School of Management, BA (Hons) Business Management with HR Pathway
Cardiff Metropolitan University

ATTRACTING AND RETAINING MILLENNIAL TALENT: A CRITIQUE OF CURRENT TALENT MANAGEMENT PRACTICES

Word Count: 13,925

Name: Joshua Poole
Student Number: ST20057492
Module Number: BRM6003
Declaration

Attracting and retaining millennial talent: a critique of current talent management practices

I declare that this dissertation is a presentation of my original research conducted by myself. Wherever contributions of others are involved, references to previous literature are clearly stated with the correct citations.

Signed: Josh Poole (ST20057492)………………………………………..

Date:…………………………..
**Acknowledgements**

I’d like to thank my supervisor Dr John Williams for his continued support and assistance during this research project. I would also like to thank Xiaoni Ren for her undisputable support from a Human Resource perspective. Giving me the encouragement needed to complete this research project in a confident manner despite not being my supervisor.

I would also like to thank all those who took part in this study; both the millennials and HR Professionals, for taking time out of their working days to participate. Their responses helped the research process and enabled for clear conclusions to be made.

Finally, I would like to thank my parents and friends for their continued support, giving me the strength and encouragement to reach my full potential throughout the three years.
Abstract

Today’s workplace is increasingly populated by the millennial generation. Their different upbringing and exposure to technology has significantly altered their requirements amongst the workplace to be successfully attracted and retained into an organisation. The current makeup of most companies is set around other generations needs and wants, most of which are vastly different due to growing up in different societies and eras. The millennial demographic has been brought up in the revolutionary rise of online and social media and as such obtain specific behavioural traits which need to be understood if organisations are going to utilise them for future success. This study is concerned with identifying what organisations are currently doing to attract and retain this generation and how can it be improved. The findings presented give an insight into millennial requirements and also areas in which organisations need to improve in order to maximise their effectiveness when attracting and retaining millennials. By incorporating millennial requirements into future business strategies the results showed that not only can organisations obtain the top millennial talent but also beat their closest competitors.
Table of Contents

ACKNOWLEDGEMENTS .......................................................................................... III

ABSTRACT .............................................................................................................. IV

LIST OF GRAPHS AND FIGURES ........................................................................ VII

CHAPTER 1 – INTRODUCTION .............................................................................. 1
  1.1 RESEARCH AIMS AND OBJECTIVES ........................................................ 2
  1.2 CONTEXTUAL BACKGROUND .................................................................. 2
  1.3 JUSTIFICATION ......................................................................................... 4

CHAPTER 2 – LITERATURE REVIEW .................................................................... 5
  2.1 INTRODUCTION ......................................................................................... 6
  2.2 TALENT MANAGEMENT ........................................................................... 6
    2.2.1 The exclusive approach .................................................................. 7
    2.2.2 The Inclusive approach .................................................................. 7
    2.2.3 The Hybrid Approach and the Talent Management Components .......... 8
  2.3 TALENT ATTRACTION ............................................................................. 8
  2.4 TALENT RETENTION ............................................................................... 10
  2.5 A PRACTICAL EXAMPLE OF MILLENNIAL TALENT MANAGEMENT .......... 16
  2.6 CHAPTER SUMMARY ............................................................................... 16

CHAPTER 3 – METHODOLOGY ............................................................................. 18
  3.1 PHILOSOPHICAL APPROACH .................................................................... 19
  3.2 METHODS OF DATA COLLECTION ............................................................. 19
  3.3 INTERVIEWS ............................................................................................. 20
    3.3.1 Participants and Sampling ................................................................ 21
    3.3.2 Methods of analysis ......................................................................... 22
  3.4 QUESTIONNAIRES ................................................................................... 23
    3.4.1 Participants and Sampling ................................................................ 24
    3.4.2 Methods of analysis ......................................................................... 25
  3.5 ETHICS ....................................................................................................... 25
  3.6 LIMITATIONS ............................................................................................ 26
  3.6 CHAPTER SUMMARY ............................................................................... 27

CHAPTER 4 – FINDINGS AND DISCUSSION ....................................................... 28
  4.1 INTRODUCTION ......................................................................................... 29
  4.2 MILLENNIAL REQUIREMENTS .................................................................... 29
  4.3 CURRENT ATTRACTION METHODS ......................................................... 36
  4.4 CURRENT RETENTION METHODS ............................................................ 38
  4.5 FAILURES IN ATTRACTING/RETAINING MILLENNIAL TALENT ................. 43
  4.6 CHAPTER SUMMARY ............................................................................... 46
List of graphs and figures

Figure 3.1: Research Participant Organisation......................................................21

Figure 3.2: Break-down of interview durations......................................................22

Graph 4.1: Millennials Top Requirements for Working within the Workplace.................................................30

Graph 4.2: Preferred Channels to Look for A Job Role........................................32

Graph 4.3: As a Millennial what would make you switch off in the Recruitment Process?........................................34
Chapter 1 – Introduction

1.1 Research Aims and Objectives

1.2 Contextual Background

1.3 Justification
Chapter 1: Introduction

1.1 Research Aims and Objectives

The research for this project focuses on Millennials within the workplace. It examines what organisations and their top Human Resource professionals are doing in order to attract and retain this demographic. In addition, it directly analyses the personal views of millennials within the workplace, attempting to understand their perspective. Specifically, the objectives of this research project is to answer the following questions:

1. What are the requirements for millennials today within the workplace to be successfully attracted and retained into an organisation?

2. What methods are currently being used by organisations and HR professionals to attract millennial talent into the workforce?

3. What methods are currently being used by organisations and HR professionals to retain millennial talent and avoid turnover rates within this generation?

4. What are the reasons why some organisations haven’t been able to successfully implement strategies in the past to attract and retain millennial talent?

1.2 Contextual Background

In the modern-day workplace the workforce divides itself through a generational split. These different generations are defined as a group of individuals that share the same birth and age (Huyler, 2015). Currently, there are three generations that comprise today’s workforce; ‘Baby boomers’, ‘generation X’ and ‘millennials’ (generation y). Baby boomers are individuals who were born between the year of 1946-1967 (Huyler, 2015). Generation X employees are identified as being born between 1968-1980s and
lastly Millennials are personnel’s that were approximately born between 1982-2004 (Huyler, 2015). Each demographic has their own distinct values and ideals and with that arguably stems the debate for the different methods needed to be taken for organisations to effectively attract and retain the different generations within the workplace.

In today’s current working environment, according to Huyler (2015) a large proportion of the management and senior management team will be made up from baby boomers and Generation X with a few exceptions. Each generations views are based on the era they grew up in. Robbins (2013) identifies that baby boomers have a huge work ethic with the ultimate desire to define themselves through their professional accomplishments. It is also said they are very independent and require little assurance due to their parents imprinting the ideology of; if you want to achieve something then you have to do it yourself (Robbins, 2013). Furthermore, they are distinguished as having a realistic perception of the workplace that has encouraged them to have a high tolerance for one-way communication and lengthily processes for progression (Glass, 2007). Generation X are the second largest group within the workforce and they have come from a background of watching their baby boomer parents and deciding to make their own way (Robbins., 2013). They tend to be even more independent than their parents as baby boomers were perceived as being workaholics and in consequence they were left on their own a lot as children (Robbins, 2013). In addition, they are also more willing with technology and are slightly more adaptable to change than their predecessors.

‘Millennials represent the most radical change in society’s ideologies since the baby boomer generation…’ (Huyler, 2015: 2). The differences stem from both a nature and nurture perspective. The environment and society that Millennials have matured in has been immersed with technology that has re-defined the communal approach to management and how everyday interactions should take place within business and their social life (Huyler, 2015). From the nurture perspective, Hershatter and Epstein’s (2010) research states that millennials are portrayed as the trophy kids with their predominant childhood spent receiving ‘Shiny medals’ and ‘Gold Stars’ just for taking part. As such they have a substantial requirement for reassurance and affirmation (Hershatter & Epstein, 2010). Glass (2007) introduced the idea that millennials parents
are the most dedicated yet; they took it to the extreme and wished to hide them from any pain and had a tendency to oversee and propel social and work activities. Generation Y individuals are said to value teamwork and team discussions. Hershatter and Epstein (2010) propose that their demand for a team orientated environment at the beginning of their employment is perhaps a result of their upbringing. Their research found that participating within a team, which by default included team discussions, had lead them to be effective team members; more so than other generations.

1.3 Justification

There is extensive research into this topic, particularly as its becoming more apparent within todays workplace meaning organisations are having to address problems of attraction and retention in order to remain competitive. My own personal interest in the research has developed through my own experiences within the workplace. Being a millennial myself I have been able to experience first-hand some of the issues regarding the methods used by organisations as attraction and retention strategies. Despite their being vast amounts of research, there is a distinct lack of information around millennial requirements and creating a development plan to bring this generation up through the organisation. Therefore, it is hoped that this research can aid in elaborating further methods to make the integration of this workforce effective.
Chapter 2 – Literature Review

2.1 Introduction

2.2 Talent Management

2.2.1 The Exclusive approach
2.2.2 The Inclusive approach
2.2.3 The Hybrid approach and the talent management components

2.3 Talent Attraction

2.4 Talent Retention

2.5 Practical example of Millennial Talent Management

2.6 Chapter Summary
Chapter 2: Literature Review

2.1 Introduction

The aim of the literature review is to examine and analyse current themes and perspectives from an academic view on key elements that are associated with how businesses are having to adapt in order to attract and retain millennial talent. The literature on this subject is vast and announces many opposing views. This literature review will produce an overview of what talent management is and the different approaches it entails. It will then look to discuss the current research regarding methods of millennial talent attraction and retention.

2.2 Talent Management

Marchington and Wilkinson (2012) define talent management as attracting, identifying, nurturing, progressing, rewarding and retaining key individuals who can aid in the development of organisational sustainability. In other words, its identifying individuals who have potential or who possess skills and abilities that produce high levels of performance to add valuable contributions to the organisation (Beardwell & Claydon, 2014). Another perspective that argues a more simplistic approach to talent management is facilitating the requirements with competent incumbents to ensure continued commitment to the company (Al Ariss et al., 2014). A development strategy is seen as a necessity as it is always a priority for any talented future or current employee (Al Ariss et al., 2014). Talent management regarding millennials (generation y) is focusing purely on personnel’s that were approximately born between 1982-2004 (Huyler, 2015). In the current working environment, it is argued that generation y is going to dominate the workplace, and so organisations knowledge around this generation and how their talent management may need to differ for future success could be essential. According to Marchington & Wilkinson’s (2012) research there are two broad approaches to talent management, the first being the ‘Exclusive’ approach and the second being the ‘Inclusive’ approach.
2.2.1 The exclusive approach

The exclusive approach has been adapted from the idea of ‘war for talent’. The term saw talent management as a strategic operation to attract, develop and retain the best talented individuals who can give a huge competitive advantage over their competitors (Michaels et al, 2001). ‘War for talent’ originated from organisations having to battle to grasp this limited supply of talented individuals (Michaels et al, 2001). Today, the exclusive approach assesses all individual employees within an organisation and ranks them based on their talent; ‘1’ being their most valuable and ‘3’ being their least valued. Those employees ranked at the top would be given the most resources as organisations want to target their most talented as part of their succession planning (Beardwell & Thompson, 2014). This approach however does incorporate many dangers, the most obvious being establishing talent correctly so that the individuals invested in produce what is expected and that individuals with potential haven’t been overlooked within the talent pool (Beardwell & Thompson, 2014). Secondly, whenever you favour a minority group over the majority, the majority will feel un-wanted and de-motivated and thus organisations run the risk of losing them to other competitors (Beardwell & Thompson, 2014).

2.2.2 The Inclusive approach

The inclusive view takes the approach that all employees are talented and can have an impact upon an organisation. It is seen as essential to reach all employees full potential (Beardwell & Claydon, 2014). It is classed as a ‘whole workforce’ approach that aims to identify and manage all employees through HRM with a strong emphasis on recruitment, retention, engagement, career development, leadership and workforce planning (Clake & Winkler, 2006). Investing resources into all employees is however incredibly expensive, despite all employees receiving attention and notice, the benefits each individual receives could be very little as resources need to be spread amongst all employees (Clake & Winkler, 2006).
2.2.3 The Hybrid Approach and the Talent Management Components

Thunnissen et al (2013) imply that both approaches to talent management have their positives and drawbacks. Their research came to the conclusion that an organisation must understand all of the variances such as the different generations involved, the type of business they’re in and even the state of the business climate; all factors need to be considered (Thunnissen, et al 2013). As such, there is never going to be one best fit approach that suits all organisations. A hybrid approach is sometimes instilled in order to run their talent management operations effectively. In reality these approaches may be opposite ends of a spectrum with practice in organisations lying somewhere along that line as appropriate to the needs of the organisation (Tansley & Turner et al, 2007).

