

ATTRACTING MILLENNIALS IN THE WORKPLACE

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By
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CERTIFICATION OF APPROVAL

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DEDICATION

First off, I would like to thank my mother for raising me to be the Godly man I am today. Without her, I would not have been able to persevere through this program.

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TABLE OF CONTENTS

	PAGE
Dedication	iv
Acknowledgements	v
Abstract	vii
The Generational Evolution	1
The Silent Generation (1909 – 1945).....	4
Baby Boomers (1946 – 1964).....	6
Generation X (1965 – 1978)	8
Millennials (1979 – 2000).....	10
Millennial Values: An Evolving Concept.....	14
Common Extrinsic Values of Millennials.....	14
Common Intrinsic Values of Millennials.....	15
Common Social/Altruistic Values of Millennials	16
Common Prestige Values of Millennials	17
Recruiting Recommendations	19
References.....	22
Appendix	
Results from Study on Pre-Career and Working Millennials	26

ABSTRACT

In an evolving workplace, new generations enter as older generations exit the workforce. As Millennials enter the workforce, companies will need to understand their values to better recruit them. Through this paper, multiple themes are discussed about the generations leading up to the Millennial generation. In addition to themes of retirement and workplace values, the various events that have shaped each generation are introduced. Through understanding how generations were shaped, companies can gain insight into what makes them tick. More specifically, detailed workplace values are also discussed. Derived from these values are a set of recommendations companies can take to attract Millennials.

THE GENERATIONAL REVOLUTION

In 2016, the Pew Research Center conducted a survey among various generations. When asked about the most influential event of their lifetime, 76% of the respondents answered the terrorist attacks in various locations in the United States on September 11, 2001 (9/11 hereafter) (Deane et al., 2016). The additional events in the survey results varied, but provided great insight into the ideals of each generation. Through these events, educated deductions about the general behavior of generations can be derived.

In addition to shaping events, perceptions of common themes are explored. The theme of retirement has been a major focus among generations and individuals alike. Arguably, the themes of work-life balance and social responsibility can also be considered a main focus. Retirement plans are a common benefit among American companies. As a result, many employees are expecting a major percentage of their retirement income to be sourced from retirement accounts. According to a 2014 Transamerica Center for Retirement Studies survey, 58% of workers “expect their primary source of income in retirement to be self-funded through retirement accounts or other savings and investments” (p. 1). As a result, it is beneficial for companies to understand the generational perception of retirement as they differ with each generation. This is particularly valuable when companies are attempting to tailor benefit packages to target certain generations. However, retirement is not the only major theme considered in this context.

Another up and coming topic is work-life balance. In the early 1900s, people worked more than the American workweek of 40 hours. Through the last century, the concept of work-life balance has been evolving. According to the Organization for Economic Co-operation and Development (OECD), the average American full-time worker has decreased the number of weekly hours by .04 from 2000 – 2016 (OECD, 2016). On the contrary, salaried workers have been reported to work longer hours than full-time hourly workers. According to a 2014 Work and Education survey, "salaried employees work five hours more per week, on average, than full-time hourly workers (49 vs. 44, respectively)" (Saad, 2014, p. 1. Although differences in hours worked exist, the decrease in the overall hours in a workweek demonstrates a possible shift toward a work-life balance.

Failure to be an attractive organization may lead to job vacancies, not hiring the most skilled individuals, and increased turn-over rate of current employees. In order for an organization to attract potential employees it must understand the desires of its target labor market. As Millennials are slated to make up a large portion of the workforce, it is imperative for companies to align themselves with what Millennials value. Failure to recruit Millennials will result in a labor shortage.

Some may argue that due to automation, the amount of labor needed will dwindle. Although companies aim to reduce labor costs through automation, it is apparent that a degree of labor will always be required. At this time, the degree of required labor by companies cannot be determined.

