A Study of Millennial Job Satisfaction and Retention

Rachaniphorn Ngotngamwong, Stamford International University, Thailand

Abstract

Millennials have overtaken Baby Boomers as the largest generation in the workplace, as of April 2016, and organizations are being challenged more than ever to attract and retain job-hopping Millennials. The intent of this study was to investigate the factors contributing to Millennial job satisfaction, dissatisfaction, and their perspectives on retaining Millennials in Thailand. A total of 30 Millennials participated in a qualitative study that spanned over a period of four months. Millennials enjoyed jobs that provided challenging work while working alongside great colleagues in a pleasant working environment under good and supportive management. They also received satisfaction from competitive remunerations, training and career growth opportunities. On the other hand, others encountered unpleasant work experiences under bad management with communication problems while working with unpleasant coworkers, and receiving low remunerations. Millennials retention recommendations were for better management geared towards the needs of the new generation of employees, higher remuneration, good retention plans, providing mentorship and coaching opportunities, and establishing a more supportive work environment. Organizations could benefit from this study by using the results as possible change recommendations to increase Millennial job satisfaction that would in turn boost Millennial retention rates.

Keywords: *Change, job dissatisfaction, job satisfaction, millennials, retention*

Introduction

Millennials are today's and the future's fastest growing workforce population (Mihelič & Aleksić, 2017; Wen et al., 2018) who will make up 75% of working professionals by 2030 (Axten, 2015). In contrast to their previous cohorts, they have the tendency to job hop (Brown, 2017). Literature on Millennials has indicated that organizations have not been very successful in their retention efforts, hence the continual high turnover. The low employee retention and high turnover rates have been a tremendous financial drain on organizations, and strategies need to be developed to retain employees (Tadesse, 2018). The intent of this study was both exploratory and investigative, as it sought to find out what contributed to Millennial job satisfaction and dissatisfaction, as well as recommendations on Millennial retention from the Millennials themselves. Invaluable information gathered from the study would shed new light that could be used as recommendations to organizations in bringing about changes to improve Millennial job satisfaction and talent retention, as suggested by (Wen et al., 2018).

Literature Review
Millennials at Work

Millennials, also known as Gen Y, Generation Y, iPod Generation, Nexters, and the Why Generation (Williams & Page, 2011), were born between 1980 and 2000, and currently make up the majority of the workforce (Axten, 2015; Caraher, 2014). They look for managers who are caring, inspiring, and imaginative (Andert, 2011). When it comes to job selection, they are looking for an organization that is right for them, and do not just accept any job (Walsh, 2015). Showing little pride in their organizations (Angeline, 2011; Pratitas, 2011), they demonstrate minimal organizational loyalty (Deloitte, 2016; Hansen, 2015) and their relationship approach with their superiors is very different from the typical high-power distance relationship, as they expect close collaboration with their employers (Lancaster & Stillman, 2010). They have been said to show little respect for their superiors (Hansen, 2015) and consider their ideas just as good as their bosses, or sometimes even better ("Boomers and Millennials define the new workplace," 2009). Creativity defines them (Axten,

2015; DeVaney, 2015; Espinoza & Ukleja, 2016). They seek meaningful jobs (Mihelič & Aleksić, 2017) that allow them to use their creativity (Espinoza & Ukleja, 2016). They want to be part of something meaningful and significant, and to be able to make a difference (Spano, 2015). Seeking for approval and praise (Crumpacker & Crumpacker, 2007), they want organizations to be open and listen to their comments and criticism (DeVaney, 2015).

Flexible working hours has been cited as one of the two most valuable Millennial work benefits (Wetherell et al., 2015) and they are willing to work hard, but would not go the extra mile by trying to impress their superiors by working 60–70 hours a week, as they do not believe in long working hours (Frankel, 2016). Being highly confident and overachievers (Axten, 2015; Hauw & Vos, 2010; Na-Nan & Saribut, 2019), they have the tendency to seek significantly higher advancement opportunities (Hauw & Vos, 2010), such as being considered for leadership roles (Kaifi et al., 2012). They are ranked higher in both self-esteem and assertiveness in comparison to the older generations (Deal et al., 2010).

Millennials have a preference for collaborating in teams (DeVaney, 2015; Fehn, 2009; Frankel, 2016) and are socially conscious (DeVaney, 2015; Saratovsky & Feldmann, 2013). Gen Yers want a great job (Gavert et al., 2015), are considered fast-paced workers (Lee et al., 2016), self-organized, and open (Saratovsky & Feldmann, 2013). They are out to change the world (Olson, 2018) with a 'just-do-it kind of attitude' (Aruna & Anitha, 2015, p. 94), and are filled with aspirations and ideas (Olson, 2018). They are enthusiastic and innovative (Axten, 2015), solution-focused (DeVaney, 2015; Saratovsky & Feldmann, 2013), self-directed in decision-making (Na-Nan & Saribut, 2019), engaged in frequent job changes (Caraher, 2014; Na-Nan & Saribut, 2019), and want to be happy at work (Caraher, 2014). Used to constant change in their lives, they have high levels of openness to it (Falletta, 2016; Kultalahti & Viitala, 2014), and are not afraid of challenges (Kultalahti & Viitala, 2014). They exhibit high levels of energy (Axten, 2015) and multitask (Axten, 2015; Zemke et al., 2000). Known as an instant generation, they seek instant gratification, as demonstrated by their needs for wanting "feedback now," "training now," and "recognition now" (Axten, 2015, p. 54), and show little patience when faced with difficult or challenging work (Angeline, 2011, Pratitas, 2011).