Millennials as a generation are becoming more apparent within the workplace and with their increase in numbers a stronger awareness of their requirements and the different approaches needed is essential to attaining millennial talent. These preferential changes for the integration of millennial employees should be modelled as being equivalent to organizational objectives (Thunnissen et al, 2013).

2.3 Talent Attraction

‘Attracting talent is primarily aimed at the external labour market and involves the use of recruitment and selection techniques to identify the skills required and then attract and choose the most suitable people to meet an organisations human resource requirements’ (Beardwell & Claydon, 2010: 164).

Commonly attraction methods are split between having a financial or a non-financial focus. Many individuals would rank salary and other monetary rewards and benefits as a top attraction (Beardwell & Claydon, 2010). However, in today’s current working climate, there are skills shortages and a tough economic climate (Beardwell & Claydon, 2010). This has limited the extent to which organisations can use large financial attractions such as high salaries to differentiate themselves from competitors, placing increasing emphasis on non-financial incentives (Beardwell & Claydon, 2010). One commonly used non-financial method is employer branding. It is defined as ‘a set of
attributes and qualities that make an organization distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture’ (Beardwell & Claydon, 2010: 167). Beardwell & Claydon (2010) suggest that employer brand is displayed through a number of areas such as an organisation's corporate social responsibility (CSR); how much people think they are putting back into society. According to Gouldner (2016), millennials as a generation are very much value driven. They have higher concerns than other generations regarding the social consciousness of potential employers. As a generation they want to feel proud of the organisation they are representing. Not only will an organisation that has a well-practiced CSR program attract millennial talent, but also aid in their loyalty and longevity within the company (Gouldner, 2016). McGlone (2011) further emphasises that millennials have expectations for organisations to incorporate CSR into their overall business strategy. McGlone’s (2011) research also states that this attraction will only come if there is transparency between the organisation and their commitment to give back to society. Implementing CSR has to be genuine, it cannot be seen as a technique just to gain business success, this will only receive bad press amongst millennials (McGlone, 2011).

Another aspect organisations use to compete for the best talent are the channels they use to communicate and advertise. Good practice of talent management assesses the most appropriate channels to potentially implement (Wilcox, 2016). Organisations have to be aware of their target audience’s preferences and the current trend in today’s society (Wilcox, 2016). Technology is always changing and has influenced all aspects of society today. Change is particularly prevalent within today’s workplace due to advances in computer technology and the resulting use of social media and communication industries (Marjoribanks, 2000). Many view technology as a source to improve everyday business functions and efficiency, however there are some who are more hesitant to embrace technology and its multiple uses. The millennial generation unlike baby boomers have not had to learn technology, they have been born and immersed into this digital world where this revolution is an everyday experience (DaCosta et al, 2012). As such, their generational perspective and the way they process information is very different. Technology plays such a key role in their everyday lives thus they have expectations to carry this through their professional careers (DaCosta et al, 2012).
Millennials as a whole were brought up in a digital world and are the first to be called ‘digital natives’ (Glass, 2007). Glass (2007) argues that millennials have become so accustomed to the instantaneous functionality that technology adds and to the speed and variety of tasks that can be completed. Due to this, forms of communication and methods of advertising must be based around these elements. Take a smart phone as an example of something that millennials are seen to be attached to, the sheer capabilities are said to make their generation favour instant messaging; a quick informal digital message that can be sent from anywhere at any time whilst multi-tasking (Glass, 2007). Due to their familiarity and desire for the use of digital media, organisations are needing to re-channel their recruitment processes. Jansson & Tuuainen (2016) identified social media as a key channel. Millennials are accustomed to using social media and favour its ease of use and instantaneous availability, regarding other methods as less relevant and old-fashioned (Jansson & Tuuainen, 2016). Organisations that are neglecting these preferences will lose out on a diverse pool of talent. Organisations that are up to speed with these changes will obtain the leading millennial talent and if they have implemented the appropriate retention strategies, could retain this talent for a number of years (Jansson & Tuuainen, 2016).

2.4 Talent Retention

Retention relates to the extent an employer retains their employees and ensures they remain working for the organisation (CIPD, 2016). Employee turnover or ‘high attrition levels’ is the result of an organisation having a poor retention strategy and consequently losing out on their talent going to competitors (CIPD, 2016). CIPD (2016) state many methods ranging from being flexible and accommodating employee’s preferences to providing employees with a voice.

Millennials value flexible working, collaborative cultures and place greater value on creating meaningful relationships with employers (Moritz, 2014). CIPD (2016: 2) define flexible working as ‘an organisation’s working arrangements in terms of working time, working location and the pattern of working’. Flexibility is a much debated subject between the integration of the inter-generational workforce (Moritz,
Mortiz (2014) explains that millennials have contrasting priorities compared to other demographics within the workplace. Millennials choose to go against the ideology of work life becoming the upmost importance, thus being more likely to remain in an organisation offering flexibility and fewer limitations (Moritz, 2014). Huyler (2015) describes the reasoning behind the conflict from a baby boomers viewpoint. Baby grew up in a paternalistic environment and boomers believe that commitment and loyalty is shown through hard work, prioritising all available hours for work; a single route believed to lead to success (Huyler, 2015). This inevitably lead to organisations implementing set hours. In some cases, organisations achieve recognition and repeat purchase from clients with their expertise and service being available nearly all times of the day (Moritz, 2014). Moritz (2014) reiterates that it is not that millennials are less committed than that of their generational counterparts, it simply they have created a new meaning of the word.

In order for them to maintain high levels of motivation and productivity, generation y believes a flexible-working policy is a necessity; no more sacrifices to health and well-being. Thompson’s (2011) research would suggest that flexibility for millennials can be met through flexi-time polices, even as simple as home working. Kultalahti & Viitala (2015) suggested that HRM practitioners should allow flexible timeframes for given tasks and employment contracts and allow remote working outside the office in a mobile manner. Furthermore, reiterating that HR professionals should develop polices where by commitment is determined less by the time an employee spends at the workplace, instead placing greater emphasis on meeting demands and standards, allowing for work to be completed in any location (Kultalahti & Viitala, 2015). As stated in vast research, millennials are more inclined to remain in an organisation if they are performing, thus concluding that millennials are motivated by organisations that provide flexible polices. This will lead to an increased level of performance and a decreased millennial turnover (Kultalahti & Viitala, 2015).

Millennials also utilise technologies capabilities, increasing the demand for flexibility within the workplace (Long, 2016). Take a smart phone, millennials are more attached to their devices than any other generation in the workplace. The constant interaction technology provides means millennials are always connected and thus able to work in a flexible environment, as they can continue to carry out their daily tasks in any
location. The millennial generation have significant tendencies to achieve a balanced lifestyle that includes family, friends and fun, which may not occur if they are bound solely to work within the office confinements (Spiro, 2006). Flexible working could also boost retention as this generation would have more confidence and trust in their employers, for example when having children issues regarding childcare will be less significant as working flexibly is a possibility (Spiro, 2006).

CIPD (2016) however highlight one challenge that is vital to ensuring a successful transition into a flexible-working policy. Line managers should be given the level of support they need to ensure their targets are met and ensure they are aware of how millennials want to approach the policy. Millennials crave hands on management at the start of a task however once they have been provided with the adequate instruction they want to have the independence to carry out the task on their own (Thompson, 2011). Aspects such as these can be pivotal processes whereby if a millennial feels they are not getting the freedom they require, they will simply move on to the next competitor that can provide what they desire (Thompson, 2011).

In addition to applying flexible-working polices as a method of retention, prioritising employees voice is also argued to be a high priority in reducing turnover. Employee voice is a term that means an organisation allows for employee’s views on the organisation and their employment to be heard by their employers (CIPD, 2015). The millennial generation has a particular need for employee voice due to their beliefs and expectations (Huyler, 2015). As a cohort they expect open communication and to be heard despite the potential norms of this request being reserved for more senior managers or employees (Huyler, 2015). For millennials the issues lie between two aspects, the first of which is how they can communicate these views in a manner that is preferred to them. Secondly, organisations taking the time to listen and act upon their responses.

Socialisation is said to be a significant daily occurrence that eventuates in an effective organisation that involves communication (Myers & Sadaghiani, 2010). Communication is a two-way exchange of information to gain mutual understanding and to reach a specific goal (Myers & Sadaghiani, 2010). There are many different forms of communication that are available, and all can work effectively as long as the
individuals using that method are comfortable and confident (Glass, 2007). Millennials, as a new leading group of talent have preferences for alternative forms of communication to those traditionally used by baby boomers and generation X thus leading to communication conflicts within the workplace and highlighting the issue of how millennials are trying to make themselves heard. A further fundamental component evident in research is being aware of each generations agenda when regarding communication aims and desired outcomes. According to Hershatter and Epstein (2010) millennials are seen to baby boomers and generation X as being ‘high maintenance’ and ‘needy’. Millennials crave frequent, open, positive communication within the workplace (Hall, 2016). As Hall (2016) stipulates, millennials strive to have purpose within the organisation and with that ideal millennials want their opinions and views to be heard. Millennials are seen to view communication as a tool for transferring two way bits of information and reassurance, irrespective or your hierarchical rank within the organisation (Hall, 2016).

These perspectives that millennials have are all based on their experiences. Their upbringing of everyday use of technology has led to them believing that all necessary information can be accessed and voiced instantaneously; including their opinions and views of the organisation (Hershatter & Epstein, 2010). From a learning perspective questions could always be answered simply through the use of a search engine to produce an instant answer. From a social perspective, friends of similar ages use social networking platforms to communicate instantly, no matter the location of either receiver or sender (Hershatter & Epstein, 2010). The urge is for organisations to create a digital platform where by information can be accessed and questions can be asked and answered in an instantaneous manner; moving away from the traditional mind-set of scheduled meetings and formal emails (Hershatter & Epstein, 2010). A Virtual workplace is becoming more prevalent within organisations and it signifies what millennials have been asking for (Long, 2016). It allows for interactions, for virtual work teams to communicate their employee voice and utilise technology to improve their efficiency and productivity (Long, 2016). For this process to be implemented effectively Long (2016) suggests that organisations need to proactively educate their current employee base that may not have the expertise in this field. Take baby boomers, expanding their skill set will ensure better collaboration amongst the team and allow for a better utilisation of employee voice. Long (2016) also mentions that It isn’t
necessarily a ‘one size fits all’ solution, for one group may not match the needs of others, thus emphasising the importance of educating millennials on how other members of the organisation like to function, communicate and work. This could enhance the relationships of all involved within the business and increase their job satisfactions, decreasing chances of millennial turnover (Long, 2016).

An employee’s voice heard by an organisation instils a feeling of worth in the employee. Employee voice should be valued by employers as if they are unable to directly solve the issue or negotiate a comprise, inevitably the result will be the loss of that talent to their rival competitors. Nonlans (2015) research signifies a distinct positive correlation between millennials that feel valued and have a sense of purpose, and an increased level of engagement. Nonlan (2015) also states the significance these feelings have in decreasing their demographic contribution to the organisation's overall attrition levels. Turnover costs can easily range from 50 to 150 percent of their employee’s salary (Sujansky & Ferri-Reed, 2009). Millennials more than any other generation have a need for achievement and fulfilment; being immersed into an environment where that is not being expressed by their senior colleagues creates feelings of personal failure and leads to millennial turnover (Sujansky & Ferri-Reed, 2009).

Millennials expect frequent and evaluative communication. Hershatter and Epstein (2010) suggest that baby boomers were introduced to a working environment based on direct communication from management; you were told what to do and expected to get on with it. Hence incorporating this method into their preferred environment to work within (Huyler, 2015). This could indicate where the conflict stems; boomers becoming distressed having to spend disproportionate amount of time giving direction and guidance. Despite employing these millennials to take over a proportion of the workload, it is suggested they find themselves with an increased workload, with less time to meet their own targets (Huyler, 2015). IBM (2015) claims that millennials in fact do prefer to have more guidance than boomers, however generation X employees are very similar and therefore finding solutions to their wants shouldn’t be different from their current methods. ‘Baby Boomers who are accustomed to making decisions on their own may find it difficult to shift to a more collaborative culture’ yet inviting millennials to produce their needs and wants can educate managers (IBM, 2015: 8).
This desire for approval is said to be essential for millennials as it may be their first time in a corporate environment. They do not want to be seen making the wrong decisions or coming up with irrelevant content that they believe will be seen as negative by their superior’s (Hershatter & Epstein, 2010). Graybill (2014) expands this arguing that it’s not necessarily teamwork they crave, but the relationship with their managers and colleagues that they value. Having an environment where it is culturally excepted within the organisation to establish a relationship with their leader and feel their expressed views are being heard motivates and gives them a willingness to learn and be productive (Graybill, 2014). This also highlights the importance of leaders mentoring individuals and creating an open platform to discuss any issues or feedback (Graybill, 2014).