The concept of workplace values can be considered fluid throughout an individual's lifetime and can take many forms. Kuron, L.K.J., Lyons, S.T., Schweitzer, L. and Ng, E.S.W (2014) defines workplace values "as intrinsic expressions of the various needs or goals that people seek to satisfy through their work, including financial, social, intellectual, status, esteem and self-actualization needs" (p. 994). A more simplified approach is provided by Struch, Schwartz, and van der Kloot (2002) in stating, "priorities that make up the basic worldviews of the individual" (p. 1). Through a business context, one can argue workplace values focus on the needs an individual requires as an output from an organization. In essence, workplace values are needs that can be fulfilled when an individual is employed by an organization.

The values of an individual, specifically workplace values, evolve over time. As Retzliff (2010) argued, "the circumstances that occur during a generation's lifetime influence basic values that help shape the work values of the generation" (p. 38). In essence, these values are formed when social or life altering events occur. The broad term of circumstances can apply to many factors, including, but not limited to, economic and social. In addition, Retzliff also states, "the lifetime experiences and memories lead to a set of common beliefs, values, and expectations that become unique to a generation" (p. 38). Lifetime experiences are not always circumstantial, but subjective to each individual.

In addition to evolving, values can be quantified through categorization. Kuron et al. (2014) classified values into four descriptors: intrinsic, extrinsic,

altruistic, and prestige. Values classified as intrinsic feed the psychological satisfaction of interesting or challenging work, variety, and intellectual stimulation. External job benefits, such as pay and job security, make up the category of extrinsic values. In addition to external job benefits, Kuron et al. also categorize relationships with co-workers and the desire to help others and contribute to society as altruistic values. The final category, prestige values, encompasses status, influence, and power over others. Since the career for a majority of Millennials is still in its infancy phase, one may argue the values in the prestige category are likely to change.

The Silent Generation (1909 – 1945)

The generation of Traditionalists is those individuals born between 1909 and 1945. In their lifetime, respondents from the 2016 Pew Research Center named World War II (44%) as the second most influential event after 9/11 (Deane, Duggan and Morin, 2016). Although the reasoning is not provided, it is suggested that 9/11 is the most influential event due to its recent nature and societal impact. Sourced from the same survey, the third biggest event was the assassination of President John F. Kennedy (JFK). (41%) (Deane et al., 2016). Since World War II occurred prior to the JFK assassination, the data suggests that WWII had a larger societal impact. In addition to survey results, it is pertinent to understand that the majority of this generation lived through the Great Depression. In the Great Depression, jobs were slim and families were forced to live on bare bone resources. As a result, it seems plausible that many Traditionalists are extremely price sensitive and resistant to change. Due to the resistance to change, many generational members are more likely

to stay at their jobs for long periods of time. Based typically on retirement age, it is likely that most of the living members of the Silent Generation are already retired, but economic circumstances or personal choice may alter their choice to participate in or exit the workforce.

On the subject of retirement, the majority are optimistic of the limits of their retirement. According to a 2005 study, 83% of pre-retired and “90% of retirees are confident that they have enough money to live comfortably until at least 85” (MetLife, 2005, p. 9). Currently, they have stable sources of income. However, multiple external factors instill worry about retirement within this generation. According to MetLife, up to 19% of respondents have concerns about outliving retirement benefits (MetLife, 2005). The common knowledge of rising life-expectations justifies such concerns. Arguably, more concerning is the current rise in the cost of medical care. MetLife data indicates 50% of pre-retirees and 40% of retirees are concerned that a rise in medical care costs may be more than they can handle (MetLife, 2005). If these worries become a reality, it is plausible to assume they will seek to return to the workforce.

When dealing with members of the Silent Generation in the workforce, it is a good idea to note that they do not generally seek a work-life balance. The high amount of loyalty to companies by these generational members derives from their economic and social experiences (Great Depression and World War II). According to a study at Walden University, they favor inclusion and teamwork over a work-life balance (Patterson, 2014). In other terms, Traditionalists value companies that invest

in employee development and conflict resolution. It can be postulated that these members view resolving conflict as a way to extend their duration of employment at a company. In addition, it can be argued that the Silent Generation fears difficulty in being hired elsewhere due to their age. As a result, one can expect these members to be loyal to the company until their subsequent retirement.