Turnover

Reasons for resignation vary from one individual to another, such as dissatisfaction with their jobs, heavy workloads (Sandhya & Kumar, 2011), high stress levels, or moving to better job opportunities elsewhere (Hillmer et al., 2004). Millennials change jobs when they want to ("Boomers and Millennials define the new workplace," 2009), and their average job change is once every two years (Diskienė et al., 2017). They are said to have more than six job changes in their careers, particularly in their earlier working years (Burmeister, 2009; Dolezalek, 2007). Turnover begets turnover, meaning that when people leave an organization, those remaining have to take over their jobs while recruitment and training new staff are in place. This increased workload creates stress and may result in the decision to leave the organization (Mellott, 2018).

Aside from the enormous loss of knowledge, the financial costs involved in recruiting and training new employees are extremely high (Hancock et al., 2013). Turnover can be exacerbated by management (Bertagnoli, 2017) as "Employees do not quit their jobs, they quit their bosses!" (Campione, 2014, p. 19). Other turnover factors are inefficient policies and supervisors who undervalue employees (Natarajan & Palanissamy, 2015). Repressing their ability to express opinions or ignoring them would also drive them out of the organization (Olson, 2018), and that would be a bad idea because Millennials have so much to offer in terms of new perspectives (Zabriskie, 2016). The combination of low pay and stressful work can result in high turnover (~37%; Bertagnoli, 2017). They are more than happy to leave their jobs for another one to have a good life (Caraher, 2014). The revolving door keeps spinning due to low pay, burnout, and the clogged promotion pipeline that offers few advancements (Bertagnoli, 2017). Their targeted ideal employer is one that offers a relaxed work atmosphere, managerial opportunities, varied tasks, a shorter commute home, and a reputable company (Guillot-Soulez & Soulez, 2014).

Job Satisfaction

Job satisfaction is defined as "a person's evaluation of his or her job and work context. It is an appraisal of the perceived job characteristics, work environment, and emotional experiences at work" (McShane & Von Glinow, 2018, p. 102). Overall job satisfaction varies depending on each cohort's experiences and perspectives (Lamm & Meeks, 2009). Baby Boomers usually have higher levels of job satisfaction compared to Gen Xers and Yers (Bos et al., 2009; Young et al., 2013). Retirement delays by Baby Boomers, who are working past their retirement ages, have worsened advancement opportunities for Gen Xers and Yers (Mermin et al., 2007) and this had created yet another challenge for organizations to maintain job satisfaction (Young et al., 2013). Job satisfaction and retention rates are much higher when the Millennials' values align with the organization's culture (Inabinett & Ballaro, 2014). Positive outcomes from work-life balance have resulted in higher well-being, job satisfaction, health, productivity, and life satisfaction (Haar et al., 2014; Lyness & Judiesch, 2014). Millennials also experienced high levels of satisfaction and work-life balance when given the opportunity to craft their own jobs (Tims et al., 2012). Trust is appreciated (Seppanen & Gualtieri, 2012) and it is considered a significant and positive element that contributes to job satisfaction (Flaherty & Pappas, 2000). An important aspect that cannot be ignored is the need to motivate employees, as the lack of it would result in "dissatisfaction, job avoidance, absenteeism, psychological defenses, constructive protest, defiance and aggression of employees" (Wilson, 2005, as cited in Natarajan & Palanisamy, 2015, p. 714). Transformational leadership is the highest contributor to job satisfaction and employee retention for Millennials (Lee et al., 2016). They are disapproving of hierarchical management structure and resent it when their superiors' opinions are most significant and indisputable (Rousseau, 2004).

Millennial Retention

Retention is significant (Siegfried Jr., 2008) and is largely affected by job satisfaction (Lee et al., 2016; Jauhar et al., 2017). There are positive correlations amongst job satisfaction, happy employees, and high performing organizations (Lee et al., 2016) and "enhancing workplace flexibility and equity between work and home life is critical to improving job satisfaction among millennial workers" (Ellis, 2013, p. 18) as they resist a "rigid bell-to-bell" workplace (Chappell, 2012, p. 3). Organizations need to realize that although Millennials favor competitive salaries (Jauhar et al., 2017), money is not the sole motivator (Chappell, 2012). It is important to recognize their talents, strengths, and passions in designing jobs to match them (Bye, 2018). Some other retention techniques include keeping employees challenged (Siegfried Jr., 2008), motivated (Reuteman, 2015), engaged (Bye, 2018), and encouraging Millennials to collaborate and share their ideas in meetings (Reuteman, 2015). Organizations would also want to provide career coaching (Bye, 2018; Ware, 2014), flexibility (Chappell, 2012), and recognition for work well done (Reuteman, 2015; Jauhar et al., 2017). Empowerment, stimulating, and more fulfilling work ("Dial back high turnover rates," 2010), career progression with advancement opportunities (Plew, 2013; Reuteman, 2015), and regular spot feedback and encouragement (Bye, 2018) are other retention tools.

