is plenty of employment opportunities within organizations (Wang & Degol, 2017). Managers and leaders find it impossible to create an end-all plan to solve the issue of ratio gender representation within their organization. With the way the landscape of organizations changes regularly, ratio gender representation is always a strategic planning topic. However, with a bit of effort, managers and leaders made their organization attractive to a BA for a long-term career by removing bumps in the road that come with a professional career.

Personal Factors

The search for an organization with an open position that fits the needs of business analysts requires research. Certain personal factors play a role in making an organization attractive to business analysts. Finding a position that gives BA the opportunity for career progression is a personal factor that makes them apply to specific organizations. Business analysts bring a level of knowledge and expertise to a position. With bringing so much to the table, BA looks for an organization that offers the opportunity for career progression (Speer, 2017). The author explains that when seeking employment with an organization, the individuals look for opportunities with organizations that allow them to grow and move up the

organizational structure. No one looks for a position to remain in the same job for their entire

duration with the organization. Another personal factor that business analysts look for is benefits.

Employee benefits are the essential factors that make organizations attractive to all

potential employees (Laundon et al., 2019). The observation examines how individuals who look

for employment consider the benefits offered as one of the major deciding factors when choosing

an organization as an employer. Self-care is a topic that a BA takes seriously. Having health

benefits is one of the first steps to self-care. Health insurance covers everything from yearly

check-ups to medical visits for emergencies (Sommers et al., 2017). The literature looks at the

comfort level that individual's experience, knowing they had the benefits in place to take care of

themselves and their families if they get sick. Another form of self-care involves having a

balance between work and personal life. Business analysts working within organizations benefit

from work-life balance. Work-life balance involves creating a schedule that allows for the

completion of job tasks while allowing time for personal responsibilities (Isaacs, 2016). The

author explains how employees who had time for a life outside of work recharge to be the best

version of themselves for the organization. Along with the above, having stable leadership in

place is another factor that a BA considers when applying to organizations.

The strength and competence of leadership make or break an organization (Alvesson,

2019). The author looks at the impact of having competent leaders within organizations and the

members of the organization's ability to complete tasks to accomplish organizational goals.

Leadership sets the tone for the entire organization. Organizational goals, processes, and

procedures are some of the functions that the leadership of an organization handles (Conțu,

2016). The author looks at the roles and responsibilities of leadership within organizations and

their way of managing that leads to organizational success. Along with leadership, business

analysts look for a positive work environment. A positive work environment includes all employees having a positive attitude and willingness to work together as a team. Mental health is another key to having a positive work environment. Positive mental health ensures that everyone is in the right headspace to be productive in the work environment (Davenport et al., 2016). The writers examine the importance of good mental health among all members of the organization as an essential part of the success of the organization. Leadership made a strong case as to why a BA should join their organization. As strong as that argument, maybe, having a diverse workforce improved those chances.

A diverse workforce includes employees of different races, gender, and individuals working longer of all ages (Deacon, 2019). The author explains how diversity covers more than just race, but all aspects make individuals unique to other individuals in the organization. Most organizations make diversity a part of their overall organizational goals to ensure the organization maintains a welcoming work environment for all employees. Diversity happens at multiple levels of the organization instead of just in one department (Ellis & Keys, 2015). The author points out how having diversity in one department uncommonly means that the entire organization is diverse. Business analysts look for a diverse workforce to feel comfortable and an environment that welcomes sharing ideas. An organization that promotes learning and innovation among members of the organization becomes attractive to a BA (Mendes et al., 2016). The authors look at how a learning environment helps get members engaged in their work and deliver on task for the organization. With personal factors playing an essential role for business analysts, finding the proper organization may present a challenge.

Different Influences That Make Business Analysts Apply. Multiple influences make a BA apply to an organization for employment. The possibility of long-term success with an

organization is one factor that influences business analysts to apply for an open position. Long-term means accepting a position with an organization to retire. One of the most valuable assets within an organization is personnel. Because personnel is so valuable when it comes to the process of hiring, organizations look to hire for the long-term instead of the short-term (Urwin, 2008). The author mentions that the primary goal of organizations during the hiring process is to find long-term members unless the position requires otherwise. Long-term success for a BA displays evidence that they attained an executive position with an organization. It is uncommon to find business analysts in executive positions due to the barriers that most face to maintain a career in the field (Beckwith et al., 2016). The writers take a closer look at the lack of BA in executive positions and what organizations increase those numbers. Organizations that had business analysts in executive positions had more influence on other business analysts in the field to join the organization. Along with representation, having a flexible work schedule serves as another influence for BA to apply for an organization position.

Most business analysts wear multiple hats within and outside organizations. With multiple hats comes the task of balancing those hats with as little stress as possible. A flexible work schedule helps BA by balancing professional goals with personal goals. With the advancements in technology, a flexible work schedule allows employees to work from multiple destinations outside of the organization (Hyatt & Coslor, 2018). The article looks at the trend of individuals choosing to work from home to cut costs and had the flexibility to participate in other activities. Allowing a flexible work schedule shows signs that the organization has a level of trust and respect in their employees to give them room for a flexible work schedule. When business analysts see the above, organizations become attractive when looking for a position with an organization (Onken-Menke et al., 2018). The article examines how vital a flexible work

schedule to employees when they take on careers in challenging fields. Also, with a flexible work schedule, BA could engage in activities that help relieve the stress that comes with the demands of pursuing a career. One other influence that gets business analysts to apply to organizations is the potential relationship between supervisor and employee.

Supervisor/Employee Relationship. When a BA first enters the professional world, they had someone above them they report to during work hours. The relationship between supervisor and employee is either good or bad for the career of employees. Individuals in the role of a supervisor had a considerable influence over the kind of experience an employee had within an organization (Mikkelson et al., 2019). The information examines how the influence of a supervisor goes beyond the completion of tasks to influence the future of career employees. Supervisors assign tasks, provide feedback, and communicate the organizational goals. When the relationship between supervisor and employee is good, it benefits the organization. One of the roles of the supervisor is communicating to employees what is happening within the organization. When employees feel like they rely on their supervisor to keep them informed about changes within the organization, focused on performing job tasks. Effective communication between supervisors and employees translates into improvements in employee performance (Smothers et al., 2016). The authors look at how effective communication between supervisors and employees improves their performance and current skills. For business analysts, having a supervisor that understands their needs as an employee makes their experience with the organization better.

Because of a diverse workforce, many organizations are adopting; supervisors adapt their way of doing things to fit each employee under their supervision. The leadership style that fits one employee less likely fits all; that is why supervisors adjust their styles to fit each employee

they supervise (Babalola, 2016). The author suggests that supervisors get a feel for the individuals they are supervising before deciding on a style. With individuals having different needs, the style continuously changes. Business analysts are uncommonly monolithic. They come with different thought processes and ways of performing the tasks of the job. When a supervisor takes the time to establish a good relationship with a BA, they increase the chance of them being long-term employees instead of short-term. Because there is a chance that business analysts had a family, it is critical to their success for their supervisor to be sensitive to the situation.

Employees that apply for positions with organizations had a family. Supervisors who display support for the family make their employees comfortable balancing the demands of work and their families. Family supportive behavior by the supervisor encourages a positive attitude from the employee that results in a positive work environment (Lv, 2018). The author looked at the positive response of individuals when they had a supervisor who cares about more than just the success of organizations and cares about the success of family life outside the organization. Supervisors supporting employees with families may include allowing flexible work schedules and making sure employees use their earned vacation to spend time with their families. BAs found comfort in knowing that if their child gets sick, communicating that to their supervisor comes with little push back. For supervisors and employees to attain a good working relationship, there must be a level of trust.

Trust between the supervisor and employee is critical to the success of the relationship. One of the many tasks that supervisors had includes performance appraisals and feedback. When employees receive feedback on their performance appraisals, they feel the supervisor is fair in their assessment and only wants the best for them and their careers. Because some performance

appraisals result in pay increases for the employee, trusting the supervisor makes the employee comfortable going through the process (Mulvaney, 2019). The author looks at the importance of trust and a fair performance appraisal system to members within the organization.

It is easy to build trust in a supervisor with a proven track record of being honest with their employees. When a supervisor displays ethical leadership traits, employees achieve job satisfaction, display commitment to the organization, and report problems instead of hiding issues from the supervisor (Chughtai et al., 2015). The observations mention how the behavior of an ethical leader impacts the ethics and performance of members within the organization. When the relationship between supervisors and business analysts is strong, they had a comfort level that allows for the best job performance to be on display.

Level of Comfort. Comfort in the work environment allows business analysts to maintain their identity without adjusting to fit the work environment. In some cases, BA found that they needed to adjust their identity to make others comfortable in the work environment. Some business analysts found that if they cannot adjust their identity, they experience microaggression in the work environment in either a direct or indirect form (DeCuir-Gunby & Gunby, 2016). The literature looks at the experiences of business analysts who choose to be themselves in the work environment. Because of being unwilling to change, they open the door for labels such as angry or having an attitude. However, it is possible to find a diverse work environment that allows them to be themselves without the need for adjustment. The workforce culture played a role in the level of comfort a BA feels within an organization.

When individuals go to work, feeling like it is a form of punishment translates into an early exit from within the organization. Having a positive work environment helps with the negative feeling about being on the job. Individuals who come to work and find the ability to

find fun while completing daily tasks create a healthy work environment (Georganta & Montgomery, 2019). The authors take a closer look at employees who find joy in the work and how that results in a healthy work environment that all members look forward to coming to daily. A healthy work environment becomes healthy with the help of the employees. When employees are happy, positive energy moves throughout the organization. Happy employees helped an organization maintain its competitive advantage with its behavior by accomplishing job tasks (De Clercq et al., 2019). The writing looks at how employee happiness translates into the effective and efficient accomplishment of organizational goals. Business analysts found a healthy, happy, and productive work environment welcoming. Another factor that creates a comfort level in the work environment for a BA is confidence in their abilities.

Confidence in Abilities. Graduating with a degree to perform business analysis duties is a challenging task that everyone who tries may be unsuccessful (Redmond-Sanogo et al., 2016). The article takes a closer look at how difficult it is for individuals to complete a degree in the field. Because of the level of difficulty, completing a degree comes with a level of confidence to achieve a successful career. Business analysts come with confidence in their abilities after getting over the challenges of attaining a degree in the field. Confidence in their abilities comes in the form of being able to share thoughts and ideas.

Knowledge sharing is a challenge for those unconfident in their skills and abilities. Knowledge sharing helps the organization with accomplishing goals and adding to the creative process within the organization (Ameer, 2019). The author looks at how knowledge sharing within an organization serves as a cost-effective way for organizations to save regarding professional development. In the business analysis field, there are days where things get difficult to handle. The best way to display confidence is to ride the waves of difficult times. Encouraging

oneself and everyone within the organization when times get hard is key to riding the hard times' waves (Milliken et al., 2015). The author examines how a leader responds when things go wrong for the organization compared to when everything is going according to plan. The real test of a leader comes when things are wrong, and they must lead members through challenging times. Along with encouraging others within the organization, a BA displayed confidence in their abilities by taking on challenging tasks instead of waiting for something easy.

Volunteering to take the lead on a project is one way to show confidence in abilities and skills. Project management requires a set of skills essential to the success of each project. Scheduling and managing people are just two of the skills required to achieve a successful project (Caramia, 2019). The author looks at the moving parts that come with projects and how a good project manager comes with the skills necessary to see the project through from start to finish. It is hard to know exactly how the process goes from beginning to end with different personalities within the organization. Properly managing people during a project helps with encouraging members on the team to explore all ideas to contribute to the success of the project (Shaw, 2017). The author looks at how one of the biggest challenges that come with project management is managing the people involved in the project. Business analysts showed confidence in their abilities by leading and managing a project from beginning to a successful end. Entering the field of business analysis is a challenge. Having staying power depends on personal factors as well as the factors that fall under intrinsic and extrinsic.

Potential Themes and Perceptions

Based on the literature, there are some themes and perceptions that stand out. One of the themes that stand out is that of salary. After reviewing the material, salary stands out as an essential extrinsic factor that has the power to attract and retain BA. All employees want the

level of pay that matches the talents and skills they bring to organizations. Also, the literature shows that individuals expected a higher salary than what the organizations offer. Another theme that stands out in the literature is the importance of a pleasant work environment. The literature shows that a pleasant work environment can affect elements such as idea-sharing and the well-being of the employees.

A potential perception that comes up based on the literature is business analysts having the potential to be attracted to organizations that offer intrinsic and extrinsic factors. The presence of intrinsic and extrinsic factors can satisfy both the personal and professional needs of a BA to attract them to organizations for the long term. With the high demand for business analysts across all industries, there is no shortage of employment opportunities. Because of this, organizations should make sure they had a work environment in place that satisfies the intrinsic and extrinsic factors BA potentially look for within organizations. All of the themes and perceptions from the literature show that BA, like other professionals, seeks out organizations that fill the professional and personal needs to pursue a long-term career.

Summary

The retention of business analysts has the potential to be an ongoing challenge for organizations. With high demand across industries for data analysis, job opportunities are available for business analysts. The author believes that as organizations get richer in data, they struggle to make it a part of their overall business strategy (Ladley & Redman, 2020). Business analysts provided organizations with the talent to help make data a part of their business strategy. No literature gives the exact factors that attract or retain business analysts within organizations. However, the literature shows how the theory that Frederick Herzberg presented shows a relationship between intrinsic and extrinsic factors that affect job satisfaction (Lundberg et al.,

2009). With the above theory, there were hints of intrinsic and extrinsic information that attract and retain BA within organizations.

Some of the intrinsic and extrinsic factors that stood out in the literature include enjoying the work, job progression, work environment, and salary. Further research that is beneficial to what attracts and retains a BA within organizations should focus on the overall career paths of experienced business analysts. Taking a closer look at what made them chose the career path and what kept them in the field for an extended amount of time. Intrinsic and extrinsic factors found within an organization can attract and retain business analysts for long-term careers.

Section 2: The Project

Understanding what intrinsic and extrinsic factors played a role in the retention of business analysts within organizations requires a process where the experiences of each individual have a place in the research. The main objective of the study is to potentially find commonality among the intrinsic and extrinsic factors that potentially play a role in the retention of business analysts within organizations. As the researcher, it is crucial to the success of the study to allow the data to tell the story. For the data to tell the story of the experiences of the business analysts, no personal opinions and feelings found their way into the research process (Råheim et al., 2016). Being honest and giving an accurate account of their experiences and journeys as a BA is the role of the participants. The study participants are the driving factor when it comes to following the data to a potential outcome.

With an assist from the case study design method, the qualitative research method helps let the journey and the experiences of business analysts lead to the common factors that increase the possible retention within organizations. BAs, who currently hold a position within an organization instead of those seeking employment, are the target group of participants. The sampling mainly focuses on organizations throughout multiple industries in the New England area of the United States. An online interview presented through an online tool such as Microsoft Teams is the primary method of collecting data for the study. The data analysis process includes looking for common themes among the answers provided by BA to the questions during the interview process. Also, all participants received the same pre-interview survey to aid in the reliability of the research. All questions remained the same once the interview process with the participant pool began and ended. The research questions driving the study helped maintain validity throughout the research process (Golafshani, 2003). Following the data provided by the

interviews helped with the reliability and validity of the common themes that could appear during the research process.

