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Understanding Millennials' Experiences in Entry-Level Management Engagement and Commitment in Retail Organizations

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Abstract

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MA, Keller Graduate School, 2007

BA, Norfolk State University, 2004

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

A growing problem for upper managers in many organizations is disengagement and high turnover rates among managers despite their significant position in the workplace. The purpose of this study was to understand millennial managers' engagement and commitment in the workplace as it pertains to successful retention efforts. The research question addressed how upper management deals with millennial managers in an organization to overcome disengagement, a lack of commitment, and high turnover rates. A three-component model of commitment, self-determination theory, and engagement behavior framed this study. Data were collected from interviews with 18 participants via Zoom teleconferences. Data were analyzed for thematic elements using NVIVO 12. Findings indicated that millennial managers need to be engaged differently from other generations and nearly half of the participants reported that poor communication was the leading cause for lack of engagement among millennial managers. Implications of this study include having a cohesive, focused, and precise plan with effective communication and promoting training and development to successfully manage millennial managers. This study helped to fill a gap in the literature regarding millennial managers in a retail setting and may contribute to positive social change by aiding understanding of employee disengagement and lack of commitment in retail organizations. Potential change may be improved engagement, commitment, and retention of millennial managers that promotes their ultimate success.

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Dedication

This doctoral journey is dedicated to my mother Karen, love Trent, and my family, sorors, NFL cheer sisters, and friends for their everlasting support throughout all my goals and aspirations. Thank you to my late uncle Fred Lampkin, Jr., who would be so proud! Thank you to my darling fur babies Gabby and my late beloved Cinderella who sat beside me through research and writing. Thank you to my gift from God, my dear sweet Micah-Lynn Penelope. You are already my role model my sweet MLP, and Mommy knows you are going to surpass and soar beyond all the greatness and blessing I could ever imagine for you. Thank you to my Lord and Savior for giving me the courage, knowledge, tools, and eagerness to complete my dream. I am forever grateful!!!

I hope my passion and desire to learn and prosper will impact future scholars and those who wish to achieve excellence. To my dancers, mentees, and all of those I have mentored, remember to dream and dream big. My purpose in life is to make a difference in the lives of others and inspire, motivate and uplift in all I do! God, thank you for bestowing on to me so many privileges and gifts.

Lastly, to my late beloved little brother Jaunell. I am proud to say your big sister is finally a PhD scholar. I did it Jaunell…. I finally did it! Missing you always and forever.

To my future, I am ready, willing, and ecstatic!

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There have been so many incredible people who have crossed my path in this amazing journey called life! Your season mattered. Your friendship, love and support motivated and gave me the courage to complete this accolade. Thank you to my committee and amazing chair who kept me focused and encouraged every sentence, submission, and step of the way. I am grateful for everyone who contributed to my success.

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Chapter 1: Introduction to the Study

There have been numerous studies of engagement and commitment in organizations across the United States. Gravett and Throckmorton (2007) identified millennials, also known as Generation Y, as being those people who were born between 1983 and 2000. Because of the lack of research on millennial managers, understanding this population requires further exploration (McCrindle, 2006). Coates (2017) indicated that in some cases, upper managers may manage by generation or age groups rather than managing individuals. Generational differences affect engagement, commitment, and experiences (Zabel et al., 2016). The problem can exist in any organization in which different generations work together (Becton, 2014). The potential social implications of this study are that it may positively impact millennials and other generations regarding working cohesively in any workplace (Zaharee et al., 2018).

In this chapter, I highlight the background of the study, as well as introduce the problem statement, purpose, research question, population and sample, conceptual framework, and nature of the study. I also explain the definitions and identify assumptions, scope and delimitations, and limitations. Lastly, I emphasize significance to practice and social change.

Background of the Study

In a growing economy, it is essential that upper managers engage millennial managers within the organization to sustain a healthy work environment (Harrison et al., 2014). A healthy work environment consists of an ongoing strategic plan that yields positive results (Holbeche & Matthews, 2012). The implementation process of

engagement and commitment begins with informing and inspiring millennial managers such that they fully commit to achieving their organization's strategic plan as set forth in the vision, mission, and goals. Millennials are the majority generation entering the work force (Kolodinsky et al., 2018). It is important to clearly inform millennial managers of the organization's goals to help them develop a sense of company focus and direction. When upper management promotes managers, their goal is to increase engagement and commitment to act in the best interests of the company, be loyal to the organization, and make decisions and take appropriate risks to improve the organization (Karanges et al., 2015). Upper management's acknowledgement of the millennial orientation displays awareness and consideration of unique millennial concerns.

Engagement is a concept suggesting a willingness and commitment of an employee to help beyond their normal job responsibilities to increase organizational performance (Alimo-Metcalfe et al., 2008; Holbeche, 2019; Waltz et al., 2020). Lustenberger (2014) indicated that a manager's attitude is especially productive when the manager acts without reward and is focused on striving to attain the next level of responsibility within the organization. Many factors impact the evolution of such an attitude.

Engagement and commitment are significant factors in achieving organizational goals (Koppes, 2014). Open communication between millennial managers and upper management regarding expectations and recognition of accomplishments is important in building engagement and commitment. A positive relationship between millennial managers and upper management can promote greater job satisfaction. Employers desire

millennial managers who are ready to give their best effort, whereas millennial managers may desire work that is enjoyable and absorbing. Engagement and commitment are the forces that manifest workplace drive to achieve organizational goals and success (Ram & Prabhakar, 2011).

Waltz et al. (2020) conducted a study that indicated over 70% of Americans are disengaged within their organization. Organizations are experiencing substantial growth in the number of millennial generation employees (Kolodinsky et al., 2018). Farrell and Hurt (2014) suggested most new managers are in the millennial generation. If upper management can help managers understand the importance of engagement and commitment, they may be able to improve employee retention, which could lead to positive social change through sustainable companies that bolster the economy (Farrell & Hurt, 2014).

Recently, many upper-level managers have become more proactive in taking the necessary steps to enhance manager engagement and commitment by conducting company-wide meetings to gather and encourage millennial manager feedback, and by creating career development systems to aid managers in seeking higher promotion in the organization (Karanges et al., 2015). In conducting this research involving managers, I found that this population suggested additional measures to improve engagement and commitment in addition to confirming prior research. Waltz et al. (2020) indicated that engaged managers develop the most innovative ideas to attract customers and are most likely to strive to higher positions within the organization. Historically, Gallup (2013) indicated that engagement and commitment impact several core performance indicators

such as turnover, absenteeism, work quality, productivity, profitability, and customer ratings.

Farrell and Hurt (2014) indicated the most logical research selection for engagement of millennial managers is a qualitative descriptive phenomenological study of their experiences. The descriptive phenomenological study approach allowed for a deeper contextual and descriptive understanding of the millennial manager's assessment of effective management factors. By providing managers' experiences in this descriptive phenomenological study, the different contributing factors may also aid in exploring how the key areas impact engagement. In addition, commitment, retention, and attraction may create better alignment, more planning practices, and enhanced policies and procedures to increase management engagement and commitment. In qualitative research, the common size for a group ranges from 5 to 25 participants, which is considered suitable for descriptive phenomenological research (Leedy & Ormrod, 2016).

Upper management can drive manager loyalty (Zabel et al., 2016). Some ways in which upper management can foster loyal relationships are

- promoting and practicing good behavior among peers,

- ensure communication and feedback with any concerns, and

- follow-up and act where necessary to resolve any issues (Linz et al., 2015).

Practicing good behavior involves millennial managers modeling what they want to see happen throughout their organizations. When managers begin work, they often learn from and mimic how others operate throughout the organization (Ryan et al., 2015).

Understanding if a manager is engaged and committed is a critical factor in improving manager retention. Engagement and commitment, as a linked concept, correlates with retention in the following ways:

- it is a strategic initiative that gears positive results,

- it drives manager performance and achievements, and

- it is a continuous plan for organizational success (Shuck, Collins et al., 2014).

Managers who ensure engagement and commitment in their workplace activities often improve worker satisfaction and reduce turnover rates (Gallup, 2013). Reducing turnover saves an organization time and money and alleviates constant restructuring and rebuilding of the organization (Cohen, 2014). Focusing on a population within the organization that may need more guidance and support may be necessary when engaging managers and implementing a strategic plan. Lyons and Kuron (2014) stated it is important for upper management to engage managers as they would any other employee to meet organizational goals. The U.S. workforce operates on many different organizational levels, and each has its experiences, duties, and responsibilities. Managers desire a clear vision for a company (Kaifi et al., 2012). In addition, millennial managers want to ensure that their company cares about them and that upper management is open to and genuine in answering managers' questions as well as acknowledging concerns (Coates, 2017). Millennials seek growth opportunity more so than any other worker in the organization (Kowske et al., 2010). Gravett and Throckmorton (2007) concluded that there are strikingly different motivations, mindsets, and behaviors among each manager, and these differences can bring both challenges and opportunities to the organizational

setting. Upper management should be clear on expectations and build an atmosphere of trust and loyalty. From the start, leadership should provide millennial managers with the organizational values that determine how they may behave with one another in the workplace (Cohen, 2014). A millennial manager's behavior may be consistent and documented in employee evaluations. This process may reveal millennial managers position on engagement and commitment. In doing so, managers are more prone to accepting concrete responsibilities, rules, and regulations (Alsop, 2008).

Although previous research focused primarily on motivating managers, there is a minimal amount of research and literature to understand the experiences of millennial managers in a retail organization. These members of the workforce often are compared to many other generations to explore their perspectives (Alonso-Almeida & Llach, 2019). Comparisons of generations are used to overcome different factors and views that are most relevant in business management (Farrell & Hurt, 2014). Meanwhile, millennial managers are having a difficult time with issues of disengagement, a lack of commitment, and turnover (Saifman & Sherman, 2019).

Through a qualitative descriptive phenomenological study research approach, I explored the understanding of these millennial managers' experiences to determine how organizational upper management can improve their treatment of managers. This study advanced previous research conducted by Karanges et al. (2015) that stressed the significance of engagement and commitment between managers and upper management. This study also provided additional insight regarding Lyons and Kuron's (2014) and Karanges et al.'s (2015) studies on engaging millennial managers compared to those in

other generations. This study could help provide upper management with important factors to consider in engaging millennial managers. Furthermore, this research expanded Gravett and Throckmorton's (2007) research on understanding the differences between groups of people working in the same organization, specifically regarding millennial managers. Lastly, Farrell and Hurt (2014) published further research on managers' engagement and commitment in different organizations. The current research provided insight to support Farrell and Hurt's (2014) recommendation to conduct research in a retail organizational and corporate setting. Researching this topic helped to fill the gap in the literature by describing engagement and commitment with millennial managers regarding organizational retention solutions in a retail organization. There is a lack of literature on ways in which to manage and maximize the engagement and commitment of managers (Farrell & Hurt, 2014) and ways in which to refine engagement and commitment among millennial managers (Alonso-Almeida & Llach, 2019). Particularly, there is a gap in the literature regarding ways in which upper managers promote millennial manager engagement and commitment, because if millennial managers are not engaged, upper managers may risk unsuccessful training and miss other organizational opportunities (Zaharee et al., 2018). This research added new data to the literature and contributed to discipline by describing engagement and commitment with millennial managers.

Problem Statement

The general problem involved a growing concern regarding the negative experiences of millennial managers in retail organizations that lead to decreased

engagement and commitment resulting in higher turnover rates (Farrell & Hurt, 2014). This problem is also recognized in Alonso-Ameida and Llach's (2019) research of millennial managers feeling they are not valued or appreciated. Many upper managers do not know how to overcome the lack of engagement and commitment of millennial managers within retail organizations (Rawlins et al., 2011). The specific problem involves the retention of millennial managers. Despite high demands in sales and profits of services and products, there is a growing problem with engaging and promoting millennial managers to the next level (Harrison et al., 2014). This engagement and promotional have negatively influenced millennial managers because upper management is failing to keep them satisfied (Burch & Smith, 2017). Toossi (2013) estimated that millennials may comprise more than 40% of the U.S. workforce in 2020. Furthermore, Hee and Rhung (2019) estimated that millennials would make up more than 75% of the workplace by 2025. The approach for this study was a qualitative descriptive phenomenological study and the population comprised retail millennial managers. There is an obvious significant gap in the literature regarding the issue of understanding and overcoming the factors that lead to decreased job satisfaction, engagement, and commitment among millennial managers resulting in and a high turnover rate (Waltz et al., 2020).

Purpose of the Study

The purpose of this study was to understand millennial managers' engagement and commitment in the workplace as it pertains to successful retention efforts. The research approach was a descriptive phenomenological study, which involved in-depth

interviews with millennial managers using open-ended questions to have them describe their experiences and the principles of engagement and commitment. The research design was descriptive to explain the perceptions of managers without influencing them in any way. As millennial managers continue to evolve in the work environment, the problem of a lack of engagement and commitment affects whether they remain with a company. The descriptive data in this study were the responses gathered from the millennial managers I selected using probability sampling. These descriptive responses were explored to understand the millennial managers' engagement and commitment; that is, what factors encourage them to be fully engaged in their positions that might lead to a lower turnover rate. Upper management successes and failures can to some extent be evaluated by the retention of their managers. The urgency of this problem is significant and affects the long-term success of many organizations (Kaifi et al., 2012). Constantly revamping, restructuring, and recruiting new managers creates a setback to organizational growth (Sonnenberg & van Zijderveld, 2015). I specifically explored the experiences of millennial managers in retail organizations. Retail organizations are important in research and widespread distribution of products (Prada et al., 2019). The results of this investigation could aid upper management in investing in an effective manager engagement and commitment strategy to reduce the turnover rate of millennial managers and other employees. Understanding and overcoming millennial manager engagement and commitment resistance may allow upper management to provide a more positive direction for the organization.