Baby Boomers (1946 – 1964)

The common conception of Baby Boomers is the classification of those born between 1946 and 1964. Many identities have been granted to this generation, including “workaholics who value individual freedom” (Gibson, 2009, p. 1). Florentine described Baby Boomers as “cranky Luddites who hate change” (Florentine, 2017, p. 1). According to Deane et al. (2016), 45% of Baby Boomer respondents identified the assassination of President John F. Kennedy as the second most influential event in their lifetime after 9/11. In the results of the same survey, 41% of respondents identified the Vietnam War as the third most influential event. Although no evidence is presented on the reasoning for these rankings, theories can be postulated. At the time of the JFK assassination, the oldest Baby Boomer was 17 years old and most likely living at home. During the Vietnam War, the oldest Baby Boomer was 18 years of age and more likely focused on building their lives. In addition, the Vietnam War demonstrated a mass of traumatic experiences to those who served, but not as heavily on civilians. Since the JFK assassination affected the entire country directly, it can be postulated that this event was more influential. These events have created a sense of instability, which has attributed to transforming

Baby Boomers into workaholics. According to Patterson (2014), “Baby Boomers are considered workaholics” who are “focused on achieving and getting ahead” (p. 23).

As time progresses, Baby Boomers will struggle to maintain their hold on the top rung of the corporate ladder. Since the need for technical skills is increasing, members of this generation, who are not accustomed to technology, will struggle to keep up. In the workplace, the members of the Baby Boomer generation have been “constrained recently because of the tremendous demand for technology-based skills” (Patterson, 2014, p. 23). In addition to the introduction of technology, the rise of multi-tasking Millennials is also posing a roadblock. Unfortunately for Baby Boomers, they are unable to resort to retirement as they do not have the required funds due to “the reduction or elimination government and employee benefits, employee downsizing, and decreased availability of employer-sponsored retirement programs” (Tucker, 1999, p. 2). Since companies have cut the amount of retirement options, one can postulate that Baby Boomers were abandoned by corporations when it comes to their retirement. Since Baby Boomers were relying on these retirement offerings, they have no reliable source of retirement income. As a result, many Baby Boomers have struggled to save resources for retirement. According to a 2000 study of the retirement balance of Baby Boomers, only 9.6% of the sample indicated their balance was above \$250,000 (Tucker, 2000). In order to retire, Baby Boomers are going to have to work well into their retirement age. Since 65% plan to work well past 65 years old or not retire at all, it is apparent they are not financially prepared to retire (Tucker, 2000). In terms of assurance in Social Security, 30.6% responded with

“not at all confident” and 39.5% responded with “not too confident” (Tucker, 2000). For those who are fortunate enough to retire, 41% of Tucker’s study expect a decrease in their standard of living. For the most part, it is plausible to hypothesize that this generation will remain in the workforce beyond their retirement age and may not even retire at all.

While in the workplace, Baby Boomers have provided mixed perceptions on the topic of corporate responsibility. According to Chandra (2014), some Baby Boomers view corporate responsibility as a strategic ploy to better the company. They are convinced it is “more about excelling in a competitive landscape and helping organizations meet their financial bottom line than it is about being concerned for the welfare of their employees, society, and stakeholders” (Chandra, 2009, p. 84). On the contrary, a separate view held by Baby Boomers is that corporate responsibility provides value to society and employees alike. This perception is that corporate responsibility “allows employees to feel that their work does not just lead to increased profit margins for their organization but also indirectly improves the welfare of society and the world” (Chandra, 2009, p. 85). Since Baby Boomers provide competing perceptions of corporate responsibility, companies should not focus on corporate responsibility as a strategy to recruit Baby Boomers. Doing so will result in mixed impact and risk will be incurred.

Generation X (1965 – 1978)

The members of Generation X were born between 1965 and 1978. The stereotype is that a Xer “hates everything and everyone” (Florentine, 2017, p. 1).