Purpose Statement

Using the case study design, the purpose of this qualitative study is to explore the relationship between the turnover of business analysts in organizations and the intrinsic and extrinsic factors. Information plays a significant role in the success of all businesses worldwide, which makes having business analysts as a part of the organization essential (Chernysheva & Shepelenko, 2018). Business analysts serve as the bridge between information technology and the business of an organization. Such a role comes with challenging tasks that are the difference between the success and failure of an organization. Intrinsic job factors like enjoying work and being motivated to evolve with time are just a few of the factors that make a business analyst comfortable with an organization (Fulmer, n.d.). When choosing a career path, intrinsic and extrinsic factors go hand in hand regarding influencing commitment to an organization for the long term. Having a consistent balance between work and family is a critical factor that some employees look for when choosing to take a position with an organization (Nordenmark, 2018).

Extrinsic factors were the difference between a short-term or long-term stay with an organization. One of the elements of a job announcement that gets the most attention is the salary section of the announcement. What makes organizations marketable is having a salary that equates to tasks that come with the position (Chi et al., 2018). The work environment within the organization is another extrinsic factor that attracts long-term employees. A work environment that minimizes stress and excludes hazards that caused harm creates a healthy work environment (Danasekaran & Govindasamy, 2019). Exploring both intrinsic and extrinsic factors concerning

the careers of business analysts has the potential to open the door to what factors help them remain or leave an organization.

Role of the Researcher

The role of the researcher has the potential to change when it comes to various research methods and designs. Even with the advances in technology that aids in research, the researcher remains a critical piece of the research process (Moon, 2015). Regarding the current study, multiple tasks fall under the role of the researcher. One of the main tasks of the researcher is to identify and contact potential participants for the study. Finding participants is essential to the part of the research that involves collecting data. The potential participant pool must consist of business analysts that fit the criteria that yield the correct data to understand and answer the research questions. Due to circumstances such as region and the COVID-19 pandemic effect on work requirements, face-to-face interviews are out as a form of data collection. An online interview served as the only method of collecting data from the participating BA for the study. Maintaining a platform and environment that is fair for all participants is another role of the researcher. The interview process required all business analysts to use the same format and answer the same questions, aiding the researcher to keep things equal regarding platform and environment.

During the qualitative research process, the potential for analyzing data happened during the data collection phase (Pope et al., 2000). The essential role of the research is the data analysis process. During the data analysis process, the main objective is to follow the data allowing the data collected to create the narrative of the research. The different experiences and journeys of business analysts told different stories. As the researcher, it is vital to leave out biases and only report what the findings uncover even when the findings and the assumptions of the researcher

are different. If the biases of the researcher are present, the findings of the study come into question regarding validity and reliability (Blettler et al., 2018). The roles of the researcher and participants work together to aid in the production of precise and reliable findings.

Participants

Participants are critical to the overall success of the research. Gaining access to participants is one of the challenges researchers face, no matter the research topic, method, or design (Amundsen et al., 2017). Regarding the current study, gaining access to business analysts to serve as participants happen, mainly via email. Email is one of the standard communication tools throughout multiple industries (Sumecki et al., 2011). Instead of finding enough BA to participate in the study, organizations and professional groups were the desired targets. Business analysts' organizations and professional groups consist of many members, which makes the emailing process simpler.

The measures put in place to protect the participating BAs included making the participants anonymous when reporting the findings. BA1 and BA2 are examples of how the participants appeared when presenting details within the findings. All participants received a link to access Microsoft Teams as part of the interview with no requirements for adding their names or capturing any identifying data. Anonymity gave the participants space, to be honest, and express their true feelings about their experiences and journeys. Leaving out names during the process of reporting the findings is another measure in place to protect the research participants.

Regarding the classification of response data, demographic questions aided that process. Demographic questions allow the researcher to gather some background data on their participants without collecting names or identifying markers (Allen, 2017). Questions like ethnicity and age are some of the questions that could appear as interview questions. Excluding

identifying markers encouraged individuals to feel comfortable enough to participate in the study. Participants require a level of comfort during the research process to be able to be open and honest about their experiences without the consequence of some form of retaliation from their respective organizations or co-workers. The honesty of business analysts participating in the study is essential to the research method and design.

Research Method and Design

Out of the three research methods available, the qualitative research method is an accurate fit to look into what intrinsic and extrinsic factors could play a role in retaining business analysts within organizations. Qualitative research methods had multiple positive attributes regarding offering distinctive strengths in engaging with multilevel social processes (Sprague et al., 2017). Diving into different career experiences and journeys of business analysts requires a method that allows each presence in the research process. With the use of interviews as the data collection instrument for the study, the findings had a research method that allowed the data from the interviews to drive the research process, not the options of the researcher. The qualitative research method is the standard method used when assessments and interviews are the data collection tool (Ambrose et al., 2005). Intrinsic and extrinsic factors matter in various ways to BA regarding which factors influenced their decision to remain within an organization.

Qualitative research requires any knowledge that the researcher has about the research subject to remain out of the process. Only the data provided by the responses played a role in the research process. Using the qualitative research method helped leave out all assumptions about what business analysts deal with during their career journeys. The qualitative research method takes an inquiry approach to research matters like social behaviors (Creswell, 2016). An inquiry approach is necessary to the research process to pinpoint the common intrinsic and extrinsic

factors that may lead to the retention of BA within organizations. Combining the qualitative research method with the case study design can let the experiences of business analysts come through the data collected during the research process. The case study design is a flexible approach to research that assists with focusing on the experiences of individuals or a collective group of interest (Rosenberg & Yates, 2007). Business analysts are the collective that was the focus of the study. Using the qualitative research method with a case study design helped explore the common intrinsic and extrinsic factors that keep BA within organizations.

In conjunction with the qualitative research method, the case study design fits the time allotted to collect the research data. Intrinsic and extrinsic factors that are essential vary from one business analyst to the following business analyst. When used correctly with qualitative research, using the case study design weeds out which factors BA had in common regarding the level of importance to their career journey (Dresch et al., 2015). Using the case study design in the data analysis process can lead to universal themes that potentially play a role in retaining BA within organizations. Conducting an online interview gives each participant the ability to answer questions in a comfortable environment that the researcher does not compromise or interfere with their comfort level (Creswell, 2003). The right participant pool is essential to data collection relevant to the success of the study. Allowing the data to lead the research process is essential to the research using the qualitative research method and case study design.

Population and Sampling

The population for which the participant sample came from included business analysts currently holding a position within an organization in the New England Region of the United States. A sample size of 15 to 40 BA is a manageable size for the research. Going over the sample size of 40 can make collecting and analyzing data difficult when it comes to the amount

of time allotted for the study. There is no exact science under qualitative research guidelines to estimate the perfect sample size for a study. With the foundation of the study, beginning with a theory based on the available literature, a purposive approach to sampling can yield the best results regarding data collection without the effect of saturation (van Rijnsoever, 2017). The eligibility standards for participants were straightforward. Business analysts who had at least three years on the job were the preferred group that helps get the data necessary to potentially expose the intrinsic and extrinsic factors that play a role in their retention within organizations. Those individuals had experienced the waves that started a career and battled the challenges presented along the journey. Also, they had a clear understanding of what they want out of their careers and the intrinsic and extrinsic factors that are important along that career path.

The data that comes with those journeys were essential for the study to tell experienced BA stories. Individuals who had at least three years within an organization know what makes them remain within organizations long-term compared to those who had less than a year working within an organization. When business analysts are at the beginning of their careers, they are just excited to establish a start. At the three-year mark of the career of a BA, they are in a position to attain a promotion or salary increase (Dharmalingam, 2018). At that point, the intrinsic and extrinsic factors that are non-negotiable for a long-term career become a requirement. Also, the personal factors necessary to perform at a high level on the job become a part of the long-term career checklist. Entry-level up to management roles are all levels that fit the criteria for potential participants for the study. Each level within organizations comes with different experiences and points of view that provide valuable data to the study.

The characteristics of the sample above were relevant to the study because of the higher potential of insight into intrinsic and extrinsic factors that keep business analysts within

organizations for the long term. BA who had less than three years of work experience have not gained enough time on the job to understand what intrinsic and extrinsic factors are essential to their career journey. With less than three years as a BA, the individuals are at the beginning stages of their careers with little to no understanding of what they require out of a long-term career. The data that they provide cannot add any value to the study because they are too new to the career to gain a point of view relevant to the study focusing on the vital intrinsic and extrinsic factors that played a role in a career journey. Also, business analysts who had less than three years of work experience are doing their best to navigate the idea of being a part of the workforce with as little stress as possible. Because of the above, BA with at least three years of work experience could provide quality data for the study lead to a theory about what keeps them long-term within organizations.

Experienced business analysts are essential to the success of organizations. They are the change agents regarding guidance on innovation and remaining competitive (Josh, 2017). Including organizations from multiple industries to include business, education, and healthcare gave multiple perspectives of intrinsic and extrinsic factors. With multiple industries comes multiple perspectives of intrinsic and extrinsic factors. The qualitative research method using the purposive approach for sampling allows room for as many themes as the data present, increasing the chances of finding the factors that BA has in common regarding intrinsic and extrinsic factors. With the need for business analysts continuing to increase, the sampling was relevant to provide a theory on what makes organizations attractive for the long-term and if intrinsic or extrinsic factors are important enough to retain the services of business analysts within organizations.

Data Collection

The qualitative research method offers multiple options regarding the process of data collection. Some of those options include interviews, observations, and focus groups. During the process of collecting data using the above methods, there are also options to record or take hand-written notes of what was said and done during the various data collection processes (Sutton & Austin, 2015). As the process of qualitative research continues to advance, other methods of data collection are starting to emerge, such as the use of music in combination with interviews as an ice breaker to make interviewees comfortable with participating in the research process (Becker, 2019). With the current state of affairs that the world is facing, some standard data collection methods cannot happen. Because of this, the current study used an online platform such as Microsoft Teams for interviewing participants as the method of data collection.

An interview helps gather information from a specific population or group of people that leads to commonalities among them that explained or uncovered a phenomenon (Kallio et al., 2016). The current study aims to find the possible intrinsic and extrinsic factors that help organizations retain the talents of business analysts. With the research focused on organizations within the New England region of the United States, using an online platform such as Microsoft Teams to conduct interviews was the best way to ensure the data collection process was fair for all study participants. The role of the researcher as part of the data collection instrument is to disseminate, collect, and analyze the responses. It is essential to the study that the researcher followed the data and removed any biases or options from the process. The interviews aimed to get a clear understanding of the experiences of BA participating in the study.

The experiences collected from the research lead to common intrinsic and extrinsic factors that keep BA with organizations long-term. A pre-interview survey went out to the

participants before the interview process, which they must answer and return, along with the consent form to be a part of the study. The opening question of the interview gives the participants another opportunity to end their participation in the process if a change of heart occurs. It gives them the option to either continue or stop before answering any of the questions. Each question presented during the interview helped capture the diverse experiences and career journeys of business analysts throughout their professional careers. Please see Appendix A section for an overview of the interview questions.

Data Collection Technique

The interview process happened for participants via a standard link to an online platform. An online platform served as the home base for the interviews. Using an online platform ensured that all participants had the same opportunity regarding when and the environment they felt comfortable in answering the questions. Online platforms vary regarding features, pricing, and the length of time the company retains the interview data if there is any data to store in the system (Archibald et al., 2019). After careful review of all the above factors, Microsoft Teams appears to be the current study option. The process of setting up interview times included a pre-interview survey that the potential participants received via email. Each participant must read and return the pre-interview survey and consent form before an interview time is determined. Once the process of setting up interview times is complete, a standard link to access the online platform goes out to all business analysts who chose to participate in the research process.

Each interview for each participant took up to 30 minutes to include follow-up questions to make sure all the answers given are clear and details the individual experience. A reminder went out a day before the interview to give participants time to prepare for the interview. All participants decided when and where they feel comfortable completing the interview process.

Responding to the questions in a safe and comfortable environment helped business analysts be honest about their career journey experiences. Once all the interviews are complete, the researcher has the task of reviewing the responses. Using written notes and recordings, the researcher reviewed the responses of the participants and began the process of organizing the data the responses provided.

Data Organization Techniques

Organizing the data provided by the participants was an essential step to potentially discovering the common intrinsic and extrinsic factors that retain BA long-term within organizations. With the participant pool ranging from 15 to 40 participants, the potential for a large amount of data coming from the responses was high. As each response goes through the review process, the researcher kept a log to ensure the responses are only considered once in the data analysis process. The researcher logged the presence of common themes, if present, to help with organizing the responses into categories such as intrinsic and extrinsic factors. Common themes are typical when using interviews as a data collection tool as they include what business analysts had in common and lead to signs for future research topics (Hennekam & Bennett, 2017). Each theme present in the response data received notation in the log file. The log files help with determining which themes fall under the category of either intrinsic or extrinsic factors. Organizing the data in such a manner aided in reporting the findings and determining which factors had the most significant impact on long-term retention. The data organization helps understand what the data is saying and how it answers the research questions. Efficient data organization techniques are critical to the success or failure of the data analysis process of the research.

Data Analysis

The critical part of the research process is understanding the story the data collected during the data collection process is trying to tell. Coding the data collected helps with putting together the findings of the research based solely on the data present. In qualitative research, coding is a universal process fundamental to the analytical process that allows the researcher to break down the data that transforms into something new (Elliot, 2018). The coding process centered on intrinsic and extrinsic factors that retain business analysts within organizations long-term regarding the current study. Each response from the interview questions went through a review process to separate the responses into categories of either intrinsic or extrinsic factors. The responses get a classification of intrinsic or extrinsic; then, responses faced a second-round review with finding common responses. Themes found in the data developed from the common responses present in the response data.

Coding the data began with dividing the responses into two categories, intrinsic and extrinsic. As common responses came up in the data, each received an additional category such as compensation, job satisfaction, and supervisor influence. If one participant singles out salary and others single out bonuses, each of those responses fell under the compensation theme. The process continued until all the responses received the second round of review, leaving only common themes as a result. Coding is more than just sifting through research data. The purpose of coding is to help the researcher discover data with similar meanings and data segments within the research related to one another (Stuckey, 2015). Coding is essential to discovering which intrinsic and extrinsic factors had the most significant influence over business analysts and their choice to remain with an organization long-term.

Reliability and Validity

Reliability and validity are critical components of successful research. The current study focused on the potential influence of intrinsic and extrinsic factors on the long-term career decisions of business analysts. Multiple ways to get to the truth exist regarding performing various levels of research. When using the qualitative research method, the essence of reliability depends heavily on consistency (Leung, 2015). Reliability for the current study comes in the form of the use of a typical online platform such as Microsoft Teams to conduct interviews as the data collection process. Each question centers on combining intrinsic and extrinsic factors that BAs may find valuable to their professional career journeys. Because each participant received the same standards and set up for interviews, there was no difference in the questions asked and answered to help with the reliability and validity of the data collection process. Before answering the first interview question, the participant could stop before providing any data if they disagree with the process. Also, each participant had the same amount of time to complete the interview, which helped maintain reliability throughout the research process.

The research sample size is 15 to 40 business analysts who currently hold a position within an organization, mainly in the New England region of the United States. With the desired participant pool, the hope is to collect enough data to find common themes among intrinsic and extrinsic factors along with reaching the point of data saturation. With the qualitative research method, the potential maximum amount of participants increases the chances of reaching data saturation before interviewing 40 business analysts. The potential for data saturation can happen within the first 12 interviews, with signs coming as early as around interview number 6 (Guest et al., 2006). Data saturation happens when there is enough data to replicate the research when the opportunity to collect additional data is present, and coding is no longer an option (Fusch &

Ness, 2015). With all research, there is always the potential of failure to reach data saturation. Failure to reach data saturation affects the quality of the research and the validity of the content presented in the research (O'Reilly & Parker, 2012). It is essential to the success of the research to use a participant pool with a sample size where the potential for data saturation is high.