Research Question

Many organizational direct supervisors of new millennial managers have found it difficult to engage these managers and meet their needs (Kaifi et al., 2012). The following is the research question that guided this study:

RQ: In your experience, how has upper management in your organization dealt with millennial managers to overcome disengagement, a lack of commitment, and high turnover rates?

Conceptual Framework

Three-Component Model of Commitment

In industrial and organizational psychology, organizational commitment is a manager's mental and emotional state of attachment to the organization. Allen and Meyer (1990) developed the three-component model of commitment which that relate to different psychological positions (Gatling et al., 2016). For this descriptive phenomenological study, the three-component model of commitment aided in the interpretation of existing literature and served as a conceptual base for finding describing how millennial managers feel about their jobs and their managers' engagement and commitment endeavors in their organization. The three-component model of commitment comprises the following areas: job performance, organizational citizenship behavior (OCB), and turnover. Leach et al (2014) identified additional factors that connect a millennial manager's sense of organizational commitment such as distribution of leadership, employability, job security, empowerment, and role stress. In addition, there are three mindsets that Boichuk and Menguc (2013) used to characterize a manager's

commitment that relate to this descriptive phenomenological study: affective commitment, continuance commitment, and normative commitment. This three-component model of commitment draws on literature from various scholars and is a leading model for organizational commitment (Meyer et al., 2015).

Self-Determination Theory and Engagement Behavior

Self-determination theory (SDT) is the basis on which a person's behavior is self-determined and self-motivated (Ryan & Deci, 2019). SDT could plays an important role in exploring millennial manager engagement because it provides resources that describe significant issues in the workplace such as:

- psychological well-being,

- individual differences,

- motivation across cultures,

- training and development,

- intrinsic motivation,

- values, and

- human needs. (Ryan & Deci, 2019).

The central concern of many millennial managers is engagement (Joplin et al., 2019). Millennial managers want to know how to motivate their employees and make them successful in achieving their organizational goals (Kaifi et al., 2012). This process is often a struggle for many millennial managers and finding the energy and efforts to motivate self and others can often be a daunting task (Joplin et al., 2019). In many instances, individuals are motivated by opinions, evaluations, and reward systems. Just as

often, individuals are motivated by abiding values, care, curiosity, and interests (Kowske et al., 2010). These are many intrinsic motivations that are not always externally supported or rewarded, but nonetheless, these can sustain creativity, passions, and efforts (Lee et al., 2015). The way in which two or more extrinsic forces act on an individual and the intrinsic needs and motives inherent in human nature are ultimately within the region of SDT (Ryan & Deci, 2019).

SDT constitutes a wide-ranging framework for the study of human personality and motivation. This framework explains a metatheory for framing this qualitative descriptive phenomenological study. SDT is a formal theory that provides a definition of intrinsic and various extrinsic sources of manager engagement and commitment (Ryan & Deci, 2019). An important concept of SDT is that its propositions highlight how cultural and social factors facilitate as well as undermine an individual's sense of initiative and volition, as well as to their quality of performance and well-being (Ryan & Deci, 2019).

With regards to SDT, there are several conditions that support millennial managers' experiences such as autonomy, competence, and relatedness (Saifman & Sherman, 2019). These conditions could foster the most high-quality forms of engagement and commitment in organizational tasks, including enhanced creativity, persistence, and performance. SDT suggests that if any of these psychological needs is unmet, thwarted, or unsupported within an organizational environment or social context, the result could be undesirable repercussions for wellness in the organizational or social environment (Lee et al., 2015).

Nature of the Study

The nature of this research was a descriptive phenomenological study. To help managers achieve a better cohesive work environment, I interviewed 18 millennial retail managers using open ended questions to better understand their experiences with management engagement by their upper management supervisors in retail organizations and how to overcome the various contributing factors to high turnover. This qualitative descriptive phenomenological study involved an exploration of their experiences regarding their levels of engagement and commitment and determined what these participants believed may be done to improve engagement and commitment in their retail organizations. For this qualitative descriptive phenomenological study, I obtained information from each participant concerning the current issues, practices, roles, and treatment of millennial managers that could lead to reduced turnover and higher job productivity.

The descriptive data in this study was based on the responses gathered from 18 millennial managers working in retail jobs regarding positive changes supporting engagement and commitment. They were selected randomly from various organizations in the United States. A total of 20 organizations were contacted to obtain at least 18 millennial managers. This type of probability sampling is often used in research (Gabriel et al., 2019). Simple random sampling is a type of probability sampling technique based on ease and commonality. The sample was taken from managers chosen entirely by chance. Simple random sampling can be appropriate and typical in qualitative research (Gabriel et al., 2019).

Definitions

Employee engagement: The relationship, behaviors, traits, and psychological states of an employee and their organization (Macey & Schneider, 2008).

Employee commitment: Magnitude of the feeling of responsibility that a worker has towards the vision and goals of the company (Bolino et al., 2015).

Engagement behavior: Degree of willingness and commitment to act toward or on behalf of a person, place, or thing beyond normal expectations (Christian et al., 2011).

Manager: An individual with advanced business skills who operationally leads a team of employees. This position is usually a promotion a person may take within an organization after gaining experience and completing a training program (Lustenberger, 2014).

Millennial: A generation of individuals born between 1983 and 2000 with different life insights from previous generations (Rather, 2018).

Millennial manager: A generation of individuals born between 1983 and 2000 who manages others in a workplace (Gabriel et al., 2020).

Organizational citizenship behavior: A discretionary worker activity that is not explicitly part of a job task and that gears towards promoting an organization (Bolino et al., 2015).

Retail organization: A management structure that focuses on central, operative, and regional operations (Rudkowski et al., 2020).

Leadership position: Posting of a person who has a large following, such as CEO, president, chief, and manager (Aycan & Shelia, 2019).

Self-determination theory: A theory explaining motivations that involve supporting intrinsic or natural tendencies to behave in a positive manner (Ryan & Deci, 2019).

Society of Human Resource Management Foundation (SHRMF): An organization whose aim is to use human resource management as a force for positive social change (Mello, 2014).

Upper management: A leadership position within an organization in which an individual supervises and manages other employees including managers (Koch & Binnewies, 2015).

Assumptions

There were several assumptions in this qualitative descriptive phenomenological study. Firstly, I assumed that the descriptive phenomenological study approach used in this study could provide greater understanding of millennial managers' experiences. This study may provide insights into how to overcome lack of engagement and commitment. Secondly, I assumed that this descriptive phenomenological study approach could provide trustworthy findings. Thirdly, I assumed that engaging millennial managers is an acceptable organizational task for management. Lastly, I assumed if millennial managers increase their level of engagement, there may be a tendency not to quit and their turnover rate may be improved.

Scope and Delimitations

The scope and specific aspects of this study and research problem involved understanding how managers might describe their experiences within their organization.

This specific focus was chosen to understand millennial managers' engagement and commitment in the workplace as it pertains to successful retention efforts. There are several boundaries of the study pertaining to populations included and excluded and conceptual frameworks most related to the area of study not explored. The population included were millennial managers only. Other generations were not considered. This study focused on the millennial generation and their feedback. Retail organizations were chosen due to their everchanging and popular demand (Nikhashemi et al., 2019).

This study was limited to managers in eight retail organizations and was an attempt to understand each of the participant's experiences to determine the effectiveness of upper management efforts to promote engagement and commitment among millennial managers. In this study I sought to describe the factors associated with turnover, which includes job satisfaction, willingness, and commitment, and how these factors affect the level of engagement among millennial managers in retail establishments. The three-component commitment model, SDT, and engagement and commitment behaviors were conceptual frameworks. Potential transferability may be considered for other generations.

Limitations

There were several limitations in this qualitative descriptive phenomenological study. First, a limitation was the lack of previous research comparing retail companies using these data. Secondly, a limitation of this study could be that the sample of eight retail companies may not represent the retail population. Thirdly, a limitation of this descriptive phenomenological study research method could be the potential for misinterpretation of data by participants. Lastly, a limitation could be the gap in research

literature related to understanding the experiences of millennial managers engaging positively with management.

<div align="center">**Significance of the Study**</div>

Significance to Practice

In the current U.S. workforce, there are a variety of positions that make up an organization (Wigfield et al., 2015). There has been extensive research on the various positions and their differences (Zabel et al., 2016). Rawlins et al. (2011) indicated it is significant that supervisors prepare for the vast number of millennial managers entering the workforce. Lyons and Kuron (2014) critically reviewed the research evidence concerning these differences in various work-related variables such as work values, attitudes, and personality by conducting a longitudinal and cross-sectional study among different work levels. The findings suggested that there are differences in work levels concerning engagement, and future research and theory may explore what issues precipitate millennial worker conflict in the workforce. Schullery (2013) summarized the literature on workplace engagement with an emphasis on managers and findings that suggested statistically different values among generations within the workforce. Farrell and Hurt (2014) focused on the influence management has within an organization and found through a review of the literature and analysis a concise set of characteristics have developed over time. These findings may suggest that managers have different workplace expectations compared to their superiors as expected but not effectively communicated.

Overcoming the different workplace expectations regarding engagement could contribute to the practice and policies organizational upper management set in place

(Guest, 2014). As management develops strategic initiatives and goals, they might learn

how to approach the proper support systems for millennials if they understand and

consider the expectations of managers. Graybill (2014) indicated managers' desires are

unique to any other organizational level. This study could also inform upper management

practices, training, and development, and gear them to goal-setting and strategic planning

centered on improving manager engagement and commitment.

Significance to Theory

In brief, there is limited research focused on how to refine engagement and

commitment and specifically within millennial managers working in a retail setting. Putri

and Setianan (2019) recommended further research examining the extent to which

engagement and commitment vary across an organization. Investigating millennial

managers may contribute to advancing knowledge of the quality of engagement and

commitment for managers to excel within their organizations.

Understanding how millennial managers feel about working for their

organizations are frequent concerns of practitioners in human resource management.

Knowing how managers feel and taking the time to understand their experiences, while

having proactive actions set in place toward actions of hiring, retention, and attraction are

necessary (Thompson & Gregory, 2012). This study might contribute to the advancement

of knowledge in human resource management practices by focusing on the importance of

understanding the levels of engagement and commitment for millennial managers and

their impact on retention.

Significance to Social Change

The notion of positive social change for this qualitative descriptive phenomenological study starts with the investigation of the social attitudes and social relations among managers. Social change means adjustments in cultural and technical forces leading to positive changes to citizen's well-being. The implication for positive social change for this qualitative descriptive phenomenological study depends on upper management gaining awareness of the significance of managers' engagement and commitment in the workplace that could lead to increased job satisfaction and lower turnover.

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Summary and Transition

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Engagement and commitment of managers need constant evaluation and maintenance. Waltz et al. (2020) indicated that engaging managers can be critical to organizational success. The research literature on organizational engagement and commitment is rich and diverse; however, there is a significant gap in the literature regarding the understanding of engagement and commitment between managers in a retail setting (Wiener et al., 2015). Past research on engagement and commitment focused primarily on the workforce of a retail company did not narrow in on managers who have the highest turnover rate.

Waltz et al. (2020) indicated that 70% of Americans disengage from their organization due to poor upper management and a dismaying work environment. Secondly, when managers are disengaged, it can cost organizations over $450 billion each year in lost revenue. Thirdly, entry-level managers play a significant role in a

workplace; yet they are least engaged amongst other managers. If organizations understand the importance of engagement and commitment, they can increase their overall company gain in assets and fulfillment of the company mission and vision. Finally, 30 million engaged managers in the United States can develop the most innovative ideas, attract customers, and are eager to strive in the organization.

In Chapter 2, I review the literature focusing on the conceptual frameworks of the three-component commitment model, SDT, and engagement and commitment behaviors that helped guide this research plan. In Chapter 3, I discuss the descriptive phenomenological study research plan and procedures. In Chapter 4, I present the findings of the data collection and analysis. In Chapter 5, I discuss the findings, conclusions, recommendations, and social change implication.

Chapter 2: Literature Review

In this chapter I address the growing problem in organizations regarding disengagement among managers. The purpose of this study was to understand millennial managers' engagement and commitment in the workplace as it pertains to successful retention efforts. The first part of this descriptive phenomenological study literature review explores the conceptual base three-component model of organizational commitment that describes a manager's mental and emotional state of attachment to the organization that may affect disengagement and lack of commitment. The second section of this literature review describes the conceptual framework of the SDT and engagement behavior and examines the sense of motivation, willingness, and commitment to help beyond a manager's normal job responsibility that increases performance and value.

