

FACTORS AFFECTING MILLENNIALS' ATTRITION IN THE
WORKPLACE AND HOW TO BOOST RETENTION

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By
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CERTIFICATION OF APPROVAL

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DEDICATION

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ABSTRACT

The millennial generation has entered the workforce by the millions, bringing challenges to many organizations wishing to retain these new hires. In this light, this study compares the millennial generation to previous ones such as baby boomers (born after World War II) and Generation X (born between 1965 and 1980).

Millennials are entering workplaces with higher expectations, causing organizations to suffer high turnover and financial issues and losses. This research review first explores the differences between generations to shed light on those of millennials that affect their employment decisions; it then investigates retention practices including improvements employers can make to decrease turnover in their millennial workforce. In doing so, this research considers areas such as compensation, benefits, perquisites, and rewards; the interconnection between trust, communication, leadership, and feedback; the role of technology in the workplace; and other relevant factors such as transportation options. The study concludes with not only suggested mindset changes millennials can make to develop workplace longevity but, more specifically, how organizations can attract and retain this significant age group to maximize profitability and advance long-term benefits.

CHAPTER I

INTRODUCTION

Purpose of the Project

This study examines available research on the millennial generation as well as workplace variables such as retention and attitudes. The author identifies and discusses strategies that employers are utilizing in the workplace and how these have benefited companies in decreasing millennial turnover; in addition, the author reviews best practices that employers can implement to retain this age group.

Who Is the Millennial Generation?

The major generations currently comprising the workforce include baby boomers, Generation X, and the millennial generation. Due to technological advances not yet available in the early 1940s to the late 1970s, this latter generation stands out in many significant ways; to understand all of its proclivities, however, one must first analyze its two prior generations. First, the baby boomer generation is defined as children born after World War II who fall in the birth years of 1946 to 1964 (Roebuck, Smith, & El Haddaoui, 2013). Now spanning the ages of 55 to 76, this generation that “boomed” in post-World War II America are best known for their propensity to question authority (Roebuck et al., 2013); other defining characteristics include their tendency to enjoy their job or employment, seek opportunities for education from foreign countries, admire adventure, and garner a reputation as risk-takers. Next, Generation X (i.e., Xers) were born between 1965 and 1982 and now

span the ages of 37 to 54 (Kaifi, Nafei, Khanfar, & Kaifi, 2012). Similar to the baby boomer generation, Xers also question authority but, more uniquely, seek involvement in their communities and ways to impact their culture, feel a sense of responsibility to social mores, and like to exert control (Roebuck et al., 2013). Like the “boomers” before them, Xers also comprise a generation of risk takers yet balk at jumping head-first into making a decision; they strive to first calibrate the risks and consider who wields authority. In this vein, they are more likely to possess good problem-solving skills and like flexibility in their decision making (Roebuck et al., 2013). Rising in the years after the Xers, the millennial generation is now leaving its imprint on the cultural landscape. Historians and pundits alike have also described this age group as Generation Y, Gen Yers, “Gen Me,” the “me generation,” or the “whine generation.” Notably, while some consider Gen Y as early members of the millennial generation, cross-cultural researchers have never clearly defined this group but, instead, have used this moniker as a holding label until more clearly identifying millennials (Twenge & Campbell, 2008).

When the millennial generation celebrate their birthdays, they point to their birth years as between 1982 and 1999 (Twenge & Campbell, 2008), with their age range today extending from 20 to 37 years old. Although the time periods describing the millennial generation can vary, the majority were born in the early 1980s to the late 1990s. This study focuses on millennials who have graduated college and are now active in the workforce. In fact, by the year 2022, the millennial generation will comprise the largest employment group in the U.S. workforce (Hershatter & Epstein,

2010). Many in the millennial generation grew up in an era when, at an early age, they enjoyed easy access to technology such as cell phones, iPads, video game consoles, innovative televisions, and DVDs. Technology has affected how people communicate with the world, and millennials use technology to advance their skills in the workplace to a new level, beyond that of previous generations. Due to more recent technological advances, the millennial generation is accustomed to enjoying continuous Internet and technology access or interaction (Hershatter & Epstein, 2010). In the next section, this study discusses the research related to millennials and employment-related outcomes such as turnover and job satisfaction.

Generations in the Workforce

Today's workforce exhibits vast differences from that of the mid- to late-1940s. Stemming from the creation of assembly lines and impacts of the Industrial Revolution, job place advancements have exponentially resulted, such as a new Wall Street creating self-made entrepreneurs and, more recently, online businesses needing no physical workspace; certainly, the workforce and workplace today look different in innumerable ways. Markedly, the baby boom generation first witnessed the majority of these changes (Kaifi et al., 2012) and, at the same time, cemented their reputation for "being extremely loyal to their employer" (Tolbize, 2008, pg. 6).

One must consider several factors as to why baby boomers' loyalty to their employers emerged so prevalently. Some possibilities include a strong sense of obligation, compelling them to commit to longevity with their organization due to a perception of indebtedness and duty; their parents before them, who experienced the

Great Depression and the effects of two world wars, instilled a sense of gratefulness, national pride, and duty to country and others. In contrast, Gen Xers, who are starting to fill leadership positions left open by baby boomers' high retirement levels, often grew up in dual working families and thus cite awareness of career opportunities, more economic uncertainty, and the impact of numerous government scandals, creating a jaded view of society at large; while their degree of workplace loyalty has begun shifting, Gen Xers have still maintained this sentiment at high levels (Gibson, Greenwood & Murphy, 2009). However, those analyzing these cultural traits cannot say the same of the millennial generation and their employer/organizational loyalty. Quite simply, millennials have earned a reputation as "job hoppers." At the same time, they also enjoy hobbies such as volunteering; place importance on landscaping their outdoor living spaces; and prioritize time to relax in their schedules, preferences that reposition their focus from a sense of workplace obligation to other passions and pursuits (Kaifi et al., 2012). As time progresses and the baby boomer generation all depart the workplace, Xers will fill many of the resulting open positions, advancing their careers through accepting broader career responsibilities (Gibson, Greenwood & Murphy, 2009). As they move up and into higher levels of management, these Gen Xers must confront an unequivocal challenge: millennials with high job expectations coupled with simultaneous workplace-culture changes.

Both Generation X and the millennial generation exhibit differences due to societal conditions during their upbringing as well as differing lifestyle experiences. In the workplace, Gen X managers convey themselves as fun loving and independent.