If a researcher replicates the research using the same potential participant pool but uses a written interview method via email as the data collection tool with the same questions, they discover the same intrinsic and extrinsic factors. However, with the current state of the entire world due to the current pandemic, reaching data saturation through triangulation had to happen through safe methods such as reviewing the data collected during the research process or telephone follow-ups after the initial interviews. As everyone continues to do their part regarding social distancing and reducing the amount of personal contact, collecting data through interviews using an online platform such as Microsoft Teams is the safest option for the researcher and the participant pool. Triangulation involves the process of using more than one method to collect data around the same topic (Fusch et al., 2018).

Data source triangulation involves collecting data from various individuals who know about the research (Carter et al., 2014). Because the research involves looking at the experiences of business analysts and their respective career paths, data source triangulation was the best method to uncover the intrinsic and extrinsic factors that retained business analysts. Regarding the current research, triangulation happened via listening to the recording of the interviews to make sure the context of the information given during the interview process is correct. Also, reviewing data from job satisfaction questionnaires and surveys among business analysts and comparing it to the data collected during the interview process helped with the data triangulation process. Speaking with human resources professionals to get their perspective on what retains the

services of BA within organizations is another method of completing data source triangulation for the research process. However, for future or further studies on the topic, the suggestion for triangulation involves face-to-face interviews with BA and real-time observations in their work environment.

Validity is essential to the research process to ensure the focus of the research remains on the topic only. The research aimed to find what intrinsic and extrinsic factors potentially play a role in retaining the services of business analysts within organizations long term. Validity ensures that the researcher does not distort any of the information gathered during data collection, is sensitive to the participants involved, and follows the data only without bias (Hayashi et al., 2019). Conducting interviews helps with making validity a part of the qualitative research process. Also, member checking aided reliability and validity by ensuring the information presented during the interviews was accurate and creditable (Brit et al., 2016). With the interview process, the only voice in the data was that of the BA answering the questions. During the data analysis process, the research only reported the details provided by the data and nothing more. Also, respecting the participants during the research process is key to the success of the research. The participants remained anonymous throughout the reporting process. Codes helped to protect their right to privacy. In the future, the opportunity for the participant pool to re-answer questions via email has the potential to happen to ensure the data remain true. The presence of reliability and validity within the current research aids the integrity of the research regarding following only the path the data presents.

Transition and Summary of Section 2

The essential components of the research process involved finding a relevant participation pool that can provide data to answer the research questions. Business analysts who

had three years of work experience within an organization in the New England region of the United States were the target participant pool for this study. With the help of the above participant pool, the study had the potential to uncover some of the intrinsic and extrinsic factors that aid in retaining BA long term. The role of the researcher at this point in the process is to follow the data no matter what direction the data leads. The researcher is responsible for removing all personal experiences and biases they had regarding the research subject. Business analysts with at least three years of work experience were responsible for providing honest responses to their professional experience. With the help of an online interview process, the participants had the option of answering questions in a comfortable environment that allows them to be honest.

The data collection was straightforward with the help of the online interview process. All responses and additional research data live on a secure computer system that is only accessible by the researcher. Once the data collection process came to an end, the data organization process included separating the responses under intrinsic and extrinsic factors. After organizing the data, the analysis process involved looking for common themes among the data that lead to a theory of intrinsic and extrinsic factors essential to the retention of BA for the long term. Using an online interview process helped ensure reliability and validity present during the research process. The following section looks at what the data from the responses to the questions from the interviews says and how that information helped organizations develop a system that retains business analysts within organizations long-term.

Section 3: Application to Professional Practice and Implications for Change

The findings of the study introduced intrinsic and extrinsic factors that work together to increase the retention of BAs long-term within organizations within organizations in the New England region of the United States. Compensation, mainly salary, is the main attraction for BAs when looking for employment and remaining long-term. The work that comes with the position that keeps BAs engaged is the intrinsic factor that works alongside compensation to increase retention. With the data, organizations can focus on developing compensation packages and positions with engaging tasks that compete with other organizations to attract and maintain high-level talent. The constant changes that happen with business will require organizations to review their compensation packages and positions a continuous part of their process if they want to remain successful in their respective industries. Some of the implications for change will happen quicker than others; however, it is up to the organizations to make an effort towards change. The overall study presents valuable details on how organizations can use the findings to improve and maintain the business analyst talent pool.

Overview of the Study

The purpose of the study was to examine what intrinsic and extrinsic factors potentially play a role in the long-term retention of business analysts within organizations in the New England region of the United States. Overall, the study took a closer look at what attracts BA to organizations, what intrinsic and extrinsic factors aid in attracting organizations, the work environment within organizations, and how the overall success of the organization plays a role in retaining BA. The recruitment of participants from organizations within the New England region of the United States from all industries assisted with the data collection process. Some of the industries represented by participants include education, medical, and life insurance. The case

study method involves taking an in-depth, multifaceted approach to investigating different situations where it is key to the outcome only to go where the data leads (Massey & Miller, 2018). Following the lead of the data uncovered common themes among business analysts regarding what they value when it comes to employment with their respective organizations.

Analyzing the data provided during the data collection process showed signs of common themes that fall under intrinsic, extrinsic, and personal regarding factors. However, the findings showed that extrinsic factors, salary/compensation, is the main factor that retains BA within organizations in the New England region of the United States. Even with using BA outside of the New England region for the data triangulation, the findings lead to salary/compensation being the main factor for retention. Other factors such as benefits, the actual work, work-life balance, and relationship with supervision appeared as secondary common themes within the data. Overall, the findings showed that if organizations within the New England region and beyond want to retain business analysts long-term, they should focus on offering a competitive salary/compensation. The information to follow will give a detailed account of the findings, application for professional practice, recommendations for action and further study, and a reflection of the overall process of completing the study.

Presentation of the Findings

Retaining employees long-term is one of the primary keys to the success of any organization (Bake, 2019). No set formula exists regarding having a collection of factors that retain employees. The interview process focused on narrowing down the potential intrinsic and extrinsic factors that retain BAs long-term. The data collection process began with the recruitment of business analysts as potential research participants. Initially, focusing on a training center specializing in training BAs was the central part of the plan. As the research

process continued to develop, recruiting participants came in the form of reaching out to individuals that frequent the higher education and business conferences and user group space. The process proved to be the most successful regarding the recruitment of participants. Recruitment emails went out to 20 potential participants. With a solid group of potential participants, an official recruitment email gave precise details about the study and the research process. Out of the 20 potential participants, 11 responded to the email to move forward with the process. A consent form went out to the participants to start the process of setting up a date and time for the interview.

Due to the pandemic, the interviews happened via Microsoft Teams. Each interview took no more than 30 minutes to complete. Each participant had the option to pick a time and space where they would be comfortable with answering questions. The interview contained seven questions that remained consistent between each interview. The data collected went through a data analysis process to uncover the common themes in the data. See Appendix C for a detailed look at the data coding process. In the main study, themes related to the intrinsic and extrinsic factors that retain BAs within organizations long-term were identified using a categorical aggregation approach. The categorical aggregation approach looks to collect instances from the data, hoping for relevant issues and meanings to emerge (Creswell & Poth, 2018). All of the interview responses were coded as either an intrinsic or extrinsic factor. Each participant received a random alias such as BA5 to protect their identity in the report. The overall goal of the interview process was to uncover what intrinsic and extrinsic factors retain business analysts within organizations in the New England region of the United States long-term.

With help from the interview process, the intrinsic and extrinsic factors that help with the retention of business analysts' long term within organizations in the New England region of the

United States were uncovered. The research also shows the Two Theory model of Frederick Herzberg still stands today. Based on the research data, both intrinsic and extrinsic factors work together to increase the retention of BAs within organizations, with extrinsic factors playing a significant role (Lundberg et al., 2009). The participant pool included BA who have at least three years of work experience within an organization. Ages ranged from 35 to above 50 amongst the participant pool. Industries such as education, insurance, and business are represented amongst the participant pool with combined years of experience of well over 20 years. Figures 2, 3, and 4 give a detailed look at the years of experience, race, and age range of the research participants. Figure 2 shows the number of participants that fell under each age range. Close to half of the participants fell in the 50+ age range. Figure 3 shows how the participants years of experience ranged from 2 years to 25 years of experience, which falls in line with the 50+ age range showing that the older the participant, the more work experience they have under their belt. Figure 4 shows representation from multiple races, with a majority of the participants being Caucasian or White.
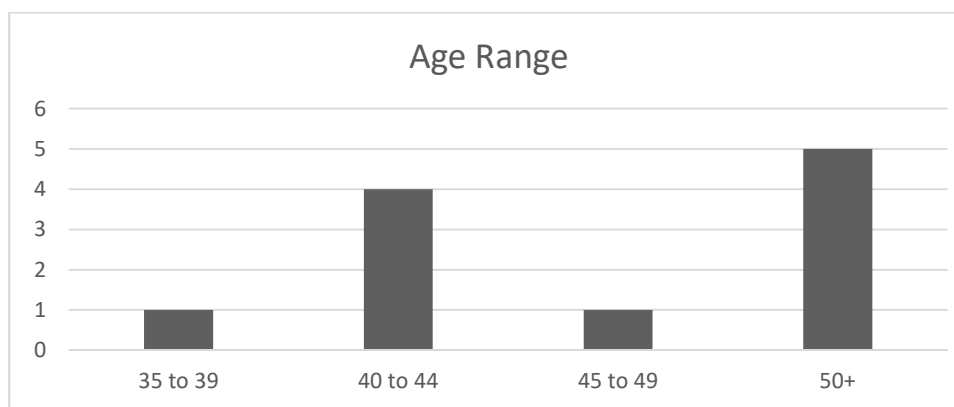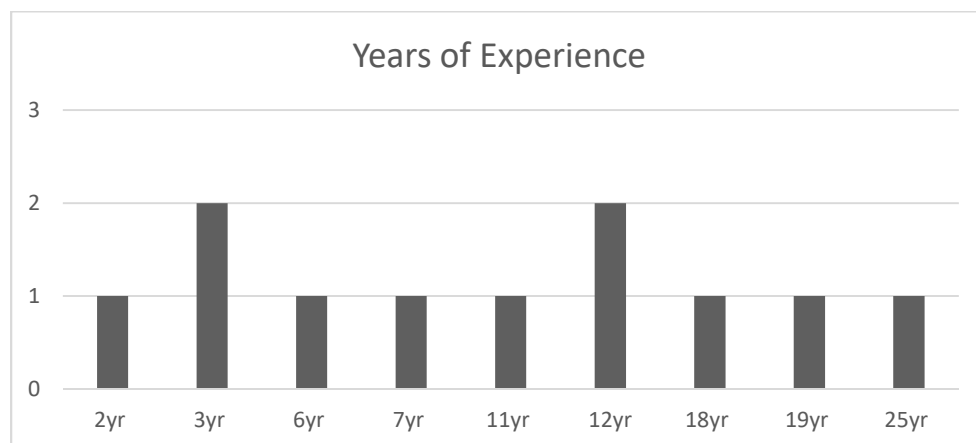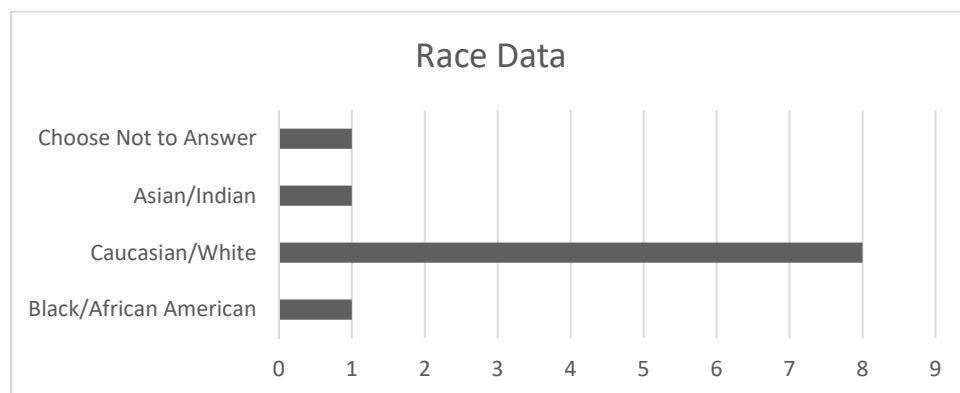
Figure 2

Age Range

Figure 3

Years of Experience

Years of Experience

Figure 4

Race Data

Race Data

Data saturation appeared around the sixth interview. All of the responses began to sound the same, with only a few changes in the words present in the responses to the interview questions (Hancock et al., 2016). Some of the participants focused more on the salary portion of compensation, while others focused on the health benefits portion of compensation. A couple more interviews were conducted to ensure data saturation was the actual result seen in the data. Data saturation mainly appeared in the questions regarding compensation and the work that comes with being a business analyst. All participants appeared to be on the same page with the

intrinsic and extrinsic factors that keep them with their respective organizations long-term. Once data saturation was confirmed, the next objective was to conduct data triangulation. Data triangulation came in the form of using other sources to collect data, such as BAs outside of the New England region, to collect additional data for data triangulation regarding the intrinsic and extrinsic factors that retain BAs long term (Jentoft & Olsen, 2019). None of the data is presented in the charts or included as part of the findings. The BAs outside of the New England region pointed to compensation as an essential factor for remaining with an organization long-term. When presented with the same questions, "Can you give details about the overall compensation that comes with your position? Do you have health benefits and/or a retirement/401K plan along with options such as working remotely? How important is the overall compensation to you?" BA Out Reg 2 gave an account of how the combined compensation package offered was good enough to make a lateral move regarding pay instead of seeking an organization that offered a higher salary. The data collected from BAs outside of the New England region fell in line with the data collected from BAs in the New England region.

Based on the data collected, compensation, which falls under the extrinsic category, appears to keep BA within organizations long-term. All of the participants interviewed mentioned compensation as a critical factor that keeps them long-term. When individuals apply for a job, one of the first things they pay attention to is compensation (Meyerowitz, 2018). The data showed that BAs also consider the work they do, an intrinsic factor when contemplating remaining with an organization long-term. During the interview process, the following common themes emerged: compensation, the work, working relationship with co-workers, relationship with supervisor, and work-life balance.

Themes Discovered

The common themes from the data collected included themes that fell under intrinsic, extrinsic, and personal factors. The data shows that the common themes among BA are compensation, the work, working relationship with co-workers, relationship with supervisor, and work-life balance. All of the 11 participants interviewed mentioned compensation in some form. Compensation includes everything from salary to health and retirement benefits. When asked the question, "Can you give details about the overall compensation that comes with your position? Do you have health benefits and/or a retirement/401K plan along with options such as working remotely? How important is the overall compensation to you?" The majority of the interview participants looked at their current compensation and compared it to what other companies in their industry offer their business analysts. When organizations place advertisements for open positions, having an attractive compensation section is one of the main factors that attract the best talent. Regarding specific parts of the compensation package, 45% mentioned retirement plans, while 63% of the participants mentioned health benefits. With recruitment being one of the complex tasks for human resources professionals, competitive compensation packages aids in the war for the best talent on the market (Verwaeren et al., 2017).