According to a Pew Research study, 40% of respondents view the election of President Barack Obama as the second most influential event after 9/11. The fall of Berlin Wall and subsequent end of the Cold War is the third most influential event (Deane et al., 2016). Aside of 9/11, the rest of the events were listed in order of their occurrence. The study provides no insight as for the reasoning for the ranking. During this time period, conflicting views of social and economic conditions exist. According to Patterson (2014), members of Generation X “grew up in an era of prosperity after the Cold War where there was little parental involvement” (p. 23). On the contrary, Chu and Hu (2011) “contended that Generation Xers grew up in an era of social and economic turmoil” (p. 4). As a result of possible economic instability, Generation Xers have a grim outlook of retirement. According to the 2014 Annual Transamerica Retirement Survey of Workers, 34% of Generation X members expect their standard of living to decrease in retirement (Collinson, 2014). An explanation for this perception can stem from Generation X members watching the retirement struggles of their parents. In addition to economic conditions, Generation Xers endure the retirement phenomena of procrastination. Of the individuals surveyed in 2011, 85% of the respondents indicated they had some to little planning for retirement (Brooks, 2011). In an effort to combat a decrease in living standards, Generation Xers plan to extend their duration in the workforce indefinitely.

According to Collinson, 54% of the same age group expect to work past the retirement age of 65 or not retire at all (Collinson, 2014). In doing so, they are less likely to work excessive hours to develop a large sum in their retirement accounts.

Instead, Generation X members are more likely to retain a work-life balance and retire at a later date. Contrary to their predecessors, this generation has been described “as a group who works to live” (Patterson, 2014, p. 23). Since the Baby Boomer generation are perceived as workaholics, it can be postulated that the desire for work-life balance from Generation Xers is derived from the previous generation. As Patterson argues, a lack of parenteral involvement will like produce the desire for an opposite lifestyle among Gen Xers.

While in the workforce, these generational members will seek companies that value corporate responsibility. Particularly, Gen Xers are loyal to a company “who gears their CSR [corporate social responsibility] programs to meet the work–life balance needs and the self-development needs of these employees” (Chandra, 2009, p. 85-86). In other terms, companies that align their corporate responsibility choices with the individual needs of employees will attract members of Generation X. The findings from Chandra on the value of work-life balance is consistent with that of Patterson (2014). Since Gen Xers value work-life balance, a company that implements a corporate responsibility action of work-life balance is likely to gain members of this generation.

Millennials (1979 – 2000)

This Millennial generation consists of those who were born between 1979 and 2000. In the current age, many stereotypes of Millennials exist. Florentine (2017) describes them as “lazy, entitled and needy” (p. 1). Ng, Schweitzer, and Lyons describes Millennials as too “impatient to succeed” and require frequent promotions

(Ng, Schweitzer, and Lyons, 2010). As of 2017, the youngest Millennial is roughly 17 years of age. In the relatively short existence of this generation, a few defining events have occurred. According to the 2016 Pew Research Study, 86% of Millennials named 9/11 as the most prominent event of their lifetime (Deane et al., 2016). Other defining events include the election of President Obama and Iraq/Afghanistan wars at 47% and 24% respectively (Deane et al., 2016). Since Millennials witnessed the stimulation of the war on terror and the election of the first African American president in the United States, it can be argued that they have witnessed massive historical events in relatively short amount of time. At the time of the 9/11 attacks and election of Barack Obama, the oldest Millennial was 22 and 29 years old, respectively. These defining events occurred much earlier in their lives when compared to the previous generations, which may account for the increase in influence of 9/11. Since President Obama was a prominent figure during the 2008 financial crisis, it can be suggested that his presidency has had a larger impact than not. Since Obama was the first African American president, Millennials may view this highly significant event as a symbol for a changing society.

Although perceived as different, these generational members endure similar hardships as their predecessors. Just as their predecessors, Millennials wrestle with retirement. Roughly 20% of Millennial respondents to the 2014 Annual Transamerica Retirement Survey of Workers expect their standard of living to decrease during retirement (Collinson, 2014). In the same sample of respondents, 60% are planning to work past 65 years of age or not retire (Collinson, 2014).