They exude more concern than millennials with advancing their career in their organization, seeking to maintain stability while also earning more income to meet financial obligations such as caring for aging parents and educating their children; like millennials, they also seek a work-life balance. Furthermore, research reveals that members of Gen Xers have attained computer literacy and strive for an enjoyable work environment (Gibson, Greenwood & Murphy, 2009). These inclinations benefit both Xers and millennials as they not only collaborate in the workplace and strive to meet each other's expectations to get the job done but also appreciate and understand each other's values. Note that while attaining a wide view of generational tendencies proves helpful or necessary when analyzing workplace differences, one should take caution when stereotyping a specific individual or generalizing their qualities based on their age and generational cohort (Gibson, Greenwood & Murphy, 2009); exceptions do exist, and for a complete, unbiased picture, one should view age groups as individuals with unique needs and desires.

Interestingly, research has revealed that members of the millennial generation will comprise the majority of the workforce by 2022 (Hershatter & Epstein, 2010). As mentioned, millennials were born in an era when technology was present and impactful in every household and classroom. In addition, millennials are skeptical of long-term commitments and intrigued by reaping more flexibility in their careers and personal lives (Kaifi et al., 2012). Furthermore, "GenMe appreciates authenticity—if what is promised is not met, they leave" (Twenge & Campbell, 2008, pg. 866). A study by Gibson, Greenwood, and Murphy (2009) stated that differences in

management values between the generations remain prominent and that millennials value more self-respect, health, freedom, family security, and true friendship. Due to these traits reigning so dominantly in millennials' lives, management teams may find they can trust and delegate tasks to members of the millennial generation. As millennials continue to enter the workforce, these young employees, as well as managers from Gen X, set high expectations, and both need to understand each other's differing expectations to work together effectively. Doing so will create an improved working environment that increases retention and decreases unnecessary turnover. Next, this study will outline the relevant research on generational differences, highlighting that which points out generational similarities and contradictions as well as issues millennials can focus on to attain more success in the workplace.

CHAPTER II

LITERATURE REVIEW

Research on Generational Differences

Many studies confirm that significant differences exist among generational cohorts such as baby boomers, Generation X, and millennials. First, in considering the oldest of these groups, research points to the baby boomer generation growing up in post-World War II America and into the early 1970s; a thriving economic time. Of note, the baby boomer generation did not depend much on technology in their early years and today may view technology as simply artifacts or refrain from immersing themselves in its cultural dominance. As an aside, some members of this generation enjoy hobbies such as golf, volunteering, gardening, and relaxing. More pointedly, many prefer vocational characteristics such as flexibility, work-life balance, and a newer preference for working remotely (Kaifi et al., 2012).

Next in age, the Generation X cohort, with roughly 44 to 50 million members, also possesses unique traits. Many describe Xers as risk-tolerant, entrepreneurial, and individualistic while still valuing a work-life balance. Additionally, this age in general strives for less formality, talks and acts in a straightforward style, and lacks people skills, resulting in a negative impact on employee retention. Finally, Gen Xers show themselves as powerful in the workforce due to their acquired proficiencies with technology—skills that still lag behind those of millennials, however (Kaifi et al., 2012).

As mentioned, millennials grew up in the digital age. Of the three generations this study addresses, they hold a superior understanding of technology—especially in contrast to baby boomers and even Xers—and align their habits, motivations, and pursuits with its capabilities; this gives them an advantage and makes them an asset when applying new technology to current work tasks. Further, millennials have witnessed many societal impacts affecting their parents in the 2000s and early 2010s, including the dot-com bust, a plummeting national economy, and job lay-offs, along with a high divorce rate and the prevalence of single-parent households, tainting their belief in long-term commitments and increasing their desire for workplace flexibility. Like both boomers and Gen Xers, millennials strive for a work-life balance so they can enjoy not only their work for their organization but also personal activities outside of work (Hershatter & Epstein, 2010).

As time has progressed, many employers have experienced workplace changes as well as high turnover. The three generational cohorts—baby boomers, Generation X and millennials—exhibit differences in work values such as work ethic, work certainty, and leisure (Twenge, 2010). In a time-lag study using data from all three cohorts, Smola and Sutton (2002) discovered that respondents from 1999 were more likely to agree than those from 1974 that they would quit their jobs if they inherited a lot of money. Furthermore, a 2006 study comparing millennial respondents to baby boomers in 1976 found millennials more likely to disagree that work should be a central part of life (Twenge, 2010). In other research, Jurkiewicz (2000) discovered that Gen Xers value freedom from job supervision more than do

baby boomers (Jurkiewicz, 2000). Additionally, members of Gen X tend to score higher in job involvement and commitment to their organization than do millennials (Twenge, 2010).

In a study examining generational differences in personality and motivations, Wong and colleagues attribute the most noteworthy contrasts to age rather than specific generational cohorts, claiming that age itself proves a better predictor than birth cohort (Wong, Gardiner, Lang, & Coulon, 2008). Additionally, some of the larger differences they found do not align with popular beliefs about generational characteristics in the workplace. For instance, they cite millennials as the least optimistic group but the most likely to socialize and show concern for their social network and status. The authors suggest that their finding is mostly due to young people's need to build their career prospects on "who-you-know," trying to climb the corporate ladder or gain more responsibility and status, while aging baby boomers already fill most of the highest organizational positions; the jobs of today's millennials remain more independent and require more individual focus than those of baby boomers and Gen Xers. As people age and hold high-level positions, the desire and opportunity for advancement decline. This offers an example of age as a better predictor than generational stereotypes of work-related motivations, attitudes, and behavior. Lastly, other research of Wong et al. (2008) reveals that Generation X and millennials score higher than do baby boomers in possessing traits such as "ambitious" and "career-oriented," preferring to work to meet targets and demanding

goals while baby boomers look to retirement and an easing of job-related stress that suppresses their ambition (Wong et. al., 2008).

More recent research on generational differences has focused on work values (Twenge, Campbell, Hoffman, & Lance, 2010). Researchers have found that over time, as the three main generations have entered the workforce, valuing leisure time has increased while valuing work as central to one's life has decreased. Intrinsic work values, such as prizing interesting work tasks and jobs with tangible results, have also decreased among the youngest set. Notably, "valuing leisure time" was found to create the largest difference among variables describing the generational differences in work values, with millennials valuing it the most (Twenge et al., 2010).

Additionally, using the results from studies, Twenge and colleagues found that data trends regarding community engagement and civic-mindedness did not favor the youngest two generations. Also, the authors found that empathy for others, charity, and task significance have declined as millennials have entered the workforce (Twenge et. al., 2012).

Similar to research summarized above, millennials also covet extrinsic motivators such as money and status more than do previous generations while also being less likely to hold high intrinsic values such as personal growth. This contradicts the popular belief that millennials comprise selfless helpers who wish to work only at nonprofits because of the intrinsically motivated nature of the altruistic mission (Twenge et al., 2012). These results also help explain why many often

describe millennials as “entitled,” as the increase of money and status as motivators combine with expectations for more leisure time and less working hours.