The overall work includes the responsibilities and tasks that come along with the position. The desire to work on enjoyable, challenging, satisfying, or exciting things are the many ways an employee can show how invested they are in the overall work (Ismail & El Nakkache, 2014). Enjoying the task that comes with the job makes it a little easier for BAs to show up with their best daily. Of the 85% of participants who mentioned the work, the overall work, which frequently goes through learning new things, came up in the interview data. When presented with the question, "Within your organization, do you have the ability to learn and

understand the requirements of the job along with opportunities to grow and challenge yourself? Please explain." Participants expressed the excitement of having new challenges within daily tasks instead of facing the same things daily. The common themes, such as the work and compensation, answer what intrinsic and extrinsic factors BAs look for in organizations. Co-workers play a role in having a tolerable work environment. The working relationship with co-workers is another common theme that appeared in the data.

Individuals who have a good working and trusting relationship with their co-workers have a higher rate of reporting a positive working environment (Shuck et al., 2016). When asked the question, "If you require help with a task, can you count on your co-workers? Do you feel your co-workers respectfully collaborate with you and others when it comes to getting things done? Please explain." unique responses came up in the interview data. A good working relationship with co-workers is the difference between getting things done on time and missing a deadline. Regarding a good working relationship with co-workers, many participants gave a detailed account of the current team and the collaboration process. A unique perspective on a good working relationship with co-workers also appeared in the interview data. One respondent mentioned having a good working relationship with co-workers; however, it was mentioned that there is one individual whose motives for being a team player are suspicious. The above shows that although individuals can have a good working relationship with co-workers, certain imperfect aspects of the relationship exist. However, 90% of the participants felt that their overall working relationship with co-workers is good. The relationship with co-workers is just one of the critical relationships that can play a role in retention.

Personal factors also emerged from the data. When individuals have a good relationship with their supervisor, they have a sense of support from the organization that aids in retaining

their talents and services (Shanock & Eisenberger, 2006). The data shows that 82% of the participants reported having a good relationship with their supervisor. When asked the question, "Do you have a good relationship with your direct supervisor, and is there support/room to provide feedback to your supervisor regarding doing your job? Please give details about the relationship." The participants expressed how fortunate it is to have a supervisor that listens and supports growth. Also, the data showed how their supervisor is open to listening to concerns and assisting with solutions. The above provides an answer to research question three, asking what role management plays in the job satisfaction of business analysts. BAs who have a good working relationship with their supervisor increase their ability to be creative when completing tasks (Koseoglu et al., 2017). Figure 5 gives a detailed look at the common themes among the personal factors uncovered in the data. The final common theme found among the data is that of having the right work-life balance.

Figure 5

Personal Factors Common Themes
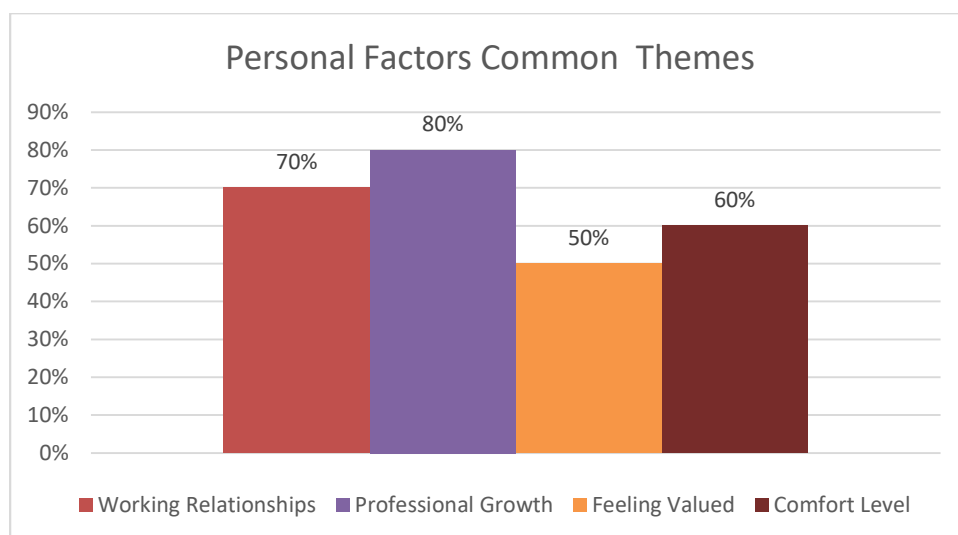
The right work-life balance is suitable for all members, from the top down, of an organization, results in job satisfaction (Braun & Peus, 2018). Organizations that understand the

BAs have a life outside of the organization have a better chance of retaining their talents than the organization that does not offer room for work-life balance. Regarding the importance of work-life balance, 72% of participants specifically pointed it out as necessary to their careers. When presented with the question, "Regarding the level of security you feel in your organization, can you give details on your work schedule and how it aids non-work needs, do you feel like a valued employee? Do you have opportunities to display your skills and talents?" The participants mentioned that there is still room to handle non-work needs, even with a demanding work schedule. Even when the organization gives the slightest of effort in making room for work-life balance, BAs still find that acceptable when it comes time to decide if it is time to move on to another organization. The interview data also showed that having a comfort level with taking time off when needed was essential to the stress management process. Figure 6 shows the common themes by percentage.

Figure 6

Common Themes by Percentage
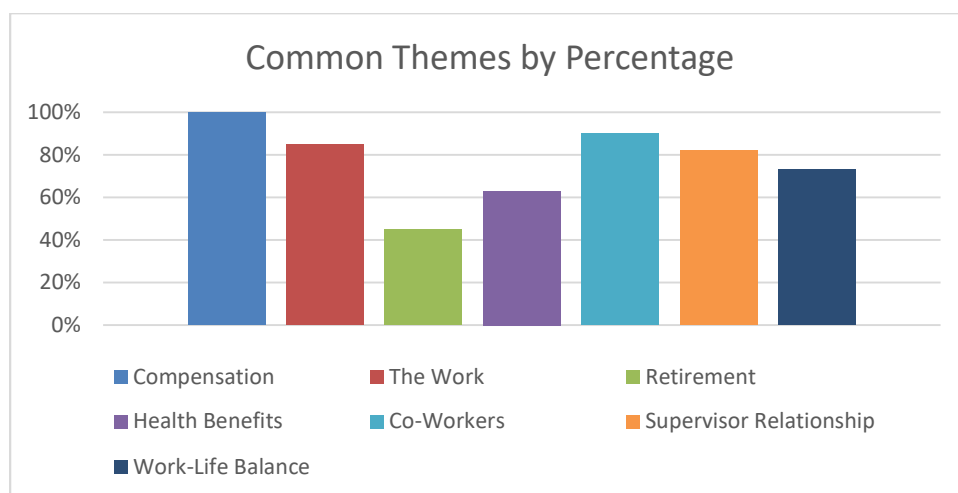
Interpretation of the Themes

The common themes found in the data combined gave an idea of an overall picture of what business analysts look for when deciding to remain with organizations long term.

Compensation. Compensation is a general theme that covers multiple areas regarding employment. The data shows that certain aspects of compensation are more important than others when BA looks for long-term employment. For BA with families, vacation time is crucial. With the unexpected twist and turns that come with life, it makes things a little easier knowing that benefits are in place to help with illness and dental issues. The rising cost of taking care of health needs makes having benefits that include reasonable deductibles attractive when seeking employment (Merali, 2020). Having that sense of satisfaction has the potential to increase the satisfaction level of BA. Supporting the theme, BA 6 stated, "Compensation plays a big role in remaining with the company when comparing what other comparable companies offer." Responses to the interview questions showed a level of concern about planning for the future.

Compensation packages that include retirement plans assist BAs with planning for the future. The key to a successful retirement involves not running out of money. Retirement plans play a critical role in helping individuals map out and plan for the future. The response from BA1 supported the retirement element of compensation. BA1 mentioned, "Retirement is really good. We have a couple of opportunities for extra retirement options if you want to pay into them." It is impossible to know what the future holds but, it never hurts to have a plan. Thinking about what retirement will look like gives individuals the ability to picture what retirement will look like and set goals to help them see the plan through (Kagan, 2020). For business analysts, a retirement plan allows them to have something in place to have a life after their career is said and done, lowering the stress level they feel daily. Not all positions come with the option of a

retirement plan. Based on the size of most organizations, some of them are not able to offer retirement plans as part of a compensation plan giving the larger organization an advantage based on the data provided during the interviews. Some of the most common retirement plans include 401(k), an IRA, or a 403(b). Each of these accounts provides BAs options to put away or invest money to plan for the future.

Earning vacation time is another component of a compensation package (Verwaeren et al., 2017). The daily tasks that come with being a successful career as a business analyst can be stressful. Having the ability to earn vacation time gives BAs the ability to plan time off, giving them something to look forward to when the stresses the job presents begin to take a toll. Taking time off is one of the best ways for BA to recharge, increasing innovation and creativity on the job (Gould, 2018). The workload for BA vary, but they all include tasks that require some form of attention to detail and deadlines. Deadlines and stress can lead to BA being tired, lack patience, and poor decision-making on the job. A vacation allows for time to breathe and get ready to return to work with a clear head, leading to increased productivity. Vacation time is not just a benefit for BA; vacation time benefits the entire family.

When business analysts take vacation time, they have the freedom to spend time with their family that would not usually be available when they are working. One of the critical things that all professionals sacrifice and hate to miss out on for a professional career is some form of time with family (Trapp & Clement, 2011). Time with family includes everything from making it home for dinner to attending events for children. Missing family functions and events can lead to unhappiness in the work environment as well as at home. Taking vacation time eliminates the hours at work for the short term to allow time to bond and get caught up on missed work hours. Enjoying time off with family leads to happiness, which translates into a positive work

environment. The opportunity to recharge not only leads to happiness but also aids with overall body health. Remaining healthy is an essential part of the career success of BA. The option of health benefits is another part of the compensation package that is important to the long-term retention of BA.

Health benefits are among the many powerful recruiting tools that organizations can tout to attract the top talent (Miller, 2018). Individual overall health is one of the biggest unknowns in life. One day everything is fine, then the next day, there are significant medical issues that arise. Health benefits give BA a certain level of comfort, knowing that if a medical issue comes up, they have the coverage necessary to seek medical attention. Many individuals face financial loss because of sudden illness or injury to themselves or a family member. Yearly physicals and other preventive services are commonly available as part of the health benefits package. Other components of the popular health package include maternity and fertility coverage and vision and dental coverage. Because BA spend most of their workday in front of a computer screen, having vision coverage as part of the health benefits package makes organizations attractive when seeking long-term employment. BAs in the millennial age range find it easier to remain with organizations long-term when high-quality vision benefits are a part of the compensation package (Satter, 2017).

Dental health coverage allows BA to have regular visits to the dentist to prevent major dental issues in the future. Organizations with employees who regularly use their dental benefits find fewer claims for primary treatment reducing the out-of-pocket cost for both the organization and the employee (Burger, 2018). BA who see the dentist regularly increase their chances of having good oral health and preventing major oral health issues in the future. The overall health of BA includes having good dental health, which leads to a productive work environment with

more time to focus on the work instead of stressing over health issues. All the components that come together to create a compensation package are critical to attracting and retaining BA long-term within organizations.

The Work. The work that comes with being a business analyst is one of the common themes that appeared in the interview data. Daily tasks and responsibilities that come with the position are parts of what makes up the work of BAs (Ismail & El Nakkache, 2014). When BA search for employment, the job posting giving details regarding what is required to fill the position is the first thing to introduce to the organization. Based on the data gathered from the interviews, BA enjoy working for an organization when they enjoy the work that comes with the position. The benefits of BA enjoying the work that comes with the position include improvement in health and relationships, more energy, confidence in their abilities, and a higher level of enjoyment for life (Bluerock, 2016). BAs who are doing work that they enjoy can experience lower stress levels that improve their health and productivity. BA 9 stated,

> I am constantly learning new things and working collaboratively with other offices to get a better overview of how things work and how things are changing. When I find a project that suits the needs of our department, I am often encouraged to take part.

The presents of new tasks and skills to learn helped take away the chance for BA to feel stagnant. Lower stress levels also help improve physical and emotional stresses that can lead to low job productivity levels.

Working relationships are a critical part of having a positive working environment. When BA enjoy the work they are doing daily, it translates into a positive attitude that encourages others to bring positive energy into the work environment. The enjoyment of work improves the work environment of BAs and improves their family life. Enjoying the work that comes with the

position means less stress to take home when the workday is complete. The above leaves BAs engaged with their family and friends instead of stressed out, dreading having to show up to work that next day to do something that does not bring them joy. Enjoyment in work also makes it easier for individuals in the lives of BAs to be around them before and after work hours. Even with the long hours that most BAs face, if they are enjoying the work, they can overlook the long hours. The data collected during the interview process represented industries such as education, business, and insurance. The BAs who participated in the data collection process all mentioned enjoying the work they complete daily.

Enjoying the work also helps BAs build up their confidence in their abilities that they currently have and those that they will pick up along their career journey. BA 7 stated that things in their organization are currently exciting because of the current work and them playing a role in the success of their organizations. BAs who are confident in their abilities are fearless about being innovative and trying new things regarding job tasks (Markway, 2018). Having the confidence to try new things also comes with the confidence to fail and learn from failure. The ability to bounce back after failure is an essential part of having a successful career. BAs who have confidence in their ability to do their job also have a strong understanding of who they are as an individual. Understanding oneself goes a long way when it comes time to decide which organizations to seek employment. BAs who have a clear understanding of what they are looking for as far as the work and work environment know what to look for when reviewing job postings and descriptions. When reviewing the job posting and descriptions, BAs with a strong sense of self can look at a job description and understand if they have what the organization is looking for and if they will enjoy the work that the organization is asking them to complete daily.

Confidence not only improves work performance but, it also helps with the overall energy that BAs have in their life.

BAs with confidence in their ability have a high energy level from the beginning of their day to the end. When BAs bring energy to the organization, that energy becomes contagious among other organization members, introducing overall enthusiasm and excitement throughout the organization (Rains, 2011). When members of organizations are energized to do the work, individuals give their all to meet goals and continued success of the organization within their respective industry. Having a passion for the job makes finding the energy for the work easy. Knowing that the eight-plus hours spent on an entire day of work will benefit individuals on the outside allows BAs to smile at the end of their long day, looking forward to the challenges that the next day will bring.

Enjoying the work also serves as a motivation factor for BAs. Motivation reflects something unique in individuals that allows room for valued outcomes like improved performance, enhanced well-being, personal growth, and a sense of purpose (Sounders, 2020). With work that is enjoyable and motivating, BAs have the potential to change their way of thinking and feeling about what is next in their professional careers. Having a career plan allows BAs to track their current progression and plan the following steps to progress in the future. Although most of the work that BAs do involve working individually, there is still a team element to their career success. Another common theme that appeared in the data is the relationship with co-workers.

Relationship with Co-Workers. Co-workers come with all work environments, whether the BA works remotely or in an office environment. The data shows that relationship with co-workers plays a role in BAs remaining with organizations long-term. Co-workers can have a role

that requires them to work directly or indirectly with BAs. No matter the role, it is essential to have a good working relationship within the organization. A good working relationship with co-workers can build a standard within organizations regarding working together and maintaining a positive work environment (Shuck et al., 2016). Co-workers are there to support each other during difficult and good times on the job. BA 3 mentioned,

> So as a business analyst, it is all about collaboration. It is all about making sure that we are all working together. So every project I am on, we have to collaborate so that we can make sure that we are giving the customer the best solution for their problem or issue.