Lastly, a further element that arguably should be incorporated in all retention strategies is succession planning. CIPD (2016: 1) define succession planning as ‘focusing on identifying and growing talent to fill business-critical positions in the future’. From a retention perspective it focuses on nurturing the internal talent and making them aware of internal opportunities. The millennial demographic strive to have purpose and to move up the ladder in their organisation as quickly as possible (Brack, 2012). Organisations that are aware of this can use it as a tool not only to maintain interest but to ensure the upskill of their millennial talent. HR professional’s research would suggest that on a personal development basis organisations should offer job rotation practices (the practice of moving employees between different tasks to promote experience and variety) to open opportunities for millennial development, broaden their understanding of the business and diversify their skillsets (Brack, 2012). Furthermore, Brack’s (2012) research on the best development strategies for millennials found that they appreciate coaching and mentoring opportunities as it is their chance to not only learn new skills and gain confidence with tasks they are completing, but also build further relationships with different members of the organisations community.

Sujansky & Ferri-Reed (2009) state that millennials aren’t necessarily loyal to an organisation like baby boomers; millennials are loyal to people and relationships. Sujansky & Ferri-Reed (2009) findings would conclude that ranking these relationships with managers and management training with how to adapt to this generation within their organisations culture could have a positive effect on recruitment and retention. In
addition to developing millennials on an individual basis, mentoring strategies could be taken to a further stage of reverse mentoring. By applying this method, it would utilise millennials technological knowledge to educate other staff members and facilitate opportunities to integrate more up-to-date communication methods. Nonlans (2015) reiterates that this would also be encompassing millennials demand for sense of purpose, thus increasing chances of job satisfaction and retention.

2.5 A Practical Example of Millennial Talent Management

Despite their being vast literature on the subject undertaken by scholars, it is also interesting to understand what approaches are being used currently in a practical sense; what are organisations doing currently to attract and retain millennial talent and which of those procedures are working more effectively than others. Delottie found that development was a massive contributing factor and so felt both their recruitment/attraction and retention should be modelled around it (Groden, 2016). Results from an internal survey revealed that millennials are not afraid to look to other competitors if they are not feeling a sense of direction for their leadership and overall development (Groden, 2016). From a recruitment perspective, millennials will make sure it is known amongst their peers that this organisation isn’t worth getting involved in due to their limited development. From this research Deliotte invested resources and time into creating clear development pathways and opportunities with training programmes and coaches in the hope to improve their recruitment and retention rates (Groden, 2016). This focus decreased their labour turnover from millennials and increased overall satisfaction (Groden, 2016).

2.6 Chapter Summary

When conducting a review of the literature it is clear that in today’s current working climate not every organisation has mastered the attraction and retention of millennial talent. Despite there being research published, it would seem most organisations have some idea about the general requirements of millennials but are unsure on which would be the most effective to act upon. Moreover, although the research highlights retention strategies it is unclear about those which are financially realistic.
What cannot be ascertained from the current literature is millennials ranking of their most vital and popular requirements. There is also no definitive evidence in the areas in which organisations need to be focusing on to implement recruitment strategies. Lastly the research describes their being issues with the differences amongst a multigenerational workforce yet it would seem there is a research gap with which strategies can diffuse such problems from a millennial perspective.
Chapter 3 – Methodology

3.1 Philosophical Approach

3.2 Methods of data collection

3.3 Interviews
3.3.1 Participants and Sampling
3.3.2 Methods of analysis

3.4 Questionnaires
3.4.1 Participants and Sampling
3.4.2 Methods of analysis

3.5 Ethics

3.6 Limitations

3.7 Chapter Summary
Chapter 3: Methodology

3.1 Philosophical Approach

Having chosen the topic of research, Seale (1999) suggests that the ‘how’ of the research can only be decided once a philosophical solution to why research is undertaken is adopted. Seale (1999) argues that we live in a postmodern world full of multiple characteristic individuals and endless fragmentation of experience. Adopting an interpretivist approach allows influences from different intellectual traditions. Interpretivism is given to a contrasting epistemology to positivism (Bryman & Bell, 2015).

Interpretivism is described as people creating and associating their own subjective and intersubjective meanings as they interact with the world around them, thus attempting to understand phenomena through accessing the meanings respondents give to them (Bryman & Bell, 2015). This was expressed in the research through attempting to understand, through in depth analysis of the views of millennials and HR professionals, the best realistic practices of attracting and retaining millennial talent.

3.2 Methods of data collection

A combination of both quantitative and qualitative research methods were used in order to facilitate data collection, in line with the interpretivist approach adopted. This included the use of semi-structured interviews and questionnaires. As both the research topic and interpretivist nature of the research demand personal views the in-depth interviews formed the core of the primary research undertaken for this study.

This process of triangulation was favoured over a mono design as it enabled the collection of a rich data set. Approaching the phenomenon under investigation from different vantage points, through the use of multiple methods, allowed for a greater understanding of the topic as a contextual background was provided. Furthermore, each approach can neutralise the others flaws in the hope that it enhances the validity of the
results and secondly allow for meanings and findings to be elaborated, clarified and confirmed (Saunders, 2016).

### 3.3 Interviews

This method was chosen as it provides rich original data which can be used to construct research arguments and provide a platform of increased flexibility and openness; unveiling the attitudes and experiences which shape the individualistic nature of human action (Newton, 2010). Bryman and Bell (2015) describe qualitative interviews as a method that allows the researcher to depart from any schedule or guide and perhaps adjust the emphasis in the research. This could be due to obtaining useful information that the researcher has yet to comprehend, plan or foresee that can further validate and justify the research aims and argument (Walliman, 2005).

There are many ways to conduct an interview. The method chosen in this research was a semi-structured interview. This qualitative approach involves the researcher having a list of specific topics and themes to cover. This means that the interviewee has greater leeway with the way in which they reply; they are allowed to pursue topics of their personal interest. In addition to the interviewee’s responses the questions may then not follow the scheduled interview guide to dive further into what the researcher deems relevant to the research topic (Bryman & Bell, 2015). The decision to adopt this approach was chosen by the many advantages it brings. The first of which is the depth of information that could be obtained as the interviewer could explore what the HR Directors truly believed by allowing them to talk more freely and providing more detail on their own experiences with millennials (Walsh & Wigens, 2003). The second was it provided the opportunity for the researcher to probe aspects mentioned by the HR Directors that the researcher deemed necessary to uncover more information. This lead to further justification of the overall research and new information that had not been previously thought of (Walsh & Wigens, 2003). Lastly to avoid any bias, conducting a semi structured interview allowed for the research to avoid pre-judgement by not having predetermined questions, thus further gaining valid views and beliefs (Walsh & Wigens, 2003). (Interview Example: Appendix A)
3.3.1 Participants and Sampling

For this research method only one category of participants was necessary to gather an understanding of the issue under investigation. The participants that were interviewed were all senior Human Resource directors at medium to large organisations. The predominant reason why this category of participant was chosen was that HR directors are positioned in a role of responsibility and power and therefore make and have a large influence on the decisions, policy and practices that are put forward. Therefore, being able to understand their justification regarding millennials was essential. Figure 3.1 states their title and their organisation and how they have been coded for ease of use.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD1</td>
<td>HR DIRECTOR</td>
<td>TGI FRIDAYS</td>
</tr>
<tr>
<td>HRD2</td>
<td>HR DIRECTOR</td>
<td>AUDLEY TRAVEL</td>
</tr>
<tr>
<td>HRD3</td>
<td>HR DIRECTOR</td>
<td>THREE</td>
</tr>
<tr>
<td>HRD4</td>
<td>HR DIRECTOR</td>
<td>MICROSOFT</td>
</tr>
<tr>
<td>HRD5</td>
<td>HR DIRECTOR</td>
<td>ESSENTIAL</td>
</tr>
<tr>
<td>HRD6</td>
<td>HR DIRECTOR</td>
<td>VERIPHONE</td>
</tr>
<tr>
<td>HRD7</td>
<td>HR DIRECTOR</td>
<td>DISCOVERY NETWORKS INTERNATIONAL</td>
</tr>
<tr>
<td>HRD8</td>
<td>HR DIRECTOR</td>
<td>CAPGEMINI</td>
</tr>
</tbody>
</table>

*Figure 3.1: Research Participant Organisations*

A number of techniques were used to gain access to sufficient numbers of participants. Initially senior HR directors were enlisted through phone and email contacts found on their company’s websites. In addition, through non-probability sampling, a snowballing technique was used in which initial contacts who had agreed to participate introduced me to new HR Directors (Vanderstoep & Johnson, 2008). It led to the recruitment of participants from various organisations involved in different industries to further validate the research (Vanderstoep & Johnson, 2008).
A total of 7 Interviews were carried out. Figure 3.2 outlines the break-down of each interview duration.

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>DURATION (minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TGI FRIDAYS</td>
<td>50:00</td>
</tr>
<tr>
<td>AUDELEY TRAVEL</td>
<td>53:00</td>
</tr>
<tr>
<td>THREE</td>
<td>45:00</td>
</tr>
<tr>
<td>MICROSOFT</td>
<td>35:00</td>
</tr>
<tr>
<td>ESSENTIAL</td>
<td>31:00</td>
</tr>
<tr>
<td>VERIPHONE</td>
<td>38:00</td>
</tr>
<tr>
<td>DISCOVERY NETWORKS</td>
<td>31:00</td>
</tr>
</tbody>
</table>

*Figure 3.2: Break-down of interview durations*

This sample size was deemed adequate as qualitative data is subjective and revolves around attaining high quality samples, unlike its counterpart quantitative research which is more inclined to obtaining a high quantity over quality (Crowther & Lancaster, 2012). The interviews were conducted over the phone as the busy schedules of the participants, coupled with the fact their offices were located in various locations around the UK made it difficult to organise face-to-face interviews. The phone calls were recorded using a tape recorder in order to prevent the loss of data.

### 3.3.2 Methods of analysis

An interpretive approach was used to analyse the interview data (Seidman, 2013). Moreover, Seidman (2013) highlights that this approach leads to a deeper understanding of the data collected, making it easier to identify themes and patterns.

The data was first presented in a textual format by fully transcribing the interview recordings using a word processor. Indications of tone were included in the
transcriptions so as to prevent the loss of detail from the data set (Saunders, 2016). Once the interviews had been transcribed it was then necessary to annotate the transcriptions for the purpose of forming initial ideas and interpretations of the data. This highlighted re-occurring themes and categories which aided the coding process. A fully coded transcript is provided in Appendix B. Further analysis of the categories was then carried out in order to establish connections between and within them (Kitchin and Tate, 2000), which allowed for the identification of patterns relating to HR experiences of millennials working preferences.

3.4 Questionnaires

Questionnaires were used to investigate means of attracting and retaining millennial talent from the perspective of millennials themselves, for they allow each participant to respond to the same questions so that a large population sample can be achieved and analysed (Saunders et al, 2016). The type of questionnaire that was administered was called a ‘self-completion questionnaire’. This was used as it was a method that the respondents could complete the questionnaire themselves yet could be sent in many different forms of which I chose mail as it was easily accessible for both parties (Bryman & Bell, 2016). Using questionnaires in this study aids in quick administration through sending vast quantities at one time and also a convenience for respondents as they could complete the questionnaire in the time frame they wanted, particularly as they were busy individuals. Secondly, it achieved quantity regarding millennial participants answering the questions to justify the results. This method of research can be construed as allowing easier quantification in the collection and analysis of data so that different perspectives and opinions of people in large groups could be understood easily (Bryman & Bell, 2016).

Generally, questionnaires are perceived to have two types of approaches based on the type of response format and the degree of freedom given to respondents (Ekinci, 2015). In this research it was appropriate to construct questionnaires that combined both closed and open approaches. A closed approach provides quick and easy questions for respondents, thus improving consistency of responses. However, Ekinci (2015) claims that closed questions have limited uses as the researcher cannot further explore the
meaning of the participant’s responses beyond the questions they have provided. As the questionnaires are the only research method employed to gain millennial perspectives open-ended questions were also used. This approach encourages self-enriched responses where respondents can answer in detail and holds the potential to produce unanticipated findings that may not have been foreseen (Saris & Gallhofer, 2007). In this study is was appropriate to use questionnaires containing both closed and open responses as it allowed for potentially complex questions to be answered in detail while also allowing data to be easily quantified, which aided the identification of broad trends within the millennial population. An example of the questionnaire can be seen in Appendix C.