Recently, organizations have begun to consider how the millennial generation proves different than previous working generations. Twenge and Campbell (2008) discuss characteristics and behaviors that managers have experienced from millennials in the workplace. The millennial generation demonstrates higher self-esteem, narcissism, anxiety, and depression while, at the same time, demonstrating higher needs for social approval as compared to previous generations (Twenge & Campbell, 2008). Certainly, narcissistic individuals tend to take more risks that lead to experiencing more ups and downs. Besides, psychological mindsets such as high self-esteem and narcissism include attributes that can potentially explain why an employee evokes high expectations in the workplace (Twenge & Campbell, 2008). As young millennials enter the workforce, they expect a different work environment than did their parents and previous generations. “They have high expectations and demand meaningful work, constructive feedback, and positions of influence within their organizations” (Twenge & Campbell, 2008, pg. 865). Also, some millennials can convey high expectations that their supervisors view as unrealistic or unachievable. Among baby boomers, Generation X, and millennials, several work attitudes may impact job satisfaction, turnover, pay, benefits, and career and professional development (Kowske, Rasch & Wiley, 2010). Further, as time progresses, millennials’ values and expectations will change. As they begin to gain experience in the workplace, for example, their values and expectations can mutate,

based on their age, career goals, personal life, priorities, finances, social life, and personal health. Even with high expectations upon entering the workforce, millennials' perspectives will transform over time. Other research has demonstrated that millennials expect high-status jobs and prestigious opportunities at a rate organizations in the marketplace cannot reasonably meet (Reynolds, Stewart, MacDonald, & Sischo, 2006). As mentioned, millennials in their younger years witnessed times such as the dot-com bubble, layoffs, and divorces, causing many to form high expectations when entering the workforce. However, organizations cannot, and sometimes consciously do not, always meet their expectations. In fact, organizations also set expectations for new talent that employees must meet before they take into consideration any employee expectations. Finally, as time continues to pass and millennials progress more in their careers, their shifting attitudes and behaviors may benefit not only themselves but the culture and nation as a whole, although no one can yet determine the viability of this trend (Twenge, Campbell & Freeman, 2012).

Generational Similarities

Although much research exists that points to clear generational differences, some research findings signal that the three generations, from boomers to Xers to millennials, prove not so different from one another; while these findings seem contradictory, one must include them in the overall evaluation to gain the fullest picture possible. Using metanalytic data on generational differences regarding work attitudes, Costanza and colleagues found that only slight differences exist between

generations. Specifically, research has analyzed job satisfaction, organizational commitment, and turnover intentions across the three generational groups, and the authors have concluded that “other forces” can largely explain meaningful differences between and among generations; furthermore, interventions aimed at dealing with these differences, researchers contend, are likely to prove ineffective (Costanza, Badger, Severt, & Gade, 2012).

The workplace culture has experienced its fair share of changes throughout time and has potential to impact employee retention in the future. Some findings show baby boomers, Generation X, and millennials may share similarities in workplace values. Generation X and, most markedly, millennials exhibit a weaker work ethic, seek greater freedom, and more highly value a work-life balance than do baby boomers; at the same time, employees of all ages are currently working longer hours than in previous decades (Twenge, 2010).

Older generations such as baby boomers and Generation X share certain common traits when working for an organization. Members of these two generations exude more loyalty to their employers and, as discussed, feel a sense of “owing” or obligation to their organizations to stay with them for an extended period. As this indicates, much of the research points to findings that generations prove very similar (Twenge, Campbell & Freeman, 2012). When considering life goals, the three generations also show some similarities. In a 2007 survey, 74% of all three generational cohorts rated “being very well off financially” as important (Twenge et. al., 2012). More specifically, Generation X and millennials gave more weight to

“being well off financially,” “being a community leader,” and “living close to relatives and parents,” followed by “having responsibility for the work of others,” rating all of these as more important than did baby boomers (Twenge et. al., 2012).

In another study examining work attitudes and generational differences among the same groups, Twenge (2010) found that millennials give greater importance to extrinsic work values, such as higher salaries, as well as to individualistic traits such as “self-image.” Further, the researcher found no significant differences between generations for more altruistic characteristics, such as helping those in need or desiring jobs that “make a difference”; this means that recruiting and retention policies that spotlight millennials should focus on work-life balance and the work schedule’s flexibility issues instead of on volunteering and social causes (Twenge, 2010).

Additionally, some of the data in the categories of job-hopping, job-satisfaction, and commitment to the organization signified that, despite some findings to the contrary, millennials are more satisfied with their jobs and seek to have more job security than did previous generations (Twenge, 2010). Interestingly, the findings of Dries, Pepermans and De Kerpel (2008) state job loyalty has waned; in other words, while millennials could be saying that they like their jobs and want to stay, that attitude can change when better opportunities arise (Dries, et al., 2008).

Improvements from Millennials

Increasing retention and decreasing workplace turnover do not fall solely to the organization's responsibility. Millennials should take into consideration that they, too, must meet job expectations before theirs are met. Some of the ways that millennials can succeed in their work environment include devoting the time needed to complete the work, sharing ideas with supervisors and cohorts, strengthening communication skills, and exceeding performance expectations (Prossack, 2018). The benefit of leveraging their tech-savvy skills provides millennials the opportunity of working efficiently at peak performance. Proficiency with technology may also help millennials to gain the reputation as problem-solvers.

Millennials with high expectations may hone their capabilities of positively contributing to the workforce. Open to feedback, millennials can give managers the opportunity to share the employee's strengths and weaknesses, especially when attitudes of teamwork and tenacity come into play. Furthermore, receiving feedback increases an employee's trust in management and helps build strong relationships, which in turn can increase job satisfaction and increase retention (Abuelhassan et al., 2017).

At times, one can rely on management for guidance when assigned a project to handle. However, in some instances, an employee needs to prove that he or she can complete the job without guidance—in other words, has the ability to work autonomously. Employees can strive to recognize those situations and take initiative when an urgent matter presents itself (Prossack, 2018).

In conclusion, retention along with decreasing turnover does not solely land in the organization's realm of responsibility. Millennials must take into account that they, too, need to meet the expectations of their managers and work organizations before they see their own needs satisfied.

In the next chapter, the author discusses the options surrounding retention, performance, and motivation that organizations and practicing managers must consider, given the research on millennials and generational similarities and differences. Discarding unfounded stereotypes or erroneous beliefs can benefit managers as well as organizations in attracting and retaining the most talented employees with the right skills and experience, regardless of the generational cohort to which they may belong. Lastly, additional topics to discuss include offer letters, explicit and implicit agreements and workplace expectations, compensation, workplace benefits, and rewards and organizational issues. This study will also address millennial trends relating to commuting lifestyle and motivation, trust, communication, authentic leadership, feedback, the prevalence of technology, growth and development, and consequences and methods of organizational support.