The feedback from BA 3 supports the theme by reiterating the importance of having the option to collaborate within the organization. When BAs run into issues completing a task, having co-workers available for a brainstorming session makes handling those on-the-job issues a little easier. Trust in co-workers plays a role in the confidence level around organizations, improving organizational performance (Ariani, 2015). Building an effective working relationship with co-workers requires efforts from everyone within organizations. BAs can influence the working relationship with co-workers by being open to a working relationship and allowing their actions to demonstrate their willingness to have a good working relationship.

Communication plays a critical role in building a solid working relationship within organizations. If the goal of BAs is to have a positive working relationship with co-workers, having positive verbal and nonverbal communication when working together helps the building process. With the average person spending more time at work than on any other daily activity, it is vital that individuals within any organization feel connected and supported by their peers (Houston, 2020). Practices positive verbal and non-verbal communication can help BAs to continue to make connections with their co-workers. Positive verbal communication involves

being respectful when speaking to co-workers and listening during the communication process. The relationship with co-workers should present a partnership where no one person is in charge; instead, everyone has a say or opinion on the current situation. With daily tasks that BAs have to complete, having a good working relationship with co-workers aids in making completing those tasks more manageable.

The data collected during the data collection process hints at BAs enjoying having the ability to rely on co-workers when they face challenges. When complex tasks cause BAs trouble, having a co-worker bounce ideas off or aid in the solution-finding process can provide a sense of relief knowing they have individuals to depend on regarding help. No one can know everything. Co-workers fill that void by bringing their knowledge and experience to the table. Knowledge sharing is one of the many ways to conduct on-the-job training for BAs. Mentoring and coaching are a vital part of the success of the co-worker relationship. The presence and encouragement of mentoring and coaching allow BAs to learn from someone with more experience and share their knowledge with the new BAs. No matter the level of their career that BAs are, they have knowledge that can aid other BAs within the organization. Inspiration is another plus that can come out of a good working relationship with co-workers. When BAs find themselves in a position of being stuck on a task, just having a simple conversation with a co-worker has the potential to trigger a thought that could lead to an answer to move forward with completing the tasks. The critical piece to developing a working relationship with co-workers involves a level of social interactions.

Social interactions are driven by multiple parties making an effort, not just one person putting in all the effort to make the relationship work. BAs can spend most of their workday alone at a desk completing a task. Thus, finding time for social interactions on the job opens the

door for other co-workers to feel comfortable asking questions and presenting new ideas. Instead of carrying the stress of the day alone, BAs can socially interact with co-workers to help relieve the stress and contribute to their overall well-being. Social interactions also lead to increased productivity among BAs and co-workers within organizations (Cornelissen, 2016). When BAs and their co-workers operate on the same page, doing what needs to be done to tackle current and future tasks for the success of the organization becomes the culture. Communicating and showing support for the team is one way to get everyone on the same page.

Support from co-workers can come in an emotional or physical form. There is no one way to develop support among co-workers. With so many options, BAs need to find a way that works best for them and their work environment. The suggestion for the best way to start the process of developing support among co-workers, BAs should show genuine interest in their lives to include asking them for their opinion, caring about their career, and life success (Mahuron, 2020). When co-workers feel genuinely cared for, it is easy for them to come to work and share what is going on in their work and personal lives. BAs who have a connection with their co-workers understand when to offer help. Although it is not a top priority when it comes to the job requirements of BAs, finding the time to help co-workers is an essential piece of the working relationship. Helping in the workplace can happen in the form of training an intern, comforting a colleague in distress, or taking on extra work to complete a team project (Tiayon, 2019). In the process of offering co-workers help, it is vital to make sure that all co-workers know that help is extended to everyone, not just a particular group of co-workers. BA 1 stated,

> If we have a problem or able to go to the other for. Guidance help whatever it may be or
> be able to say, all right, I got this issue or being a sounding board nine times out of ten
> helps you through whatever you are trying to work through so.

It is not uncommon for individuals who have numerous things in common to make a connection. However, improving the organization will require that everyone feels like a part of the team. Another meaningful relationship that helps with the retention of BAs long-term is the relationship with their direct supervisor.

Relationship With Supervisor. A good working relationship with the direct supervisor is another common theme that appeared in the interview data. The supervisor can have a negative or a positive effect on the life span of the careers (Shanock & Eisenberger, 2006). Business analysts value a positive working relationship with their supervisor based on the interview data when considering long-term employment. BA 8 stated,

> I am fortunate to have the ear of my supervisor and regularly communicate with them about the current and upcoming projects I am working on. I also openly discuss future planning and projects that are impactful to determine the best course of action to take to lead to successful completion.

The supervisor who understands that even with their current position, it is vital to continue to build relationships with individuals throughout the organization will have the most success (Craig, 2017). Building a good working relationship with BAs begins with having a clear understanding of the organization and the culture. Without knowing the organization and its culture, it would be hard for a supervisor to lead. The data shows that when BAs have an excellent working relationship with their supervisor, they enjoy the work that comes with their position (White, 2016). Part of the work of a BA involves taking in feedback provided by the supervisor regarding job performance and the areas that could improve.

A good relationship with supervisors is something that can improve the careers of BAs. Constant communication between BAs and their supervisors allows both parties to remain on the

same page about the expectations and goals. Part of the communication process includes supervisors providing feedback on the performance of BAs. The common goals for providing feedback include improving decision-making skills, getting the best work out of individuals, and improving leadership skills (Lew, 2018). When the feedback session becomes more of a conversation between BAs and the supervisor, the information given comes across as positive instead of negative. The role of supervisor comes with multiple hats that interchange daily. There will never be two days within an organization that are the same. Learning how to wear multiple hats while keeping the communication line open with BAs is essential to retaining their services long term.

Some of the multiple hats that supervisors wear include setting goals and measuring outcomes, getting information out within the organization, managing conflicts, training and mentoring, and managing personnel (Faris, 2019). For BAs to understand the organizational expectations, their supervisor must communicate the information to translate into accomplishing goals. The interview data shows that BAs find it easier to communicate when supervisors have an open door policy, even when they have a negative outcome. BAs involved in the research process expressed enthusiasm when speaking about having a good working relationship with their supervisor. The most influential part of the relationship is the ability to have access to their supervisor when necessary instead of having appointment-only interactions. Supervisors who engage with BAs daily can put out fires before they start. BA 10 pointed out that "My direct supervisor and I have a great working relationship. I do feel like my concerns are heard." Engagement gives supervisors the ability to stay on top of things in the work and private lives of business analysts within the organization. There is value in communication that includes roles and responsibilities and what happens in life outside of work (Harter & Adkins, 2015).

The careers of BAs are task-driven. Having a supervisor who can lead with a clear understanding of the goals and objectives makes things a little easier on BAs. Leadership is a prominent antecedent in organizations that facilitates individual and collective (team) efforts to accomplish shared objectives, improve performance, adapt, and innovate (Rahmadani et al., 2020). With the proper guidance from supervisors, BAs can have a long career no matter the industry. Guidance and support are two factors that supervisors can bring to the table to make BAs feel like they are valued members of the team. Part of what makes the work environment comfortable and the supervisor work relationship is an excellent corporate culture. Corporate culture is something that is felt from top to bottom with organizations. When corporate culture is good, everyone is on the same page and has an understanding of their roles in the success of the organization. Organizations with an excellent corporate culture make leaving harder for talented BAs. When BAs feel like they are a valued member of the team, chances for job satisfaction and retention increase (Hampton, 2019). BAs who are happy with their work and the work environment feel comfortable making a long-term home within organizations. The combination of work-life balance, job satisfaction are vital themes regarding BAs and long-term retention within organizations.

Work-Life Balance. Work-life balance is something that all professionals try to achieve in their professional careers. Since no two BAs are the same, work-life balance has a different meaning for each BA. Work-life balance is about achieving a good harmony or integration between your work life—or career—and your personal life (Whitten, 2017). Finding the right balance between work and personal life is an ongoing challenge for professionals. BA 10 stated, "My work schedule is pretty demanding, but my supervisor gives me the flexibility needed to make sure I handle my non-work needs." The statement given by BA 10 represents how

important work-life balance is to long-term careers. Organizations that encourage BAs to have a work-life balance are attractive because of the demands that come with the position and their ability to have the foresight to make self-care a priority (Braun & Peus, 2018). Self-care allows BAs the room to put themselves before the job. Putting themselves first allows recharging to bring their best efforts back to the job. Planning events like work retreats are signs that organizations are on board with promoting work-life balance.

As professionals, BAs have the right to make a plan to have a balance between work and life. The critical part of the planning for BAs is to make sure that they are the priority during the planning process. BAs managing time to ensure that the time spent on work projects is well spent and leaves room for free time to breathe is an excellent addition to the plan (Nicholas, 2021). There is no exact science to making the perfect work-life balance plan. It is essential to never strive for the perfect schedule but to only strive for a realistic schedule for what is currently happening (Sanfilippo, 2020). BAs will refine the plan as things change at work and in life. When trying to find a balance between life and work, it is critical to never jump to an immediate solution. First, reflecting on the parts of work and life that can align with priorities will be the best way to plan. BA 8 emphasized the above statement by stating, "Work-life balance is fair, and I do feel comfortable and able to take time off if I need to." After recognizing priorities and options, implementing the necessary life changes is the next in the process (Lupu & Ruiz-Castro, 2021). BAs will deal with multiple projects during their careers. With job projects and expectations continually changing, BAs will adjust their work-life balance plans as circumstances change.

Organizations that are flexible with work hours and location and providing paid family leave are attractive to BAs who seek a balance between work and life. Most organizations

worldwide are trying to achieve a more supportive culture in balancing work and life (Russo & Morandin, 2019). Although it is not always possible, the effort is appreciated by BAs looking for a long-term position. Both BAs and the organization have to take the first step towards work-life balance by individually understanding what needs to be done at their level to achieve a balance between work and life. That first step should begin by looking at the workload and what will happen if it is incomplete. Having the ability to do things within the community is the type of activity that BAs consider a form of work-life balance. Organizations that sponsor and encourage participation in community events have the potential to attract high-level BAs long-term (Wager, 2019).

With the unexpected change that occurred recently, work-life balance has become a topic on all the minds of business analysts. Because of the outbreak of COVID-19 worldwide, companies like Microsoft had to shift operations and employees to a remote operations style. Working from home has become the new normal for all organizations, even those not prepared (Zeidner, 2020). Organizations that offer the flexibility to work remotely to help promote work-life balance increase the chances of attracting and retaining BAs with high-level talent. Many organizations not ready to support remote work found themselves in trouble financially, with some unable to recover. Organizations that set a standard of being prepared for the worst-case scenario show BAs looking for a long-term situation that the organization is stable with a plan for good and bad days. The common themes formed from the interview data give an idea of what BAs are looking for in organizations. See Appendix B for Table 1 Representation of Themes from Data for a detailed look at some of the responses from the business analysts interviewed for the data collection process. The common themes from the research data addressed the research questions and the elements of the conceptual framework.

Relationship of the Findings

Four research questions drive the research process to understand what intrinsic and extrinsic factors retain BAs long-term within organizations. The first research question took a look at what attracts BAs to employment opportunities. Based on the interview data, the overall compensation package is what attracts BAs to employment opportunities. A compensation package contains multiple components. Organizations build their compensation package based on what they can afford to offer. The organizations that attract the top-level talent of BAs can offer a compensation package that includes salary, health benefits, bonuses, and commission (Leonard, 2019). BAs involved in the research process pointed towards the salary offered as one of the items in the compensation package that catches their attention first. With the demand for the services of BAs continuing to rise, it makes sense for them to want to be paid fairly for their talents. The recommendation for BAs in search of employment is to research what other BAs in their general location and skill level receive regarding salary. Understanding their worth allows BAs to be selective when deciding on what organizations to apply for employment. The data show that organizations that want to attract high-level BAs should offer a competitive salary. Under the extrinsic factors section of the conceptual framework (Figure 1. Relationships between concepts), salary, which is a part of compensation, is shown as a critical extrinsic factor. Figure 7 shows the critical extrinsic factors by percentage.

Figure 7

Critical Extrinsic Factors
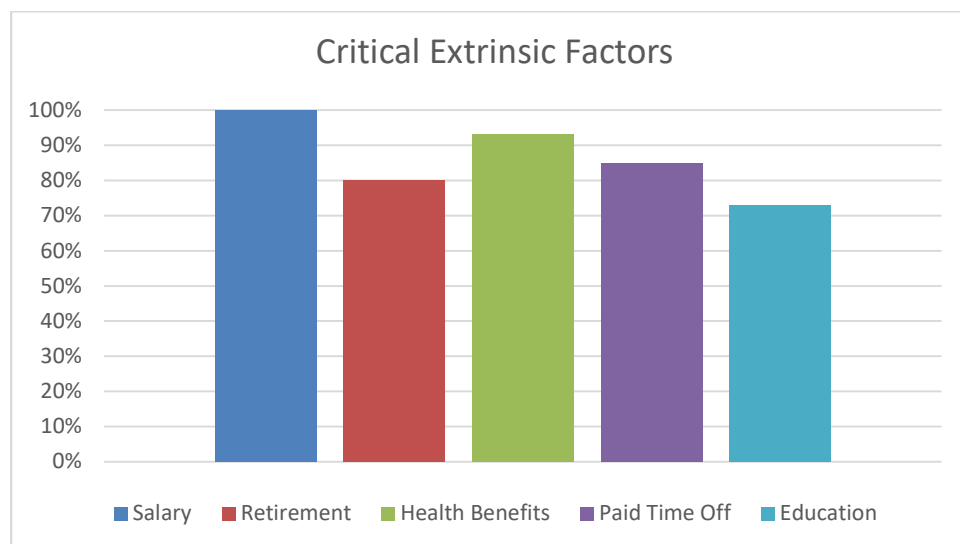
Health benefits are another part of the compensation package that caught the eye of the research participants providing another answer to what attracts BAs to employment opportunities. BAs with health benefits ensure that they have the resources necessary to take care of their physical and emotional health. Taking care of those items allows BAs to deliver their best efforts to organizations. Although health benefits do not appear in the conceptual framework, the importance of the interview data became evident. The participants that mentioned salary also made it a point to mention health benefits. Organizations that offer health benefits demonstrate a level of care and concern for the health and wellness of their employees. Concern for the health and wellness of employees results in engaged individuals happy to be a part of the work environment (Goldstein, 2018). Happy employees create positive and productive working conditions. Work conditions and co-workers appear under extrinsic factors on the conceptual framework. The availability of health benefits to employees directly contributes to the work conditions and the working relationships with co-workers.

Education benefits are another part of the compensation package that is an additional answer to what attracts BAs to employment opportunities. Some participants commented on how having education benefits allows them to gain additional knowledge to open doors along their career path. Having the ability to take advantage of additional courses to aid in professional development is essential to the career of a BA. Organizations depend heavily on BAs to accomplish goals, so offering educations benefits attract talented BAs. Education and training are tools to address skills shortages in business analysis to ensure that organizations remain competitive in their respective industry (Richards & Marrone, 2014). With the cost of education continuing to rise, BAs find organizations that offer educational assistance attractive. Tuition reimbursement is another part of the education package that organizations use to attract potential new hires (Stowers & Bourque, 2019). Continued education makes BAs attractive to organizations increasing the potential for job security.