3.4.1 Participants and Sampling

The purpose of the questionnaires was to establish what millennials felt their main requirements were within the workplace. Therefore, it was only necessary to use millennial participants when gathering this data. The most important requirements for the enlisting of millennial participants was their age and employment status. Participant’s had to have been born between 1982-2004 (Huyler, 2015) and they had to have the employment status of ‘currently employed’ or ‘previously employed’ so that they had experience within an organisation.

Non-probability sampling was used as it ‘provides a number of different techniques to select samples based on your subjective judgement’ (Saunders et al, 2016: 226). A purposive sampling technique was used as it allowed for an in-depth focus and a judgement on select cases to answer the research question (Saunders et al, 2016). I asked each company to distribute questionnaires to their millennial employees. Twenty questionnaires were given to each organisation and distributed using opportunity sampling, of which seventy responses were received. It was decided that this was a large enough sample size to provide reliable results as data saturation was reached.
3.4.2 Methods of analysis

The questionnaires were interpreted using exploratory data analysis as this technique is appropriate for the analysis of both qualitative and quantitative data, represented through both closed and open-ended questions (Hartwig & Dearing, 1979). Exploratory data analysis was carried out using a thematic approach that looked to summarise and present the main trends from the open-ended responses visually using graphs (Hartwig & Dearing, 1979). Frequency of occurrence was ascertained and presented graphically in order to establish a relationship between variables.

For this type of data analysis, it was essential to present the data in a format that could be represented in a graphical configuration. The open-ended responses where coded into purposeful values, which involved assigning a word or phrase that identified with the same meaning as their response. A number was then assigned to the range of responses given and entered into an Excel spreadsheet. This allowed the data to be manipulated for the creation of graphs and tables, the analysis of which allowed for the identification of patterns within the data.

3.5 Ethics

Firstly, it had to be ensured that the researchers data collection was ethical and did not contravene any of Cardiff Metropolitan University's ethical regulations (See Appendix D). The most imperative consideration was the issue of confidentiality. Confidentiality is defined as protecting the rights and privacy of those who participate in the research study (Oliver, 2010). This ethical consideration was addressed by giving all participants a consent form before taking part in the study. The consent form stated ‘All the information you provide will be held in confidence. We have taken careful steps to make sure that you cannot be directly identified from the questionnaire form; there is no information on these questionnaires that will identify you’. The consent form also
confirms that unless requested by the organisation or participant, all the information gathered to create the data will be destroyed.

A second key ethical consideration that had to be addressed was anonymity. It is normally assumed that respondents will be offered the opportunity to have their identity hidden in the research project (Olive, 2010). It was essential that this consideration was met as there were competing organisations employees participating in this study. This ethical issue was avoided through the use of the consent form which stated that in the research project, unless requested all information given by participants will remain anonymous.

### 3.6 Limitations

Ensuring the reliability of this study was an issue with the process of the interviewer obtaining trust from the participants involved. As the researcher had never met the participants previously, ensuring participants trust was essential as it ensures the interviews will render researchers with accurate information (Easterby-Smith, 2008). Furthermore, recording interviews may have divulged another reliability difficulty. Despite asking the participants if they had any reasoning against the process being recorded and confirming in the participant information sheet that all information will be held anonymous and in confidence, there still could have been an element of anxiety about confidentiality (Easterby-Smith, 2008). This was an un-avoidable situation as in order to gain access to the answers needed, sensitive questions about the respondent’s organisations needed to be asked.

In addition, an interview bias may have occurred and distorted the validity of the results. The research questions involved millennials in the workplace, and as I am within the chosen category, this may have caused me to enforce my own views on the way questions were asked making my position in the research subjective (Easterby-Smith, 2008). Despite this, I feel by being amongst the chosen category I could have a rich conversation based on my personal insight and understanding (Easterby-Smith, 2008).
Like the closed approach the open responses also had some drawbacks. One that can occur is when allowing for such an open response, a vast distribution of answers will be given and a vast majority could provide irrelevant information. This platform made quantifying the data very difficult and took a large amount of time to analyse (Saris & Gallhofer, 2007).

3.6 Chapter Summary
This chapter analyses the methodological process that was undertaken within this research. It also found potential issues with validity and reliability that need to be considered when analysing the results of this study.
Chapter 4 – Findings and Discussion

4.1 Introduction

4.2 Millennial Requirements

4.3 Current Attraction Methods

4.4 Current Retention Methods

4.5 Organisational Failures in Attracting and Retaining Millennial Talent

4.6 Chapter Summary
Chapter 4: Findings and Discussion

4.1 Introduction

This chapter will look to analyse and discuss the findings of the questionnaires and interviews. Questionnaire data will be shown in graph format to compare and contrast the results. With the interviews, quotes will be used to support different arguments mentioned. This chapter is divided into five sections based on the research questions. The first section identifies the requirements of millennials from millennials and HR Directors perspectives, the second and third sections discuss what organisations are doing to attract and retain millennial talent. Finally, the fourth section will look to assess possible reasons why organisations haven’t been able to attract and retain millennial talent.

4.2 Millennial Requirements

Graph 4.1 displays the results of the questionnaire regarding millennials top requirements within the workplace. The results show that 95% of participants chose ‘salary’ as a top requirement. The second most popular requirement is split equally between an organisation that can provide ‘clear development opportunities’ and an organisation that runs ‘flexible working polices’; both resulting in 94%.

It could be argued that as there is only a 1% difference, organisations should perhaps hold these as mutual priorities, thus signifying these three as the most highly regarded requirements. In addition, ethical organisation, bonuses and job perks were considered important requirements. Despite this, the results indicate that these three requirements are of significantly lower importance when compared to the top three. This does not mean they should be neglected but the large proportional difference should emphasise how vital salary, clear development opportunities and finally flexible working polices are.
Chapter four: Findings and discussion

Graph 4.1: Millennials Top Requirements for Working within the Workplace

Salary was cited as the top requirement which is consistent with the literature. Beardwell and Claydon (2010) also state that many individuals rank salary and other monetary rewards as a top attraction point, however due to the current climate and skill shortages, organisations struggle to compete for talent by providing top salaries. The results therefore demonstrate that if firms are in a position where financial incentives can be used for recruitment purposes, millennials would respond positively. When referring to the results from the interviews with HR Professionals only one of them believed that salary was of key importance to millennials. All others stated millennials had no set requirements when it comes to salary;

“I don’t think they look at us to provide them with crazy money and this that and the other, it’s all about the work they do as opposed to the employer” (HRD7)

It could be suggested that organisations need a greater awareness of generation ‘y’s’ top priorities, as they may be missing out on top millennial talent despite the fact they are in the positon to provide an increased salary to win them over. Results showing millennials desire for flexible working polices and clear development opportunities echo the literature with Thompson (2011) identifying
flexible working policies as a vital attraction and retention tool that organisations can supply; as millennials believe there is no need for them to sacrifice their health and wellbeing. As a cohort, millennials also want to progress within the organisation quickly and appreciate coaching development opportunities (Ferri-Reed, 2009).

This study provides new understanding as they are ranked the second most significant requirement for millennial talent, highlighting the need for companies to place greater importance on developing such polices. This should reassure and instil confidence in organisations to invest less in polices that are not effective in attracting and retaining millennials and invest further resources into the preferred requirements highlighted in the results;

“They’re looking for fast progression, they’re hugely focused on building their strengths and growing and need flexible working polices in order to work effectively…” (HRD2)

As the quote above suggests, organisations are aware of some millennial requirements yet the priority status of these requirements has always been debated. Having this knowledge directly from millennials provides a sound backing to focus efforts on providing flexible working polices and clear development pathways.
Graph 4.2: Preferred Channels to Look for A Job Role

The data presented in Graph 4.2 shows millennials preferred channels of when looking for a job. The results show that graduate schemes have gravitated towards being the most popular channel for millennials with 71% stating it as a preference. However, the other channels should not be undervalued as respondents were able to choose multiple channels of preference. LinkedIn and Glassdoor, both of which are relatively new recruitment and retention media platforms, were held by a proportion of the participants as the next preferred channel to use with half of participants preferring LinkedIn and 45% of the students choosing Glassdoor. From analysing Graph 4.2 it would seem that after the more traditional method of routing through a graduate scheme, the next process to adopt would be media platforms even those predominantly used from a social perspective such as Facebook at 25%. Yet as evident in the study a particular preference was had for the media spaces solely dedicated to recruitment processes and profiling. The last three channels –recruitment agencies, workshop events and other - had similar interest levels ranging from 17% to 22%. Within the ‘other’ category, 18% of respondents specified the use of friends and family as one of their preferred channels.
Chapter four: Findings and discussion

Much of the research published concludes that the millennial demographic is digitally savvy, having been immersed in a digital world in which they have learnt and become accustomed to completing everyday tasks with technology’s assistance (Glass A, 2007). Therefore, for the result of the study to identify digital media platforms as a preference only compiles more evidence into their ways of working. This is backed up through both platforms being available on mobile applications; an aspect which Glass (2007) has emphasised as a real convenience for millennials. Interestingly however, workshop events were identified as being the least used channel when looking for a job role. An interview conducted with one of the HR Directors touched on this.

“But I also think we need to do more to attract students through university workshops as it’s a great opportunity to meet them face to face with any issues they have and discuss the great opportunities ... and with the students we have done this process with we managed to fast track them into the recruitment process and now have them on board doing a great job; yet many organisations including ours do very little of this” (HRD2)

Perhaps the results from the study would imply that the reason for its low preference is simply down to few organisations offering it. Therefore, if organisations were more proactive on this front further talent could be captured and its preference could increase. Lastly, graduate schemes may have been the most popular channel to go through but this could have been a reflection of participants involved as not all millennial jobs require or cater for graduate schemes. Despite this, the results still show a 31% difference between graduate schemes and LinkedIn which is a large proportion of participants and therefore should highlight the value of investment in graduate programmes.
Chapter four: Findings and discussion

Graph 4.3: As a Millennial what would make you switch off in the Recruitment Process? (Participants could mention more than one)

As a Millennial what would make you switch off in the recruitment process? (Participants could mention more than one)

Graph 4.3 addresses what makes millennials switch off from the recruitment process. It is vital to mention that this question was open ended and results were defined by the most frequently mentioned words or phrases. The results show that having a lengthy recruitment process is most likely to switch millennials off; at 90% it is significantly higher than the other results. Despite it being inevitable for these procedures to take time it could be assumed that millennials have a certain shut off point where by they move on to the next opportunity if processes are too lengthily. Sujansky and Ferri-Reed’s (2009) research argues that this may be due to millennials need for fulfilment and by the process taking so long they feel they are not wanted or valued. To decrease the length of time the recruitment process takes, it could be suggested that organisations should engineer their practices so they match the technological desires of millennials. Online tests for example could not only increase the efficiency of the recruitment process but also be more in line with millennials skills and ways of interacting. This would cater to the need of millennials to have convenience and speed, something that is critical to ensuring millennials engagement.

In addition, millennials dislike recruitment feeling like a churning process i.e. less personable and being given the same robotic questions, for the same reasons. Organisations should look to focus more on the initial stages of recruitment so that
fewer candidates are put through to the assessment stages, enabling a more personable selection process. This will result in less emphasis being concentrated on trying to get through each candidate and more on getting to know and understand them.

From the data it is apparent that having an intimidating interview was the second most likely reason to make millennials switch off in the recruitment process. The difficulty is determining what an intimidating interview is, it could be seen as subjective and therefore very difficult to establish the cause of the feeling. This is in line with Graybill’s (2014) research which describes millennials valuation of relationships amongst their colleagues and management as a top priority for them to feel comfortable within the workplace. Based on this, it is likely that the interviewer will be part of the millennials potential management which explains why feelings of intimidation would make them switch off. The intimidation factor could be down to two aspects, the process and the persona of the individual interviewer. Thus, decreasing the formality of interviews through a low interviewer to interviewee ratio could reduce intimidation. The objective of the interview doesn’t need to change, competency questions for example should still be asked but in a less formal environment. Moreover, as mentioned in the introduction to this study, Millennials are known for being ‘trophy kids’ and therefore it could be assumed they are used to being nurtured by their parents and won’t be use to such pressured environments (Hershatter & Epstein 2010). Organisations create their interview process to discover whether the candidate can meet the requirements of the job. With that in mind, making more of an effort to establish a relationship with the candidate before the interview dives into the technicalities of the job could instil confidence in the interviewee.