Although research results can apply to many employees, the research on generational differences often focuses on issues specific to millennials. Next, the author will discuss, more fully, a variety of workplace issues facing millennials and how these issues affect organizations. Included are suggestions for improving conditions for both millennial employees as well as the organizations and managers employing this large group.

CHAPTER III

DISCUSSION AND SUGGESTIONS FOR ORGANIZATIONS AND MANAGERS

As millennials continue to enter the workforce, it proves imperative for management teams to advance many areas of the workplace in order to attract the best talent and decrease turnover; they will need to instigate improvements and adapt to them as well. Millennials will comprise the majority of the workforce in several years as baby boomers begin to enjoy retirement and Generation X begins to assume the vacated leadership roles. As stated, even upon entering the workforce, millennials hold very high expectations. As such, not only must management teams make workplace changes; millennials must understand and meet a myriad of expectations as well if they want to enjoy long-term, upwardly-mobile employment. This may require millennials to work long hours and take on more responsibility before they can reap the rewards of any positive change.

One can understand that both millennials and Gen Xers want the capacity to effect change and earn timely job promotions. However, both cohorts must acknowledge their differing attitudes and characteristics as they commit to work together to meet organizational expectations. When dedicated managers and millennials invest the time to understand each other's wants and needs, they will, more successfully, identify areas of agreement and opportunities for improvement. In return, managers can help millennials achieve their goals efficiently without suffering loss in productivity or experiencing burnout.

Offer Letters, Agreements, and Workplace Expectations

Many factors contribute to why employees leave their jobs, but few consider the probability of their own departure when accepting and signing an offer letter. An employer's offer letter specifies the organization's offer package to a candidate that includes compensation, benefits, retirement plans, stock offerings, perquisites (perks), and much more. At times, confusion arises in regard to obligations and promises that both the organization and potential employee do not adequately document under the reciprocal exchange agreement (Twenge & Campbell, 2008). Confusion can originate "when individuals infer promises that give rise to beliefs about obligations" (Twenge & Campbell, 2008, pg. 866). By nature, the two parties—the employer and job candidate—can interpret the highly-flexible and undefined set of terms differently. Thus, individual differences like self-esteem can impact the contract's interpretation and contribute to the perception of an organizational breach (Twenge & Campbell, 2008).

After millennials graduate college, their expectations change in the course of their career. Such changes occur from personal events including childbirth, medical illness, and other family-life changes. Attempting to address their employees' expectations, many managers understand that traditional offer packages do not prove enough to attract, retain, and decrease millennial turnover. Offer packages comprise a great way to attract new employees, but today's millennials harbor different expectations. Employers need to "spell out" or state offer incentives more explicitly in their offer packages, looking at wording and details that may prove ambiguous or unclear, to help align expectations where possible. That said, although offer packages

prove a positive way to attract millennials for employment, other practices available to supervisors and management can engage millennials to help retain and motivate them.

Many millennials seek to gain experience for personal growth, develop into future leaders, and achieve their goals through their manager's support. Existing research confirms that millennials pursue opportunities for rapid promotion where they can leverage their ability to make workplace changes (Abuelhassan, Elsayed, Soliman, Farivar, & Abdelgawwad, 2017). Note that the millennial generation wants to achieve their goals quickly in their career, by all means necessary, yet many managers find this difficult to navigate or apply to their workplace. One viable solution for both parties holds promise for increasing communication, goal achievement, and retention: both employers and job seekers can strive for increased clarity on the length of time employees must work and what criteria they must meet before management will consider their advancement.

Straight out of college, many millennials assume responsibility for their choices and behaviors and seek accountability in these areas as well. Also, these new hires often feel pressure to meet or surpass their goals and aspirations. Millennials can multitask proficiently and, when needed, will improvise. However, they need to accept the reality that they must work tenaciously to reach positions of leadership, due to the standards the generations in the workplace before them have set (Kaifi et al., 2012).

Though millennials hold high early expectations, employers may embrace different expectations that millennials do not anticipate. These discrepancies can lead

to negative consequences—including inconsistent performance levels, frustrations with work guidelines, and deficiencies in communication channels—which can adversely impact the organization and its turnover rate. It can unfavorably influence the employee's attitude toward the workplace, satisfaction, mood, commitment, and job performance and can encourage employees to look for employment elsewhere if expectations do not align.

However, it proves imperative that millennials understand that their employer will not fulfill all of their expectations; to see their expectations realized, they must first understand those of their manager. In addition, altering expectations—either lowering them or focusing solely on the employee's desires—can also adversely impact business operations and organizational culture. For example, it may prove financially unwise for an organization to advance changes in order to retain millennial employees if they remain unwilling to commit to staying long-term or meet management expectations. Due to competitive offers and new opportunities in the marketplace, millennials often can easily jump from one organization to another, hurting themselves, their peers or co-workers, and their employers in the process.

Finally, millennials must understand that once they begin their career, their ability to make workplace changes needs time to simmer; they cannot strive to make immediate changes and become a team player at the same time. They should aim toward working steadfastly, proving their merit, and meeting their supervisor's expectations before earning the ability or authorization to implement new changes. Overall, explicit expectations that management lays out, not only in offer packages but in opportunities for advancement and leadership, plus more frequent and

reciprocal communication, hold merit in bridging the gaps noted here to improve both retention and employee performance.

Compensation

Organizations recruiting millennials should bear in mind the importance of salary and other methods of compensation. As it has for decades, salary remains an essential factor in gaining new employees. However, how best to compensate workers also remains an uneasy topic as organizations attempt to consider a wide-range of factors such as work experience, job duties, working conditions, organizational budget, leadership potential, and job location, to name a few.

As Abuelhassan et al. (2017) noted, millennials will often leave their employer if they find a new, higher-paying opportunity. Times have drastically changed from when the baby boomer generation, as well as Gen X, entered the workforce. When these two generations launched their early careers, they held tightly to other intrinsic values and different motivating factors in their work; they did not “job hop” as many millennials do today. Furthermore, employees with decades of work history have experienced life, the work culture, and the world at large differently than those new to the work environment. Many baby boomers and Gen Xers feel the weight of supporting their families, paying for home expenses, education their children through college, caring for aging parents, and sustaining other liabilities that cause them to adhere to their current roles. To elaborate, Gen Xers often pay close attention to job security, not caring to risk the unknown; in a nutshell, they prefer a guaranteed lifestyle, rather than accept a new or expanded but untested role with other management teams or in new work environments

(Abuelhassan et al., 2017). In other words, research has shown that Gen Xers will forgo a higher paying job to hold onto job security and its known variables.