Collecting information on how millennial managers perceive upper management has, in their experience, attended to their needs and concerns may provide a better understanding of how to overcome disengagement, lack of commitment, and high turnover rates of millennial managers. There is an abundance of literature on organizational commitment and engagement behavior and descriptions of the way people may act in response to engagement and commitment processes within an organization, but there is a limited amount of literature on millennial managers' perspectives; thus, there is a significant gap in the literature regarding increasing millennial managers' engagement and commitment (Waltz et al., 2020). There are several researchers who addressed the relevance of the problem and provided analytical tools (Waltz et al., 2020) and collections of interrelated concepts (Holbeche, 2019; Karanges et al., 2015) regarding

engagement and commitment. Understanding the relevance, analytical tools, and interrelated concepts can contribute to organizational leaders' ability to meet managers' needs.

Literature Search Strategy

In this descriptive phenomenological study, I took several steps to conceive a search strategy for locating pertinent resources. The simple literature search strategy is followed virtually for many requests. In some instances, it is necessary for requests to be formally searched. A basic search strategy can aid researchers in familiarizing different database features and indicate how they are conveyed in a search inquiry. This basic strategy is used to ensure positive results on a multifaceted search for obtaining the most important and relevant results.

I used the following guideline to conduct my literature search. The most relevant concepts in this study were employment engagement, willingness, and commitment in the workplace, retention plans, and employee satisfaction. The key words that best described these concepts were *engagement, satisfaction, commitment,* and *retention*. Synonyms, variations, and related key terms included were *human resource management, employee development, organizational management,* and *workplace relationships*. Several key search features that applied were proximity, truncation, and expression. Relevant library catalogs and databases chosen included Business Source Complete, General Business File ASAP, Lexis-Nexis, Pro-Quest Central, Pro-Quest Research Collective-Business, and Social Sciences.

After reviewing the search instructions on each database's home page, the following were identified: advanced search, help, and frequently asked questions. I created a search expression using syntax that was appropriate for the search tool such as employee disengagement as well as disengagement of employees. The second search expression included satisfaction of employees.

Conceptual Framework

In this this literature review I first explore the conceptual base of the three-component model of commitment published in 1990 by Allen and Meyer in the *Human Resource Management Review.* When using this model, a researcher can explain how commitment in an organization contains three essential components that affect how an employee feels about the organization in which they work (Meyer et al., 2012). This model describes why managers might become emotionally engaged and committed to their company (Glazer et al., 2019). The three distinct components are:

- affective commitment (affection for one's job),

- continuance commitment (fear of loss), and

- normative commitment (sense of obligation to stay).

The three-component model is used to describe how it might increase engagement and commitment with millennial managers while also helping them to experience a greater feeling of job satisfaction and well-being (Glazer et al., 2019). The three-component model might be used to help millennial managers experience increased affective commitment while also ensuring the useful continuance and normative commitment to maintaining employee involvement in the organization (Glazer et al., 2019). The entire

organization might operate more effectively if they use their energy to grow and nurture affective commitment first and foremost (Meyer et al., 2012).

Three-Component Model of Commitment

Affective Commitment

Affective commitment is the degree to which an employee working within an organization feels or enjoys being part of an organization. It has a significant impact on how an employee may perform. Affection for a job occurs when employees feel an emotional attachment to their organization (Marique et al., 2012). In most instances, affective commitment is among managers who identify with the organization's values and goals and genuinely want to be a part of the organization. Hence, if managers are satisfied with their job duties, they are more likely to be satisfied with their position (Vandenberghe, Mignonac, & Manville, 2014). In turn, this positive sense of job satisfaction can most likely enhance a manager's feeling of affective commitment.

Affective commitment has the potential to translate into positive business results for both the manager and organization. When there are high levels of affective commitment among managers, it not only affects continuance commitment, but it also encourages the manager to thrive and to join other managers in increasing the overall interests of the organization (Lambert et al., 2020). To act as a brand ambassador for the organization requires a millennial manager's high level of affective commitment.

Positive work experience is directly proportional to the affective commitment of an employee. Mueller et al. (2012) indicated it is important for upper management strategies and policies to make proper assessments of strengths and weaknesses of

managers in addition to creating situations and workflows in which millennial managers experience maximum positive work experiences and help create and build upon a progressive and desirable workplace for others. Most managers place a significant emphasis on hiring people who may fit into the organization and who could ensure a high level of affective commitment. Evaluating how the millennial manager could fit into the mission, vision, and purpose, as well as achieve organizational goals, is essential (Meyer et al., 2012). Finding appropriate people for each role is necessary for achieving affective commitment (Lambert et al., 2020). If millennial managers are unable to align their goals with the organization's goals, there are chances of decreased affective commitment (Meyer et al., 2015). When the distance between individual values and organizational values is limited, affective commitment is higher (Gilbert et al., 2011). However, the consistency between individual values and organizational values in managers can also be increased and improved by programs and strategies to enhance a manager's knowledge and appreciation of organizational values.

Continuance Commitment

Continuance commitment is a concept completely driven by affective commitment (Meyer et al., 2012). Otherwise, when continuance commitment is not fully directed and driven by affective commitment, it is usually because of the costs that an employee relates to departing from the organization. Also, continuance commitment is motivated greatly by culture, therefore, when an employee joins an organization that is supportive and positive, they will usually have an increased level of continuance commitment (Thuy et al., 2020). Employee retention, engagement, and loyalty are

significant organizational components and factors of continuance commitment. Continuance commitment occurs when an employee weighs the pros and cons of departing their organization. An employee may feel they need to remain within their organization because the loss they would experience by leaving may be greater than the benefits they may gain in another position (Burch & Smith, 2017). Boichuk and Menguc (2013) had indicated previously that these perceived losses can be based also on the following:

- money such as benefits and salary,

- professional advancement such as increased role-related skills that one has spent years trying to acquire, and

- relationships such as loss of friendships or social circles.

In most instances, the severity of these losses increases with experience and age. Continuance commitment is more likely experienced when one is in a more established and successful position, or if they have received numerous promotions within the same organization (Thuy et al., 2020).

Normative Commitment

Normative commitment builds upon affective commitment and continuance commitment including the duties, values, and the degree to which a worker remains within an organization despite a sense of obligation (Vandenberghe, Bentein, & Panaccio, 2014). There are instances within an organization that an employee desires to help and resolve problems because they do not want to leave the organization in a bad situation. Normative commitment derives from a sense of a value system or moral duty of an

individual (Meyer et al., 2012). This results in affective commitment or values of workplace commitment to the organization and other team members.

There is a higher level of normative commitment when organizations value loyalty and systematically display appreciation through incentives, rewards, and other positive strategies (Liu et al., 2020). In other instances, normative commitment is also increased when managers consistently see visible displays of the employer being dedicated and committed to a manager's well-being and involvement. Normative commitment occurs when a person feels a sense of obligation to their organization, regardless of if they are unhappy with their position, or even if they desire to pursue further interests. In this stage, one feels they may stay within the organization because it is the loyal decision. Several factors create this feeling of obligation:

- the organization invests time as well as money in training and development,
- an advanced reward is given, such as tuition reimbursement, and
- family upbringing such as pressure to stay loyal to an organization (Meyer et al., 2012).

Managing Commitment

A part of assisting millennial managers in experiencing a greater abundance of affective commitment also involves using the three-component model to manage the amount of continuance commitment and normative commitment that millennial managers may feel. It may be necessary for managers to reduce how dependent one is on continuance commitment and normative commitment by improving leadership skills,

general team management skills, and analyzing carefully how upper management actions may impact team members (Meyer et al., 2012).

Self-Determination Theory

The SDT developed from research on the results of extrinsic rewards on intrinsic motivation (Ryan & Deci, 2019). Many studies confirmed the controversial idea that rewards do not always motivate future occurrences. However, this subsequent persistence can dramatically affect intrinsic motivation. Intrinsic motivation was often considered as a preliminary model of self-determination. It could be either enhanced as well as undermined depending on whether the social conditions thwarted or supported the needs for self-determination or competence.

SDT formally evolved in the mid-1980s and was introduced and accepted as a standard empirical theory. Many research studies led to the increased interest in the SDT that included increased knowledge of intrinsic motivation (Olafsen et al., 2015). There are various types of motivations that have been identified depending upon the degree in which they are internalized. Internalization is described as the active attempt to change an extrinsic motive into a more personally endorsed value and, therefore, assimilating behavioral regulations in which were external organically (Siu et al., 2014).

In later research, Ryan and Deci (2019) expanded on earlier work in which differentiates between intrinsic and extrinsic motivation and suggested three key intrinsic needs focused on self-determination. SDT centers competence, relatedness, and autonomy as the three needs that if satisfied, allow individuals to function and grow. These three psychological needs may evolve to motivate self to initiate action and specify

tools that are important for well-being and psychological health of an individual. In most instances, these needs are considered universal, psychological and innate, and involve the need for psychological relatedness, autonomy, and competence (Siu et al., 2014).

The SDT focuses on the belief that human nature displays purposeful and positive elements (Ryan & Deci, 2019). Also, individuals have innate psychological needs that are the fundamentals for improving personality integration and self-motivation. These needs cannot be learned and are often displayed in human nature across any culture, gender, or time.

Engagement Behavior

Engagement behavior is another conceptual framework of this descriptive phenomenological study research approach. Engagement behavior may describe a logical structure of meaning that further directs the progression of this investigation. Engagement behavior is circumstantial according to a manager's engagement within an organization. The phenomenon of engagement behavior identifies a manager's sense of willingness and commitment to engage within an organization beyond their normal job responsibilities. The concepts of willingness and commitment are intellectual representations of employee engagement derived from observations made from occurrences (Kahn & Heapy, 2014). In current literature, researchers described the importance of manager's willingness and commitment to act in the best interests of the company, make decisions, and take appropriate risks (Karanges et al., 2015).

Literature Review

Three-Component Model Focus

The first focus of this literature review is through identifying Allen and Meyer's (1990) three-component model of commitment through three distinct components that correlate with different frames of mind. The researchers had two rationales for creating this model:

1. Assist in the interpretation of research that already exists, and

2. Serve as a fundamental structure for future research (Meyer & Allen, 1991).

Meyer and Allen's research outcome described affective commitment, continuance commitment, and normative commitment as the three *mindsets* in which characterizes a manager's commitment to their organization. The basis of Meyer and Allen's study was from previous investigations of organizational commitment. This basis also describes one's psychological attachment to an organization.

Affective commitment explains the manager's positive emotional attachment to their workplace. Furthermore, affective commitment was further described as the *desire* component of the three-component model of commitment (Meyer & Allen, 1991). In this case, when employees commit to their organization, they may be able to strongly identify their goals within the organization and their desires to stay with the organization for a long period. Different demographic characteristics can influence affective commitment such as age, tenure, sex, and education (Meyer & Allen, 1991). These influences are neither consistent nor strong. The issue with these demographic characteristics is that although they can be described, their nature cannot be clearly explained. Meyer and Allen

(1991) described this example as a "positive relationship between tenure and commitment might be the result of tenure-related differences in job status and quality" (p. 82). The findings and development of this idea by Meyer and Allen were drawn immensely from Mowday et al. (1982) idea of commitment, which was developed similarly by earlier studies by Kanter (1968).

Historically, Kanter (1968) indicated commitment to be the willingness of social individuals to display loyalty and energy to their organization. In a study of the nineteenth century American utopian societies, Kanter indicated that: "commitment is central to the understanding of both human motivation and system maintenance" (p. 499). Kanter (1968) defined commitment and proposes continuance, cohesion, and control commitment, in which connects personal systems to regions of social systems, respectively binding evaluative alignments to norms, relationships, and roles. Sacrifice and investment support continuance as the two processes in which may underline the development of each of the three types of commitment. The underlying support for these processes is a great number of commitment-producing organizational techniques, or commitment mechanisms, that are set forth. Kanter (1968) suggested that the use of these techniques may make for successful and unsuccessful circumstances. The same concepts are true today (Tews et al., 2019).

Findings of the investigation approach by Mowday, Porter, and Steers (1982) regarding organizational commitment is the idea emphasizing managers' affective bond with their organization. Mowday, Porter, and Steers (1982) described commitment as a behavioral and attitudinal commitment to a manager's organization. In this case,

attitudinal commitment refers to a manager's identification with the goals of the organization and willingness to strive to accomplish them. This viewpoint emphasizes that organizational commitment is characterized by a strong belief in an acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization (Mowday et al., 1982, p2).

Research within these concepts may describe employee differences as antecedents of commitment, explaining that concepts such as organizational tenure and age may positively correlate with commitment, whereas the level of one's education may be negatively related (Tews et al., 2019). In behavioral commitment, millennial managers are identified as dedicated and committed to distinct organizational behaviors instead of an entity. This behavioral commitment does not serve the greater organization (Tews et al., 2019).

Meyer and Allen's (1991) research outcomes focused on continuance commitment as the *need* component or, in other words, the gains versus losses of working within an organization. Investments or *side bets* are the gains and losses that may take place if an employee remains with the organization or leaves the organization. Cohen's (2014) research on side bet theory indicated that an employee may commit to their organization because they perceive a high cost of diminishing organizational acceptance. However, an employee does not see the positive costs as often to remain with the organization may also consider the availability of other options (such as a different organization), interrupt personal relationships, and other *side bets* that would usually be

acquired from leaving their organization. The issue with this is that these *side bets* does not take place all at one time but usually accumulate with age and tenure (Georgellis, 2015).