Promoting a working environment that enhances freedom and flexibility and that grants them opportunities to work on projects increases their enthusiasm, creativity, and work commitment ("Dial back high turnover rates," 2010). Millennials favor relationships, hence, managers can show that they care by establishing and maintaining a close relationship by getting to know Millennials on a personal level (Chappell, 2012; Fisher, 2015; "Dial back high turnover rates," 2010). Millennials define the future, so both as employees and customers, organizations do not really have a choice when it comes to changing to adapt in order to compete and survive (Walsh, 2015). Many companies are still very traditional and use outdated methods (Falletta, 2016). There is an evident need to change how organizations should be led and managed (Falletta, 2016). Organizations might want to carefully consider creating a more Millennial-friendlier workplace by revising its traditional way of doing things (Aruna & Anitha, 2015). A big mistake that many organizations make is the assumption that Millennials are the same as previous generations in their attitudes and personal lives. The interactions and

communications that non-Millennials have with them need to be different if progress is to be seen (Frankel, 2016).

Objectives and Research Questions

The main objectives of this study were to investigate the factors that Millennials were most satisfied and dissatisfied with at work, as well as recommendations for Millennial retention in Thailand as there was minimal research available on the topic. The gathered information could be used as valuable inputs for future organization models and retention plans where alignment to Millennial preferred work styles is being contemplated. The outcome from this study would also:

1. Provide insights as to what satisfies and dissatisfies Millennials in the workplace so that job satisfaction can be improved.
2. Provide insights as to what Millennials want organizations to do to retain them.

This study was guided by the following two research questions:

1. What are the top three factors that Millennials find satisfactory and disappointing in their current jobs?
2. What recommendations do Millennials have for employers to improve their retention?

Methodology

This study was exploratory and sought to obtain the perspectives of Millennials on the research topic, "A Study of Millennial Job Satisfaction and Retention." The qualitative research approach was chosen to align with the nature of the study (Creswell & Guetterman, 2018). This enabled the researcher to collect data in greater depth and detail (Zikmund et al., 2010). Grounded theory (GT) was the chosen qualitative research design, which included multiple participants who were involved in a process centered around a central phenomenon, namely, Millennial views on job satisfaction and retention.

Categories were developed through the clustering of similar codes (Merriam & Tisdell, 2016) and purposive sampling was used in the selection of 30 Millennials who were currently working in Bangkok, Thailand, and had at least a bachelor's degree. The data collection technique used in this qualitative research study was the structured individual in-depth interview (IDI) that was conducted over business meals during either lunch or dinner. An open-ended interview protocol was used and consisted of three sections (total of 10 questions): (a) Demographics with four questions covering gender, age, ethnic background, and educational degree; (b) Job Satisfaction consisting of four questions that included the overall level of job satisfaction, top three items that contributed to job satisfaction, top three items that led to job dissatisfaction, and how long they planned to continue working at the current organization; and (c) recommendations for Millennial Retention with two questions that addressed the current employer efforts at retention and recommendations in Millennial retention techniques.

Results

Participants

Thirty working professional millennials (50% male and 50% female) participated in this study with representations from different industries in Thailand. The year range for Millennials spanned from 1980 to 2000 (Axten, 2015; Frankel, 2016) and were aged between 19 to 39 years of age in 2019. Four subcategories were established with the largest age group representation from ages 25 to 29 (60%), followed by a much smaller size of 30% representing the 30 to 34 years old age group. The smallest age groups that participated in this study were 35 to 39 (6.7%) and 19 to 24 (3.3%).

Job Satisfaction

The levels of job satisfaction were divided into five categories with the majority (76.7%) being either "Satisfied" (53.4%) or "Extremely Satisfied" (23.3%) while only 20% were "Moderately

Satisfied", and only 3.3% or one person was "Dissatisfied". The results also indicated that females were generally more satisfied than males. Each of the 30 participants were asked to state three factors that had contributed to their job satisfaction, and a total of 86 answers were gathered and categorized into eight main categories (Table 1). The top factor was the satisfaction derived from the job (39.5%). The participants reported having a perfect person-organization fit with a passion for their meaningful jobs that covered a multitude of tasks that came with autonomy and empowerment to make decisions without being pressured, and the opportunity to gain international working experiences. Up to nine participants stated that the job provided work-life balance and flextime, while two others were happy with their jobs because of the enjoyment received while working with nice customers. One participant said that "I get to learn a lot from the job and that would be most helpful in assisting me in starting my own business" while another shared that "I enjoy the work and never thought I would have an opportunity to do what I'm currently doing."

The second most cited factor that contributed to job satisfaction was "colleagues" (14%). These colleagues were described as having great personalities that included being nice, educated, polite, fast, dynamic, and committed. They were also said to be helpful, close, like-minded, highly engaged, and were of the same generation. Two persons also stated that they enjoyed working as a team with their colleagues, who functioned as a great and supportive team. One person was happy to work in a "great non-competitive working environment alongside nice, well-educated, and polite coworkers."