Although circumstances are not optimistic, 70% reported they are making an effort toward retiring through retirement accounts (Collinson, 2014). Arguably, this effort is minimal due to the current stage of their career. Since Millennials are reasonably far away from retirement, their attitudes toward retirement is slated to change over time. Based on the recent 2008 financial crisis, it can be expected that Millennials will shy away from the stock market and only invest in options that are low-risk with low-return. As a result, Millennials will struggle to reach the amount needed for full retirement. In order to accommodate the Millennials' preference for conservative retirement plans, companies can adjust their retirement packages accordingly. Due to the 2008 financial crisis, Millennials may shy away from investing their retirement accounts. In this instance, it would be beneficial for companies to focus their retirement offerings on pensions and bonds.

Currently, Millennials put less value on finances. In perspective, Millennials "training and development and work-life balance as more important than financial rewards" (Fenez, 2012, p.1). As a result, Millennials are more likely to value corporate responsibility programs over retirement benefits. However, since Millennials are saving for retirement, companies cannot exclude retirement benefits all together. Millennials still perceive retirement vehicles as a valuable offering, excluding them all together would devalue a company as a place of employment. In a 2012 survey of corporate social responsibility values, Millennial undergraduates ranked various values on a scale of 1 through 5. In the study, 5 carried a value of most important. Based on the results, Millennials ranked the corporate responsibility

values in the following order (from most important to least): workplace practices, social impact, corporate governance, global warming/climate change, and environmental impact (Leveson and Joiner, 2012). Contrary to the conception that Millennials highly value environmentalism, environmental impact was found to be the least important. In the same survey, 54.1% agree that corporate social responsibility is important when selecting a company to work for (Leveson et al., 2012). Although the Millennial perception of corporate responsibility is similar to that of Generation X, a major increase among Millennials for corporate responsibility is due their desire for meaningful work. Since Millennials want to understand how their work impacts others, companies can capture this audience through corporate responsibility.

MILLENNIAL VALUES: AN EVOLVING CONCEPT

Common Extrinsic Values of Millennials

The first category of the study aimed to quantify those external desires with a company. The values include the following: benefits, feedback, work hours, information, job security, recognition, supportive supervisors, and salary. The ideal of supportive supervisors is a common desire among Millennials. Previously, it was the norm to execute any command given by authority. Contrary to this previous assumption is the wide assumption among Millennials that corporate leaders should act as if they are mentors. Additionally, information was included in the Lyons Work Values Survey to quantify the value Millennials place on job training. Kuron et al. (2014) described the scope of information to simply be “information to do one’s job” (p. 1003). Some companies view training to be “on-the-job” training. Conversely, other management styles view training as a prerequisite before beginning a job.

The results of the survey were similar between pre-career and working Millennials (see Appendix). The respondents who have not begun their careers yet, chose work-life balance (mean score of 4.06 on a scale of 1 to 5 with 5 being absolutely essential) as the most important value. Subsequent values include information (4.05) and job security (3.94) (Kuron et al., 2014). Respondents who are currently in the workforce chose work-life balance (4.07) as their highest priority (Kuron et al., 2014). Other results showed that salary (4.00) and job security (3.97) were the next highly rates values (Kuron et al., 2014).

Based on the results of this survey, it is apparent that Millennials highly value work-life balance and job security. The difference in values across the groups is information versus salary. Based on this trend, it can be postulated that Millennials who have not entered the workforce can be recruited with less of a focus on salaries and more of an emphasis on a work-life balance culture. Commonly, pre-career Millennials are currently in a lower vocation status and in a lower-income bracket. As a result, sub-prime salaries may be viewed as prime. Conversely, Millennials in the workforce may view themselves as more essential to a company. Therefore, they may believe they deserve and require higher salaries as they advance in their current position.

Common Intrinsic Values of Millennials

The second category of the study focused on the internal company values. The values include the following: achievement, advancement, challenge, continuously learning, freedom, interesting work, use abilities, and variety of work. To some, it may seem ambiguous to include both challenge and use abilities. Although analogous, these two values have a key difference. In order for an organization to capitalize on an individual's abilities, they must know their capabilities. The challenge aspect then focuses on putting those abilities into practice.