Employers who leverage competitive measures to attract new talent, such as offering high salaries to job candidates who best fit their job requirements, prove more likely to attract and retain that talent. However, based on available research, salary and wages comprise just a part of the equation. Compensation can take several forms including salary, promotions, perks, company rewards, medical benefits, stock options, savings plans, etc. Building on the previous discussion, employees who earn a promotion often also enjoy higher financial compensation. Other incentives can include quarterly bonuses, “employee of the month” awards, perks such as improved office space, opportunities to work remotely, etc.

In summary, employers must develop keen awareness of not only the salary and wages that their industry offers in their respective fields but of other forms of compensation as well—which may incur only marginal organizational cost—such as a monthly employee recognition award or improved parking option; intentional action steps to boost employee encouragement and empowerment often make a significant impact on the millennial generation. These types of morale and teamwork boosters prove beneficial as they help keep employees satisfied and encourage higher performance levels, which research shows to aid in decreasing turnover and increasing retention.

Workplace Benefits

For employers to keep their employees satisfied and retain them for as long as possible, they need to understand millennials’ orientation toward workplace benefits,

and, in turn, millennials must understand the expectations of their organizations and managers for workplace behavior (Campione, 2015). Oftentimes, the benefits most attractive to millennials when considering an employer include having a work-life balance, paid leave time, flexibility, and coworker support (Campione, 2015). Offering benefits such as these helps organizations attract the best-qualified millennials with an approach that coincides with the organization's values and mission. Most crucially, current employers with a sizeable millennial workforce must recognize that this age tends to focus not only on work but on outside interests as well, including their family and social group (Campione, 2015). Furthermore, millennials increasingly build satisfaction with employers who give them opportunity to take time off to address personal needs and avoid any negative workplace impact. Previous generations would gladly accept a job offer that provided a well-paid salary along with medical benefits, but one cannot say the same about many millennial employees today.

Many organizations now offer flextime, a benefit first introduced in the 1970s but with wider adoption more recently, that allows employees to work a daily or weekly schedule more conducive to their needs. For example, the traditional 8 a.m. to 5 p.m. workday could swing from an earlier start time to a later closing time; or, for example, employees may report to work just four days a week, working 10 hours days, and enjoy the fifth day off; or work may close at noon on Fridays. Working a flexible schedule proves more common with long-time or high-ranking employees, and this type of benefit cleverly opens a window of opportunity for organizations concerned with employee retention. Flextime leads to better productivity; increased

employee morale; and decreased absence issues (Campione, 2015). Millennials on flextime can often achieve their work goals and perform better; they can attend to any needs outside of work due to flextime's built-in elasticity. The work environment may also seem less rigid, more accommodating, and more understanding of employee needs.

Some organizations allow for alternative work schedules or may set irregular schedules that change often. However, irregular schedules can cause a myriad of problems affecting employees, including disrupted sleep, a lack of quality family time, or the inability to participate in certain personal activities. Furthermore, without a consistent work schedule, a person may feel overwhelmed by the workload, which could be squeezed into fewer days, without a consistent time to commit to social activities or hobbies outside of work (Campione, 2015). Employers seeking to maintain employee satisfaction and increase retention should consider these obstacles when analyzing the option of flextime, schedule changes, and other benefits. However, by offering paid time off, coworker support, flextime, and consistent work schedules, they reap a higher propensity to keep employees happy. If organizations refrain from focusing on these issues, consequences could include negative impacts on physical and mental health and lower productivity (Campione, 2015). Millennials are attracted to organizations that can provide options that best fit their needs, which include flexible work hours, short-term rewards, expedited wage increases, and productivity consciousness; some employees may even express concerns such as a need to stand or sit while working, opportunities for periodic movement or exercise, and outlets for conversing or communicating with others (Jerome, et al., 2014). Of

course, employers must also make clear the position's expectations, circumstances under which they will not provide benefits, as well as consequences should abuse of benefits occur.

Many millennials quickly adapt to using technology and realize its benefits. These advantages have propelled millennials to higher visibility and even higher esteem. By utilizing devices like computers and smartphones, millennials stay connected continuously and can tackle work efficiently due to their advanced technical skills. Millennials garner access to the Internet via computer, cell phone, and other digital devices, seeing it as an indispensable tool to retrieve information quickly (Jerome et al., 2014). However, this reliance on the internet can also lead some millennials to consult it solely and trust its information rather than confer with managers to obtain relevant information (Jerome, 2014).

As mentioned, millennials embrace high expectations and desire the capability to make changes to work culture when hired; they also want to find enjoyment in their work as well as in their benefits. Many might assume that work benefits include the standard medical, dental, vision and savings options, but many perks such as recreational activities in the workplace can provide organizations with a path to millennial recruitment and give them the opportunity to increase retention.

Today, many organizations have implemented improvements that give employees the opportunity to, more fully, enjoy their work environments. The company Google offers a well-known example of an employer that offers many activities and attracts new talent well. Google, one of the biggest search engines available, also touts a unique work environment more employee-focused than their

competitors. Google has leveraged a vision to provide many employee perks including transportation to company headquarters, dining cafeterias, nap stations, and recreational activities such as dance classes and gyms (Smith, 2013). Other employers have taken a similar approach in providing unique employee perks. Organizations taking this approach will see their employees showing signs of increased confidence in management and better work performance, coupled with a deeper commitment to the organization.

Research shows that employers can successfully add new recreational activities to their benefits through gaining a better understanding of what employees like to do for fun and what hobbies they enjoy. As stated, working millennials appreciate a balance that allows them to pursue personal activities outside of work. A work-life balance proves important to millennials who want to experience and enjoy more flexibility than that afforded previous generations (Hershatter & Epstein, 2010).

Rewards in the Workplace

Many employers can seek to retain employees through rewards programs. The purpose of these programs is to recognize hardworking employees for their performance, outstanding effort, and commitment. Some programs use rewards like “employee of the month,” “employee of the year,” and “top producer” awards. Workers receive incentives that can include a fancy plaque, a preferred parking spot, a gift card, or a cash reward, as examples. Rewards can vary depending on job descriptions, cost, and other considerations that employers must analyze.

Depending on the organization, many of these rewards can prove beneficial as they incentivize employees to work longer hours or more efficiently, “going the extra

mile,” so to speak, to perform to the company’s expectations. Millennials respond well to these types of rewards as they thrive on appreciation for the early mornings and late nights they expend. By initiating rewards programs, employers can maintain employees’ motivation. Also, every organization builds its awards program differently; internally, it can vary by department and expectations. Employers who offer such incentives can attain a higher level of attracting new talent and increasing retention.