Both "Remuneration" and "Work Environment and Culture" were at a level of 10.5% in ranking. In terms of remuneration, salaries were said to be excellent as they were higher and more competitive, and benefits great. In fact, one female respondent stated that her salary was "extremely competitive and higher than other places." As for favorable work environment and culture, up to four participants mentioned that the diverse and multicultural work environment had added to their job satisfaction. Others said that they liked the work environment because it was nice, supportive, friendly, and non-competitive. Training and career growth opportunities were also important to the participants (9.3%). Working under good managers and leaders was also significant in contributing to their job satisfaction (7%). They were described as being nice, understanding, supportive, caring, empowering, open-minded to new ideas, professional, gave autonomy, and trusted them. Challenging work, having a sense of achievement, feeling valued and appreciated (5.8%) were factors also cited as contributing to job satisfaction and the office's location (3.5%) was also important as they preferred working nearer to home.

Table 1. Factors Contributing to Job Satisfaction and Dissatisfaction

Job Satisfaction			Job Dissatisfaction		
Factor	*n*	Percentage	Factor	*n*	Percentage
1. Job	34	39.5	1. Organizational problems	17	25
2. Colleagues	12	14	2. Work-related problems	16	23.5
3. Remuneration	9	10.5	3. Management issues	13	19.1
4. Work environment/culture	9	10.5	4. Remuneration	6	8.8
5. Training and career growth opportunities	8	9.3	5. Coworker problems	6	8.8
6. Leaders and managers	6	7.0	6. Organizational culture	6	8.8
7. Challenging work, sense of achievement, feeling valued and appreciated	5	5.8	7. Communication issues	4	5.9
8. Location	3	3.5			

Job Dissatisfaction (Least Satisfying Things at Work)

The participants had the opportunity to state the three things they were least satisfied at work (dissatisfaction). A total of 68 comments were received and they were divided into seven main

categories (Table 1). The most cited item on the list was the problems encountered in the organization (25%). These organizational problems included the lack of transparency, disorganized systems that lacked procedures, standards, organized schedules, and policies. Other comments were complaints that organizations were too structured, filled with work process constraints, interdepartmental conflicts, and the lack of a better and more sophisticated AI system. A participant expressed her frustrations over the "conflicts amongst departments and was constrained by working processes," while another complained about how "disorganized" the workflow was. Three participants were unhappy with the politics, while two expressed the lack of a career path. These outcomes were contributed to by the high staff turnover leading to higher workloads on the existing staff and terminations that had resulted from restructuring.

The second highest reason for dissatisfaction on the list related to problems dealing with their work (23.5%). There were bad schedules, no work-life balance, not much autonomy, unnecessary additional workloads, too much unnecessary paperwork, routine work, no person-job fit, and frustrations as a result of limited power in making decisions. The pressure of staying within the established framework set by older staff, the nature of the business, performing tasks beyond the agreed upon job description, and high work pressure due to a very competitive business were other reasons behind their work-related problems.

Management issues (19.1%) constituted a major problem. Millennials complained that management was not transparent, micromanaged, treated employees badly, had double-standards, were autocratic, biased, made all the decisions, disregarded their suggestions, and did not respond to their requests. One male respondent mentioned that he was working under a "micromanager boss who promotes cliques and discord amongst departments," while another commented that the supervisor was "unsupportive of my ideas, is old fashioned, and sticks to the traditional way of doing things." They were unsupportive, did not keep their word, employed bad management styles, and one participant (Chinese) complained that his employer did not adhere to the Thai law of paying Chinese employees at least 35,000 baht a month. In terms of remuneration (8.8%), they were unhappy because of low salaries, few vacation days, low bonuses, poor benefits, and no overtime compensation for everyone who was working beyond their scope of work.

Coworker problems (8.8%) were cited as another reason they were dissatisfied at work. The coworkers were said to be uncooperative, lazy, with the younger ones not following orders, while the older ones did not want to change and adapt or were just irresponsible. Organizational culture (8.8%) was an issue when there were cultural conflicts between the local and foreign cultures, and when organizations refused to move away from their traditional cultures to current trends. A female participant stated that she worked in a male-dominated organization that was unfavorably biased towards women, making her feel extremely uncomfortable. Some participants mentioned an unfavorable work culture, such as the lack of cultural diversity, an extremely competitive work environment, a Thai corporate culture that was unenthusiastic about growth, and cultural misfits. Communication issues were mentioned by a minority (5.9%). These involved language problems when foreigners and locals work alongside each other. Such issues involved unclear communication between leaders and followers, poor interdepartmental communication causing misunderstandings and delays in conflict resolution, and the inappropriate use of swear and harsh words.

Millennials' Recommendations to Retain Them

There were numerous Millennial recommendations for organizations (Table 2). Interestingly, the highest cited recommendation addressed management. Millennials recommended managers make greater efforts aimed at being more approachable, supportive, open to Millennial opinions, not prone to showing favoritism, open to establishing better communication lines, be given to showing kindness, and engaging Millennials. They also wanted their managers to work alongside with them and be protective of them instead of scolding them in front of customers. As the world is changing, Millennials would like to encourage managers to be open-minded and move forward with the trends and be more open to the Millennial style of working that includes providing more flexibility or flextime and a work-

life balance. There was a call for managers to do some research in order to gain a better understanding of them and to use the Gen Y approach instead of the traditional ones with older cohorts, or simply using the right approach to fit their generation.