On the subject of the intrinsic values, pre-career Millennials value interesting work the most. According to Kuron et al. (2014), interesting work achieved a 4.13 average rating on the survey (see Appendix). Subsequently, the value of achievement and advancement earned average ratings of 3.89 and 3.78, respectively (Kuron et al.,

2014). In regards of the working Millennials, interesting work also was the leading value with an average ranking of 3.97 (Kuron et al., 2014). The ensuing values were similar to the results of the pre-career Millennials: advancement (3.79) and achievement (3.74) (Kuron et al., 2014).

Based on the results, the following postulation can be made: Millennials prefer interesting work in order to stimulate themselves in a shorter work day. The fact that the average respondent chose work-life balance as the most valued in extrinsic is congruent with the fact that Millennials place a lower priority on work in their lives. It can be concluded that Millennials are less likely to merely exist at work and value interesting work.

Common Social/Altruistic Values of Millennials

The third and arguably the most progressive classification is altruistic values. The values discussed help describe a transition of “just a workplace” to a social vehicle for change. The values included in the study were as follows: co-workers, fun, help people, and social interaction. In an effort to remove the ambiguity surrounding fun, this ideal can describe the environment, as well as the work being executed. The value of good co-workers also exists with some ambiguity. In a sense, good co-workers constitute cohesion and a social aspect to the workplace.

Of the pre-career Millennials surveyed, having good co-workers is deemed to be the most important (3.84) (Kuron et al., 2014). The proceeding values of fun and helping people received average ratings of 3.62 and 3.49 (see Appendix), respectively (Kuron et al., 2014). These responses were similar to those sourced from working

Millennials. Working Millennials most value virtuous colleagues, which received an average rating of 3.62 (Kuron et al., 2014). The progressing values of fun and helping people earned an average of 3.53 and 3.32, respectively (Kuron et al., 2014). Millennials highly value social relationships and time to develop those relationships within the workplace. Since it has been established Millennials hold work-life balance in high regard, one can argue they are more apt to spend time with co-workers outside of work.

Common Prestige Values of Millennials

The final category of values is prestige, which focuses on authoritative power and the impact on others. Arguably, this value category is in more of a developmental stage than the other values, as Millennials are earlier in their careers than other generations. Evidence of this presumption is apparent in the relatively lower scores compared to the previous categories. The values discussed in this section include authority, influence, prestigious, and significant impact. A common theme of status is apparent as well as impacting the lives of others.

Pre-career respondents named significant impact as most valuable (3.30) (Kuron et al., 2014). The other values included influence over others and prestigious jobs with 3.15 and 2.99 average scores, respectively (Kuron et al., 2014). Similar results are reported by the working Millennials (see Appendix). Significant impact led with an average rating of 3.37 (Kuron et al., 2014). The other values of influence and prestigious job reported average rankings of 3.07 and 2.88 respectively (Kuron et al., 2014).

In taking into account the prestige results, it is apparent Millennials value their impact on the organization and others above all. This is consistent with the altruistic value of good co-workers. Based on the analysis, it can be postulated that Millennials are more people-focused when it comes to the workplace.

RECOMMENDATIONS

Based on the data presented, a few recommendations on attracting Millennials in the workplace can be suggested. One recommendation is to develop an environment that encourages a work-life balance. To accomplish a work-life balance, a company can offer hours that accommodate outdoor activities. Another possibility is to allow employees to complete their required forty hours within four days or to allow employees to set their own schedule as opposed to a set timeframe. These incentives will provide employees with a sense of empowerment and a degree of control in their work-life balance. In addition, companies should provide a balance of hours spent at work. Many can agree that it is impossible to always limit the amount of work of employees to forty hours a week. However, allowing Millennials to take a shorter week after an above-average workweek would also provide a sense of balance. As a result, the Millennial employee will be more willing to spend additional hours during crunch times and less likely to develop the perception of being overworked.

In addition to work-life balance, another recommendation is to invest in training or mentorship programs. In the recent years, online training has emerged as a low-cost alternative to sending employees to off-site trainings. Investing in online training programs that can be completed in a self-paced fashion would appeal to Millennials' desire for training and work-life balance. In addition to job trainings, companies should consider personal development courses as well. Newly in the workforce, Millennials may struggle on how to be a proper employee. In investing in

courses that provide training in overall skills, such as enhanced communication techniques, the Millennial employee will see the value of a better personal life. Companies will benefit with an employee that is more efficient due to a better personal life and an elevated skillset.