With more millennials in the workforce, organizations must adapt to millennial attitudes regarding work ethic, and vice-versa. When motivated, millennials will devote time to their employer, signifying they want to grow within the organization; however, as mentioned, if employees do not feel recognized, rewarded, or compensated, then their motivation, performance, and productivity will decrease—and thus, turnover rises (Campione, 2015).

Organizational Issues

Organizations seeking to bring in new talent must consider other areas concerning millennials, including the culture itself and how well it fits with new hires. Now more key than ever, firms must emphasize and express their culture when hiring, allowing millennials to get a sense of whether the organization proves a good fit for them and determine if they can see themselves working there long-term. This works both ways, of course. Not only does a millennial new hire have to say “yes” to a job offer, but employers, too, can better identify successful candidates—and eliminate others—with more emphasis on culture and organizational fit.

This remains important for many reasons. First, many organizations are starting to replace the hierarchy model with a liberal one, which may provide more diversity in the workplace (Jerome, et al., 2014). Recently, organizations have made significant changes in the overall expectations of workplace culture, specifically among millennials. One can attribute much of this to the incorporation of computers and other technological devices. Baby boomers, Generation X, and millennials have different attitudes and skill-levels in regard to technology, and if an employer shows little transparency at the beginning of the hiring process, not communicating the role of technology and degree of computer skills needed in the job description, it may produce adverse effects (Jerome, Scales, Whithem, & Quain, 2014). Furthermore, how one performs in the workplace depends on the individual and the intercommunication or quality of relationships and rapport he or she develops with coworkers (Jerome, et al., 2014).

Millennial Trends Relating to Commuting and Transportation Perks

Many people commuting to work today use public transportation. As an upward trend, millennials are moving to urban areas for easier daily commutes as well as easy access to recreational activities outside of work hours. In addition to using public transportation, such as rapid transit trains, subways, and buses, millennials also rely on driving their car, carpooling, ride sharing (such as Uber or Lyft), walking, and even biking. A density of service amenities including coffee shops, beer gardens, and bike-sharing are drawing millennials to large urban areas in increasing numbers. (Hyra, 2016). Alternative transportation can prove more efficient

than driving one's own vehicle due to lack of parking availability and parking costs, heavy traffic, gasoline prices, and other vehicle-related expenses.

Furthermore, the millennial generation continues to experience their share of stressful circumstances, similar to previous generations. Some of these stressors lie in general economic stress associated with the continuous rise of college debt, housing instability, employment uncertainty, and other personal factors (Bleemer, et al., 2014). In many of these stressors they feel a financial squeeze and seek to save money in their transportation choices. These stress-points impact millennials' transportation decisions, which, in turn, impact their view of the workplace. Employers should consider this trend as it opens doors to attracting and retaining millennials who need practical transportation options. Employers who pay for employees' parking costs, offer safe parking lots and garages, give the option of a free rapid transit pass for the daily commute, and offer shower and locker facilities for those avid bikers gain a stronger foothold in increasing employee satisfaction and retention. In this light, employers located in urban or central locations that are accessible by alternative transportation also gain a greater advantage in attracting millennials.

The Link Between Trust, Communication, Leadership, and Feedback in Building Retention

Building trust and thus retention throughout an organization can require a multi-faceted strategy, especially as trust proves a "two-way street"; employees must earn trust, and employers must earn their team's confidence as well. Of course, earning a manager's trust can prove difficult; it often takes time and a history of robust performance. This can mean working early mornings or late nights as well as

taking on responsibilities that go beyond the job description. Doing so signals that an employee can deliver the right attitude and performance level.

In this vein, an employee dedicated to the team and organization not only builds trust up the chain of management but also receives more consistent feedback in the form of informal praise and potentially in positive performance reviews; this feedback also proves reciprocal, opening management's ears to hearing employees' concerns, questions, and feedback. As millennials need to consider the organization's culture and benefits when accepting a job offer, so too do supervisors need to consider adapting to millennials' attitudes and behaviors, which includes listening and responding to their views, ideas, and workplace suggestions (Jerome, et al., 2014). Under trusted leadership that has "ears to hear," many employees will more readily respond, expressing recommendations and concerns; in doing so, their managers can address their ideas, make appropriate changes if possible, and respond back with affirmation and open dialogue. Managers can also more quickly assess areas that need improvement, which snowballs the feelings of trust when employees see their ideas implemented. Also, by taking a proactive stance regarding employee concerns, management can sway and strengthen employees' workplace allegiance.

In other words, managers can attract as well as retain employees by soliciting employee feedback regarding the work environment—and then by listening and proactively taking steps to address issues and concerns. Giving employees a "voice" in the organization builds communication voracity that produces a ripple-effect to other areas. All this trust-built communication deepens the employee's goodwill and sense of workplace loyalty.

Next, authenticity in leadership proves a key component in building both trust and vibrant workplace communication—integral qualities that work hand-in-hand. With their pre-set expectations regarding employment, millennials also appreciate and respond positively to leadership that communicates authenticity well (Twenge & Campbell, 2008). Authentic leaders include confident, hopeful, optimistic, and resilient individuals, those with high moral character and self-awareness of how they think and behave. They deliver on their promises, thus ranking high in reliability and trustworthiness. They are also aware of their own and others' values, moral perspectives, knowledge, and strengths; in other words, they possess a keen awareness of the context in which they operate (Twenge & Campbell, 2008).

Part of building authenticity includes delivering on promises; employees admire managers who put stock in their words, who follow through on delivering their vision and goals. Without this, managers can lead their team to failure, contributing to employees' lack of motivation and aversion to team-related activities. Conversely, when managers deliver on their promises, employees see them as reliable, responsible, and caring, earning team members' trust and respect.

Another avenue for building authentic leadership lies in the goal of developing coaching or mentoring-type relationships. By intentionally striving to understand workers' motivations and concerns, managers have the opportunity to informally coach employees to find or develop appropriate, viable solutions as well as greater autonomy in making workplace decisions on their own. Mentoring relationships can also become more formalized, as experienced employees come alongside a less-seasoned one, especially in the early weeks and months of

employment, to help him or her better understand the organization's culture and context of success (Schullery, 2013).

As all this indicates, trust builds strong communication and communication builds trust. Authentic leadership that provides communication in the form of timely and effective feedback remains intertwined as well, like a multi-stranded cord that strengthens a successful manager and workplace. The relationship of these key components clearly stands as an important ingredient in building unity and loyalty, especially in an age when millennials are pouring into today's job market.