Millennials have their own way of thinking and do not appreciate being coerced or micromanaged. They would rather be empowered by their managers by trusting, believing, and having confidence in their abilities to perform and be given the opportunity to prove themselves. Greater flexibility in the rules and policies with some flexibility to overlook small issues would be appreciated. Millennials also desire a better management-employee relationship with a lower power distance and managers who open their hearts and minds to the younger generation of employees.

The second highest Millennial retention recommendation was to offer a more competitive and valuable remuneration package in terms of salary and benefits. Being highly confident and ambitious, Millennials value a clear career growth and fast promotions, and having these in organizations can help improve retention rates. They desire a friendlier, homely and supportive work environment that embraces a corporate culture that is geared towards the growing group of Millennials. Other recommendations included employing a different approach in their Millennial retention plans that are clearer and more proactive, providing mentorship, coaching, and continuous training, and giving more specific and achievable goals with greater transparency in terms of work and role expectations. By making employees feel that they already have a good life in the organization, they would have less reason to move elsewhere. If a company is a good employer, Millennials would stay. One participant shared that it would be difficult to retain Millennials who have decided in their hearts to leave.

Table 2. Recommendations Made by Millennials for Their Retention

1. Better management
2. Higher compensation
3. Clear career growth and fast promotions
4. Friendly, homely, and supportive work environment
5. Clearer and more proactive retention plans
6. Mentorship
7. Continuous training

Discussion

The majority of the 30 participants were satisfied with their current jobs, which was a good thing. The results of the study clearly indicated that the greatest satisfaction received was from the job itself, while work problems were listed as the second highest dissatisfactory factor. This clearly demonstrated that while some participants were satisfied with their jobs, others were not. Organizations are recommended to align changes directed at providing the type of jobs that would increase Millennial job satisfaction, such as ensuring the presence of challenging and meaningful tasks (Mihelič, & Aleksić, 2017) that are empowering with built-in autonomy, flextime (Gavert et al., 2015), a work-life balance, and recognition for work well-done (Reuteman, 2015; Jauhar et al., 2017). Maintaining the person-organization fit (Walsh, 2015) and ensuring that Millennials have a passion for their jobs, would require better recruitment and selection efforts on the part of the human resource department (McShane & Von Glinow, 2018). The alignment of their values with the organization's culture would not only increase job satisfaction (Inabinett & Ballaro, 2014), but a work-life balance would also result in positive outcomes and higher job satisfaction levels (Haar et al., 2014; Lyness & Judiesch, 2014). Organizations might also want to consider coming up with better work schedules, working smarter by not assigning unnecessary work, reducing excessive workloads, and trying to keep to the agreed upon job descriptions.

The greatest expressed dissatisfaction was 'Organizational problems.' Improvements are recommended in ensuring the existence of a transparent organic structure, organized system, and the removal of work process constraints, with efforts directed at reducing interdepartmental conflicts and

politics. Employees have been said to leave organizations with excessive internal politics as it took away their satisfaction on the job (McShane & Von Glinow, 2018). Firms lacking in training and career growth opportunities might wish to rethink and include those on their agenda, as they are important to Millennials for job satisfaction and retention reasons. The need for mentoring and coaching as recommendations for retention were also aligned with the literature (Na-nan & Saribut, 2018). These authors identified them as methods in developing and training Millennials. Commuting long distances between home and work was an issue for some and a shorter commute definitely helps reduce levels of dissatisfaction (Guillot-Soulez & Soulez, 2014)

Working with good colleagues was also very important to Millennials and this was closely related to the work environment and culture that they valued. While the study indicated that good colleagues had contributed to job satisfaction, bad coworkers, on the other hand, had created coworker problems. It was also true that favorable work environment and culture made their jobs more satisfying, while, on the contrary, some cited being exposed to an unfavorable organizational culture as contributing to their dissatisfaction. An organization is made up of employees, and its culture is founded on the values of employees (McShane & Von Glinow, 2018). Therefore, in order to ensure a pleasant work environment and culture, as well as making sure that employees have great colleagues to work with, rests on the organization and human resource department in selecting the right employees who align with the organization's values. This can be facilitated through the use of personality assessments to determine if they would fit in well in the organization to ensure a person-organization fit (McShane & Von Glinow, 2018). Aside from having the right type of employees, the culture and work environment are also highly dependent on the organization and top management (McShane & Von Glinow, 2018). Eliminating any single dominating sex, bias, moving away from a competitive and towards a more collaborative setting, as well as being more diverse would help improve the organizational culture. A shift towards a more Millennial-friendly environment away from the traditional one would be a good move to increase both job satisfaction and retention (Aruna & Anitha, 2015).

Remuneration never failed to be a hot item on Millennials' list, and a positive correlation was found between remuneration and job satisfaction. Many Millennials cited higher remuneration as a contributing factor to their job satisfaction, while lower remuneration was said to be one of the things they liked least about their jobs. Offering competitive and high remuneration packages was the second highest recommendation to retain Millennials, and, although it sounded like a great idea, it is in reality a difficult recommendation to apply in every organization, as not every organization can afford it, and Millennials are always demanding more. They were especially upset when they were unfairly compensated for working beyond their job descriptions but not compensated accordingly. Although money may not be the sole motivating factor for Millennials (Chappell, 2012), the results of the study clearly demonstrated that they favored and placed a significant importance on competitive salaries (Jauhar et al., 2017). Millennials are also in favor of instant gratification (Axten, 2015), as seen in their desires for quick promotions and salaries and their tendency to move quickly once a better offer comes their way (Hillmer et al., 2004).