Jaros and Culpepper's (2014) component of organizational commitment focused on an individual's commitment and choice to remain with the organization because they feel obligated. These feelings may generate strain on an employee from a previous organization or within their current organization. An employee may feel obligated to remain with an organization that has invested training resources to pay the organization back. An internalized norm may reflect on previous experience before the employee joined the organization such as socialization processes. Georgellis (2015) suggested an employee with higher organizational commitment has a higher chance of contributing to organizational progress. In turn, there may also be higher levels of job satisfaction. In this case, turnover reduces, and the organization's ability to attract, recruit, and retain talent increases. The basis of Meyer and Allen's research in this area is conceptual evidence rather than empirical, which explains the lack of intellectual complexity compared to affective and continuance commitment. Normative commitment concepts draw from the commitment component research investigation by Wiener et al. (2015). The literature contains much information on organizational commitment involving engagement in several important areas.

Job Performance

Job performance is the assessment of whether an employee performs a job well or not. Researchers have studied job performance in the workplace through industrial and

organizational psychology (Campbell et al., 1990). This psychology is the branch that involves workplace occurrences. This aspect also encompasses human resource management. Organizational outcomes often depend on the performance of its managers as well as its successes. Some researchers described job performance as a one person-level variable or something one person does (Campbell et al., 1990). Job performance is different from more encompassing constructs that have high-level variables such as national performance or organizational performance (Korschun et al., 2014).

Gruman and Saks' (2011) research findings described how many organizations are focusing in and emphasizing managers' performance structures to increase overall performance. There are several approaches to upper management performance processes that include employee engagement and commitment and core drivers of employee engagement and commitment at each distinct level. These authors suggested that levels of job performance play a significant role in the management of employee engagement and commitment.

Organizational Citizenship Behavior

OCB is optional employee involvement that is not necessarily outlined in a manager's job description and usually describes the organization. OCB is also not inclusive to reward or compensation systems. Managers often appreciate managers who engage in OCB but neglect to recognize their actions.

Researchers have thoroughly identified workplace conditions that impact the degree to which a worker feels exhausted, on the edge, tired, as well as worn out which attributes to engagement and commitment in OCB and its occurrences (Bolino et al.,

2015). Data collected suggested that there is a relationship between OCB and pressures to engage. Millennial managers desire managers who willingly engage in OCB, and managers desire OCB for self-fulfillment.

Turnover

Turnover in human resource management pertains to the act of replacing a manager with a new manager. There are several ways in which an organization can part way with a manager such as retirement, death, interagency transfers, and resignations (Bolino et al., 2015). Organizations determine a percentage rate measured by an organization's turnover known as turnover rate. An organization's turnover rate is the basis of percentage of managers in a workplace that leaves during a certain period. Industries and organizations as a majority measure their turnover rates during a calendar year or fiscal year.

Regarding employee engagement, Putri and Setianan (2019) found that employee participation in human resource development practices improves employee engagement and reduces turnover rates. This study highlighted that there is a relationship between how an employee identifies support for participation in accomplishing organizational goals, practices, engagement, and turnover intent. Results suggested that engagement partially mediated the relationship between human resource development and turnover intentions.

Distribution of Leadership

The distribution of leadership is the act of sharing leadership roles and responsibilities among a group of people. This is the process of assigning human resource

management responsibilities amongst several organizational managers. Findings by Chreim (2014) drew on distributed leadership and leadership-as-practice ideas to document on a comparative descriptive phenomenological study of leadership dispositions. Results indicated that when there is an effective distribution of leadership roles managers are more engaged and committed to their organization.

Employability

Employability is bringing value that creates work and receiving compensation for the work done and learning and enhancing future abilities. Witte and Cuyper (2015) developed the management philosophy employability to recognize that employment and market performance evolve from the competencies, creativity, and initiative of managers, and not necessarily from the experiences of superior upper management. For organizations, this entails developing a workplace that provides different opportunities for professional and personal growth within a management environment where there is an understanding that managers who grow in talent also grows in organizational development. For manager engagement and commitment, this is a new concept that involves movement towards a greater commitment to increased learning and development, and towards an appreciation that, in a constantly changing and uncertain work atmosphere, could develop a changing job market.

Job Security

Job security is the extent to which employment is probable and managers keep their jobs. Organizations and managers are both motivated to achieve a high level of job security. There are laws set by the government such as the United States Civil Rights Act

of 1964 that requires certain rationales for firing managers (Andrews & Gaby, 2015).

Managers can affect their levels of job security by developing and increasing their skills

through experience and education, or by relocating to a more desirable job position. Job

security may be determined by unemployment rates and manager confidence indexes in

certain fields.

In their research, Deci and Ryan (2014) indicated that job insecurity negatively

affects job performance through work disengagement. Work engagement or

disengagement may depend on a millennial manager's sense of job security and

organizational justice. Depending upon how well a manager performs, a manager may or

may not feel their job is secured (De Spiegelaere et al., 2014). Measuring job security

also includes the well-being and quality of life of millennial managers. When considering

the continuous rise of housing costs, the cost of living, and organizational budget

changes, managers are more attentive to feeling that their jobs are secure with a steady

income to provide for their households. Upper management may take great consideration

in addressing the concerns of job security and its impact not only on their millennial

managers, but also on other managers and employees throughout the entire organization.

When these concerns are not addressed effectively, delayed, or ignored, there can be

devastating effects especially on a manager's performance at work and overall

engagement and commitment.

Employee Empowerment

Employee empowerment is a philosophy and strategy that enables managers to

make critical analysis involving their work positions. Employee empowerment aids

managers in taking responsibility and ownership for their results. Employee

empowerment can help managers assist customers and improve organizational goals and

engagement and commitment.

Appelbaum, Karasek, Lapointe, and Quelch (2014) suggested in their findings

that a manager is essential to executing principles that reinforce employee empowerment,

contribution, and accomplishment. For example, demonstrating that an upper manager

values their managers is one action upper management can take that enables their

managers to soar. Upper management regard for their millennial managers through their

words and actions is a major component for considering change, while building rapport.

Words, body language, and facial expressions convey what managers think about their

managers who report to them. To engage managers and make them feel empowered, an

upper manager's goal might demonstrate their appreciation for each manager's unique

value. Regardless of how a manager performs on their job duties, an upper manager's

value to their millennial manager as a human being may always be positive and easy to

recognize.

Role Stress

Role stress in a workplace is the strain experienced by a manager when

incompatible obligations, expectations, or behaviors connect with one social role. A

manager assumes a role based upon the expectations of oneself or others in a workplace.

Leach, Brashear, and Boies (2014) indicated several components of role stress that

include stressors outside the organization, within the organization, relationships to duties

and responsibilities of work, and relationship to various work roles. This stress associates

with expected positions or roles, experienced as frustrations and ultimately alters

engagement and commitment. When managers are stressed or strained, they are typically

more prone to disengagement and role ambiguity (Bakker et al., 2014). Role ambiguity is

a type of role strain that takes place when shared specifications identified for an expected

manager role are insufficient or incomplete to explain those involved.

Self-Determination Theory Focus

The second focus of this literature review is identifying Ryan and Deci's (2019)

SDT. These authors enhanced the overall concepts of manager engagement and

commitment in the workplace about self-determination, self-motivation, and many other

significant issues that arise in the workplace. These concepts address personal decisions

and thoughts.

Psychological Well-Being

Psychological well-being explains how individuals evaluate their lives. Shuck and

Reio (2014) indicated these explanations may exist as an affect or cognition. The

affective part is the evaluation of pleasure guided by feelings and emotions. The

cognitive part is the evaluation of one's life and when a person consciously appraises

one's satisfaction with who they are. When offering judgments about employee

engagement and commitment, a person usually evaluates their engagement and

commitment as either good or bad. Thus, managers may have a level of subjective well-

being even when they are not actually conscious about it, and the psychological structures

accept or reject virtually a constant evaluation of what happens to a person in the

workplace.

Individual Differences

Individual differences in the workplace are deviations of managers from one another or the group average. These individual differences are variations from one manager to another on variables such as the degree of agreeableness, the rate of cognitive development, and self-esteem. Inceoglu and Warr (2015) placed much emphasis on individual differences in engagement, commitment and personality development. Results note how engagement and commitment differ between individuals. Inceoglu Warr (2015) suggested that conceptual frameworks may extend to personal characteristics relating to manager engagement and commitment in the workplace.

Motivation Across Cultures

Motivation across cultures refers to practices and rationale for behaving or acting a certain way from one culture to another. Culture in a workplace is the personality and character of an organization that makes it unique and sums up its attitudes, behaviors, interactions, beliefs, traditions, and values (Ryan & Deci, 2019). There are several variances that explain motivational factors such as the meaning of work, the role of religion, and uncertainty avoidance.

Ryan and Deci's (2019) research findings indicated SDT as a key proposition that explains how human beings have deeply evolved psychological needs. SDT also addresses motivation and engagement as correlating factors that differ across cultures and impact organizational growth. When the people within different cultures are motivated within a work environment, the basic psychological needs are enhanced.

Training and Development

Training and development are the processes of enhancing knowledge, capabilities, and skills of managers to meet their job obligations. Training and development shape the thinking and engagement of millennial managers and gears them to better quality performance. Training and development may be a continuous process to ensure managers are receiving the most up-to-date tools to help them succeed. This process is never ending in their position.

Literature by Waltz et al. (2020) suggested that training and development are important to organizational success and beneficial to both the manager and employer. This literature also highlighted that efficient training and development allow a millennial manager to become more productive and efficient while following several factors that are critical to engagement and commitment:

- Familiarizing millennial managers with the working conditions of the organizations such as rules and regulations, vision, and mission.

- Frequently training and developing existing millennial managers to enhance and refresh their knowledge and skills.

- Staying equipped and up to date with technological enhancements within the organization such as computer programs, equipment, and their work methods.

- Promoting and growing millennial managers in their careers so that managers are trained and developed to share their experiences and knowledge with others at a higher position within the organization.

Intrinsic Motivation

Intrinsic motivation involves behaviors that drive internal reward. In the workplace, this is the motivation to engage in behaviors that arise from within the manager due to intrinsic rewarding (Wigfield et al., 2015). Intrinsic motivation is different from extrinsic motivation because it involves engaging behaviors to gain external rewards or the avoidance of punishment. In many instances, intrinsic motivation is necessary to drive people of different cultures to succeed. Intrinsic motivation can also be a functional model that promotes successful performance.

Siu, Bakker, and Jiang (2014) suggested in their literature that several factors can increase intrinsic motivation, such as: challenge, curiosity, control, cooperation, competition, and recognition. When engaging managers in a workplace, an upper manager may observe these factors and evaluate progress. Wigfield et al. (2015) suggested it is necessary for upper management to determine if intrinsic motivation is being facilitated as well as diminished. Intrinsic motivation begins with the nature of each manager and is different according to each.

Values

Values in a workplace are the guiding essentials most significant to an employee about the way they work. Millennial managers use important concepts to decide between right and wrong ways of working, and they aid other managers and upper management to make career choices and decisions. Lyons and Kuron (2014) indicated there are several examples of workplace values that are essential for organizational alignment such as:

accountability, reliability, honesty, detail orientation, respect, positivity, meeting expectations, and commitment.

Purcell (2014) emphasized that millennial engagement and commitment can impact policies and practices and improve manager well-being, relationships, and many aspects of performance. An organization's values determine the outcome of the organization's culture. These same values explain what the organization is about as a whole and what is most important. It is essential that the organization's values align with the millennial managers' values. Purcell's (2014) research findings indicated that when there is alignment, managers and upper management are more prone to understanding one another and can build greater work relationships to achieve their goals.

Human Needs

Human needs are often described by Maslow's (2013) theory of human motivation and needs as physiological, safety and security, love, esteem, and self-actualization. As an organization goes through constant change due to external and internal forces, it is often necessary to alter how an organization meets the needs of their millennial managers. This may require changes in manager's knowledge and skills that also affect engagement and commitment. This literature is evident in Putri and Setianan's (2019) research that suggested there is a connection between human needs and manager engagement and commitment. To meet the needs of millennial managers, upper management may give managers an opportunity to progress in their position through constant development and training and allow millennial managers the opportunity to be creative. Upper managers who understand the human needs of managers can create an

environment that increases their motivation and engagement efforts. If human needs are neglected, managers become dissatisfied and unmotivated to perform their duties and responsibilities.

Engagement Behavior Focus

Another focus of this literature review is through identifying Meyer et al (2015) engagement behavior perspective. This perspective is informative in this qualitative descriptive phenomenological study. Two core factors are considered in the literature of millennial manager engagement such as willingness and commitment. Each factor indicates distinct values.

Employee Willingness and Commitment

The general meaning of employee willingness and commitment is one's shared responsibility in engaging in personal accountability for development and learning that both the employee and leader see as valid and relevant (Waltz et al., 2020). Working in a cohesive and healthy work environment is often a priority for individuals working within an organization. Establishing a quality foundation from the beginning can be essential in many business relationships. In doing so, this involves upper management explaining the purpose, vision, mission, and requirements of the organization clearly and thoroughly. Tangirala and Ramanujam (2012) suggested that upper management be responsible for identifying and explaining the current state of the manager about the expectations and requirements to gear manager's willingness and commitment to engage.