Poor management and communication was identified by more than half of the participants as a negative. Millennials have become accustomed to instant messaging and quick responses. If an organisation takes too long to communicate back during a recruitment process millennials will become bored and look to other organisations. If from an organisations perspective the process needs to take time in order for a decision to be made, constant communication should be had with the millennials to inform them of this.
Finally, although the results highlighted complicated recruitment processes as the least likely reason for millennials to switch off at 23%, it should still be held with some importance. As with intimidation, decreasing the formalities and bureaucracy of the process would suit the millennial generation more.

4.3 Current Attraction Methods

The previous section established the key requirements of millennials in today’s workplace environment. This section will look to assess what methods organisations are using to attract millennial talent. To uncover these results, interviews between various different HR Directors will be discussed and determine how their methods relate to the literature.

As mentioned previously, research has demonstrated the millennial generations preference for using technology to its full capacity. Many of the interviewees claimed that from their own research, they were behind in their engagement with technology and use of online services to boost advertisement amongst this online generation. Therefore, each director discussed a re-design of recruitment methods, all to facilitate the use of technology. For example, HRD3 articulates as follows;

“We re-designed our career website...much more up to date website both in terms of look and feel with videos and blogs etc....”(HRD3)

“the second thing we did was bring in researchers that were social media trained. So we bought in LinkedIn premium. Absolutely was not the only social media avenue we used, but it was the biggest. We did lots of training in this respect” (HRD3)

With the main focus on updating their systems to match popular interactions millennials face on other social media platforms, for example with features such as videos and blogs, organisations are tailoring elements of their attraction methods to fit
millennial preferences. Additionally, as mentioned by HRD 3, in order to enable this process and guarantee its effectiveness it warrants social media trained employees to conduct it. Jansson & Tuuainen (2016) research endorses this by showing how organisations can attract and compete for the best talent by investing resources into training staff in effective advertisement and promotion through social media.

Additionally, there is clear intent to want to specifically invest money into using LinkedIn and Glassdoor. As seen in the sections above in Graph 4.2 the results clearly show a firm preference by millennials to use it as a platform. Therefore, it would seem an organisations investment is worth the cost.

“millennials are less likely to go and seek out a company’s corporate website, find out their corporate careers site and apply for a role via that. We need to be prevalent in using LinkedIn and be more prevalent especially on platforms such as Instagram”. (HRD4)

“Invest money particularly in Glassdoor so that it’s actually a self-generating pipeline of potential candidates” (HRD4)

There is still a significant proportion of the interviewees describing their organisations lack of digital knowledge. Advanced organisations are those who’s business plan revolves around technology. The research uncovers a new insight into the topic by highlighting the importance of having digitally trained employees that can cope with the implementation of these new methods.

A further reoccurring method amongst organisations is facilitating their millennial recruitment through their approach to employer branding. Gouldner (2016) discovered millennials have higher concerns than other generations regarding the social consciousness of potential employers. Thus, it would seem imperative that organisations ensure their employer brand is represented through the attributes that make their organisation distinctive (Gouldner, 2016). Whereas existing research stipulates CSR being at the center of employer branding, the interviews uncovered how
vital employee satisfaction is in regards to the overall culture and thus attraction rates of the organisation.

“employer branding is your culture. What we’ve realized is how imperative it is to ensure our current millennials are satisfied by our culture otherwise they will tell their peers not to work for us” (HRD8)

There are implications of establishing a clear employer brand. Millennials would feel, working for that organisation would mean giving back to society, adding to their overall attraction of that business. However, this study has found a link between unsatisfied millennial employees and decreased recruitment levels within an organisation. It would imply millennials trust the account of their peers more than other influences and organisations should increase their awareness of the impact word of mouth has.

“For us we have realized that employer branding doesn’t just sit with CSR. For this generation the culture of the organisation regarding its employee’s fairness is vital to millennials. Something such as this needs to be instilled within and then fed on by millennials via word of mouth”. (HRD2)

4.4 Current Retention Methods

This section is aimed at gaining a further understanding of the current methods being used by organisations and HR professionals to retain millennial talent.

A common theme that was mentioned throughout all of the HR Directors interviews was the way in which they have adapted their communication methods in order to decrease millennial attrition. Communication methods are seen as a tool that effects employee engagement and collaboration, thus if the method being used is not one the individual deems effective, engagement and collaboration will be decreased and overall satisfaction will decrease. As evidenced in the interviews;
“Mass emails that you are expected to read and digest or newsletters that link you to other information is often at odds with what millennials are used to communicating with each other” (HRD4)

As pointed out using methods such as email, something that is perhaps seen as outdated and not a tool regularly used by millennials, will get little commitment. It has been realised that in order to gain interest from millennials organisations need to fit with their preferences; the change in method shouldn’t matter as long as the communication is still heard. Research still reverts back to this technological upbringing with Glass (2007) articulating their preferences for these new efficient ways of communication which are less about formalities and more about its efficiency and convenience with its instantaneous design.

“We have started to use emails less and more things such as internal intranet, newsletters, apps that deliver news to peoples phones, yammer (an internal social communication platform). We have also integrated and made it appropriate for employees to use WhatsApp as it fits within their means of an instant communication set up straight through their phones” (HRD 8)

“They are all about instant messaging and less formal methods. You’re going to lose key messages with long winded emails, millennials will just switch off and we are trying to change that. Right now we employed a communications officer who specialises in the best way to communicate and that’s where we are at now” (HRD2)

It would seem organisations are heading one of two ways. The first being understanding millennials current methods of communication, such as WhatsApp and then having it included into the business format. Secondly they try to understand what qualities
Chapter four: Findings and discussion

millennials like from these platforms and then develop their own internal versions, such as yammer, in the hope that whilst abiding by millennial requirements they still maintain a level of professionalism. Along with communication methods, stems the debate on what the communication agenda should be. Halls (2016) stipulated that millennials see communication as a tool to provide feedback and guidance, something that previous generations haven’t desired or if desired never mentioned it as an issue as it was never the manner in which business was done. Millennials strive for purpose and by not receiving regular feedback, research would imply they feel they are failing otherwise they would have been told they are doing a good job. As such they leave the organisation.

“...They want choice and feedback; what they receive and how they received it” (HRD4)

“...Millennials want direct feedback, tell me how it is and wants a direct conversation...” (HRD3)

“Millennials want regular instant face to face communication.....millennials need to know why the result is the result and give them context why can’t do X and Y” (HRD2)

These statements lead to two focal points that organisations are moving towards. The first of which is the level of transparency organisations need to have. To have a two-way communication process both parties need to be open, no matter the hierarchy of the business. Millennials that don’t receive this feedback will likely leave to other competitors. The second is management itself; thorough training for line managers as they are likely to be the individuals dealing directly with these millennials. Therefore, being aware of their needs is essential; it is part of their responsibility that millennials are satisfied within the business.

Another theme that has emerged and is heavily identified in the literature as a method for retaining millennial talent is giving employees a voice.
“…don’t stereotype them, giving them a voice is key” (HRD1)

“They have these ideas, and they want their ideas to be heard and listened to” (HRD4)

“Millennials want to have a voice especially if they make a complaint about something, doing nothing I think is dangerous, the older generation will just except it that somewhere somehow someone will do something about it but millennials think they have told you the issue and why haven’t you done something about it?” (HRD2)

All three are examples of what the HR Directors are realising. It could be suggested that it’s not necessarily an expectation of millennials for wanting their view to be heard, as a generation they want to feel worthy of a say and therefore have the opportunity to bring their ideas to the fore. Consequently, organisations have started to facilitate programmes which allows a voice. It tends to involve holding focus groups three times a year or providing regular meetings with their managers or even answering surveys. As evident in the interviews HR Directors described the following:

“facilitating workshops to encourage young people to speak and say what gets in the way of them feeling satisfied and wanting to stay with Audley” (HRD2)

“people are often frightened to say anything to anyone senior but millennials will just email the senior leadership team…we have channelled this also through ensuring regular meetings occur with millennials and their line management to uncover any issues and provide them with the opportunity to have their say” (HRD4)

One strategy from the interviews that seems to be an effective tool to facilitate a smooth transition through implementing changes amongst a multigenerational workforce is
mentoring and reverse mentoring. The identification of organisations implementing these strategies and achieving successful results fills a gap in the literature that can help diffuse any conflict.

“trying to set expectations as millennials want it fast and they want it now and if they don’t get it they think they have failed and they will leave….to educate them that it’s not going to come straight away, it’s going to be hard work and you’ll enjoy it and you’ll be rewarded for it” (HRD2)

Mentoring is used to educate employees in how the organisation is run and to re-assure them that they are valued. The other perspective is reverse mentoring;

“our reverse mentoring scheme where we have the millennials are mentoring our more senior leaders, helping them learn more about the (millennial) generation and what we might be missing because of doing business like we have been doing for 20 years plus rather than think of seeking a different perspective” (HRD4)

Coordinating a reverse mentoring scheme can enable millennials to dictate how they would like to work. It’s a new insight which could enable better compromises and more awareness from senior leaders to know that millennials care about employer branding with aspects such as CSR, they care for regular feedback and want to be able to have the freedom to voice their opinions. This is something that hasn’t been discussed much, yet amongst organisations studied, it’s becoming more regular. In order for both of these to function accordingly and to ensure the retention of millennials, senior leaders need to be trained appropriately. Mentoring is a skill, having a scheme that opens up transparency between millennial and management, there must be a sense of sensitivity as if management were to cause an upset it will only add to millennial talent turnover.
4.5 Failures in Attracting/Retaining Millennial Talent

This next section will look to highlight key reasons why organisations haven’t been able to successfully attract and retain millennial talent. For attracting millennial talent there is a definite realisation amongst organisations that a change needs to be had regarding their recruitment procedures in order to obtain the best talent. However, it is implied amongst nearly all of the organisations that their research regarding millennials is very minimal. For example, in one interview the researcher asked if their rewards and benefits have changed with the integration of millennials and the response was as follows;

“We are planning to do things differently we just haven’t done the research yet....the stream of talent coming in and coming out is increasing from this generation and we need to pay attention to this.” (HRD6)

A critical factor could be that each individual business may be at different stages of their recruitment and require different talent to succeed. Nonetheless, this millennial generation is vastly populating the workforce and will be upon them with new sets of skills. Organisations such as this without the research have struggled to implement the necessary polices that meet the requirements of millennial talent, therefore organisations immediately put themselves behind any competitor who can cater to more of their requirements than they can. Some organisations however have done some research and lack the support from senior leaders. Changes need to be made with the realisation of new online platforms that millennials are using such as LinkedIn and Glassdoor yet organisations appear to be either reluctant or without funds to redevelop their processes. Secondly, the individuals leading this process are those who tend to have little experience with this generation but also have contrasting requirements themselves. Having personnel that are digitally trained internally to commit efforts to enhance their profiles amongst these platforms seems to be an issue (DaCosta et al, 2012). One HR Director who had only recently been recruited into the role said;

“the only thing I am surprised at is how little they are doing and how old fashioned Audley are and they haven’t
changed their methods of recruitment and approaches despite their research on the changes that need to be made” (HRD2)

It is also evident that some organisations ignore any generational differences; they rely upon their brand name to attract candidates to contact them directly. Senior leaders from older generations are unaware of the influence their employer branding can have both externally and internally. Poor employer branding will be communicated through current employees to other millennials by word of mouth; causing a significant drop in their recruitment levels, something that the literature fails to mention.

“we recruit for a lot of those are in the broadcast operations and in relating to the discovery brand and people know who we are so will apply for the roles directly”. (HRD7)

Organisations retention methods have been failing due to not meeting the requirements set by millennial talents. The first of which is having flexible working polices available to them. In the questionnaire aimed at millennials one question asked was ‘What are the policies and processes that you dislike about your current company?’. 61 out of the 70 participants (87%) stated ‘not having flexible working polices’. Moritz (2014) work identified how much millennials value flexible working as they more than any other generation value a work life balance. Nearly every HR Director interviewed all knew that flexible working was a request from their current employees by having surveys and millennial focus groups, yet no policy or procedure has been put in place. Its known to be a major contribution to millennial turnover yet there has been little prioritisation for this. It could be suggested that it’s down to their being more employees from other generations that have different requirements that would clash with putting forward flexible working. Organisations feel they couldn’t prioritise one requirement over another however they have to compromise and it would seem flexible working polices have to be at the forefront.

Another requirement not met is the desire to have a clear development plan. Both the literature and the results from figure 1 signify that millennials want to move up the
career ladder as quickly as possible, as a generation they want to know the set route to get to their desired position (Brack, 2012). It could be argued that having a plan communicated to them early could increase the length of time millennial talent would stay with the organisation as they could see it as an opportunity to progress. Without that opportunity millennial talent will look to other organisations, most likely their competitors. From the same question asked to millennials regarding the policies they dislike about their current organisations, 52 out of 70 participants (74%) said it was not having feedback for a progression/development plan. As mentioned in the interview with HRD2, they are trying to educate and induct employees better when they start with the organisation. Something that they should add is taking them through a development plan, giving the millennial an idea of what work has to be done to reach X and Y.