In addition, one seeking to increase millennial retention can also focus on the more formal or traditional threads interlaced with communication, leadership, and trust—the performance appraisal or assessment. How a workplace approaches its formal assessment for millennials stands pivotal in building communication and trust—and subsequently, retention. One somewhat recent trend that organizations may want to consider lies in providing employees with an assessment from a 360-degree view—gathering feedback from reporting managers, directors, coworkers, and other departments of the organization (Twenge & Campbell, 2008). By utilizing this feedback modality, employers and managers can better detect negative behaviors and acknowledge areas to help struggling employees toward improvement, in hopes of improving their performance and increasing retention. While research shows that millennials can respond to unfavorable feedback with hostility, many also seek its benefits, desiring to effect positive changes in their own work ethics, career development, and future promotional advancement.

A best practice for helping less experienced employees enhance their skills lies in extending feedback beyond annual reviews. More regular formal feedback, such as quarterly or even bi-monthly, can stem the detrimental effects of a new employee veering off-course as well as aid in performance growth. Managers must set appropriate times to discuss goals and improvements and remain open to millennials' new ideas toward workplace methods, systems, job flow, and more. Furthermore, managers can encourage and build millennials' trust and loyalty by setting realistic goals and focusing on realistic, achievable areas in need of change.

When managers give formal feedback, many factors could go awry. A manager who assumes an employee will accept feedback well with no issues could set themselves up for failure. As mentioned, managers need to develop traits as seen in authentic leadership, conveying input with honesty and integrity, providing data and documentation where helpful without assuming how the recipient may respond. If feedback turns to irrelevant topics and does not remain focused on the worker's performance, strengths, and improvement areas, or is delivered in a demeaning, uncaring, or impersonal way, a breakdown in trust can result. As the two-way conversation is completed, the millennial has the responsibility of accepting the feedback in a positive light and taking action to improve performance areas.

Other topics concerned with formal employee feedback include human resource services that offer personalized counseling, an "open door" policy and sounding board for hearing employee feedback, and development programs focusing on promoting an employee-friendly environment; all these can combine to increase

retention and decrease employee absences, especially among millennials who comprise the newest or latest hires (Twenge & Campbell, 2008).

The interconnection of trust, communication, authentic leadership, and effective feedback might seem complex, but understanding these components gives today's managers a unique advantage in building a successful organization that more effectively retains its millennial workers.

Growth, Development, and Workload

Organizations that prize growth may see value in retaining millennials' talent and tech-savvy skills; as such, they may need to adapt to trends that millennials value. These trends can matter not only in areas such as communication and formal feedback protocols but also in their training policies. In light of millennials' tech-savvy skills, employers and human resources departments may need to modify the training they provide for new talent, acknowledging and esteeming millennials' technical savvy and incorporating increased technology solutions and even simulations into training methods. For many workplaces, adding simulations to training has proven cost effective as it can reduce travel costs. Applying learning from simulations and shadowing a tenured employee can benefit an employee in being able to make changes in the workplace and climb their organization's promotional ladder more quickly. Updating systems and training software remains vital to foster an attractive work environment, and technology stands essential for millennials to do their work. By retaining talented millennials, they can actually lesson any financial investment accrued from technology updates and exhaust fewer resources as well (Jerome, et al., 2014).

As millennials launch their career with a new employer, they must confront some issues in growth and development that could impact their performance. For example, managers may assign them tasks that lie outside their area of responsibility but still need to get done. Accepting and performing well in a wide-array of tasks that may otherwise slip through the cracks may boost a new hire's reputation for reliability and excellence, but as the workload accelerates and more than one supervisor assigns them tasks, this reputation may produce unintended consequences. When an employee takes on too many responsibilities, projects, or duties with tight deadlines, they may begin to feel overwhelmed and overworked, unable to perform with excellence or to the best of their capabilities. As employees become overwhelmed with the workload, they may believe that working extended hours proves mandatory to complete assigned tasks, and burnout often ensues.

Managers finding themselves in this situation need to open up a channel of communication for their new hires, empowering them to share their workload concerns before they reach burnout or their breaking point. Certainly, the team must still accomplish the work, but oftentimes one employee who seems extremely competent and wants to build a strong resume of project responsibility and successes may not be working under a hands-on supervisor; sometimes superiors could delegate tasks more effectively, or they could hire another employee, delegate to another less-taxed worker, or, often the best solution, find a way to simplify or streamline. New hires, who are often millennials, need to understand that a channel of communication stands open for them to voice their concerns; thus, instead of then "job-hopping" to a different company, the employee could remain steadfast and grow in their position

(Hershatter & Epstein, 2010). In other words, many millennials possess great optimism and a willingness to tackle whatever is necessary to perform well. However, if feeling overworked, they may, in time, get discouraged and feel powerless, prompting them to turn elsewhere for new employment opportunities.

Consequences and Methods of Organizational Support

Millennials have shown a tendency to leave one job for another if they can receive better pay or benefits, but if they consistently continue to job hop, their lack of perseverance can impact them long-term, with their resume showcasing a less reliable job candidate (Twenge, 2010). In the same vein, low millennial retention can play havoc with an organization's hiring credibility and bottom line as well. Not only must employers confront the obstacles of managing operations on a daily basis, but they also face concerns with turnover costs as they attempt to adapt quickly and enact changes to better retain millennials. On the flip side, as part of the adaptations and changes they implement, management teams confirm that offering an enjoyable working environment, one that targets the values and interests of millennials, may help their millennial workers to remain highly engaged (Schullery, 2013).

Although millennials may possess the skills to meet their employers' expectations, negative impacts can result if these employees feel overworked or unappreciated, which, as previously discussed, may increase the risk of burnout (Hershatter & Epstein, 2010). It proves vital for employers when seeking to bring in new talent to review the duties assigned to new hires, consider compensation, and provide flexibility to address millennials' desire for a work-life balance (Hershatter & Epstein, 2010). If employers apply the steps mentioned to their workplace, they can

see positive results. Millennials will perform better, and employers will alleviate the worry of the new hires burning out or leaving the organization.

Research and experience indicates that fast-paced work environments and elevated performance demands can overwhelm the average employee. If so, millennials are more likely to experience anxiety or depression. In fact, recent research shows that younger employees, or those new to the full-time, corporate work environment, are feeling anxious, depressed, and burned out (Twenge & Campbell, 2008). Not only are stress and burnout issues causing millennials' turnover, but so is another issue at play called "rust out." Rust out occurs when an employee is no longer motivated or is unsatisfied, and can result in an organization's negative performance results (Twenge & Campbell, 2008). Organizations lose roughly \$30 billion in lost productivity from employees with anxiety and depression; however, organizations can lose much more if employees are rusting out.