Earning paid vacation and sick time are additional answers to what attracts BAs to employment opportunities. Those who do not take a break from work increase the chances of mistakes and accidents on the job, resulting in financial loss (Rook, 2019). BAs searching for employment will appreciate an organization that understands that BAs work hard and require time to recharge. Part of how organizations can display their efforts in providing health and wellness opportunities to employees is by offering paid time off. Vacation time for BAs is a way for them to take care of their mental health, which is essential to their success (Rice, 2020). Having paid sick time gives BAs peace of mind knowing that the organization will allow time for rest and heal if they get sick. The compensation package in its entirety addresses what attracts BAs to employment opportunities.

Question two investigates the intrinsic and extrinsic factors that BAs look for in a potential organization. The data show that the intrinsic and extrinsic factors that BAs look for in a potential organization are compensation and the work that comes with the position. Job responsibilities and daily tasks are some of the elements that make up the work of BAs. When reviewing a job posting, the roles and responsibilities section helps BAs get a glimpse of organizational expectations related to the open position and an idea of if their current skill set will fit the needs. Business analyst role in organizations involves bridging the gap between information technology and the actual business by improving processes, products, and services using data analysis (Pratt & White, 2019). With such an important role, enjoying the work is essential to the success of BAs. The interview data shows that participants enjoy the work that comes with being a BA when the work directly impacts improving lives. Research participants who work in the education industry were excited about their work as BAs assisting students with their educational journey. The BAs who participated in the study from the insurance industry expressed a sense of responsibility to the customers to get the analysis correct to seek and receive the care they require.

The extrinsic factor that stood out in the data as what BAs look for in potential organizations is compensation. The salary was the standard response among the participants as the part of the compensation package that caught their attention first. With the BAs being in high demand, they can decide what salary range is acceptable for their skills and talents (Kolakowski, 2020). For organizations to attract the best talent in the BA pool, they have to offer a competitive salary among their respective industry organizations. The interview data shows that all of the BAs value salary, but it also pointed out how what the organization can offer depends heavily on its size. Smaller organizations may not offer the high end of pay, but that does not mean they will

not attract talented BAs. Offering other pieces of the compensation package to balance out the pay gap is one of the many ways to compete for top talent. One participant mentioned that they made a lateral move regarding salary because of the other compensation package parts. A competitive salary includes the money and flexible working conditions, bonuses, and other performance incentives (Williams, 2016). The intrinsic and extrinsic factors listed in the conceptual framework are present in the data from the interviews. All of the research participants mention one or more of each of the intrinsic and extrinsic factors when answering interview questions. Items such as job responsibilities, progression, achievement, salary, work conditions, and co-workers are all factors that made an appearance in the data. The data signals that intrinsic and extrinsic factors that BAs look for in an organization are mainly the salary and the work.

Research question three has one main question followed by three sub-questions. The main question asked about what the work environment is like for business analysts. The main component of the work environment that made a constant appearance in the data was co-workers, specifically, the working relationship with co-workers and the impact on BAs retention. The interview data shows that all of the participants value the assistance that co-workers provide. Assistance from co-workers helps with getting challenging tasks complete. Also, BAs feel comfortable having an established working relationship with their co-workers when working as a team. The reliability of co-workers is another point highlighted in the research data. The working relationship has a direct effect on the work environment by creating a positive culture. A positive work culture encourages social connections, showing empathy for others, a safe space to ask for help, and share professional and personal problems (Seppälä & Cameron, 2015).

The first sub-question of question three looks further into other factors that affect the work environment. Question three "A" centers around the common standards that organizations

have regarding work-life balance for BAs. Work-life balance is a concept that benefits both BAs and organizations. The common standards that came from the interview data are multiple options to take time off. One of the main options for time off for BAs comes in the form of vacation time. The data shows that organizations that make BAs feel comfortable with taking time off increase the chances of a long-term relationship. Organizations benefit from promoting vacation time by gaining happier, healthier, and more productive BAs (Richardson, 2019). BAs with options to recharge from the job demands feel valued by the organization, which opens the door for long-term employment. Another option available for work-life balance within organizations that made an appearance in the data is taking time for personal matters like doctor appointments or hobbies. Participants felt comfortable with making personal appointments and knowing that they had organizational support. Organizations should understand that employees have a life outside of work that requires their attention. Figure 8 shows the work environment factors by percentage.

Figure 8

Work Environment
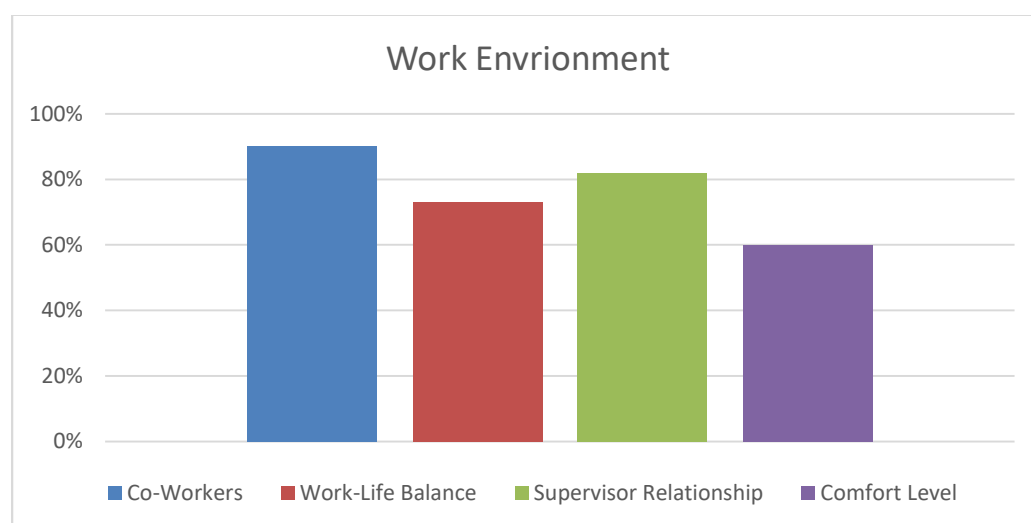
The second sub-question continued the focus on the work environment. Question three "B" looks at how other employees within organizations affect the job satisfaction of BAs. Organizations contain numerous employees that make up multiple departments that all play a role in organizational success. One of the many tasks of business analysts involves helping organizations make the most informed choice regarding business. Completing the task requires help from members in all departments of organizations. The interview data shows that BAs are happier when getting work done with various departments is not a hassle. When other employees have a positive attitude about teaming up on tasks, BAs can freely share ideas. BAs who are comfortable with sharing ideas have a high chance of experiencing job satisfaction. Job satisfaction for BAs can mean enjoying coming to work or the overall culture of the organization. Having fellow employees on the same page regarding enjoying coming to work and the overall culture increases job satisfaction for BAs. Job satisfaction of BAs helps organizations retain their talents long-term. Any combination of psychological, physiological, and environmental circumstances that cause a person to say that they are satisfied with a job makes up the feeling of job satisfaction (Bourne, 2020). All of the feelings and emotions above that BAs experience daily with members within the organization can affect the work environment. The responsibility of job satisfaction relies mainly on BAs, but some responsibility falls on others within the organization to include everyone from management. Figure 9 shows the factors that help with getting work done by percentages.

Figure 9

Getting Work Done
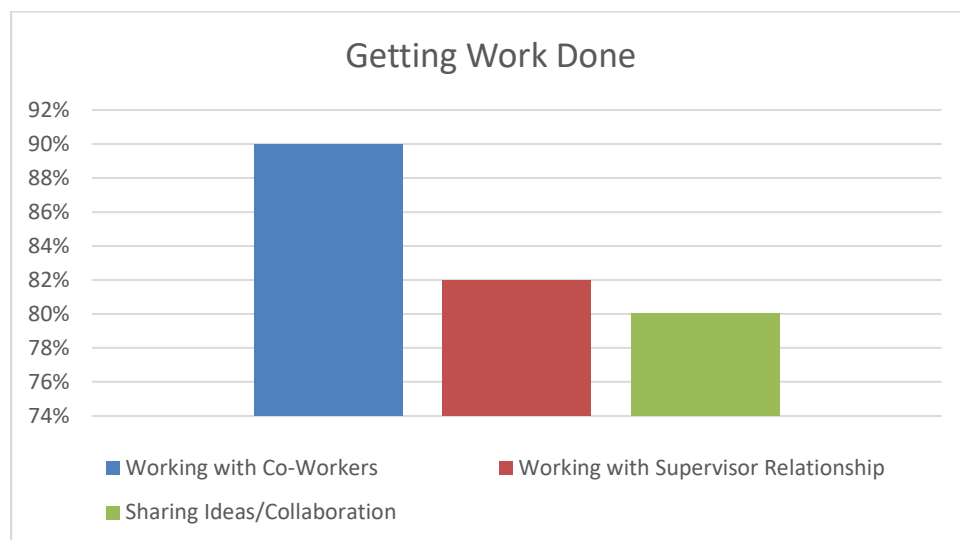
The third sub-question, question three "C," examines BAs job satisfaction and the role management plays. All of the responses from participants show the importance of having a good relationship with management. The data shows that open communication and trust are some of the factors that are important to BAs when speaking of their relationship with their supervisor. The data also shows that a certain amount of effort from supervisors in building the relationship BAs appreciate. Supervisors who put in the effort display that BAs working relationship is vital to them and not merely a part of the job. Taking time to build relationships with employees through personal interaction is a crucial step managers can take to keep morale high. Employees need to feel trust and respect from their managers (Stevens, 2016). Having the ability to interact with their supervisor is shown in the data as something that BAs feel is essential to their success, increasing long-term retention with organizations. A big part of being a BA involves receiving feedback on their work as tasks and needs change continually. Supervisors who provide feedback, be it positive or negative, display a willingness to have open communication with BAs.

There is no exact science to achieving job satisfaction. Because of this, both supervisors and BAs have to find what works best for their current situations. Manager and management style are important factors that affect job satisfaction in a business organization (Tepret & Tuna, 2015). The data show that supervisors who attempt to find the style that works best experience more success in their BAs relationship. The participants who reported having a good relationship with their supervisor described their interactions as safe and comfortable. Organizations with a work environment with a safe and comfortable feel increase the chance of retaining BAs long-term. All of the data that answers all of question three addresses the items listed under the extrinsic and personal factors section of the conceptual framework. Based on the research data, extrinsic and personal factors have to exist for BAs to be satisfied with the work environment and all the elements that make up the environment within organizations to remain long-term. Figure 10 shows factors that add to job satisfaction by percentages.

Figure 10

Job Satisfaction

Research question four looks into the impact the success of the organization has on the retention of BAs. Organizations with a track record of success appear attractive to BAs in search of employment compared to organizations with less success. Based on the data, success means different things to the participants. Some felt that their organization is successful because of how the work they do directly impacts the community. Others felt their organization was successful because of the resources they provide for community members regarding health care and educational needs. Based on the data, organizational success appeared as a factor that was not a significant factor in attracting BAs. Per the data, the BAs chose the organization based mainly on compensation and work. However, at some level, the organization has to have some form of success to be able to offer employment opportunities. At the least, they are successful in providing a product or service to customers. The measure of organizational success depends on multiple factors that are internal and external (Cornett, 2019). Internal factors include personnel, while external factors include the need for the product or service organizations provide. Based on the data, the happier BAs are with their overall situation with organizations, the longer they remain, giving organizations long-term knowledge and skills that make them successful. The conceptual framework shows that intrinsic, extrinsic, and personal factors have to be available for BAs to remain with organizations long term. The long-term retention of BAs within organizations is what aids in their overall success. Question four shows that the best way for organizations to be successful is to create a work environment that encourages the retention of high-level talent and skills. Figure 11 shows elements that BAs consider as part of organizational success by percentages.

Figure 11

Elements of Organizational Success
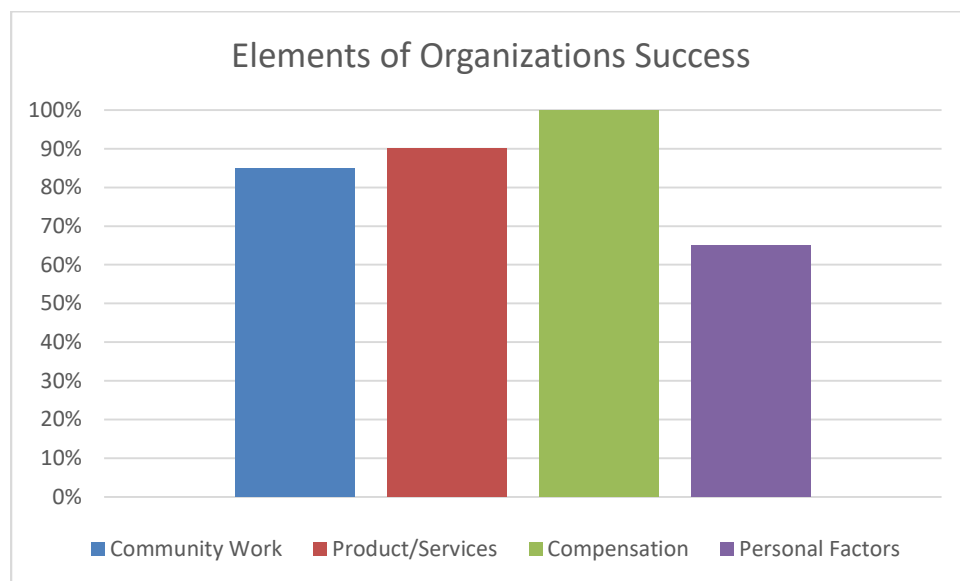
Anticipated Themes. The themes anticipated during the research process include

compensation, job progression, job responsibilities, job security, and work environment. Based

on the data collected, compensation was the overwhelming theme to come out of the data. All

components of what makes up the compensation package came up by the participants, but the

salary was the main component of the compensation package. At the beginning of the process,

the guess was for salary to be the driving factor behind attracting BAs to organizations. As the

interviews began, it became evident that salary would be one of the many common themes

among the participants. Other common themes related to compensation also came out during the

interview process. Health benefits are another part of the compensation package that BAs found

essential to their employment. The importance of health benefits came from BAs with families

and those that are only a family of one. Other parts of the compensation package that show up in

the research data include the retirement plans and paid time off. Overall, the data support the

presence of a comprehensive compensation package attracting BAs to organizations long-term.

Job progression, responsibilities, and security are additional themes anticipated to appear in the data. Although none of the respondents mentioned job progression specifically, the current literature shows the importance of job progression, responsibilities, and security to their happiness within organizations. Job progression for the participants is something that removes the option of being stagnant in their careers. BAs that become stagnant can find it hard to enjoy the work. Job progression presents the option that BAs will face different challenges keeping them engaged in the work increasing retention. When BAs expressed how the work keeps them engaged, job responsibilities were essential in the conversation. Job responsibilities are a part of the job description that gives details on the expectations and daily tasks that come with the position (Johnson, 2020). For BAs, the job description gives an idea of if their knowledge and skills are the correct fit for organizations. All participants felt like the job responsibilities fit correctly with what they had to offer, which attracted them to their current organization. Job security is an additional theme that appears common among the research participants. All of the participants stated they feel they have job security with their current organizations. Based on their ability to deliver on projects and feel like their organizations value them as part of the team, BAs felt comfortable knowing that they will continue to have a job.