Lastly, an argument that kept appearing was HR Directors believing there were no major dissimilarities between millennials and other generations. Over time, societal changes have occurred which have been the main catalyst for the differences. In order to successfully integrate talent, it’s about understanding the changing nature of work and your workforce generally and that’s largely driven by technology and education systems; all aspects cause societal changes and effects all not just one single generation.

“There is a constant need to be in touch with your people and where they are at and how you communicate. This is where organisations struggle for talent. It’s not just with millennials it’s with all generations. This current society have different needs and we as organisations are not meeting them” (HRD6)

This could imply that businesses are failing to integrate strategies for all talented employees. However, the emphasis is still on the lack of awareness of requirements, whether it’s from societal or generation requirements. Above all not knowing the needs of your employees will inevitably mean losing out to the businesses competitors.
4.6 Chapter Summary

This chapter presented the findings of the research and discussed how it compared to current literature. It also uncovered new information that can be put forward to help with the understanding of how organisations can attract and retain millennial talent. Lastly it also evaluated some of the limitations regarding the millennials and the HR directors which can be considered when finalising the concept on this study.
Chapter 5 – Conclusion

5.1 Study Conclusion

5.1.1 Millennial Requirements

5.1.2 Current Attraction and Retention Methods

5.1.3 Organisational Failures in Attracting and Retaining Millennial Talent

5.2 Future Recommendations

5.3 Future Research
Chapter 5: Conclusion and Further Recommendations

5.1 Study Conclusion

The primary purpose of this study was to understand what organisations and HR Professional are doing in order to attract and retain millennial talent. By considering the current literature on the topic and then conducting further research to understand both perspectives from millennials and HR Professionals. The research conducted in this study has led to numerus findings that have added to the overall understanding of the research topic. Collaborating the qualitative and quantitative research along with current literature has directly addressed the research questions outlined in chapter 1. It has allowed for potential recommendations to be made for future progression.

5.1.1 Millennial Requirements

The results revealed organisations that provided clear development opportunities and flexible working polices could fundamentally increase their attraction rates and decrease their turnover contributions. A millennials health and wellbeing is prioritised higher than work commitments, therefore they desire flexibility within the workplace. They want to leave traditional methods of working nine-to-five and are engaged far more by adaptable working schedules. Secondly, millennials have been identified as an ambitious generation that craves instant success. An organisation that clearly outlines a development path with defined opportunities to progress will look far more appealing from both an attraction and retention perspective. As identified in chapter 2, the literature doesn’t state millennial requirements in any prioritised order. From the results of this study not only does it fill the research gap but also provides a solid backing for organisations to flood their investment in certain polices rather than attempting to split their finances into trying to meet all needs.

The questionnaire also demonstrated the need for businesses to rethink their recruitment strategies by highlighting the preferred channels millennials utilise to look for a job and reasons they tend to switch off from the recruitment process. The channels identified which were significant were graduate schemes and digital recruitment platforms such as Glassdoor and LinkedIn. This clearly demonstrated the most appropriate channels
organisations should invest in to reach talent in the millennial demographic. The results regarding likely reasons millennials feel switched off in Graph 4.3 also confirmed the criticality of an efficient, effective recruitment process to ensure the ongoing engagement of millennials. Understating any of these requirements could be a company’s downfall. These results aren’t directly found within the literature yet the results obtained are valuable as not only do they again provide clear preferences regarding recruitment channels but also sound information for organisations to customise their recruitment process upon. Despite not being mentioned within the literature, they are hardly surprising considering the generational traits of millennials. With such traits it is vital that when creating strategies and implementing methods for recruitment and retention, millennial needs are no longer undervalued. This generation requires action and will not be satisfied by an environment that doesn’t accommodate their needs.

5.1.2 Current Attraction & Retention Methods

The interviews conducted with HR Directors aimed to ascertain current methods used by organisations in order to attract and retain millennial talent. The results gained gave an insight into the practicalities and limitations of these methods. From their research they had developed attraction strategies which were to engage more with technology and ensure current employees are fully digitally trained. However, organisations quickly realised there was a lack of digital users within the organisation to be able to manage such a strategy. It was also suggested that too few millennials were employed within these organisations to aid in the understanding of the new procedures. The HR Directors have concluded larger investments in media platforms such as LinkedIn and Glassdoor is a requirement to enhance their online presence. An immediate digital upskilling of their staff should be prioritised above all to ensure these new strategies can be brought in successfully.

Secondly, improving employer branding is essential; providing evidence of ethical practices and investment into society is key. Social consciousness also plays a vital role amongst millennials decision making about where they work. Where this study provides new insight is HR Directors describing how its not just about CSR regarding their employer branding, millennials care deeply about employee fairness. Thus highlighting the importance of their current employee satisfaction rates with the current
cultural. HR Directors describe how millennials assign high value to the views of their peers, any negative experiences will only be communicated by word of mouth to any millennials potentially interested in that organisation. Organisations also need to ensure their retained employees are fulfilled by their current culture practices to ensure positive press from any millennial employee.

Additionally, organisations retention methods have also changed. Communication, both from an agenda and methodology perspective are evolving. With the help of technology, internal communications platform such as WhatsApp are being utilised more regularly. The driver is about making information more accessible to millennials utilising their preferential platforms. This allows for communication to be instant and mobile enabled, a feature valued by millennials. In practice employees from other generations aren’t used to using other communication methods and may not be trained or comfortable using them; a dilemma that organisations are facing. In addition, communication needs to be two-way; it’s a desire of the millennials to have ongoing feedback to ensure that their contribution and work is being appreciated and progressing in the right direction. HR Professionals found this request emphasised transparency needs with employer and employee. Giving millennials a voice allows them to express their opinions which is critical to ensure that they don’t feel unvalued or unwanted.

Establishing communication channels that are the right fit for multi-generational groups is essential and unquestionably a needed investment by any organisation. However, the research uncovered issues such as cost and multi-generational conflict with having different requirements. One of the ways that organisations are trying to confront and learn about these differences is through mentoring and reverse mentoring which has been hugely important within organisations. This provides enlightenment about a method that could help combat such issues. Mentoring and reverse mentoring not only gives millennials a voice but also an education; educating their senior leaders about their differences and also senior leaders educating them about the reality of the workplace. Despite not being mentioned significantly by academics, HR Directors commend its use and describe it as an effective tool to obtain clarity.


5.1.3 Organisational Failures in Attracting and Retaining Millennial Talent

The research has given an insight into why organisations haven’t necessarily been effective in attracting and retaining millennial talent. It was important to point out different businesses are in different markets that require different talent at different stages. For some, millennials may not be on the agenda for a while as experience is regarded as the top priority when recruiting, something that millennials will lack over other generations. However, it is clear there is a lack of research regarding millennial requirements and an unwillingness to acknowledge that this generation is upon them and soon will be the dominant generation amongst the talent pool makeup. For example, the results gathered showed organisations ignoring fundamental requirements such as flexible working policies and providing clear development pathways. If provided these will drastically improve their retention and recruitment rates of the top talent amongst millennials.

It is also clear that these new polices such as new internal communication platforms and online recruitment platforms both require digital skills in order to produce the programmes effectively; something that current organisations lack as current employees are used to working via other methods. Furthermore, to introduce these platforms correctly, they need to be specifically catered for millennials and therefore need individuals who understand the generation fully to create methods that meet millennial needs; an area in which current senior leaders and other employees are in shortfall of.

Lastly it is implied there are issues with other generational attitudes towards millennials. Senior leaders have a misguided approach that their brand name alone will entice millennials to be attracted and retained into the organisation. A strong belief held by organisations despite the research, is these changes are solely down to society; millennial don’t bring anything new regarding their current requirements as all employees have similar requirements in today’s society. However, if that is their belief, more action is needed as not only is their current method outdating millennials but also the rest of any potential or current employees. It may be a society aspect amongst the workplace but with millennials starting to dominate the space it’s not necessarily a
coincidence, more of this generation being a common denominator which reflects ‘society’s’ requirements.

### 5.2 Research Implications

This study has led to valuable insights into new methods of improving the attraction and retention rates of millennial talent amongst organisations. It has provided clarity in the hierarchy of millennial preferences for organisations to base their future recruitment and retention polices on. As finance has sometimes been mentioned as an issue with not being able to meet millennial demands fully, having such knowledge can give confidence where to utilise their investments. Secondly, a method that can meet much of the requirements needed to facilitate successful recruitment and retention amongst millennial talent can be met through the discovery of mentoring and reverse mentoring.

### 5.3 Future Research

As mentioned previously there are many avenues to pursue this research further. The issues remain with senior employees holding a stigma against millennials and being reluctant to change, thus should be regarded as the highest importance. Discovering methods to aid in this should increase overall attraction and retention rates of millennial talent. It could be pertinent to look to study the parameters of the senior leaders directly. Understanding their perspective could provide a more rounded argument as to millennials integration. Hopefully by illustrating millennial personal views against what organisations are currently doing can underline areas within organisations that need adjustment. The results gathered however many not be applicable or generalizable to every organisation and or millennial as different industry’s attain different needs and will accommodate to meet those needs. Furthermore, the individual needs of millennials will change with the industry they enter into.
## Appendix A

### HR Director Semi Structured Interview

<table>
<thead>
<tr>
<th>Name of Organisation:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Brief description (in a sentence) of what the organisation does/service it provides:</td>
<td></td>
</tr>
<tr>
<td>Position:</td>
<td></td>
</tr>
<tr>
<td>No of Employees:</td>
<td></td>
</tr>
<tr>
<td>% of Millennials that make up your workforce today?</td>
<td></td>
</tr>
<tr>
<td>Turnover(£) of the organisation:</td>
<td></td>
</tr>
<tr>
<td>Average age of your workforce</td>
<td></td>
</tr>
<tr>
<td>Average rate of attrition:</td>
<td></td>
</tr>
<tr>
<td>Have millennials been a topic of discussion for you and your leadership team? If so, how long has this topic been on your agenda?</td>
<td></td>
</tr>
<tr>
<td>What do you personally believe are the key differences of millennials of today within the work environment? i.e. what do they want/need?</td>
<td></td>
</tr>
<tr>
<td>How is this impacting your business?</td>
<td></td>
</tr>
<tr>
<td>When you think about your key business aspirations and goals over the next few years, do the challenges around Millennials factor into your business planning? If so how? OR If not why not?</td>
<td></td>
</tr>
<tr>
<td>What are the approximate splits of how you recruit currently? E.g. Direct, Referrals and Agencies etc.</td>
<td></td>
</tr>
<tr>
<td>How has this changed in the light of the millennial generation? If not changed ask why?</td>
<td></td>
</tr>
<tr>
<td>What has been the biggest shift in the way that you recruit this workforce?</td>
<td></td>
</tr>
<tr>
<td>Has there been anything that has surprised you?</td>
<td></td>
</tr>
<tr>
<td>Do you intend to make any changes in this area? OR Do you intend to make any other changes in this area?</td>
<td></td>
</tr>
<tr>
<td>How has your approach to reward and benefits changed in order to attract this workforce?</td>
<td></td>
</tr>
<tr>
<td>What specifically have you introduced or changed and why?</td>
<td></td>
</tr>
</tbody>
</table>

53
<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>What else have you done or are you considering doing with regard to</td>
</tr>
<tr>
<td>attraction of this millennial workforce?</td>
</tr>
<tr>
<td>What changes have you made or are you considering making with</td>
</tr>
<tr>
<td>regard to your policies and processes e.g., Dress code? And why?</td>
</tr>
<tr>
<td>What changes have you made or are you considering making with</td>
</tr>
<tr>
<td>regard to your approach to talent management and development? And why?</td>
</tr>
<tr>
<td>What are the other areas that you have looked at or changed in order to</td>
</tr>
<tr>
<td>improve your ability to retain this workforce?</td>
</tr>
<tr>
<td>What considerations have you made with regard to the working</td>
</tr>
<tr>
<td>environment for this workforce?</td>
</tr>
<tr>
<td>Is there any employment law or government legislation that helps or</td>
</tr>
<tr>
<td>hinders your challenge?</td>
</tr>
<tr>
<td>What conversations or thoughts have you had about the cultural impact</td>
</tr>
<tr>
<td>of millennials in your business over the next few years?</td>
</tr>
<tr>
<td>Do you believe that they will impact your culture in any way?</td>
</tr>
<tr>
<td>What are the challenges that mixing the different generations presents</td>
</tr>
<tr>
<td>you with?</td>
</tr>
<tr>
<td>Why is this?</td>
</tr>
<tr>
<td>OR</td>
</tr>
<tr>
<td>Why doesn't this present you with any challenges?</td>
</tr>
<tr>
<td>What training/education are you giving your current Management</td>
</tr>
<tr>
<td>populations with regarding to Millennial’s?</td>
</tr>
<tr>
<td>If you aren’t giving them anything why not?</td>
</tr>
<tr>
<td>OR</td>
</tr>
<tr>
<td>What are you considering to address one generation leading another?</td>
</tr>
<tr>
<td>What are your current methods of communication with your employees</td>
</tr>
<tr>
<td>within your business?</td>
</tr>
<tr>
<td>What do you believe are the preferred methods of communication</td>
</tr>
<tr>
<td>exhibited by Millennials?</td>
</tr>
<tr>
<td>What have you changed or adapted with the way you communicate with</td>
</tr>
<tr>
<td>this workforce? What does this look like or feel like?</td>
</tr>
<tr>
<td>How has the use of technology evolved or supported this change?</td>
</tr>
<tr>
<td>What concerns do you have about technology and communication for this</td>
</tr>
<tr>
<td>workforce?</td>
</tr>
</tbody>
</table>
Are there any other points or observations that you would like to make about millennial’s within your business?
Appendix B

List of codes - Transcript: HRD1

- Millennial Requirements
- Attracting Millennials
- Retaining Millennials
- Failures to Attract and Millennials

HRD 1: 5500 employees

Interviewer: do you know the rough make up that make up of millennials

HRD 1: 90%

Interviewer: what’s your average age?