The last recommendation is for companies to provide interesting work for Millennials. The concept of interesting work will differ between individuals. As a result, it is imperative for managers to understand the particular employee in question. In order to provide interesting work, companies can cross-train Millennial employees on tasks outside of their immediate job function. This will provide a better educated and well-rounded workforce. Understanding that all work cannot be interesting, managers can create a balance between the less desirable and the more exciting work.

In implementing these recommendations, companies will make themselves more attractive to Millennials, who will only increase in numbers within the workforce. The recommended incentives will also make it more likely that current employees will remain at the company. Programs or incentives to entice Millennials should be featured prominently in recruiting and hiring materials and should be discussed in interviews with prospective employees.

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APPENDIX

APPENDIX

RESULTS FROM STUDY ON PRE-CAREER AND WORKING MILLINIALS

	Pre-career			Working			<i>t</i>	<i>F</i>	<i>d</i>
	Mean	SD	<i>n</i>	Mean	SD	<i>n</i>			
<i>Extrinsic work values</i>	3.81	0.60	339	3.84	0.69	454	0.619	0.383	0.04
Balance	4.06	0.88	338	4.07	0.95	452	0.142	0.034	0.01
Benefits	3.90	0.99	338	3.93	0.98	452	0.347	0.192	0.02
Feedback	3.42	0.92	339	3.44	0.96	454	0.354	0.153	0.03
Hours of work	3.80	0.89	338	3.89	0.94	454	1.265	1.963	0.09
Information	4.05	0.83	339	3.96	0.89	452	-1.449	1.697	-0.10
Job security	3.94	0.94	338	3.97	0.94	452	0.462	0.341	0.03
Recognition	3.53	0.99	339	3.57	1.00	454	0.634	0.756	0.05
Salary	3.88	0.92	339	4.00	0.93	454	1.779	3.995*	0.13
Supervisor supportive	3.76	0.92	339	3.79	0.92	454	0.415	0.161	0.03
<i>Intrinsic work values</i>	3.73	0.64	339	3.72	0.69	454	-0.184	0.034	-0.01
Achievement	3.89	0.92	338	3.74	0.88	454	-2.363	6.146*	-0.17
Advancement	3.78	0.95	338	3.79	1.00	453	0.100	0.006	0.01
Challenge	3.42	0.99	336	3.55	0.97	452	1.850	3.212	0.13
Continuously learn	3.71	0.99	339	3.71	0.97	454	0.123	0.056	0.01
Freedom	3.58	0.93	339	3.65	0.96	453	1.085	1.055	0.08
Interesting	4.13	0.90	339	3.97	0.95	454	-2.390	6.245*	-0.17
Use abilities	3.75	0.93	338	3.67	0.93	454	-1.205	1.027	-0.09
Variety	3.39	0.96	337	3.46	0.97	453	0.926	0.755	0.07
<i>Social/altruistic work values</i>	3.56	0.69	339	3.47	0.75	454	-1.721	2.961	-0.12
Co-workers	3.84	0.92	337	3.62	0.96	454	-3.218	11.444**	-0.23
Fun	3.62	0.97	338	3.53	1.06	450	-1.176	0.952	-0.08
Help people	3.49	1.15	338	3.32	1.07	453	-2.110	3.946*	-0.15
Social interaction	3.05	1.13	338	2.99	1.09	454	-0.734	0.395	-0.05
<i>Prestige work values</i>	3.05	0.83	339	3.03	0.85	454	-0.302	0.091	-0.02
Authority	2.76	1.09	339	2.83	1.16	452	0.756	0.409	0.05
Influence	3.15	1.03	338	3.06	1.03	454	-1.270	1.686	-0.09
Prestigious	2.99	1.10	339	2.88	1.13	454	-1.361	1.34	-0.10
Significant impact	3.30	1.01	338	3.37	0.95	453	1.002	0.935	0.07

Note: *, **Significant at $p < 0.05$ and $p < 0.01$, respectively

Source: Kuron et. al (2014)