The work environment is another theme that appears common among the research data. Working relationships with co-workers and feeling comfortable enough to express ideas came up as factors that create a positive work environment. The data shows that BAs do their best work in a positive work environment. Organizations are learning that encouraging and fostering a fun work environment and inspiring employees to take joy in their work can reap enormous benefits (Power, 2016). Common among the participants was the importance of having a good working relationship with co-workers. Co-workers appear to be one of the critical elements of a good

work environment. Having the ability to reach out for help without obstacles makes it easier for BAs to accomplish challenging tasks. Along with the expectation of specific themes in the data, some themes were unexpected.

With the tasks and personality that come with being business analysts, they appear to be workaholics from the outside view (Pychyl, 2010). The unexpected theme in the research data is that of work-life balance. Of the many things that came up as a potential factor that retains BAs long-term, work-life balance missed the list. During the data collection process, the theme of work-life balance made an appearance in the data. The participants felt that having time to do things outside of work was essential to their happiness. BAs highlighted having time for doctor appointments and hobbies are some of the outsides of work activities that they appreciate being able to do without pushback about taking the time. Organizations should never expect BAs or other employees only to have a life built around work.

The theme of COVID-19 concerning BAs work life did not make an appearance but, there is an opportunity for it to be among the common themes. COVID-19 has hit all industries hard, forcing most BAs to work from home while increasing demands for their talents (Beal, 2020). During the interview process, COVID-19 is missing from the decision, even with it being the new normal for the entire world. The virus has made everyone adjust how they go about living everyday life. The participants all appear ok with their current situation as they failed to detail the effects of the virus on themselves and their organizations. Based on the interview data, a conclusion could be made that COVID-19 has little to no effect on BAs but would be a stretch. The research data could have benefited from having data that reflected the current state of affairs. However, the research data supports the current state of affairs of the participants and what they consider their normal regarding their relationship with their organization.

The Literature. The literature supports the continuous rise in the demand for business analysts among all industries (Kazakova, 2016). With the demand comes numerous options for BAs to find employment opportunities. Because of this, organizations need to have factors in place that will retain BAs long-term. The findings show that compensation is one of the main factors that attract BAs to organizations. The literature supports that salary is an essential factor for BAs and other information systems professionals (McLean et al., 1996). All of the participants made it a point to mention salary as one factor that drew them to their current position.

Along with salary, other compensation elements in the data include health benefits, paid time off, and retirement. The literature supports the increase in organizations offering paid time off for their employees, be it for vacation or maternity leave (Rossin-Slater & Stearns, 2020). The paid time off directly relates to health benefits as it serves as a tool to assist with the physical and mental health of BAs. The findings also revealed that the work is another factor that BAs report as something that keeps them with organizations. The research participants gave examples of how they enjoy the work that they do. The literature supports the idea that when individuals find the secrets to enjoying their work, they are more productive (Browning, 2004). The findings also show that BAs take pride in their work, positively impacting the community they serve.

The findings also display the importance of a good working relationship with co-workers and their impact on the work environment. The literature shows that when incivility and depersonalization are present among co-workers, the work environment becomes hostile (De Clercq et al., 2020). All of the participants state that they have a good working relationship with their co-workers. The above is evidence of what BAs value when looking for employment with

organizations. Organizations looking to attract long-term talent should ensure they have a work environment that promotes working together as a team. Based on the research data, BAs are looking for an organization where they feel valued as a team member and compensate accordingly. When organizations craft a job posting to attract BAs, they should include elements that display the compensation package is fair and the work environment welcomes all.

Personal factors like a good relationship with the supervisor appeared as part of the findings. The research data shows that BAs appreciate and thrive when they have a good relationship with their supervisor. Having the ability to have open communication and continuous feedback are some of the critical points that BAs made during the interview process. The data shows that supervisors who make an effort to interact with BAs increase the chances of a positive relationship. The literature supports the idea that the relationship with supervisors directly impacts the work environment and the organizational turnover rate (Purba et al., 2016). Intending to retain BAs long-term, supervisors need to make the necessary efforts to make BAs feel valued. Overall, the literature supports the findings that show that organizations that want to attract BAs long-term should offer competitive compensation, enjoyable work, and a team-first environment.

The Problem. The general problem addressed is the lack of intrinsic and extrinsic job satisfaction of business analysts within organizations, resulting in a significant turnover. The specific problem addressed is the lack of intrinsic and extrinsic job satisfaction of business analysts within organizations, resulting in a significant turnover within organizations in the New England region of the United States. The findings identified specific intrinsic and extrinsic factors that business analysts deem necessary when choosing to remain with an organization long-term. Regarding intrinsic factors, the findings show that BAs value the work that comes

with the position. The interview data shows that the participants enjoy the work that allows them to use their skills and talents. Having room to express new ideas and recommendations is another element taken from the findings. Also, having new challenges is part of the work that keeps BAs engaged and productive. Becoming stagnant is one of many things that can drive BAs to look for a different position in another organization. The intrinsic factor that organizations should increase to retain BAs long-term is the tasks and job responsibilities that come with the position.

Extrinsic factors of a position are identifiable by the description of the position. The research data shows that the extrinsic factor that retains BAs long-term within an organization is salary. The interview uncovered that compensation was what attracted the participants to their current position. When presented with further questioning, the participants zeroed in on salary being the most critical part of the compensation package. A salary that fits the skills and experience that BAs bring to organizations shows that they understand their worth. The findings also show that all parts of the compensation package can retain BAs long-term. Based on the findings, organizations should focus on compiling a competitive compensation package compared to other organizations in their respective industries. According to the research data, the extrinsic factor that will increase the chances of organizations retaining BAs long-term is salary. The findings also uncovered a personal factor that will retain BAs long-term within organizations.

Although personal factors were not a part of the problem, the findings show that personal factors also play a role in retention. The findings show that the personal factor that aids in the retention of BAs is the relationship with supervisors. All of the participants shared information about their relationship with their supervisor. The data from the stories provided shows that having a good working relationship goes a long way regarding making BAs want to remain with

organizations. Open communication and trust were elements that the participants mentioned as things they value in their relationship with the supervisor. Knowing that they can express their feelings and ideas freely makes BAs comfortable in the work environment. Also, trust was a common trait that BAs felt was a must in the relationship with their supervisor. The data shows when there is trust between supervisors, the working relationship is better. The findings show that if organizations want to fix the high turnover rate of BAs, they should offer competitive salaries, work that is engaging, and encourage a positive working relationship with supervisors.

Summary of the Findings

Overall, the data shows that the intrinsic and extrinsic factors that retain Business analysts within organizations long-term are the work that comes with being a BA and compensation (Crosby, 2020). However, if the factors had to be ranked, compensation would be the number one factor that retains the talents of business analysts. The data shows that it is on the organizations to remain current regarding what their competitors offer regarding compensation to retain and attract the best talent within their organization. Also, it is vital to have a work environment that provides the challenges that will pique the interest of BAs to remain engaged and excited about the work they do for the organization. The data shows it is in the best interests of organizations to plan to make sure they are offering the best compensation packages and offering the kind of work business analysts will get excited about to retain them long-term to aid in the overall success of organizations.

The four research questions that drove the project took a look at everything from what business analysts look for in employment opportunities to how the success of organizations plays a role in the retention of BAs. The first research question found that compensation is one of the first things that attract BAs to employment opportunities. The second research question found

that the intrinsic and extrinsic factors that BAs look for in organizations are the work that comes with the position and salary. The presence of both of those intrinsic and extrinsic factors increases the chance for retention. The third question, broken up into the main question followed by three sub-questions, found that work-life balance, co-workers, and management all play a role in the work environment. The data shows that BAs appreciate organizations that encourage work-life balance. Also, BAs feel that the working relationship with co-workers and supervisors helps create a positive work environment and culture. Overall, organizations in the New England region of the United States should focus on offering engaging work, competitive salaries and encourage a good working relationship with supervisors to retain business analysts long-term.

Application to Professional Practice

One of the critical factors to the success of organizations is having a plan to take the organization into the future and beyond. The findings concerning professional business practices show the importance of organizational planning. Organizations benefit from planning by seeing steps ahead to avoid the uncertainty and changes that come with the business (Samoila, 2015). Planning, based on the findings, will have to center around the current and future employees. The plan will involve creating a career plan for business analysts who are currently part of the organization and those that will join the organization in the future. Organizational career planning allows the organization to analyze, plan, and design career transitions for BAs (Laser, 2019). The planning process begins with taking a look at what competitors are offering their BA regarding compensation.

Establishing a career plan is one of the many first steps for organizations. Leveraging the findings will require an organizational effort. Everyone within the organization has to be on the same page regarding the requirements and expectations. Having goals and benchmarks for BAs

are ways for organizations to take advantage of the findings. The career plan will serve as a

roadmap to professional growth.

Along with the roadmap, there will be checkpoints where supervisors will do a check-in

with BAs to ensure that they are on the correct path and make corrections if necessary. The

checkpoints will also allow organizations to do a self-check to ensure they are doing everything

to set BAs up for success. Applying the findings to professional practice is a process that will

continue to grow and evolve with organizations and BAs as they continue to change and evolve.

Improving General Business Practice

Reviewing the general practices is something organizations can do to stay on top of

changes and trends within their respective industry. The findings show that organizations looking

to keep BAs long-term show a continuous effort to have a career plan for job progression. A

career plan is not just for BA starting their careers. A plan can help BAs at all levels set goals to

aid with job and career progression. Organizations that have a career plan in place for the BA

position show that they are serious about retaining their service long-term. The BAs plan should

include details on how they can move from their current position to the next career level for BAs

within the organization. Details of the organizational plan should give detail about the career

options available for BAs within the organizations. Career options may only have two levels or

5. All of that depends on what organizations can offer BAs regarding job progression.

Job progression for BAs does not always have an exact path. However, organizations

with a succession plan in place allow BAs to see what it takes to get to the next level in the

career. The succession plan will detail who is in what position and who is next in line. The above

information will give BAs a head start regarding what is next and what is required professionally

to make it to the next level. BAs can make a lateral move or move into a higher-level role. No

matter the direction of the career move, it is critical for the first step of the plan to allow both the organization and BAs to explore the current role and how that role can expand into other areas (Saboe, 2017). With the starting point in place, the plan can lay out details surrounding what needs to be done by BAs to move to another career level. Details such as professional development, educational requirements, and years of service. With these details, BAs will know what the organization is looking for when promoting BAs. The career plan should also leave room for BAs to recommend ideas for gaining additional knowledge and skills. Mentors should be an optional part of the plan for BAs who require a certain level of help hands-on training. Organizations should also encourage BAs to try to take on other roles like a project manager to improve to add skills to their current resume. The best way to gain organizational knowledge is by encouraging knowledge sharing. Establishing trust among BAs and a formal contract increases the chances of knowledge sharing (Wenyu et al., 2020).

Performance reviews are a critical part of the career plan. The reviews will give BAs an idea of their current performance, what they are doing right, and areas requiring improvement. Organizations can use performance reviews as an intervention tool to assess the performance of BAs and suggest adjustments that will lead to BAs meeting their career goals (Sleiman et al., 2020). Checkpoints are an essential part of the performance review process. During the performance review, BAs will have the opportunity to express their goals and expectations for themselves. Regular checkpoints along the journey to achieving those goals provide points where BAs can check on their progress and make necessary adjustments. Adding some smaller benchmarks as a part of the career plan breaks the plan up into attainable goals for BAs. Reviews allow everyone to remain on the same page about expectations and performance. Also, it opens

the door for continuous communication between BAs and the organization, increasing the chances for retention.

One of the critical factors to the success of organizations is having a plan to take the organization into the future and beyond. The findings concerning professional business practices show the importance of organizational planning. Organizations benefit from planning by seeing steps ahead to avoid the uncertainty and changes that come with the business (Samoila, 2015). Planning, based on the findings, will have to center around the current and future employees. The plan will involve creating a career plan for business analysts who are currently part of the organization and those that will join the organization in the future. Organizational career planning allows the organization to analyze, plan, and design career transitions for BAs (Laser, 2019). The planning process begins with taking a look at what competitors are offering their BA regarding compensation.

Compensation includes everything from salary, benefits, and upward mobility. Once the organization has a clear understanding of what their competitors are offering, they can compare it to what practices are in place within their organization. Comparing helps with developing a plan to become attractive to BAs with high-level talent. The organizational plan should include a plan for compensation, professional development, and a clear career path. Also, career planning for BAs helps keep a high-level knowledge base that aids in future organizational success. Having a clear understanding of an organization as a whole is part of the strategic management process.

Strategic management considers the overall performance of an organization and the role of managers in shaping that performance (Makadok et al., 2018). Part of the overall performance of an organization depends heavily on the employees, such as business analysts. Creating a BAs

career plan ensures that everyone is on the same page about expectations and possible future. The career plan should have precise details on how BAs can start from point "A" and move on to point "B" and "C." Details such as education requirements, years of experience, and the potential for salary increase. The findings show all of the intrinsic and extrinsic factors that retain BAs within organizations long-term. There are also signs of personal factors that assist in making an organization appealing. Creating a career plan for Business analysts that focuses on the factors like compensation, the work, and work-life balance increases the chances of retaining BAs long-term.

Potential Application Strategies

The following are recommendations for action based on the findings from the data collection process. Looking at the current talent pool of BAs is the first thing on the lists of organizations. Reviewing the talent pool involves looking at individuals who just started, individuals who have about five years, and individuals close to retirement within the organization. The above review will give organizations an idea of the current BA talent and if they are in a position to lose any of that talent. Once they have a clear understanding of the BA population, they can take an individual look at each of them to review their current performance and uncover that areas that require improvement. The review will also give organizations an idea of if the current talent of BAs will take them into the future successfully. Organizations should incorporate the performance report as part of the process for promotions and salary increases (Bull-Schaefer, 2018). Once the review is complete, the organization can create a career plan that will display how a BA can make a long-term career.

After creating a career plan for BAs, the organization can compare its career plan to its competitor. Comparing the career plan against the competitor allows the organization to

understand what they are offering and areas to improve to attract the best talent. After developing a concrete career plan for BAs, the next step would be to make sure all BAs know the plan and what it entails regarding professional development and career mobility. Once everyone is on the same page, the career plan will become a part of the daily practice of BAs within the organization. Business uncertainty mainly happens outside of the organization, making it a situation out of internal controls (Lee & Klassen, 2016). With the uncertainty of business, it is critical to the career plan to have flexibility within the plan to adjust to the unexpected. Once the career plan becomes a part of the daily practices of BAs, there will be benchmark points to allow them to see that they are making progress.

The study results can impact how organizations market themselves when having to fill open business analyst positions. Using the results of the findings to create a job advertisement will ensure they are hitting all of the critical intrinsic and extrinsic factors that retain BAs long-term. Job advertisements are the standard marketing tool used by organizations to reach a broader market of high-level talent (Liu, 2020). However, social media has emerged as the go-to place to find new talent for organizations. Networking sites such as LinkedIn are one of the leading social sites that organizations look to for talent. Along with the standard advertisements, organizations should also invest time and energy in developing social media presence. The results can also impact currently employed BAs by empowering them to ask for their worth. With the demand for skilled business analysts being high, BAs can get what they are worth and beyond (Crosby, 2020). Also, the results can impact how current college students and future BAs look at the job market.