Management, whether managers, supervisors, or top-level management, has a tremendous impact on job satisfaction and retention levels. This was mentioned on both occasions as a factor that contributed to job satisfaction and something they were least satisfied with. Millennials also expressed high concerns for better management practices if they were to be retained. It has been said that Millenials leave managers, and not organizations (Reuteman, 2015) and that "employees do not quit their jobs, they quit their bosses!" (Campione, 2014, p. 19). Organizations that shift from a traditional to a newer mindset that empowers, supports, is open to new ideas and opinions, provides autonomy, moves towards creating a lower power distance, would do well, as Millennials have low tolerance levels for traditional and hierarchical management (Jalnawala, 2018) and want to be heard (Axten, 2015; DeVaney, 2015). The more fortunate Millennials were blessed with leaders who were supportive, open-minded, empowering, and nice, while others were crying out for leaders who could be more transparent, less directive and micromanaging, unbiased, fair, and refrain from practicing

double-standards. Numerous retention recommendations were also made for more understanding and open-minded managers, who could mentor and coach them, and move on to a managerial style that would accommodate the needs of the Y Generation, as Millennials want to collaborate closely with their superiors. This aligns with the literature. Andert (2011) stated that Millennials look for managers who are caring, inspiring, and who take the time to develop a good rapport with them. Miscommunication and inadequate communication issues need to be looked into, as good and effective communication are essential to the well-functioning of any successful organization (McShane & Von Glinow, 2018).

Conclusions and Recommendations for Further Research

The factors contributing to job satisfaction and dissatisfaction have been stated clearly, and some of them were included in the recommendations for the retention of Millennials. Simply said, what Millennials want is to work in a Millennial-oriented organization under supportive and open-minded management that can provide coaching and mentorship in a challenging, empowering, and meaningful job that provides a work life balance, while working alongside great colleagues and receiving competitive remuneration. As there is still a high percentage of firms using traditional and outdated methods (Falletta, 2016), it is recommended that organizations revisit their operations, management styles, remuneration packages, HR practices, with organizational changes shifting towards creating a more Millennial-friendlier workplace (Aruna & Anitha, 2015), with the aim of increasing job satisfaction and retention. According to Lee et al. (2016), there are positive correlations amongst job satisfaction, happy employees, and high performing organizations. Adhering to the factors that contribute to job satisfaction does not always guarantee that Millennials would not move to a new job, as they still could be attracted to better job offers (Ware, 2014) and they could move to different jobs despite being happy at work (Fisher, 2015).

Recommendations for further research includes interviewing the same participants in five years from now to find out if there has been a change in their answers, and if organizations had progressed in improving Millennial job satisfaction and turnover. A comparative study is also recommended to compare the answers from Gen Yers and Gen Zers to further study the similarities and differences. The results would provide invaluable information to organizations to better align to the new generations in the workplace.

References

Andert, D. (2011). Alternating leadership as a proactive organizational intervention: Addressing the needs of the baby boomers, generation xers, and millennials. *Journal of Leadership, Accountability & Ethics, 8*(4), 67–83.

Angeline, T. (2011). Managing generational diversity in the workplace: Expectations and perceptions of different generations of employees. *African Journal of Business Management, 5*(2), 249–255.

Aruna, M., & Anitha, J. (2015). Employee retention enablers: Generation Y employees. *SCMS Journal of Indian Management, 12*(3), 94–103.

Axten, C. (2015). Millennials at work. *Defense AT & L*, *44*(2), 50–54.

Bertagnoli, L. (2017, January 2). Slowing down the revolving door. *Crain's Chicago Business, 40*(1), 0003.

Boomers and Millennials define the new workplace. (2009, October 15). *Trends Magazine*, Issue 078, 17–22.

Bos, J., Donders, N., Bouwman-Brouwer, K., & Van der Gulden, J. (2009). Work characteristics and determinants of job satisfaction in four age groups: University employees' point of view. *International Archives of Occupational and Environmental Health, 82*(10), 1249–1259. doi.org/10.1007/s00420-009-0451-4

Brown, S. (2017, September 17). How Generations X, Y, and Z may change the academic workplace. *Chronicle of Higher Education, 64*(4), 19.

Burmeister, M. (2009). "It's all about ME" becomes a cross-generational conversation. *Training and Development, 63*(5), 92–93.

Bye, D. (2018, March). Beyond stereotypes: How to manage and motivate millennials. *HR Specialist, 16*(3), 7. https://www.thehrspecialist.com

Campione, W. (2014). The influence of supervisor race, gender, age, and cohort on Millennials' job satisfaction. *Journal of Business Diversity, 14*(1), 18–34.

Caraher, L. (2014, October). Harnessing the power of Millennials. *Leadership Excellence, 31*(10), 39.