Shuck and Reio (2014) identified several key steps to increase engagement and employee willingness and commitment to create a foundation for development and training of personal accountability:

- Promote urgency for change by first establishing a change vision. This change vision requires a millennial manager and upper manager to compare the current and future purposes and goals that requires personal accountability.

- Brainstorm and share ideas and experiences of what the current state is and what is desired for the future.

- Identify the early adopters from both the millennial manager and the upper manager. This may involve building pilot teams according to an individual's interests to align through the pursuit of the change goals and visions.

- Consider a budget that is appropriate for implementation.

- Allow the pilot teams to relay their goals and visions.

- Create a strategic plan.

- Communicate to the other millennial managers and upper management what discussions and any success stories involving the plan.

- Authorize action by both the upper management and millennial managers. This may involve reward and recognition systems to promote hard work and effort, inspire and uplift, and build engagement and commitment.

Shuck and Reio (2014) developed these steps as a systematic way to organize and provide focus to demonstrate millennial manager's engagement and commitment. This conceptual basis is a logical and sequential approach for successful engagement and

commitment. Shuck and Reio indicated that millennial manager engagement is a manager's willingness and commitment to take personal responsibility for their engagement within the organization. A manager's willingness and commitment are not simply interaction with the work environment but implies a relationship and commitment to the organization in overseeing and helping with organizational growth (Christian et al., 2011). Thus, at the core of engagement and commitment are phenomenology and subjectivity. Engagement behaviors that redirect personal accountability for development and training have shown to lead to increased organizational success (Holbeche, 2019).

Employee Commitment

Employee commitment refers to the psychological attachment of an employee towards their organization (Hill et al., 2012). Millennial managers' commitment to their organization positively correlates with desirable outcomes such as job satisfaction and can also have a negative correlation causing turnover and absenteeism (Brunetto et al., 2012). Millennial managers' commitment can vary from organization to organization.

Employee commitment is also referred to as millennial manager loyalty and engagement (Meyer et al., 2012). The support and loyalty of a millennial manager is based upon their commitment to achieving organizational goals. The extent to which managers feel committed relates to how they identify with their organization's work ethic. The level in which a manager commits to their work, job duties, and employer formulates from their attitudes, actions, behaviors, and feelings while working for the organization.

Business ethics plays a significant role in developing millennial manager commitment. Millennial manager commitment can derive from a manager who believes that their future is connected to that of the organization and their readiness to make personal sacrifices for the organization (Meyer et al., 2012). Hill et al. (2012) suggested that the more an organization takes care of their managers, the more managers will commit to taking care of their organization. An organization that commits to respect and goodwill for its managers may increase manager's support of its objectives and loyalty to the organization. Manager interpretation and understanding of their organization can create an ethical culture that promotes and enhances the performance outcomes within the organization.

An organization that develops a positive upper manager to manager relationship may effectively promote and achieve organizational objectives with little to no business loss. In doing so, manager commitment can play a significant part in the developmental stages of any organization. There are several important factors an organization needs to consider toward successfully achieving their goals and purposes through manager engagement and commitment such as:

- millennial manager motivation,

- millennial manager engagement and commitment,

- millennial manager communication, and

- millennial manager loyalty (Mowday et al., 2012).

When a millennial manager is emotionally and intellectually committed to their organization, this can lead to higher success rates.

Literature Review Goals

The goal for this literature review is to analyze critically the literature by Allen and Meyer (1990), Meyer et al. (2015), Ryan and Deci (2019) and Waltz et al. (2020). This literature review may highlight the need for upper management to understand the critical affect manager engagement and commitment has throughout the organization. It also analyzes critical factors over a period that are consistent and relevant.

Critical Analysis of the Three-Component Model

In 2001, Meyer and Hersovitch formulated the three-component model that supports the main ideas but suggested a motivational, rather than attitudinal explanation. Since the definitions and dimensions of the revised model reflect the same concepts, it was equally sensitive to Solinger, Van Olffen, and Roe (2008) critiques. Solinger et al. (2008) indicated that it was beneficial to highlight the suggested reformulation as well. To clarify, Solinger et al. (2008) scrutinized the original three-component model and then extended their analysis to the motivational concept.

To date, Allen and Meyer's three-component model has been considered the principal model for organizational commitment. The three-component model essentially connects the three features of earlier organizational commitment investigations (Attridge, 2009; Buchanan, 2005; Kanter, 1968; Mathieu & Zajack, 1990; Mowday et al., (1982); Salancik, 2004; Tews et al., 2019). Although different in nature, the three-component model suggested that affective commitment, continuance commitment, and normative commitment explain one of the relationships between the millennial manager and the

organization that reduces the likelihood of turnover. Bakker, Demerouti, and Sanz-Vergel (2004) used the following statement to describe the three-component model:

Allen and Meyer (1990) suggested in their findings that millennial level managers with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so (p. 3) within an organization. When considering the apparent common conceptual idea of the three components, there are three noteworthy aspects.

1. The three components may reflect a psychological state such as a want as well as a need. This concept made Allen and Meyer (1990) consider the attitudinal forms of commitment.

2. The three components may correlate with the organization, in which reflects the notion that organizational commitment is an attitude.

3. The three components can simultaneously exist. Hence, the ability to form ideas (Allen & Meyer, 1990).

Since Allen and Meyer developed the three-component model in 1990, there has been some conceptual analysis regarding the purpose of the model. Especially, Solinger, Olffen, and Robert's (2008) critical evaluation of what the model tried to achieve. The authors proposed a reconceptualization based on standard attitude theory rather than Meyer and Allen's three-component model of organization commitment. In doing so, the authors used Eagly and Chaiken's (1993) attitude-behavior model to demonstrate that the three-component model combines essentially different attitudinal facts. The authors

argued that organizational commitment generally can be explained and understood best as an attitude regarding an organization. Meanwhile, Allen and Myer's normative commitment and continuance commitment are attitudes that regard specific forms of behavior such as remaining with the organization or leaving.

The three-component model does not necessarily qualify as a general organizational commitment model but instead qualifies as a model for predicting turnover. The authors suggested that the use of the three-component model may limit its purpose to only predicting turnover and Eagly and Chaiken's attitude-behavior model instead be accepted as the general commitment model strategy from which a wide range of models for the prediction of distinct organizational behaviors can be drawn.

Critical Analysis of the Self-Determination Theory

Many researchers have analyzed and applied SDT in many different arenas including psychotherapy, close relationships, virtual environments and media, parenting, health and medicine, religion, sport and physical activity, organizations, and education (Chemolli & Gagné, 2014). Across these different arenas, researchers have continued to use SDT to represent a broad range of different frameworks for the study of human personality and motivation (Gagné & Deci, 2014). Authors continue to use SDT as an idea for why individuals are driven to grow as well as gain personal fulfillment.

Critical Analysis of Engagement Behavior

Meyer et al.'s (2015) critical analysis of engagement behavior supports Lyons and Kuron's (2014) assumption that organizational willingness and commitment plays a critical role in promoting engagement behaviors in an organization. Engagement

behaviors can affect organizational results. This study focused in on millennial managers'

engagement perspectives in a retail setting. Djoemadi, Setiawan, Noermijati, and

Irawantos' (2019) research findings indicated engagement behavior as an energetic and

effective link between employee engagement and job satisfaction. Engagement behavior

is evaluated from many perspectives encouraging and inspiring managers to achieve

goals.

Rationale for the Three-Component Model

I selected the three-component model because it can be a basis for assessing

manager's mental and emotional state of attachment and role in employee engagement

and commitment. This is a psychological approach defining organizational commitment

in three various ways. As organizational commitment explains results as well as causes of

many organizational issues such as absenteeism and turnover, the three-component model

may describe the psychological state involving managers. Although there are numerous

strategies and theories of commitment, Liu (2019) remain the leading developers of this

research field.

Rationale for the Self-Determination Theory

I selected SDT for this study as a conceptual base for emphasizing a relatively

contemporary meta-theory on employee motivation. This theory is a unification of a

contiguous whole created by Ryan and Deci (2019) including aspects of post-modern,

cognitive, behavioral, and humanistic theory, hence eventually formatting what explains

SDT. This theory is a broad collection of sub-theories under one umbrella. In this

qualitative descriptive phenomenological study, SDT is described to explain how humans

have a natural tendency to engage according to their positive as well as negative

experiences in a more integrated and unified sense of well-being.

Rationale for Engagement Behavior

I selected engagement behavior for this study because it is a conceptual base for

understanding the sense of willingness and commitment an employee displays beyond

what is normally expected. Employee willingness and commitment develop the

engagement endeavors and progression towards organizational successes in a strategic

way (Lyons & Kuron, 2014). Organizational commitment can play a significant role in

predicting engagement behavior within a workplace (Meyer et al., 2015). Engagement

behaviors describe essential concepts in understanding managers' engagement

experiences and aiding upper management to respond effectively.

For organizations, the frequent disengagement of millennial managers has

resulted in a higher turnover rate and greater cost for the recruitment and hiring of

replacements (Sujansky & Ferri-Reed, 2009). For example, the costs attributed for

attracting and hiring include advertising, referral bonuses paid to managers, travel

incurred by both recruiters and applicants, and other company recruitment activities

(Guilding et al., 2014). This current, relevant, and significant problem creates additional

stress for upper management and the organization. Rawlins et al. (2011) suggested that it

is more difficult to attract and retain millennial managers because of their tendency to

view themselves as entitled instead of team players. Hence, managing manager

engagement and commitment within an organization can cost the organization less than

having to attract and rehire. A descriptive phenomenological study could describe the data collected regarding millennial managers' engagement and commitment.

Summary and Conclusions

In this literature review, I focus on the practice and application of Allen and Meyer's (1990) three-component model; Ryan and Deci's (2019) SDT; and Meyer et al. (2015), Shuck and Reio's (2014) and Waltz et al. (2020) perspectives to increase engagement and employee willingness and commitment. In this literature review, I also describe how millennial managers and upper management tend to carry out, respond, and handle engagement and commitment within an organization.

This literature review includes the practical and known need for engaging millennial managers, reducing turnover, minimizing absenteeism, and improving organizational goals (Meyer et al., 2015). This study may reduce the gap regarding the lack of literature to understand employee disengagement and lack of commitment in a retail setting by focusing on the millennial manager. This study may also determine how millennial managers feel engaged and committed in their organizations. Data collection including open-ended questions was distributed to millennial managers to gain responses on to what extent they feel engaged, influencing factors, and what can be done to improve engagement and commitment from different perspectives.

In Chapter 3, I explain the descriptive research design and describe and explain data obtained from the interviews. In Chapter 3, I also explain the purpose of gathering research on millennial managers in the United States working and managing in a retail setting organization. The methodology and data analysis are also be emphasized.

Chapter 3: Research Method

In this section, I describe and explain the descriptive research design, the rationale for choosing it, and how this process was used to acquire the proper qualitative data. Secondly, I describe the data analysis plan and software that was used. Next, I discuss trustworthiness such as credibility, transferability, dependability, confirmability, and ethical procedures. Lastly, I provide a summary of Chapter 3 that transitions into Chapter 4. By offering the results from this study, I hope to aid top managers in improving their engagement and commitment efforts with millennial managers.

Research Design and Rationale

To examine and understand the information regarding engagement and commitment, it was necessary to determine what type of data may be collected. The following is the research question that guided this study as stated in Chapter 1.

RQ: In your experience, how has upper management in your organization dealt with millennial managers to overcome disengagement, a lack of commitment, and high turnover rates?

The preferred descriptive phenomenological approach for this study involved a data collection interview protocol using open-ended questions. A list of the open-ended interview questions follows:

- Question 1: How would you describe your experiences regarding how to overcome disengagement among managers in retail organizations?

- Question 2: How would you describe your experiences regarding how to overcome a lack of commitment among managers in retail organizations?

- Question 3: Describe how engagement can be improved among millennial managers in retail organizations?

- Question 4: Describe how commitment can be improved among millennial managers in retail organizations?

- Question 5: Describe what solutions might improve millennial managers' retention in retail organizations?

Follow-up questions were asked to gain a broader range of knowledge regarding the topic.

The rationale for this descriptive research design was that interviews can be duplicated, analyzed, and compared with possible future studies. This data collection technique may allow a researcher to gather, interpret, and describe the summarized information sources as well as facilitate comparisons over a period and throughout different categories (Jackson et al., 2018). Another rationale for conducting a descriptive phenomenological study was to gain greater accuracy and objectivity of understanding the data obtained through open-ended responses (see Johnson, 2020). The data contained descriptive components that aligned with understanding engagement and commitment.

I designed this is a descriptive research approach to describe the behavior of millennial managers without influencing the managers in any way. This method was used to provide a general overview of employee engagement and commitment according to millennial managers. Mello (2014) indicated the subject of employee engagement may be further explored using this research design.

Another advantage of descriptive phenomenological study research is how the researcher may describe the data and results. The design can be useful for interpreting the data retrieved from conducting such qualitative research (Peterson, 2019). Although it may not provide a final answer, the findings answered the research question. Because there is a gap in the literature regarding what upper management and immediate supervisors might do to improve engagement and commitment of millennial managers that could lead to a decrease in the turnover rate, I collected data to analyze millennial managers' engagement in their organizations. By conducting a qualitative descriptive phenomenological study research design, I was able to provide insight and recommendations on what management can do to decrease the turnover rate.