The results will show them that their services are in high demand, which gives them leverage when it comes to having numerous organizations available to seek employment

opportunities. Organizations that take the time to conduct wage analysis allow them to see what the competitors are offering and what they need to offer to ensure they get high-level talent. Business analysts go where there are opportunities, but they also have the flexibility to choose where they want to work based on their interests and skillsets (Bytyci, 2019). The greater the number of opportunities, the easier it is for BAs to move from one organization to the next. Because of the above, organizations should pay close attention to their presentation to future BAs and those currently holding positions within organizations. Disseminating the results can happen by making the results available via online journals, school libraries, social media, and blog sites. Virtual career fairs are another avenue for organizations to show BAs what they have to offer and if organizations can have long-term employment. With the state of the world forcing everyone to operate virtually, disseminating information via the web, it the best way to reach a large audience while following the current guidelines to keep everyone healthy. Through virtual career fairs, organizations open doors to reach top-level BA talent by reaching talent agencies and training facilities worldwide. A worldwide reach gives organizations a more vast audience that opens the door for future studies based on the concepts from the study.

Summary of Application to Professional Practice

The retention of BAs long-term begins with the organizations. If organizations do not present as a company that BAs can envision working for, they are less likely to apply for employment opportunities. Organizations creating a career plan for current and future BAs increase their chances of retaining long-term talent by being prepared. Prepared looks like having a solid plan for taking the organization into the future and a solid plan to take care of BAs. A solid plan for BAs includes upward movement, professional development, performance reviews, and a competitive compensation package. With things changing at rapid speeds, organizations

have to remain flexible and adjust the plans accordingly. Consistency is another factor that will make organizations successful in the retention efforts of BAs. Remaining consistent regarding adjusting strategies and plans to remain competitive within their respective industries increases the chances of retaining BAs.

Recommendations for Further Study

The study focused on the intrinsic and extrinsic factors that retain business analysts long-term with organizations in the New England region of the United States. For further study, it would be interesting to investigate if COVID-19 has impacted the demand for their services or job satisfaction. COVID-19 was an unexpected turn of events that no one could have seen coming with their best guess. With the pandemic going on for almost a year, COVID-19 has impacted the entire world economically and socially (Goodell, 2020). With so much uncertainty because of the pandemic, it would be interesting to see if Business analysts feel like they are still in high demand for their services as the tasks of BAs can be done remotely. Also, with working remotely, how has that impacted BAs collaborating with co-workers to complete tasks? Having the ability to collaborate with co-workers is one of the common themes to emerge from the study. Taking a closer look at how that process has changed would be a welcome addition to the current literature. Although organizations are still up and running, most of them have had to trim down their workforce to remain open financially. Investigating how many business analysts have lost their job would also add to the existing literature. Also, taking a look at the turnover rate before COVID-19 compared to after COVID-19 would significantly add to the current literature. Everyone from Fortune 500 companies to small businesses are making cuts to stay afloat. With no clear end in sight for this pandemic, it would be interesting to see how it has affected the demand for the services of BAs.

Reflections

The entire research process is a roller coaster from beginning to end. It has indeed been a marathon and not s sprint. Completing a project of this size comes with many challenges and learning experiences. Also, it opened the door to people and information that may have otherwise remained a mystery. Exploring the career paths of business analysts gave insight into things that were known and those that were unknown. The journey shows that there is more to a career than what is on the surface level. It opens the door to look past things like salary when deciding on an organization to seek employment. Understanding that a long-term career depends not only on the individual but also on the BAs was a critical discovery during the research journey. A long-term career relies on the partnership established between BAs and organizations. A little trust goes along with long-term retention.

Having a plan and being prepared are other factors that came out of this journey. A solid plan can make any process easy as it maps out everything from the beginning to the end. There may be times when things do not go according to plan, but that is the time to have faith that things will work out in the manner they should. Flexibility is a factor that aided the ups and downs of the research process allowing for things to move forward. The research process revealed personal and professional growth areas and expanded on trusting faith to get through challenges.

Personal & Professional Growth

At the beginning of the degree process, making it to the dissertation process seemed to be way out of reach. As each class passed by, the more the dream of completing the degree began to feel like a reality. Although there were some bumps in the road, completing the degree remained a possibility. Each course built the confidence necessary to see the degree process through until

the end. On a personal level, I am a better person for taking on the challenge of completing this degree. Completing this degree is less for me and more for my girls to show them that they can achieve anything they want if they put in the hard work. Setting a solid example for my girls has always been my main priority with everything that I do in life. Overall, this journey has made me fearless regarding trying everything, including things that make me uncomfortable. I have seen tremendous growth in my personal life along with growth in personal areas of my life.

The coursework taken during the degree process helped me improve in multiple areas of my professional career. Courses dealing with human resources management and conflict communication gave me tools that come in handy in the work environment. The knowledge gained from the human resources management made me a valuable resource during a project working with the human resources department because of my ability to understand their world while bringing my information technology knowledge to the project. Conflict communication is a course that all professionals should take. The course gave me tools to improve communication and listen to individuals when they are expressing their feelings. Before the course, I felt like I took the time to listen to individuals when speaking. However, I discovered that I was guilty of hearing what I wanted and not hearing what the individual was trying to communicate. Along with other courses covering project management and working with a purpose, I feel like I am making a better effort career-wise while receiving job satisfaction in return.

Biblical Perspective

The business functions covered in the study hit multiple areas surrounding attracting and taking care of employees. The study shows that organizations that display that they put a significant effort into taking care of BAs attract and retain the top talent. Phillipians 2:4 states, "Look not every man on his own things, but every man also on the things of others" (King James

Version, 1994). The verse reminds the heads of organizations to consider the needs of others before considering their own needs. When organizations invest the time to make sure BAs have what they need to be successful, they increase long-term retention chances. Also, encouraging a positive work environment for all shows BAs that they will get the same in return if they come in with positive vibes. St. Luke 6:31 states, "And as ye would that men should do to you, do ye also to them likewise" (King James Version, 1994). St. Luke is a reminder that if BAs come into an organization, giving their best self increases the chances of other organization members doing the same.

The work and other responsibilities that come with being a BA are factors that the data shows as increasing the possibility of retention. Business analysts who are looking to remain with the organization long-term want increased responsibility areas. Proverbs 24:3 states, "Through wisdom is a house built, and by understanding it is established" (King Jame Version, 1994). The above verse shows that when organizations give BAs the ability to use their skills and talents, they will continue to build upon those talents contributing to the current and future success of organizations. Building upon their current skills and talents allows BAs to continue engaging in the work, eliminating the chance of being stagnant and losing interest in the work. BAs who are engaged in their work are productive and creative when it comes to being innovative in the work environment. Work-life balance is another factor that came up in the data as an essential factor for retention. BAs look for a balance between work and life. Organizations that make work-life balance part of the culture attract BAs seeking employment opportunities. Ecclesiastes 3:1 states, "To everything there is a season, and a time to every purpose under the heaven" (King Jame Version, 1994). Life comes with many complicated layers that involve

career and family. It is essential to the success of organizations to encourage BAs to make time for life outside of work to avoid burnout on the job.

The overall research process taught multiple lessons along each step of the process. One of the most significant lessons is that of patience. Going through the research process gave a reminder of the importance of taking the time to be still. When things get chaotic or seem to the out of control, the standard reaction is to try to get things under control. However, the best response is to be still. Psalms 46:10 states, "Be still, and know that I am God: I will be exalted among the heathen, I will be exalted in the earth" (King James Version, 1994). When the research process felt like it got out of control, taking the time to be still helped me get over humps and push through the process. After completing this research process, there is not much that seems impossible. A level of fearlessness has appeared that opened the door to thinking outside the box and being ok with being uncomfortable. Before this process, I made an effort to remain in a box because it was comfortable. Now, my dreams are limitless.

Before the process, there was a healthy level of self-confidence that I lived with daily. Now, I realize that I did not even imagine so many more self-confidence levels. The process has shown that nothing is wrong with believing in yourself and leaning on your faith when things get rough. Proverbs 3:5 states, "Trust in the Lord with all thine heart; and lean not unto thine own understanding" (King James Version, 1994). Trusting in the Lord will take you through the hard times, even when you cannot see how things can get better. Isaiah 41:13 says, "For I the Lord thy God will hold thy right hand, saying unto thee, Fear not; I will help thee" (King James Version, 1994). It is because of my faith that I was able to see this study through. There were days where nothing went according to plan and quitting seemed to be the most accessible option. The

research process has opened the door to ideas that can retain BAs while improving the life and faith of the researcher.

Summary of Section 3

      The study set out to determine which intrinsic and extrinsic factors retain Business analysts within organizations in the New England region of the United States long term. With the help of the qualitative research method with a case study design, the process started with three research questions to begin the process. The primary data collection method of choice was the interview method. Due to COVID-19, the safest way to conduct interviews was via Microsoft Teams. The interview data shed light on the intrinsic and extrinsic factors that can retain BAs long-term. Those factors included the work that comes with being a BA and compensation. Other themes, such as the relationship with co-workers and supervisors, made an appearance in the data. The overall consensus of the findings showed that compensation was the most critical factor that has retention potential. Currently, no literature exists that bridges the gap between intrinsic and extrinsic factors' role in the retention of BA long-term. Plenty of literature exists that speaks about intrinsic and extrinsic factors and what items fall under those categories. There is also literature on the demand for business analysts and how important they are to organizational success. The study results begin to close the literature gap that shows how intrinsic and extrinsic factors play a role in the long-term retention of BAs. Giving organizations a potential blueprint that can attract top-level talent among BAs and all positions give them an excellent starting point regarding building a winning team. Intrinsic factors like the work and extrinsic factors such as compensation can retain top-level BAs within organizations in the New England region of the United States long-term.

Summary and Study Conclusions

The intrinsic and extrinsic factors that retain Business analysts long-term within organizations in the New England region of the United States are the work and compensation. The findings of the study show that not only do intrinsic and extrinsic factors play a role in retention but, personal factors like a good relationship with the supervisor also factor into long-term retention. As organizations continue to evolve and adapt to the different changes that come their way, they must remain vigilant regarding their offerings regarding compensation to ensure that they are competitive with other organizations in their respective industries. Also, the findings support organizations reviewing the BAs that are currently employed and their performance to aid in making sure they enjoy the work that they are doing for organizations. Encouraging innovation not only retains talent but attracts outside talent. Organizations that continue to ensure that the intrinsic and extrinsic factors that attract and retain business analysts are present increase their chances for long-term continued success.

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Appendix A: Interview Questions

A. What is your ethnicity?

B. Please select your age range:

18-24	
25-29	
30-34	
35-39	
40-44	
45-49	
50 and above	

C. What is the city and state where you live?

1. How long have you held the position of business analyst? How long have you been with your current employer?

2. Regarding the level of security you feel in your organization, can you give details on your work schedule and how it aids non-work needs? Do you feel like a valued employee? Do you have opportunities to display your skills and talents?

3. Within your organization, do you have the ability to learn and understand the requirements of the job, along with opportunities to grow and challenge yourself? Please explain.

4. Can you give details about the overall compensation that comes with your position? Do you have health benefits and/or a retirement/401K plan along with options such as working remotely? How important is the overall compensation to you?

5. If you require help with a task, can you count on your co-workers? Do you feel your co-workers respectfully collaborate with you and others when it comes to getting things done? Please explain.

6. Do you have a good relationship with your direct supervisor, and is there support/room to provide feedback to your supervisor regarding doing your job? Please give details about the relationship.

7. Do you feel inspired by the work you do within the organization? Do you feel like you contribute to the overall success of the organization? Please explain.

Appendix B: Table 1. Theme Coding Table

Theme	Name	BA 1	BA 2	BA 3	BA 4	BA 5	BA 6	BA 7	BA 8	BA 9	BA 10	BA 11
#001	Compensation (including salary & benefits)	P2 L62-66, L71-73	P2 L70-74	P2 L59 L63	P1 L27-30	P1 L22-23	P2 L46-50	P2 L49-51	P1-2 L44-49	P1 L33-37	P1 L25-27	P1 L28-33
#002	The work	P2 L50-53 P3 L106-114	P2 L61-64 P3 L95-99	P1 L42 P2 L47	P1 L20-23 P3 L45-48	P1 L17-18 P2 L34-35	P1 L23-24 L28-31 L37-40 P2 L74-77	P1 L36-37 P2 L42-43 P2 L68-69	P1 L27-28 L33-38 P2 L71-77	P1 L25-27, P2 L61-65	P1 L19-21 P2 L42-43	P1 L23-24 P2 L53-55
#003	Working relationship with co-workers	P1 L40-45 P2 L78-84	P2 L79	P2 L80-83	P1 L-34-35	P1 L27	P2 L55	P2 L56-57	P2 L55-57	P2 L42-45	P1 L31-32	P2 L37-40
#004	Relationship with supervisor	P3 L89-101	P3 L87-90	P3 L98	P2 L39-42	P1 L31	P2 L64-68	P2 L62-63	P2 L63-66	P2 L51-56	P2 L37-39	P2 L47-50
#005	Work-life balance	P2 L43-45	P2 L45	P1 L34	P1 L14-17	P1 L13-14	P1 L24	P1 L29-32	P1 L23-25	P1 L18-19	P1 L14-15	P1 L14-15

P=Page(s)
L=Line(s)

Appendix C: Table 2. Representation of Themes from Data

Theme	Code Name	Definition	When Used	Example From Data
Extrinsic Factors	Compensation	Salary, health/dental benefits, retirement plans, time off, etc.	Used when answering an interview question about the importance of compensation	**BA 6**: "Compensation plays a big role in remaining with the company when comparing what other comparable companies offer."
				BA Out Reg 2: "So for me, it is the whole package, so it is not just salary to me. Much weight goes into health insurance, time off, and all those other things in retirement packages. We have very good packages at U of M. So I actually and I have never done this in my career before. I took a lateral pay move from my last job, so salary-wise because the benefits were so good. So it is that those are important to me. Those kinds of add-ons to salary."
	Work Environment	Surrounding conditions to include office temperature, equipment, interactions with others, etc.	Used when answering questions about co-workers and describing the current climate within respective organizations	**BA 9:** "I have a core go-to team within the institution that I can rely on to help me with things outside of my control. In turn, I do my best to support them and provide information as needed to collaborate. This is a huge time saver and boost to efficiency not having to go through the normal bureaucratic red tape involved in making some requests."
				BA 11: "But I have a concern for one individual in particular. I am not sure of the co-workers intent, but they often cross lines that have nothing to do with their job, and it is not in their wheelhouse either."
Intrinsic Factors	The Work	Job Responsibilities, Knowledge Level, Job Progression, & Achievement	Used when answering interview questions involving job tasks and being valued as an employee	**BA 9:** "I am constantly learning new things and working collaboratively with other offices to get a better overview of how things work and how things are changing. When I find a project that suits the needs of our department, I am often encouraged to take part."
Personal Factors	Supervisor Relationship	How the supervisor and employee connect as they work together to meet organizational goals	Used when answering interview question regarding relationship with supervisor	**BA 8:** "I am fortunate to have the ear of my supervisor and regularly communicate with them about the current and upcoming projects I am working on. I also openly discuss future planning and projects that are impactful to determine the best course of action to take to lead to successful completion."
				BA 10: "My direct supervisor and I have a great working relationship. I do feel like my concerns are heard."
	Work-Life Balance	Having an equal amount of time between the hours spent at work and the hours spent on personal activities.	Used when answering questions regarding the organizations encouraging work-life balance	**BA 10:** "My work schedule is pretty demanding, but my supervisor gives me the flexibility needed to make sure I handle my non-work needs."
				BA 8: "Work-life balance is fair, and I do feel comfortable and able to take time off if I need to."