Chappell, L. (2012). Attention to retention. *Automotive News*, *87*(6539), 3.

Creswell, J., & Guetterman, T. (2018). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (6ᵗʰ ed.). Pearson Education.

Crumpacker, M., & Crumpacker, J. (2007). Succession planning and generational stereotypes: Should HR consider age-based values and attitudes a relevant factor or a passing fad? *Public Personnel Management, 36*(4), 349–369. doi.org/10.1177/009102600703600405

Deal, J., Altman, D., & Rogelberg, S. (2010). Millennials at work: What we know and what we need to do (if anything). *Journal of Business & Psychology, 25*(2), 191–199. doi.org/10.1007/s10869- 010-9177-2

Deloitte. (2016). *The 2016 Deloitte millennial survey.* https://www2.deloitte.com/content/dam/Deloitte/ global/Documents/About-Deloitte/gx-millenial-survey-2016-exec-summary.pdf

DeVaney, S. (2015). Understanding the millennial generation. *Journal of Financial Service Professionals, 69*(6), 11–14.

Dial back high turnover rates. (2010, August). *Communication Briefings, 29*(10), 5. www.briefingsmediagroup.com

Diskienė, D., Stankevičienė, A., & Jurgaitytė, N. (2017, December 7–8). Challenges for human resource department: The case of Millennials in the workplace [Paper presentation]. In E. Tsui & B. Cheung (Eds.), *Proceedings of the 14ᵗʰ International Conference on Intellectual Capital, Knowledge Management & Organizational Learning,* Hong Kong, 67–77. https://search.proquest.com/openview/ a659344dbd435597712af2626d76b23a/1.pdf?pq-origsite=gscholar&cbl=1796418

Dolezalek, H. (2007). X-Y Vision. *Training, 44*(6), 22–27.

Ellis, R. (2013, July). Meeting millennials' expectations. *Training and Development, 67*(7), 18.

Espinoza, C., & Ukleja, M. (2016). *Managing the millennials: Discover the core competencies for managing today's workforce* (2ⁿᵈ ed.). John Wiley& Sons, Inc.

Falletta, S. (2016). Embrace the future. *Smart Business Akron/Canton, 26*(3), 12.

Fehn, D. (2009). *Upstarts! How Gen Y entrepreneurs are rocking the world of business and 8 ways you can profit from their success.* McGraw-Hill.

Fisher, A. (2015). Employees are happier at work, but plan to quit anyway. https://fortune.com/2015/05/12/ happy-employees-quit-anyway/

Flaherty, K., & Pappas, J. (2000). The role of trust in salesperson-sales manager relationships. *The Journal of Personal Selling & Sales Management, 20*(4), 271–278. doi:10.1080/08853134.2000.10754247

Frankel, L. (2016). Employee retention: Seven common-sense ways to keep your star millennials. *Employment Relations Today (Wiley), 42*(4), 49–56.

Guillot-Soulez, C., & Soulez, S. (2014). On the heterogeneity of generation Y job preferences. *Employee Relations, 36*(4), 319–332.

Haar, J., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior, 8*5(3), 361–373. doi.org/10.1016/j.jvb.2014.08.010

Hancock, J., Allen, D., Bosco, F., McDaniel, K., & Pierce, C. (2013). Meta-analytic review of employee turnover as a predictor of firm performance. *Journal of Management, 39*(3), 573–603. https://doi.org/10.1177/ 0149206311424943

Hansen, R. (2015). Perception vs. reality: 10 truths about generation Y workforce. https://www.livecareer. com/resources/careers/planning/gen-y-workforce

Hauw, S., & Vos, A. (2010). Millennials' career perspective and psychological contract expectations: Does the recession lead to lowered expectations? *Journal of Business & Psychology, 25*(2), 293–302.

Hillmer, S., Hillmer, B., & McRoberts, G. (2004). The real costs of turnover: Lessons from a call center. *Human Resource Planning, 27*(3), 34–41.

Inabinett, J., & Ballaro, J. (2014). Developing an organization by predicting employee retention by matching corporate culture with employee's values: A correlation study. *Organization Development Journal, 32*(1), 55–74.

Jalnawala, C. (2018). Unlocking the potential. *Human Capital, 21*(11), 40–41.

Jauhar, J., Chan S., & Rahim, N. (2017). The impact of reward and transformational leadership on the intention to quit of Generation Y employees in oil and gas industry: Moderating role of job satisfaction. *Global Business & Management Research, 9*(4), 426–441.

Kaifi, B., Nafei, W., Khanfar, N., & Kaifi, M. (2012). A multi-generational workforce: Managing and understanding millennials. *International Journal of Business & Management, 7*(24), 88–93.

Kultalahti, S., & Viitala, R. (2014). Sufficient challenges and a weekend ahead–Generation Y describing motivation at work. *Journal of Organizational Change Management, 27*(4), 569–582. doi.org/10.1108/JOCM-05-2014-0101

Lamm, E., & Meeks, M. (2009). Workplace fun: The moderating effects of generational differences. *Employee Relations, 31*(6), 613–631.

Lancaster, L., & Stillman, D. (2010). *The M-factor: How the millennial generation is rocking the workplace.* Harper Collins.