Role of the Researcher

My role as a researcher was to communicate my research, ask open-ended questions to collect data, and analyze the data from millennial managers regarding their engagement in their organizations. I did not have any personal or professional relationships with participants in the study. I safeguarded the managers' responses and data to ensure confidentiality. I included reflective elements in my research to ensure ethical responsibility.

Methodology

This qualitative descriptive phenomenological research approach can generate new ideas and illustrate theory. Methods like this research approach can adopt new perspectives and transformations of the workplace (Sindhuja & Akhilesh, 2020). In this

study, this research approach provided focus on the commonality of managers'

experiences.

Participant Selection Logic

The population for this study was millennial business managers working in retail

organizations in the United States and included those who sell retail merchandise, such as

automobiles, furniture, and clothing. I used a simple random sampling strategy used to

collect data from accessible respondents (see Gabriel et al., 2019). Millennial managers

aid organizations in helping customers find the products they desire and process

customer's transactions. For this study, the millennial retail managers were from eight

retail organizations to increase the sample size.

Participants were identified through company titles. For example, participants

must have had the title of manager or a relative leadership position in which they

managed employees. Participants were contacted and recruited through company emails.

After the participants agreed to be interviewed, we set a date and time for a zoom

videoconference.

The sample was 18 full-time millennial managers interviewed using open-ended

questions. My goal was to evaluate the responses to make recommendations on

organizational improvements regarding engagement and commitment that may lead to

improved retention among this group. The criteria to participate was based on

commonality (Leedy & Ormrod, 2010), which is considered suitable in qualitative

research. Specifically, this sample population comprised millennial business managers

who were either engaged or disengaged within their organization. The sample size was

large enough to reveal a variety of opinions and gather data while also limiting the

sample size at the point of saturation (Johnson et al., 2020). In many qualitative

interviews, it is recommended that the point of saturation can be anywhere from five to

50 interviews (Saunders et al., 2018). Having 18 interviews was adequate to address the

research question and describe the phenomenon of interest with saturation. I used

NVIVO 12 Data Coding Software to organize and manage the data to prepare for the data

analysis. The purpose of NVIVO 12 is to allow researchers to create a quality and

professional coding for interpretation and detailed data analysis.

Instrumentation

Based on an extensive review of related academic literature, I created the

interview questionnaire for this qualitative descriptive phenomenological study on

millennial management engagement and commitment in retail organizations, which

included open-ended questions regarding how to overcome disengagement, a lack of

commitment, and a high turnover rate among managers in a retail setting. This tool is

appropriate for the current study because it may provide information for upper managers

in evaluating the significance for creating and maintaining millennial managers'

engagement and commitment. Additionally, millennial managers may be able to gain

insight into what is being achieved and identify areas in which they may improve on

manager engagement and commitment.

Zoom Videoconferencing was the tool used to collect responses (Archibald et al.,

2019). This tool allowed me to collect the responses of the participants from interviews

using open-ended questions. Based upon what they said I was also able to ask follow-up

questions. Both the audio and video of each interview was recorded and transcribed. Connection was never interrupted. A similar study by SHRMF (2014) found their similar survey tool trustworthy for measuring engagement and commitment. This tool consistently and systematically may measure similar values, such as engagement and commitment. This SHRMF questionnaire tool includes open-ended questions to include additional information, such as feelings, attitudes, and their understanding of engagement and commitment. The population used in the Society of Human Resource Management (2014) study was 600 employees and 347 HR professionals randomly selected by an outside survey research organization's web-enabled employee panel. My questionnaire was separate from the SHRM study and focused in on millennials management perspective. My questionnaire may have established sufficiency of data collection to gather answers and actionable insights to answer the research question.

The basis for my development of this study was through an American Community Study and Employee Job Satisfaction and Engagement: The Road to Economic Recovery report (2014). This study may compare to previous research in random selection on gaining responses based on millennial manager's engagement compared to employees. Participants were full-time millennial managers and work up to 40 hours per week.

I selected 18 participants from eight retail organizations. I selected these retail organizations according to convenient locations. In this qualitative descriptive phenomenological study, the population of interest is millennial managers in a retail setting. This qualitative descriptive phenomenological study was limited to a sample of that population, therefore having significant implications for the applicability of the study

results. The data saturation process was used to ensure adequate and quality data were obtained to support the qualitative descriptive phenomenological study when redundancy was reached in data analysis.

I used a field test in preparation for my actual study. This preliminary study (Majid et al., 2017) was useful for pretesting my questionnaire and what it may entail. It identified problem areas in my questionnaire that I needed to address before interviewing my actual population. A field test may save time and reduce risks of errors in a qualitative study (Majid et al., 2017).

Sampling Frame

The inclusion and exclusion criteria were determined based upon the study's purpose to investigate millennial managers' engagement within a retail setting; therefore, only those people considered to be millennial managers were included, and other managers in other positions were excluded. Justification for focusing on retail organizations is due to its evolving engagement issues regarding millennials (Koppel et al., 2017). Also, millennial managers who were not working in a retail setting were excluded. The rationale for these inclusion as well as exclusion criteria were to focus on millennial managers working within a retail organization to gain knowledge regarding their first impressions and engagement endeavors to avoid employee turnover for upper management to evaluate thoroughly. The sample size determined to be needed was a minimum of 18 from retail organizations (Brant & Castro, 2019; Schlee et al., 2020; Waltz et al., 2020). The justification for the sample size was to obtain adequate data to explore the research question.

Procedures for Recruitment, Participant, and Data Collection (Primary Data)

There was one questionnaire as the data collection instrument used in this research study. The research question followed the procedure for recruitment, participant, and data collection. Data were collected from individuals invited to participate in this research from the population. Interviews were conducted via Zoom videoconference online. Frequency of data collection events were one time per participant. Duration of data collection was approximately eight minutes per participant. For all interviews, both the audio and video were recorded and transcribed. Recruitment results were substantial, and no more participants were needed as a follow-up plan. Upon exiting the study, I debriefed by reviewing and assessing responses with the participant. I also asked any follow-up questions needed for clarity or further analyzes.

Initial contact with potential participants was by email directly from me (the researcher) at United States organizations as indicated on staff directories and company websites. During the recruitment process, potential participants received the information about the qualitative descriptive phenomenological study that could aid them in deciding if they would like to learn more and possibly take part in the investigation. Participants were also able to set up date and time to conduct interview that worked best for their schedule. No specific retail organizations were identified in the results to protect participants disclosed information or identify.

Data Analysis Plan

The type of data analysis plan selected for this qualitative dissertation is content analysis. There is connection of data to the research question. To conduct content

analysis, I strategically collected data from questionnaires and identified patterns throughout. Research data are information that was collected, observed, generated or created to validate original research findings (Saunders et al., 2018). An example of qualitative data are generational groups. In a qualitative study, this information is about qualities and information that cannot be measured (Saunders et al., 2018). In this specific research study, experiences of managers in a retail setting were collected to possibly validate original research findings.

Familiarizing myself with each response was an initial step in content analysis. Content analysis manifest realistic conclusions after gathering information and examining meaning of data retrieved (Saunders et al., 2019). In this study, the connection of data to the research question are the responses from managers. Conclusions were analyzed from their experiences, strategies, views and solutions to engagement and commitment. I focused on the interpretation and understanding of this research method by categorizing or coding the responses according to themes and concepts. In doing so, I was able to make inferences about the managers. There are four significant phases of content analysis that included: decontextualization, recontextualization, categorization, and compilation (Saunders et al., 2019).

An advantage of content analysis is the flexibility of being able to conduct this research method at a low cost, any time, and in any location. Having access to the appropriate managers and internet access via Zoom, enhanced data collection and overall analysis (Saunders et al., 2019). Participants were able to complete the questionnaire where they feel most comfortable. Content analysis addresses the central aspect of social

interaction considering direct communication via questionnaires, and hence can support qualitative research.

I used a software package known as NVIVO 12 Data Coding Software for coding this qualitative research data. NVIVO is commonly used in qualitative research to manage data in an organized manner (Swygart-Hobaugh, 2019). This data screening was used to screen data for any outliers and out-of-range values. This tool analyzed and found insight in open-ended questionnaire responses. NVIVO also examined relationships in the data and combined analysis with modeling, searching, shaping and linking (Swygart-Hobaugh, 2019). NVIVO provided a systematic way of observing data in a complied format.

I used this software to cross-examine data collected in various ways using its query functions and search engines. NVIVO accommodated Zoom video recordings and format. It allows its users to interchange data with other applications that are convenient. Data were interchanged to Microsoft Word. Information was saved and backed up immediately.

Issues of Trustworthiness

In any study, it is important to consider the trustworthiness in research. In this study, the tool was a questionnaire. The trustworthiness in this qualitative research is credibility, transferability, dependability, and confirmability. I was curious in the findings that this study would describe millennial managers' engagement and commitment within the workplace as it pertains to successful retention efforts. This study is based on millennial manager's responses and not on any personal motivations or potential bias.

Credibility

To ensure credibility in this research, I had member checks. Member checks is another way of gaining feedback from informants or validations from respondents (Kimberlin &Winterstein, 2008). This technique is used to help researchers gain accurate, credible, valid, and transferable data for their research. This is also known as internal validity. Member checks help determine credibility and establish trustworthiness (Kimberlin & Winterstein, 2008).

Transferability

The appropriate strategy I used to establish transferability is thick description. Transferability is the degree in which the results of one research study can be transferred in other research settings or contexts (Peterson, 2019). Thick description involves actions, meanings, feelings, and voices. I provided the reader with a purposeful and fully detailed account of the research design, participants, and context of the study so that they as the reader can determine if it can be transferable.

Dependability

The appropriate strategy I used to establish dependability was through an external audit. This technique is also known as an inquiry audit. This strategy involves having another process to examine the processes of the research data (Johnson et al., 2020). This technique is used to confirm the findings in the study are accurate. This technique is also used to ensure the findings are validated by the data gathered.

Confirmability

The appropriate strategy I used to establish confirmability is reflexivity. Reflexivity is a way of thinking systematically through the context of knowledge construction (Johnson et al., 2020). This strategy is used in the processes of the research including data collection, data analysis, and interpretation of the data. Research is than geared through the perspectives of the researcher.

<div align="center">

Ethical Considerations

</div>

From designing to reporting, researchers face several ethical challenges. In this qualitative study participants will remain anonymous, all information obtained will remain confidential, and there was informed consent before proceeding with the questionnaire. My role as a qualitative researcher was to define and well inform participants of their role. Having a well-designed plan of specific ethical guidelines limits ethical concerns (Peterson, 2019).

One ethical consideration in this qualitative research study is the interpretation of responses from managers. They can be biased or incorrect, and the findings may be contentious (Peterson, 2019). Another ethical consideration is using a questionnaire as a method in which the researcher is considered the instrument tool in text production. In doing so, I had a plan of inquiry that was well developed and could be altered as the questionnaire proceeded. I avoided relying on traditional approaches to address concerns of credibility and bias. Conducting field tests helped prepare for this instrument tool. Before beginning the data collection, Walden University IRB focused on the protection of human subjects. This is a priority necessary to obtain data. Ethical considerations

included how some participants may hesitate to answer questions in fear that their

responses to the questionnaire are recorded and can be traced back to them from their IP

address, email address, or other computer information in the attempt to collect their

identification while they are completing the questionnaire. Participants will not be

identified in any way as I used coding as P1, P2, etc., to define each participant. The city

in which they live and the email and company they work for also were not identified. The

data contained in my database collected from the participants will be destroyed after 5

years. The participants' names and organizations will not be listed in this study. This

concern could be eased by reassuring participants that their responses will not capture

their identification. Another plan to address this ethical concern was when asking for

sensitive information such as a participant's email address for any reason, the descriptive

phenomenological study questionnaire specified that their information will be saved in a

separate file from the responses in which there will be no link between the questionnaire

responses and their email address.

Summary

This qualitative descriptive phenomenological study approach will entail the

administration, collection, and analyzation of questionnaires from millennial retail

managers for improving engagement and commitment. The questionnaire can address a

parallel set of items to explore and understand the experiences of millennial manager

engagement and commitment perspectives and the conditions that affect engagement and

commitment according to how they feel within their organization. A person's identity

may not be a factor as there are numerous retail organizations throughout the United

States. The descriptive phenomenological study protocol in qualitative research methodology consists of numerous questions that are open-ended in nature. Ethical considerations involving confidentiality and data security are essential in collecting responses from questionnaires. In Chapter 4, I briefly review the purpose and research question. In Chapter 4, I also describe the timeframe of the data collection, recruitment, and response rate, as well as highlight the questionnaire results and findings.

Chapter 4

The purpose of this study was to understand millennial managers' engagement and commitment in the workplace as it pertains to successful retention efforts. As previously stated in earlier chapters, the following was the research question that guided this study:

RQ: In your experience, how has upper management in your organization dealt with millennial managers to overcome disengagement, a lack of commitment, and high turnover rates?

The research approach was a descriptive phenomenological study designed to explain the actions of millennial managers through their responses to open-ended questions. In this section I review my field test conducted with close friends and family and report impacts the field test had on my main study. I describe the research setting and conditions as well as the demographics and characteristics relevant to the study. I further discuss data collection, report the data analysis process, and describe evidence of trustworthiness. Lastly, I discuss study results and summarize answers to the research question.