HRD 1: 26

Interviewer: So have millennials been a topic of discussion for you and your leadership team? And if not why is that?

HRD 1: Yes, probably more so a couple of years ago than it is now but we started talking about it about 4 or 5 years back we have no moved on to generation ‘Z’ as the majority of our team are early 20s.

Interviewer: What positions are these people going for?

HRD 1: they’re all in our restaurants mainly.
Interviewer: with regarding millennials what you say are their key differences in terms of their wants and needs?

HRD 1: when we did the research a few years ago, one of the things we found was that their desire is to come to work and make a difference and to have purpose so we have always been a fun place to work and got a great development programme and that’s always been a really important factor for millennials. The other thing is they felt they wanted to have a voice and be heard with what's happening in the future and wanted to be more flexible in their work. So work to life balance was a massive factor for them and finally looking after the environment. We did three big changes we were more involved in the company environment. We now have board of employees where by whenever we make decisions as an executive, we have to run it by them to make sure it is what they want. We have also looked at open forums, team engagement and development pathways also. We barley recruit managers externally, all of our managers are graduates of our employment programme and have worked their way up to becoming managers through development. Its worked for us having them shape what we do things and how we do it and what we do. I suppose the biggest aspect was as a generation they told us to listen more and so we started listening and providing more of what they wanted and his has worked.

Interviewer: so you mentioned that you’re not really focusing on millennials now, is that purely the fact that this generation z is coming through?

HRD 1: We still talk about millennials, however I’m not sure what else we can learn from them. I haven’t seen it fundamentally change since we did it four years ago. The facts I hear now are the same facts We heard then. I think the biggest thing we still do hear about millennials today though is the negative stereotype that is miss interpreted by so many organisations. And as an organisation we ignore that and just try to listen to them as people as see what we can do to help them.
When I hear that other organisations haven’t done much research into millennials I find it astounding as the age frame of millennials are the current workforce that were looking for in our industry.

Interviewer: So do you know your approx. splits with how you recruit currently?

HRD 1: So we have our own recruitment site and we get referrals from our website which is about 20% we are then linked to other websites as well (other job offering websites). Lot of referrals from current employees to their friends.

Interviewer: With that from your research that you did previously, are any of those recruitment methods put into place because of that research that you did?

HRD 1: yeah the way we question and what we put up on the web page. So it’s much more two-way communication in style. All about trying to engage potential employees, we’ve understood that it’s not all one way and the way we ask questions is more about trying to give them insight to what we are like as an organisation and ask questions that can find what they are like as individuals. To simplify it we have tried to make everything much quicker, much simpler and more engaging in every way.

Interviewer: Has there been anything regarding social media, anything like social media or linked in with recruitment purposes?

HRD 1: yeah it’s something that really need to do however we have such a good brand identity as an employer and for me that is how we recruit. However, it is getting quite difficult as I believe with time you’ll put your job advert out that and you’ll go to a space where you’ll be waiting for people to contact you. Next five years you’ll have to go seek the individuals. We don’t do that at the moment as we don’t have that need. 30,000 applications a year purely on that reputation and via our website.
Interviewer: what’s your approach to rewards and benefits with regards to millennials?

HRD 1: Its quite difficult with team members as they already get, we give them discounts. Generally, for our team they want to experience TGI Fridays without having to pay for it as a reward/benefit. We do that works brilliantly for us we create big events for our teams and invite all of our team members, free accommodation etc. They told us they want to be challenged and then get rewarded as a team. They like being together. We also have make cards which puts them into a raffle to win items if they perform well also. Mainly are all financial rewards. For our managers we have a really healthy bonus scheme. We give them private healthcare. But however I wouldn’t say it has changed massively with millennials. As what our employees want our 20 is very different at 30 so we try to find an in between.

Interviewer: So what changes have you made regard to you polices and process with the increase in millennials within your organisation? For example, you mentioned flexibility?

HRD 1: yeah we definably wanted to changed regarding our flexibility. One of the major things we did is make sure there was a strong working week, but not too much. We didn’t want to allow for people to work 50-60 hours. We encourage people to work much less and ask them to take a break every few months even if it’s a couple of days just to encourage that wellbeing. We have a big system where by its called hot schedules, that was created via asking the employees what they wanted. They told us that they wanted to have flexibility with choosing their shifts. This literally means they can send out a message to all of the people in their team to swap days off and someone can immediately switch in with them; the flexibility it massive for them. That’s been a real winner for us. Millennials want to have a work/life balance and with that if they are invited to a party on Friday night, they might not want to work and therefore this system is perfect for them. We don’t even have to be involved. I think that with millennials going back to recruitment, you have to make the process speedy, otherwise you might just loose them.
Interviewer: are there any changes that you made with your approach to talent management?

HRD 1: yes, the majority of our managers are millennials. As I say one of the things we found is that we needed to make sure there was a strong development programme. They came back to us saying this was a necessity. They needed to know where they could and **how they could progress**. We built was a **whole programme** where it clearly shows the progression and how you get there from a manager to a director level and we literally showed what the training was, what they need via targets. What I found with millennials especially with the very strong ones, they **want to go up the ladder very quickly**. So therefore I need to make sure the pathway for them to get there is clear to get there. We also have a really robust review and appraisal process as well.

Interviewer: Did you have any thoughts about the cultural impacts millennials might have within your organisation. It may be more relevant to a corporate environment where you might have a big workforce who are made up of baby boomers etc. and you have these millennials coming in there may be some conflicting views etc.

HRD 1: our corporate environment is really small; we are only 45. but for us it wants really applicable as there are so many more millennials. It was more of a case of asking what the millennials wanted, what would make you stay. But one of the big issues though is development and as we get bigger, **there is less room for development**. One of things we are finding is that **we don’t have the room to progress people**. And because of that millennials are moving as they don’t feel they are making an impact.

I’m always out and about trying to speak to our millennials face to face and be approachable. We always make sure we have lunch with them and introduce ourselves and question them and understand the, and then let them understand us. I’m out roughly 100 DAYs a year to be face to face interaction and to find out what’s going on so that we can implement It into us polices next year.
Interviewer: did you have to integrate any education processes with the integration of millennials as with for example they wanted to progress did you feel like you have to educate them that I appreciate your needs but this is the reality of the organisation and corporate world?

HRD 1: Yes, we just try to be honest with them we don’t tell our employees any lies. We tell them that we can’t always make things happen that they want and we will tell them why which is what they want to hear WHY. But we will do our best to find a solution. One of my mangers wanted to do progress but we had no space for her and we had to tell her it just wasn’t realistic with what she wanted and so she left. We are very internal all of our training is done by us as we feel it can ring that own unique education across with it. They can grasp pure values etc.

One problem we do have though is that some millennials are ready to go to the next stage and become a manager, however because they are serving they get really good tips. When they become a manager they have to work more, less tips and more workload so it’s less appealing.

It has made us look into that maybe having set leaders is not the best thing. Trying to make everyone a leader or giving everyone a chance is better

Interviewer: So moving on to communication, has technology played a big part regard to communicating with millennials? Any method they prefer.

HRD 1: yes, we had a system called pulse which is bit like Facebook and they could post they’re questions and get to know us a bit more on a personal level, which worked really well for about 6 months. However, our IT department isn’t very proactive. We aren’t very efficient. What we found is every time we build something people tend to use things that they already use locally like WhatsApp. Managers tend to latch onto a platform to which is mostly used amongst their staff. One of the things we were told though is that you can communicate with me through work but I won’t
communicate back at home as ill see it at work (from millennial). Its theirs as employees not work.

Interviewer: now you know they use WhatsApp, can you just integrate that?

HRD 1: we don’t as if I get involved it doesn’t become their group. As its not formal for us.
But it is something we want to look into. If I joined their chat though it wouldn’t be an open platform.

Interviewer: So lastly are there any observations you’d like to make about millennials that you haven’t said already?

HRD 1: Listen, tell them why, don’t stereotype them, voice is key and giving them perspective and flexibility. Has to be positive and give them a big picture.
Appendix C

‘Attracting and Retaining Millennial Talent: A critique of current talent management practices’

The purpose of this research project is to collect primary information in relation to current day millennial talent within the workplace. If you would prefer not to take part in the project then I thank you for your time and you need not complete the questionnaire. If you are happy to participate in this project please can you complete the questionnaire. All information given will be treated confidentially.

Answer in short for all questions except for questions that provide answers, could you please circle your chosen answer.

<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>ANSWERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Organisation:</td>
<td></td>
</tr>
<tr>
<td>Brief description (in a sentence) of what the organisation does/service it provides:</td>
<td></td>
</tr>
<tr>
<td>Position:</td>
<td></td>
</tr>
<tr>
<td>Age:</td>
<td></td>
</tr>
<tr>
<td>Length of service - How long have you been in this company?</td>
<td></td>
</tr>
<tr>
<td>1) When considering an organisation – what are the key things that you look for in that Organisation?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>2)</td>
<td>What do you personally believe are the key differences of millennial’s of today work environment? i.e. what is the main thing you want/need?</td>
</tr>
<tr>
<td>3)</td>
<td>On average how long do you see yourself staying with any one employer</td>
</tr>
<tr>
<td>4)</td>
<td>Name 3 things you look for when considering a job as a millennial?</td>
</tr>
<tr>
<td>5)</td>
<td>What are the key channels that you would use to look for a new role?</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>6)</td>
<td>As a Millennial what specifically would make you switch off in the recruitment process?</td>
</tr>
<tr>
<td>7)</td>
<td>What did your current company do that impressed you through the recruitment process?</td>
</tr>
</tbody>
</table>
8) With regards to Rewards and Benefits that a company might offer as part of their package, name the top 3 that is most vital to you?

9) Is there anything that your current company offers that made the difference between one offer and another?