Lee, C., Mullins, K., & Young, C. (2016). Factors affecting job satisfaction and retention of millennials. *Allied Academies International Conference: Proceedings of the Academy of Organizational Culture, Communications & Conflict (AOCCC)*, *21*(2), 6–9.

Lyness, K., & Judiesch, M. (2014). Gender egalitarianism and work-life balance for managers: Multisource perspectives in 36 countries. *Applied Psychology: An International Review, 63*(1), 96–129. doi.org/10.1111/apps.12011

McShane, S., & Von Glinow, M. (2018). *Organizational behavior* (8th ed.). McGraw-Hill Education.

Mellott, A. (2018). S.E.E.: A solution to turnover. *Exchange* (*19460406)*, (243), 24–26. https://www.childcareexchange.com/article/s.e.e.-a-solution-to-turnover/5024324/

Mermin, G., Johnson, R., & Murphy, D. (2007). Why do boomers plan to work longer? *Journal of Gerontology: Social Sciences, 62B*(5), S286–S294.

Merriam S., & Tisdell, E. (2016). Qualitative research: A guide to design and implementation (4th ed.). Jossey-Bass.

Mihelič, K., & Aleksić, D. (2017). "Dear employer, let me introduce myself"–Flow, satisfaction with work–life balance and millennials' creativity. *Creativity Research Journal, 29*(4), 397–408. https://doi.org/10.1080/10400419.2017.1376503

Na-nan, K., & Saribut, S. (2019). Development and validation of an organizational commitment instrument for generation Y employees in small and medium-sized enterprises in Thailand. *Industrial & Commercial Training, 51*(4), 244–255. https://doi.org/10.1108/ICT-11-2018-0091

Natarajan, S., & Palanissamy, A. (2015). Employee motivation & encouraging retention in the workplace: A critical study. *International Journal of Management Sciences, 5*(10), 709–715.

Olson, A. (2018). What millennials expect in the workforce: Organizations need to adapt and understand what millennials want in a work environment. https://www.csemag.com/articles/what-millennials-expect-in-the-workforce/

Plew, S. (2013). Retaining young talent in your organization. *Business People, 26*(9), 82

Pratitas, P. (2011). Kwaam-pòok-pan-taang-jai kŏng pá-nák ngaan ong gaan àyk-gà-chonglùm jay ner ray-chân waai gàp ong gaan têe kăo tam ngaan [The commitment of private enterprise Gen Y employees with their organization]. *The Journal of Faculty of Applied Arts, King Mongkut's University of Technology North Bangkok, 4*(2), 38–47.

Reuteman, R. (2015, March). Generation gaps. *Entrepreneur, 43*(3), 42–48.

Rousseau, D. (2004). Psychological contracts in the workplace: Understanding the ties that motivate. *Academy of Management Executive, 18*(1), 120–127. doi.org/10.5465/AME.2004.12689213

Sandhya, K., & Kumar, D. (2011). Employee retention by motivation. *Indian Journal of Science & Technology, 4*(12), 1778–1782.

Saratovsky, K., & Feldmann, D. (2013). *Cause for change: The why and how of nonprofit millennial engagement.* Jossey-Bass.

Seppanen, S., & Gualtieri, W. (2012). *The millennial generation: Research review*. USA: National Chamber Foundation. https://www.uschamberfoundation.org/sites/default/files/article/foundation/MillennialGeneration.pdf

Siegfried, R., Jr. (2008). Mapping a career path for attracting & retaining talent. *Financial Executive, 24*(9), 52–55.

Spano, K. (2015, July). Millennials and the workplace. *NH Business Review*. https://www.nhbr.com/millennials-and-the-workplace/

Tadesse, W. (2018). Factors affecting employee retention in Ethiopian Public Organizations. *Journal of Strategic Human Resource Management, 7*(3), 22–32.

Tims, M., Bakker, A., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior, 80*(1), 173–186. https://doi.org/10.1016/j.jvb.2011.05.009

Walsh, D. (2015, July). Millennials in the workplace. *Crain's Detroit Business, 31*(13), 0011.

Ware, B. (2014, May). Stop the gen Y revolving door. *T+D*, *68*(5), 58–63.

Wen, C., Muthuveloo, R., & Ping, T. (2018). Factors influencing job satisfaction: A perspective of Millennials in Malaysia Multinational (MNC) Companies. *Global Business & Management Research, 10*(1), 48–66.

Wetherell, S., Gavert, E., Ellis, S., & O'Donovan, R. (2015). The "disruptive" generation: Millennials in the workplace. *Market Leader*, (Q4), 40–42.

Williams, K., & Page, R. (2011). Marketing to the generations. *Journal of Behavioral Studies in Business, 3,* 1–17.

Young, S., Sturts, J., Ross, C., & Kim, K. (2013). Generational differences and job satisfaction in leisure services. *Managing Leisure, 18*(2), 152–170. doi.org/10.1080/13606719.2013.752213

Zabriskie, K. (2016, June). Getting the most from millennials. *State Legislatures, 42*(6), 26–27.

Zemke, R., Raines, C., & Filipczak, B. (2000). *Generations at work: Managing the clash of veterans, Boomers, Xers, and Nexters in your workplace.* AMACOM.

Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2010). *Business research methods* (8th ed.). Cengage Learning.