Field Test

I conducted a field test with friends and family to practice and identify potential flaws in study. I held these interviews with friends and family prior to IRB approval, and the data obtained were not included in final analysis. This allowed me to save time and money by practicing the format of interviews and staying focused on the questions and any follow up questions that seemed necessary. It allowed me to troubleshoot the actual

average time necessary to conduct the research. I originally thought it would take 10 to 15 minutes to conduct each interview when it only took an average 7 to 9 minutes if I stayed focused and diligent about the research topic and refrained from going off topic. In doing so, I was able to save time transcribing and reviewing the details when analyzing data. I still allotted myself 10 to 15 minutes per interview to feel comfortable and ensure I received all the information to make a thorough analysis. No field tests were done outside of friends or family and no data from field tests was included in the results.

Research Setting

Each research setting in this study was conducive for both the interviewee and the interviewer. All interviews were conducted privately between the interviewee and the interviewer. Each interview was set in the comfort of the participant's own space, whether office, home, natural setting, or other. I conducted all interviews in my private home office. Many interviewees appeared to work from home due to the pandemic and others appeared to work directly in their respective organizational settings. No personal or organizational conditions seemed to influence participants or their experience at the time of the study that would affect interpretation of the study results.

Demographics

A total of 18 individuals participated in interviews for this study. Participants were all employees working in the United States. All participants were millennial managers working in a retail setting. Thirteen participants were females and five were males. Each employee managed others full-time.

Data Collection

Data for this study were collected from 18 millennial managers who work in a retail setting. Participants were interviewed via Zoom teleconference, which lasted an average of 8 minutes. Data were collected over a duration of 4 days. I conducted most interviews within hours or even a day or two after receiving a confirmation email consenting to participate in the study. Participants were asked five open-ended interview questions so I could gain insight into their experiences and underlying principles of engagement and commitment.

Interview dates and time were scheduled via email for those participants who consented to the recruitment email and met the criteria requirements for participating in study. A private link was provided to each participant to access the interview. I audio and video recorded all interviews. I also conducted note taking during each interview. I reviewed each interview and transcribed the session with each participant.

Data Analysis

Data were systematically analyzed, managed, and organized by NVIVO 12 Data Coding Software. This software transcribed each interview. In addition, I transcribed each participant's response to interview questions by hand. Based on the content of the data transcribed and received by NVIVO, I was able to follow up and determine if transcriptions were accurate with my own hand transcriptions. I further reviewed each participant's response to interviews and reviewed audio and video recordings to take note of important patterns of ideas and statements. For accuracy, I verified each transcription by listening carefully to the transcriptions and comparing words or statements made by

the participants to words or statements documented in the transcripts. Before I engaged in the data analysis process, I separated and grouped the transcribed interview questions by Q1, Q2, Q3, Q4, and Q5. Prior to obtaining data, each participant interviewed was labeled as P1, P2, P3, P4 and so forth to P18. Each participant was assigned a number for data collection to protect their confidentiality.

Throughout the data analysis process, coding was done by three different methods. Firstly, I used open coding to determine evolving themes for each interview question. Open coding consists of categorizing the data to compare and understand its recurring themes. NVIVO aided this procedure by characterizing and developing codes that described, named, and classified the idea under consideration. The process of open coding allowed me to link a sentence, line, or paragraph in varying degrees of detail. I was able to thoroughly decipher and understand the text and develop concise categories.

Secondly, I used axial coding to code the meta themes found cohesively within the interviews. Axial coding is a qualitative research technique that NVIVO makes convenient to achieve through their software. This process involved relating data together to uncover codes, categories, and subcategories found within participants' responses from transcripts and data collection. In essence, axial coding is a process to provide connections between the data collected.

Lastly, I documented an exhaustive detailed description of the results for the data analysis. The codes and themes were summarized to create the main idea of the data. Underlying constructs of the phenomenon were documented. Finally, to validate the results, I applied member checking. To address any discrepancies in the data, I compared

audio and video recordings of the interviews, to the notes I took throughout each interview, the hand transcriptions, and NVIVO transcriptions made after each interview. I contacted one participant via email to obtain clarification for millennial manager status. Clarification was needed to confirm that the participant met the criteria of the current study.

Evidence of Trustworthiness

It is critical in qualitative research to establish trustworthiness. There are several elements of trustworthiness including credibility, dependability, conformability, and transferability that a researcher can assess to determine the validity of their research (Mandal, 2018). In this research study I established credibility through member checking. I emailed a copy of each participant's transcript for them to review and provide feedback. Member checks allowed participants the opportunity to provide further information, agree, disagree, make changes, or validate their responses. Six participants responded to the email confirming their responses. One participant responded to the email validating their responses were all correct. One participant responded to the email that all responses were accurate to the best of their knowledge. One participant responded to the email that all answers were accurate. One follow-up interview was conducted to clarify that the participant was a millennial manager.

Thick description was the strategy used to establish transferability and determine trustworthiness. Initially, each participant was provided a purposeful and fully detailed account of the research design, participants, and context of the study so that they could determine if it can be transferable via email. In addition, I reviewed the details in the

beginning of each interview again to elaborate and allow any questions before asking the first question. Thick descriptions involved actions, meanings, feelings, and voices of each participant.

To enhance the elements of trustworthiness, dependability was used in this research study. NVIVO was used as an external audit and technique to establish dependability. Transcriptions were reconfirmed with hand transcriptions confirming responses from participants. This inquiry audit allowed me to use another source to analyze and process data. This strategy also provided confirmation of words, descriptions, and themes.

Study Results

A qualitative research study is one that is multimethod and focused on a naturalistic approach to a phenomenon (Leedy & Ormrod, 2016) and conducts research of the underlying issues in a more focused and detailed approach (Patton, 2015). This qualitative research study focused on understanding millennial managers engagement and commitment within the workplace as it pertains to successful retention efforts. The purpose of a phenomenological research study is to understand the perceptions of individuals in comparison to a particular circumstance (Leedy & Ormrod, 2016). This phenomenological study focused understanding millennials experiences to provide meaningful information to management for them to build and execute strategies to increase engagement, satisfaction, commitment, and retention.

The research question used to explore the phenomenon of engagement within a retail setting is: How has upper management dealt with, in your experience, millennial

managers within your organization to overcome disengagement, a lack of commitment, and high turnover rates? This qualitative phenomenological study revealed the lived engagement experiences of millennial managers. This revelation became evident throughout the data analysis process where themes and patterns emerged from the raw data which I collected through the teleconference Zoom interviews.

Qualitative data analysis is frequently inductive in the beginning stage especially when trying to figure out feasible categories, patterns, and themes (Patton, 2015) which in most instances is called open coding (Strauss & Corbin, 1998). Axial coding aims to construct connections between data. Exhaustive detailed description in qualitative research will allow transparency and complete reporting of data collected. There were several themes that emerged in this qualitative research study. These themes were explored in relation to the research question.

Themes

Presented below are the themes that emerged throughout the data analysis process in relation to the research question. Each theme was validated by direct quotes collected from participants during open-ended questions asked throughout the interview. Themes were emerged from common words, phrases, and codes from each participants response. Several emerged themes where identified.

Theme 1: Communication Is Required to Overcome Disengagement Among Managers in Retail Organizations

This theme refers to open and candid communication amongst millennial managers within a retail organization. Communication is ideal in many organizations to

fulfill the vision, mission, and overall organizational goals. Communication refers to a

relationship where employees can be open and honest in their feelings. Communication

also refers to the dynamic that exist between individuals that can negatively affect

organizational goals. The feedback that I received when I asked P1 to tell me about his

experience regarding how to overcome disengagement among managers in retail

managers organizations was as follows:

> I always been advocate and adamant about having proactive communication and
>
> engaging, you know, the management and the staff exactly what is going . . .
>
> concise and one specific method that I implement no matter what the job is candid
>
> communication. Now candid communication is a little unnerving to the one's of
>
> this PC culture. But getting a good idea of what is going on . . . It is interesting in
>
> engaging them and really have those heart to heart you know conversation about
>
> what's going on and what it is I can do to improve the situation.

P5 stated,

> I would say you know just making sure that you're really like communicating.
>
> Using your communication well and your interpersonal skills well. Talking to
>
> people asking questions and making sure hum, that you're trying and
>
> understanding why their disengaged because if you don't know, if you don't ask
>
> than you'll never know.

P7 stated,

> Listening to them so a lot of times it comes to the fact of me listening to them and
>
> hearing their voice and letting them know that their voices is heard and whatever

concerns they have been taken seriously. That is pretty much how I usually get

them engaged . . . As well as definitely have those open-ended questions to get

them engaged within my meetings as well.

P13 emphasized,

Well one most important thing that I think has been successful has been

communication. Making sure that my employees feel comfortable to come to me

and trust that I will give them what they need regarding feedback. . . . when you

have good communication it cuts out a lot of the middle you know the middle

drama that could actually happen in a workplace. You don't want anyone walking

around feeling resentment or feeling like they're not being heard so

communication is definitely key.

P15 also added,

So, my thing is one way to go ahead, and ah engage is communication. I believe

where communication . . . with like anything can solved with just talking out your

problems or whatever is going on. Just talking it out . . . communication comes

with listening to. So, it's basically like two parts so if it is something that's going

on just talk it out work it out . . . Pretty much just talk it out.

Theme 2: Poor Leadership and Lack of Training Leads to Disengagement

This statement refers to the experiences of entry-level management with upper

managers who are not engaged and have dissimilar interests in organizational goals. This

includes actions which motivates disengagement. P3 summarized her experiences as "it's

lack of leadership sometimes. Not being able to see the end goal especially in millennials you know that they are hot fast and ready microwave generation." P4 indicated that:

I think a lot of it has to do with constant and consistent training. When you work in retail first and foremost you deal with customers face to face and it gets mundane and sometimes it can get a little tiresome. But I think a lot of it again is training. Training should not be a one-off thing. Training should be something that occurs every three months because we live in a world that is currently changing constantly. Like its constantly changes especially with technology and how well we advance. It is not a reason why and it does not even have to be in a classroom where you sit down to actually get the reinforcement for your learning. We can actually do their modules; it can be done online. There are apps, there are so many ways to refresh people.

Theme 3: Incentives Help Improve Engagement

There are direct constructs that impact disengagement. Incentives in many organizations drives engagement. This term refers to how to overcome disengagement among managers in retail organizations. P4 succinctly described her experience as "you need to make incentives to keep people engaged," and P6 said,

We try to give incentives to our employees so we use different kinds of challenges and sales quotas and targets . . . we can use incentives for employees with different kinds of rewards and I've seen how implementing that process has gotten more of our employees to just get more fired up.... hitting the sales floor,

their interacting with customers more . . . their very attentive now because they

want to reach that goal, they love getting prizes and I mean like who wouldn't.

P16 stated, "One of the things that we like to do is incentive programs." P17 added,

I think the best way to combat disengagement in any form is through incentives.

Whether it is the bonuses or different parties just making everyone feel

appreciated is I think the best way to combat disengagement. Because I think

sometimes when we just get used to the status quo every day we are just doing the

same thing putting away clothes, hanging out with customers and trying to keep

everyone as safe as possible does get a little bit drum. So, we do like to spice

things up a bit and make everyone just feel appreciated. And give them incentives

to work a little harder.

Theme 4: Sense of Feeling Valued Leads to Engagement

This term refers to the sense of feeling valued within an organization. No matter

what generation an employee is in, their feelings are considered. Millennial sense of

feeling valued was explored, and P8 said, "To get them engaged . . . letting them know

that they are valued . . . It's kind of rewarding them as well for their accomplishments."

P11 stated, "If they don't feel they are contributing to the team and that's when they

going to not feel like their participating and putting in that effort, they need to get the job

done."

Theme 5: Teambuilding is Essential to Engagement

This term refers to the importance of working together. Entry-level managers

indicate teambuilding to overcome disengagement among managers in retail

organizations. P7 shared, "Through team building you're able to find so many other people's strengths and weaknesses." P10 added, "I just really feel there has to be some type of cohesiveness between the management and labor as far as working together to make sure that everyone is on the same page everyone has the same goal." P12 stated, "If you could do any kind of teambuilding or figure out where the disconnect is you can help them get re-engaged in their work."

Theme 6: Improving Commitment and Communication is Key in Resolving Disengagement

This term refers to commitment and communication as significant solutions to prevent disengagement and turnover. P3 summarized her concern stating,

> As a leader in an organization, you want to make sure that you are creating an infrastructure where your managers are able to come to you and talk to you about their processes, what their noticing because honestly, they're the ones that are trying to do the work on a day in day out basis, so they have a better temperature check on what's happening. So, I think it is investment, lack of commitment is a lack of investment. . . . Sometimes practices could be outdated, and the lack of communication doesn't support me wanting to keep working towards someone's else's goal or someone else's mission you know so.

P12 stated,

> In a leadership role you just have to kind of change to your audience. So, if you are working with millennials you got to talk their language that they talk. And that is a better way to engage them and also what I learned is you cannot just see

things your way you have to be open. Have an open mind and be open to change because their way may actually be more efficient and quicker process in getting things done.