An organization can take many proactive steps to support employees who are dealing with conditions such as anxiety, depression, rust out, or burnout. Many organizations take the approach of establishing work-life balance programs to employees with families or other external commitments. Some organizations enact policies such as onsite childcare centers. Additionally, organizations are offering flextime, providing the benefit of working from home or leaving early to finish a job in a more conducive setting. Options such as flextime and onsite child daycare centers provide significant ways to retain an organization's best employees. Further, research has stated that "a strong social support system made up of family, friends, and co-

workers can help buffer people against the negative effects of stress" (Twenge & Campbell, 2008, pg. 871).

Regardless of whether they work in public or private organizations, most millennials can avoid burnout and experience job success when they see a clear career path to advancement. Employers that communicate this path for each employee, through formal feedback as well as informal advisement, set themselves up for long-term gains in employee satisfaction and loyalty. Employees with proficient skills, realistic goals, and well-set timelines may see quicker and better promotions as well (Hershatte & Epstein, 2010). However, if employers are unable to avoid employee burnout, retaining millennials in the workplace can become a more significant concern.

To sidestep burnout issues and put employees on a realistic, upward career path, an organization needs to establish what some researchers refer to as "perceived organization support" or POS (Twenge & Campbell, 2008). One can describe perceived organizational support as instilling in employees the belief that their organization cares about their well-being, "has their back," so to speak, and values their contributions (Twenge & Campbell, 2008). One can infer POS from organizational policies and practices as well as from management listening to employees' needs and offering practical support (Twenge & Campbell, 2008). Organizations that demonstrate POS may notice positive results in millennials, such as a stronger commitment to their work, fewer issues of absences, and even decreased turnover (Twenge & Campbell, 2008). Furthermore, when an organization intentionally supports its employees in practical ways that meet real needs, it sees a

better positive outcome in developmental growth. As mentioned, many millennials new to the workforce want the capability of making changes as they deem appropriate even before they earn a promotion. However, many millennials need the mindset that time and experience on the job will earn them the latitude to enact changes and earn promotions in due time. Moreover, an organization that supports its employees with proper trainings and other growth and development opportunities may experience positive outcomes including increased millennial performance and retention.

CHAPTER IV

Conclusion

As millennials continue to enter the workforce, organizations must adapt if they wish to retain millennials and decrease turnover. From relevant research, one can see that generational cohorts such as baby boomers, Generation X, and millennials hold different job expectations and needs. Millennials expect the work culture to align with their values, such as an immersion in technology, a desire for money and status, and a strong need for leisure time; millennials also possess higher self-esteem and narcissism than do previous generations, a tendency toward anxiety and burnout, and high expectations for meaningful work, constructive feedback, and positions of influence. Millennials, along with Gen Xers, generally possess a weaker work ethic than do baby boomers, as they seek greater freedom and a work-life balance. While some authors cite that “other forces” can largely explain meaningful differences between the three generations, or even claim that generational differences do not exist, one can gain valuable insight into the mindset of today’s workers through today’s relevant research that can aid in the discussion of millennial attrition and retention solutions (Costanza et al., 2012).

In taking these generational factors into consideration and thus gaining a better understanding of the millennial mindset, one can then apply the research on workplace solutions—significant ways to make changes in culture and policies that can effectively impact employee retention. Foremost, many organizations can benefit from analyzing millennials’ values and skills, which are now often focused on leveraging today’s technology to achieve more efficient and advanced results. For

example, organizations have benefited from upgrading their technology capabilities, applying more relevant and efficient training methods, and even incorporating training simulations when adding new hires. Focusing on training as well as understanding and applying technology capabilities to advance performance across the organization may stand as one of the top ways to enact change for retaining millennials.

Also key in addressing retention, research has shown that the ability to build trust, strong communication channels, authentic leadership traits, and systems for effective feedback all work together synergistically, and thus all prove vital. Building trust is dependent on leadership exhibiting traits that communicate support and a culture of integrity, with managers following through on promises and establishing clear career paths. Strong trust and communication are also required to foster effective feedback systems, which then reciprocally build communication and trust. Organizations that understand this pattern of interconnected traits and capabilities will develop systems and processes that align the workplace culture with the needs and values of its workers, particularly those of millennials. As millennials feel they have a voice in their work and feel understood, they are more likely to build loyalty to the workplace and refrain from taking higher-paying opportunities should they materialize. As millennials know they can confidently express concerns with their manager and receive assistance in how to address and overcome their obstacles, they will find more job satisfaction and stick with their job longer.

Research also points to offer agreements and expectations, compensation, benefits, and rewards all making an impact on generational cohorts, with millennials

bringing new and higher expectations to the workplace. Taking notice of millennial trends in these areas can benefit organizations as they boost mutual agreement through explicit offers and compensate with not only competitive salaries but also benefits that accentuate a work-life balance and reward programs that boost esteem and millennials' visibility as competent team players.

As an important but less-considered topic, organizations should address transportation issues with all employees, keeping in mind generational differences, but especially those of millennial hires. Baby boomers and Generation X more readily utilize their own vehicles or public transportation for daily commutes, while millennials utilize other transportation modes as well, such as ride sharing, Uber and Lyft services, rapid transit systems, and biking. As millennials have been moving to downtown urban areas in mass numbers, organizations located in these areas with access to other millennial hang-outs, such as coffee shops, social events, beer gardens, and gym facilities, can gain an advantage in attracting and retaining millennials.

Research also shows that work attitudes of all three generational cohorts—baby boomers, Generation X and millennials—may impact job satisfaction, turnover, pay, benefits, careers, and professional development. Affecting work attitude, employee burnout exemplifies a real concern that impacts employee turnover. An employee who burns or rusts out can lose motivation, decrease performance, experience anxiety and depression, and seek other employment opportunities. These impacts, causing organizations to lose roughly \$30 billion in productivity, contribute

to millennials' trend of job hopping for better jobs, higher pay, and better benefits, which can actually impact them negatively in the long run.

To conclude, employers able to apply suggestions as this study describes may notice a positive impact as they become more appealing to millennials graduating from college and entering the workforce. Companies will be better poised to recruit and retain millennials by recognizing the key importance of technology and the role it plays in millennials' lives, including: updating training structures; focusing on multi-faceted strategies connected with trust, communication, leadership, and feedback; providing appropriate offer agreements, compensation, benefits, and rewards that take notice of millennial trends; and addressing transportation-related opportunities. Also important, organizations certainly need to address expectations and strive to align their practices with those of millennials; but millennials also need greater awareness of how their expectations fit with those of their organization, recognizing that they need to earn the ability to implement changes, bide their time, and stay accountable before managers may implement changes to meet their demands.

To conclude, organizations should carefully consider each of these topics and areas that matter to millennials and determine how, when, and if they should address changes. Doing so will result in new hires more likely to commit to their organization for longer periods and even drive economic and performance success. Ultimately, these recommendations will lead to increased retention in the workplace, helping companies confidently invest in the millennial men and women who will one day become the executive leaders of their organization.

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