10) What are the policies and processes that you like about your current employer? E.g. dress code, flexible working, home working

11) What are the policies and processes that you dislike about your current company?
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>12) What is critical for you when thinking about training and development?</td>
<td></td>
</tr>
<tr>
<td>13) What are the top 3 things that would make you remain with your current employer for longer?</td>
<td></td>
</tr>
<tr>
<td>14) Do the other generations within the company effect or impact your daily working life’s? If so how?</td>
<td></td>
</tr>
<tr>
<td>15) What does your current organisation do to support the different generations working together?</td>
<td></td>
</tr>
<tr>
<td>16) What would you want your organization to do differently to improve the different generations working together?</td>
<td></td>
</tr>
<tr>
<td>17) What are the preferred methods of communication of Millennials like yourself?</td>
<td>Social media  Face-to-face  Email  Other</td>
</tr>
<tr>
<td>18) What has your current organisation done or how have they adapted to change in the way that they communicate?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>19) How has the use of technology evolved or supported this change?</td>
<td></td>
</tr>
<tr>
<td>20) Are there any other points or observations that you would like to make about millennial’s within your business or business in general?</td>
<td></td>
</tr>
</tbody>
</table>
# Appendix D

## ETHICS APPROVAL APPLICATION SUMMARY

**Student Name:** Josh Poole  
**Student Number:** St20057492

**Module Name:** Business Management & HR  
**Module Number:** BRM6003

**Programme Name:** Dissertation  
**Supervisor Name:** Dr John Williams

<table>
<thead>
<tr>
<th>To be completed by student and supervisor before submission to Ethics Approval Panel</th>
<th>Student Signature;</th>
<th>Supervisor Signature;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>N/A</td>
<td>Yes</td>
</tr>
<tr>
<td>Application for ethics approval</td>
<td>[ ]</td>
<td>-</td>
</tr>
<tr>
<td>Participant information sheet</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Participant consent form</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Pilot interview/s</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Pilot questionnaire/s</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Letter/s to participating organisation/s</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

First Submission: [ ]  
Resubmission: [ ]

Date: _________________

---

**For use by the devolved ethics approval panel:**

<table>
<thead>
<tr>
<th>Panel Members</th>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module leader:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisor:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

68
CSM Ethics Committee Representative:

Date: __________________ Date of Reassessment: __________

Outcome:

Project Approved [ ] Reference number: 2016D0299
Project Approved in Principle [ ]
Application not ready/ incomplete [ ] (Decision deferred)

Comments for projects not fully approved:

The original to be retained by the module leader and a copy given to the student

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency (e.g., NHS), you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project.

The document Ethics application guidance notes will help you complete this form. It is available from the Cardiff Met website. The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.

Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.
**PLEASE NOTE:**

Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.

**PART ONE**

<table>
<thead>
<tr>
<th>Name of applicant:</th>
<th>Josh Poole</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor (if student project):</td>
<td>Dr John Williams</td>
</tr>
<tr>
<td>School / Unit:</td>
<td>School Of Management</td>
</tr>
<tr>
<td>Student number (if applicable):</td>
<td>St20057492</td>
</tr>
<tr>
<td>Programme enrolled on (if applicable):</td>
<td>Business Management with HR pathway</td>
</tr>
<tr>
<td>Project Title:</td>
<td>What are the top 3 approaches businesses are doing to change in order to attract and retain</td>
</tr>
<tr>
<td>Expected start date of data collection:</td>
<td>01/01/2017</td>
</tr>
<tr>
<td>Approximate duration of data collection:</td>
<td>10 weeks</td>
</tr>
<tr>
<td>Funding Body (if applicable):</td>
<td>n/a</td>
</tr>
<tr>
<td>Other researcher(s) working on the project:</td>
<td>n/a</td>
</tr>
<tr>
<td>Will the study involve NHS patients or staff?</td>
<td>No</td>
</tr>
<tr>
<td>Will the study involve taking samples of human origin from participants?</td>
<td>No</td>
</tr>
</tbody>
</table>

Does your project fall entirely within one of the following categories:

<table>
<thead>
<tr>
<th>Paper based, involving only documents in the public domain</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laboratory based, not involving human participants or human tissue samples</td>
<td>No</td>
</tr>
<tr>
<td>Practice based not involving human participants (eg curatorial, practice audit)</td>
<td>No</td>
</tr>
<tr>
<td>Compulsory projects in professional practice (eg Initial Teacher Education)</td>
<td>No</td>
</tr>
<tr>
<td>A project for which external approval has been obtained (e.g., NHS)</td>
<td>No</td>
</tr>
</tbody>
</table>
If you have answered YES to any of these questions, expand on your answer in the non-technical summary. No further information regarding your project is required.

If you have answered NO to all of these questions, you must complete Part 2 of this form.

In no more than 150 words, give a non-technical summary of the project:

The project aims to discover the top 3 approaches that businesses are doing to change, in order to attract and retain millennial talent. The Author will conduct desk research to analyse existing data on how business are currently attracting and retain millennial talent and any existing data on millennial talent. In addition to this, primary research will be done by conducting semi-structured interviews and distributing surveys. The results of the research will be reflected in the business plan which will include: market research/strategy, resource requirements and financial details etc. The researcher will review the project and conclude on its feasibility.

DECLARATION:

I confirm that this project conforms with the Cardiff Met Research Governance Framework.

I confirm that I will abide by the Cardiff Met requirements regarding confidentiality and anonymity when conducting this project.

STUDENTS: I confirm that I will not disseminate any material produced as a result of this project without the prior approval of my supervisor.

Signature of the applicant: 
Date:

FOR STUDENT PROJECTS ONLY

Name of supervisor: 
Date:

Signature of supervisor:
Research Ethics Committee use only

<table>
<thead>
<tr>
<th>Decision reached:</th>
<th>Project approved</th>
<th>Project approved in principle</th>
<th>Decision deferred</th>
<th>Project not approved</th>
<th>Project rejected</th>
</tr>
</thead>
</table>

Reference Number: 2016D0299

<table>
<thead>
<tr>
<th>Name: Click here to enter text.</th>
<th>Date: Click here to enter a date.</th>
</tr>
</thead>
</table>

Signature:

Details of any conditions upon which approval is dependant:
Click here to enter text.

PART TWO

A RESEARCH DESIGN

<table>
<thead>
<tr>
<th>A1 Will you be using an approved protocol in your project?</th>
<th>No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>A2 If yes, please state the name and code of the approved protocol to be used¹</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>A3 Describe the research design to be used in your project</th>
</tr>
</thead>
</table>

Semi Structured Interview (with Directors): ADD IN REFERENCES TO BACK UP

- Open ended questions will be used to gain Qualitative data.
- Freedom of response will allow the researcher to gain opinions and thoughts of the participant.

¹ An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here
• ‘Probes’ will be used according to whether the research judges think there could be more information to be disclosed.
• The researcher intends to have face-to-face interviews with 6 HR Directors who are employed by a medium to large organisation.
• The contact with the Directors will start in November and the interviews will take place in January/February.
• Each interview will be recorded and will later be transcribed.

Sampling:
• A quota sample of 6 HR directors will be contacted by Josh Poole and used as they have the characteristics assumed of the whole population being studied.

Participants:
• The types of samples chosen are to guarantee no discrimination against age, gender, race, disability etc.
• All participants will be over the age 18.
• Participant’s right to anonymity will be reiteration throughout the research process and they may withdraw their data at any point.
• The researcher will only ask permission to record his or her business title and organisations name.

Analysis:
• The qualitative data from the semi structured interview will be put through an observer impression of the specific use of the data collected to help support the proposal.

Consent:
• Consent from participants is required from the interviewees by the completion of the consent form before they can take part in the study.

Questionnaires (For Millennials):
• The researcher aims to gather the completion of 50+questionnaires to ensure the validity of the study and to gain a large amount of data.
• The researcher will ask a mix of open and closed questions.
• The researcher will hand out questionnaires at each company they visit.
• The researcher will need to write a letter to both organisations to attain permission to hand out questionnaires to their staff.
• Participation will take five minutes to complete the questionnaire.

Sample:

• A convenience sample of available participants at:
  - Microsoft 7th January
  - Channel 4 15th January
  - Audley Travel 15th December
• Millennial’s picked out via convenience by the director will be asked to complete the questionnaire. However, by conducting the research within the organisation, the researcher does have control over the representativeness of the sample, thus it is also a Purposive Sample. The Purposive sample is selected as they have the characteristics of the target market.
• Further participants may also be found using Snowballing Techniques, by asking participants to recommend someone else who may be appropriate for the study.

Analysis:

• The qualitative and quantitative data from the questionnaire collected will be coded and sorted to help support the proposal.
Consent:

- Consent from participants is required from the Millennials by the completion of the consent form before they can take part in the study.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A4 Will the project involve deceptive or covert research?</td>
<td>No</td>
</tr>
<tr>
<td>A5 If yes, give a rationale for the use of deceptive or covert research</td>
<td>N/A</td>
</tr>
<tr>
<td>A6 Will the project have security sensitive implications?</td>
<td>No</td>
</tr>
<tr>
<td>A7 If yes, please explain what they are and the measures that are proposed to address them</td>
<td>N/A</td>
</tr>
</tbody>
</table>

B PREVIOUS EXPERIENCE

B1 What previous experience of research involving human participants relevant to this project do you have?

None.
<table>
<thead>
<tr>
<th>B2 Student project only</th>
</tr>
</thead>
<tbody>
<tr>
<td>What previous experience of research involving human participants relevant to this project does your supervisor have?</td>
</tr>
<tr>
<td>Dr Williams has 20+ years’ experience of supervising this type of project.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C POTENTIAL RISKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1 What potential risks do you foresee?</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td>C2 How will you deal with the potential risks?</td>
</tr>
<tr>
<td>N/a</td>
</tr>
</tbody>
</table>

Letter to Organisation – For interview and Questionnaire

Dear HR Director,

I am an undergraduate student at Cardiff Metropolitan University undergoing some research. The title of my research is ‘What are the top three approaches businesses are using to change in order to attract and retain millennial talent’. Its aim is to find out what businesses are currently doing regarding their retention and attraction plans with millennials and finding out how current millennial’s feel about the workplace and what they want from their employers. This will then hopefully represent the most effective approaches businesses can or are using to retain and attract millennial talent. As part of my project I want to be able to gather data by firstly an interview with yourself (the Human Resources Director) and also handing out a questionnaire to employees that come under the ‘millennial’ generation. I am writing to you because Audley Travel fits the profile of this type of organisation and also employs a sufficient number of employees to provide a large enough number of potential participants. Before any primary data is collected this project will have been approved by Cardiff Metropolitan
University and all data collection will be in accordance with the university’s ethics code of practice.

My purpose in writing is to ask if you would permit me to issue a questionnaire to your employees and also granting an interview with yourself. For the questionnaire their participation would be entirely voluntary, neither they nor the company would be identified in the research and it would only take 10 to 15 minutes for each employee to complete a questionnaire. I would hope to gain 10-15 responses from your employees. For the interview again participation would be entirely voluntary and neither the company or yourself would be identified in the research if wanted to undisclosed.

The areas which would be covered by the questionnaire and the interview include:

- What they/you feel are the most effective millennial attraction schemes
- How have the older generation reacted to any changes the business has made regarding millennials
- Most difficult area regarding millennials
- View on millennials

I shall be very happy to make the results of my research available to you as a participant in the research when it is complete. If you would like to participate in this project and or are interested in discussing it further please contact me.

Thank you in anticipation. Yours sincerely

Josh Poole
Cardiff met university
Business Management student

Tel: 07846312956 Email: st20057492@outlook.cardiffmet.ac.uk
PARTICIPANT CONSENT FORM

Ethics Reference Number:
Participant name or Study ID Number: ST20057492
Title of Project: Attracting and Retaining Millennial Talent: A critique of current talent management practices.
Name of Researcher: Josh Poole

Participant to complete this section: Please initial each box.

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.

3. I agree to take part in the above study.

The following statements could also be included on the consent form if appropriate:

1. I agree to the interview

2. I agree to the use of anonymised quotes in publications

_____________________________   ___________________
Signature of Participant             Date
Appendix D

Name of person taking consent  Date

Signature of person taking consent

* When completed, 1 copy for participant & 1 copy for researcher site file
Participant Information sheet

ATTRACTING AND RETAINING MILLENNIAL TALENT: A CRITIQUE OF CURRENT TALENT MANAGEMENT PRACTICES

The purpose of this research project is to establish the different approaches that businesses are adopting due to the immediate need to change in order to attract and retain millennials. Your participation will enable the collection of data which will form part of a study being undertaken at Cardiff Metropolitan University.

Why have you been asked to participate?

You have been asked to participate because you fit the profile of the population being studied; that you are working within an HR Department of an organisation and you are above the age of 18. This is entirely voluntary and you may withdraw at any time.

Project risks

The research involves the completion of a questionnaire for later analysis. We are not seeking to collect any sensitive data on you; this is simply to find out the teams strategy to attracting and retaining millennials from individuals. We do not think that there are any significant risks associated with this study. However, if you do feel that any of the questions are inappropriate then you can stop at any time. Furthermore, you can change your mind and withdraw from the study at any time – we will completely respect your decision.

How we protect your privacy

All the information you provide will be held in confidence. We have taken careful steps to make sure that you cannot be directly identified from the questionnaire form; there is no information on these questionnaires that will identify you. Your personal details (e.g. signature on the consent form) and your questionnaire will be kept in secure locations by the research team. When we have finished the study and analysed all the information, all the documentation used to gather the data will be destroyed.

YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP
If you require any further information about this project then please contact:

Josh Poole, Cardiff Metropolitan University

Tel: 07846 3139
References


References


Seidman, I., 2013. Interviewing as qualitative research: A guide for researchers in education and the social sciences. Teachers college press.


Thompson, N.W., 2011. Managing the millennials: Employee retention strategies for Generation Y.