Theme 7: Establishing Rapport can Overcome Commitment

This term refers to the understanding of being able to relate with your millennial managers to increase commitment. P9 shared her experience and stated, "You're dealing with a lot of different personalities. You need to be able to relate to those managers in a way that you understand. What is the stressor. What is the thing that is triggering them to be disconnected."

Theme 8: Feeling Appreciated Makes a Significant Difference in Engagement of Millennial Managers

Feeling appreciated has several faucets that keep millennial managers engaged. P11 stated< "If they feel appreciated if they feel like they are being seen. If they feel like they are a part of the team all of that counts."

Frequencies

For Q1, Q2, Q3, and Q5, communication was one of the most common responses and overarching themes. The figure below is a word cloud to help visualize the responses of participants in their interviews. After the coding process, these responses were the most used words in the transcripts in response to engagement, commitment, and solutions to millennial managers in retail organizations. These responses were also determined through frequency counts.

Figure 1

Word Cloud of Responses to Questionnaire

Note. The most common responses were communication, incentives, appreciation, promotions, and training. A chart below displays the frequency of these five responses to Q1, Q2, Q3, Q4, and Q5.

Figure 2

Frequency of Themes for Engagement Strategies of Millennial Managers

Frequency of Themes for Engagement Strategies of Millennial Managers
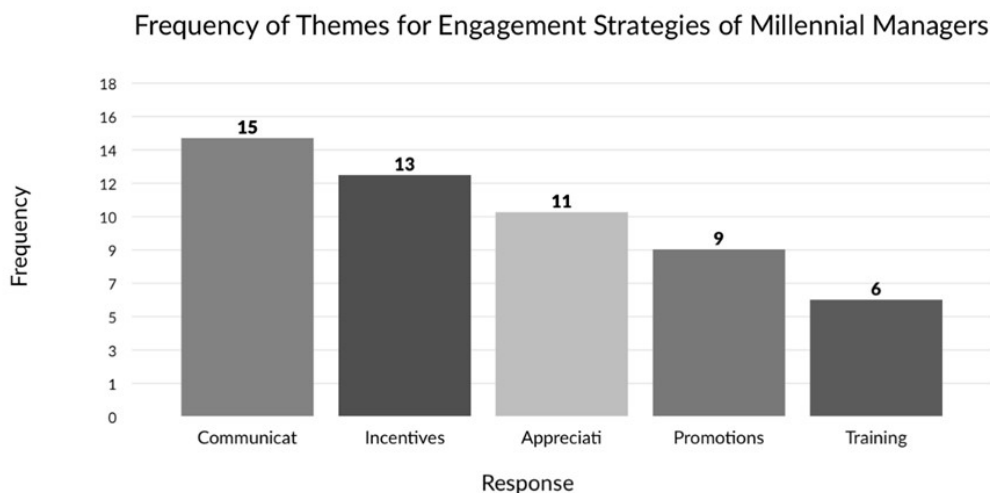
Summary

In this chapter, I presented the recruitment and data collection practices including procedure for keeping each participants response confidential and protected, method of correspondence with each participant, consent to participate and transcript distribution from each participant. Data for this qualitative research study were collected using interviews from Zoom teleconference with 18 participants satisfying the inclusion criteria of being millennial managers working within a retail organization. I confirmed the demographic for this study that all 18 participants were millennial managers, employees working within the United States, worked within a retail setting, and managed others full-time.

I also presented data analysis of data collection from 18 participants to answer the research question which is: How has upper management dealt with, in your experience, millennial managers within your organization to overcome disengagement, a lack of

commitment, and high turnover rates? Grounded in the content analysis, 13 codes
advanced from the collected data. These codes were (a) communication, (b) incentives,
(c) promotions, (d) teambuilding, (e) training, (f) development, (g) mentorship, (h)
recognition, (i) listening to concerns, (j) socialization, (k) growth, (l) bonuses, and (m)
opportunity.

Five themes later emerged. These were (a) unclear expectations negatively affects
commitment and motivation, (b) challenges to immediate growth leads to lack of
commitment, (c) inability to receive promotions leads to turnover, (d) culture influences
engagement, and (e) remaining in one position for too long negatively affects retention.
NVIVO was also used to assist with the trustworthiness of this study by validating
transcripts and responses.

In Chapter 5, I reemphasize the purpose and nature of this qualitative research
study and rationale. The key findings are clearly and briefly summarized, and I discuss
the ways in which the results validated, invalidated, or expanded knowledge in
organizational practices by comparing them with information obtained and found in the
peer-reviewed literature discussed in Chapter 2. I discuss limitations to trustworthiness
that emerged from the execution of the research study in alignment with my plan in
Chapter 1. I also discuss recommendations for further research that are justified in the
strengths and limitations of this qualitative research study in addition to the literature
reviewed in Chapter 2. I discuss the potential impact for positive social change for
millennial managers in retail organizations.

Chapter 5

The objective of this qualitative research study was to understand managers'

engagement and commitment in the workplace as it pertains to successful retention

efforts. Disengagement amongst millennial managers has resulted in concern that

organizational change is needed (Waltz et al., 2020). The descriptive phenomenological

approach I used for this study gave me the opportunity to address the millennial managers

experiences of retail organizations to provide relevant and valuable data to upper

managers that can improve satisfaction, commitment, and retention of millennial manager

employees.

Interpretation of Findings

There are several ways the findings of this study confirmed, disconfirmed, or

extended knowledge in the discipline compared to the peer-reviewed literature discussed

in Chapter 2. The three-component model of commitment, SDT, and engagement

behavior were the three conceptual frameworks that were discussed and that provided the

conceptual framework. In this chapter I expand on the comparison of each in perspective.

The word cloud in Chapter 4 is consistent with the interpretation of the findings.

This visual component indicates the responses in interviews that were most common. The

responses confirmed all three conceptual frameworks in a quick, easy, and meaningful

way. The frequency of themes for engagement strategies of millennial managers were

consistent.

The Three-Component Model

One confirmation derives from the three-component model that managers might become emotionally engaged and committed to their company through affective commitment, continuance commitment, and normative commitment (see Glazer et al., 2019). Affective commitment is the affection for a job and the idea that employees feel an emotional attachment to their organization (Marique et al., 2012). In this instance, affective commitment highlighted that managers identify with the organization's values and goals and genuinely want to take part in the organizational success. With regards to this confirmation, P2 indicated, "It's all a process of getting to know them and making them feel more so a family feel as best as you can in relation to business." P2 stated, "You're not fully committed until you love what you do or take pride in it." As emphasized in the Chapter 2 literature review, if managers are satisfied with their job duties, they are more likely to be satisfied with their position (Vandenberghe, Bentein, & Panaccio, 2014).

Another confirmation is through the continuance commitment factor. As mentioned in the Chapter 2 literature review, continuance commitment is motivated greatly by culture; therefore, when an employee joins an organization that is supportive and positive, they will usually have an increased level of continuance commitment (Thuy et al., 2020). P2 confirms this idea by stating, "If you want to keep good employees you create a work environment that respects culture and professionalism, fun, a work-life balance, fairness, and equality." P16 added,

Strong work culture . . . making sure everyone is involved. Communicating clear

goals and expectations, especially for the managers so you set the expectations,

this needs to be done, and you show them how to do it and then at that point if

they, you know, if it's not being done, they can be held accountable.

As stated in the Chapter 2 literature review, normative commitment builds upon

affective commitment and continuance commitment including the duties, values, and the

degree to which a worker remains with an organization through a sense of obligation

(Vandenberghe, Bentein, Panaccio, 2014). Furthermore, there may be problems in an

organization that an employee desires to help resolve because the employee does not

want to leave the organization in a bad situation. In regard to this confirmation, P2 said,

Commitment can be improved by setting goals, not just any goals, attainable

goals. It builds confidence and morale even if you know this particular position is

temporary, creating your own experience by setting goals that are attainable, it

builds character, it builds motive, it helps the morale, and it becomes contagious.

If you give off positivity other people will absorb that energy and apply

themselves by example from the manager.

Normative commitment is the sense of obligation to stay. Normative commitment derives

from a sense of a value system or moral duty of an individual (Meyer et al., 2012).

Self-Determination Theory

The SDT, which was developed from research on the results of extrinsic rewards

on intrinsic motivation (Ryan & Deci, 2019), had several confirmations. SDT formally

evolved in the mid-1980s and Ryan and Deci (2019) then expanded on their earlier work.

This research study confirmed that competence and relatedness allow individuals to function and grow. P1 supported this by stating,

Millennials need to feel as though there is some type of intrinsic value. Some type of commitment that their organization is improving the lives of wherever they're working at, you know . . . you can buy some shoes from Tomm's but working at Tomm's donates part of their shoes to the less fortunate . . . you know . . . how could you not feel some type of . . . increase like encouragement that you're doing something that improves the community, you know. And millennials that that validation beyond, you know, the paycheck and the numbers, the zeros and the ones is what can improve the . . . whole outlook on life. It might improve . . . improve the intrinsic value of their job. Which you also have to balance the extrinsic value. They need the money though. Giving them something to look forward to. Having sometime that extrinsic and intrinsic. You know they need the money. Give them something where they can see some type of communicative improvement or increase knowing their job is committed to something . . . the betterment of the world. They also need an environment where they can cultivate some sense of family. I know business is not really, you know, the family or the place where you feel ingratiated. It's proven that you know the environment and the community that you come from leads to the retention that you know staff needs. People, people do business with their friends. People stay with their friends. Granted, they have to be able to perform, but in large part if you have a

welcoming community, they'll be less reluctant to take one or two thousand

dollars more. But anything after that . . . debatable.

P9 further highlighted,

As an overall manager or director, you have to understand what is going to help

those managers to perform at their utmost. So being able to relate to your

managers on a one-on-one level. Not just as a group but on a one-on-one level is

very important.

As mentioned in Chapter 2, these psychological needs may evolve to motivate a person to

initiate action and specify tools that are important for well-being and the psychological

health of the individual.

Engagement Behavior

Engagement behavior is circumstantial according to a manager's engagement

with an organization and was well noted and confirmed in this research. As noted in

Chapter 2, engagement behavior identifies a manager's sense of willingness and

commitment to engage with an organization beyond their normal job responsibilities. The

concepts of willingness and commitment are intellectual representations of employee

engagement derived from observations made from occurrences (Kahn & Heapy, 2014) as

confirmed in response to Question 3. Question 3 was as follows: Describe how

engagement can be improved among millennial managers in retail organizations? P2

stated,

I think that that depends on experience, a lot of companies do not require human

resource training, and I believe that that is imperative in management, so human

resource training would help guide millennials managers in ways of handling conflict dealing with different personalities, delegating professionalism, and creating a workflow that works for everyone.

P5 responded to Q5 (describe what solutions might improve millennial managers retention in retail organizations?) stating,

One reason retention rates aren't high because people aren't motivated. I think that being motivated can really help you. I think it just honestly depends on the person you are. You know working you know from past experiences I would say you know having a boss whose motivating you and pushing you to be a better person and you know helping you to be successful at what you do can go a long way. So, I would say like leadership is important like that's going to fall down that's going to trickle down to all the other employees. And then like people aren't going to want to come to your store. Like customers aren't going to want to buy things from you because they're going to think you have a nasty attitude. So, I say it all it all starts at the top and works itself down. So, I think leadership is definitely important in millennial management.

In response to Q3, P4 extends knowledge in the discipline by stating,

I think one of the best things is that . . . well you know retail is face to face. Uh . . . there needs to be more . . . there needs to be a way that managers can engage because we all know especially with the pandemic you have the essential workers and the ones that deemed essential are usually in retail management. You have to be in the store and a lot of . . . with the pandemic you don't want to be there. So, I,

I think one of the ways that they can improve is that we have all this technology

that.... let's find a way that you can engage with your customers and not have too

actually be there.

Limitations of the Study

According to Chapter 1 of the proposal there are several limitations to

trustworthiness identified in this qualitative descriptive phenomenological study. First, a

limitation can be the lack of previous research comparing retail companies using these

data. All data seemed to relate to previous historical data as described throughout the

chapters. Secondly, a limitation of this study could be that the sample of eight retail

companies may not represent the retail population. All 18 participants represented the

retail population and in general responded with similar responses. Thirdly, a limitation of

this descriptive phenomenological study research method could be the potential for

misinterpretation of data by participants, as honesty may be an assumption from their

responses to questions being asked during the data collection because participants were

assured privacy. This limitation still applies as misinterpretation can be an action of a

misleading account of millennial experiences and assumptions are accepted and based

truly upon direct responses from transcriptions. Lastly, a limitation could be the gap in

research literature related to understanding and overcoming the experiences of millennial

managers engaging positively with management. This limitation still applies as there are

unexplored ideas in other types of organization regarding millennial managers.

Recommendations

There are two recommendations for further research that are grounded in the strengths and limitations of this qualitative research study in addition to the literature discussed in Chapter 2. The recent and relevant concern of many millennial managers is engagement (Joplin et al., 2019). To expand or to contribute to the data in millennial management and fill the gap in literature there needs to be additional qualitative research (Joplin et al., 2019). Qualitative research in respect does not have concrete rules to the number of participants, Guest, Bunce, & Johnson, (2006) recommend that at least 15 is an acceptable sample size. Mason (2010) suggest sample size should adhere to the idea of saturation. Saturation is the concept of no longer collecting data once there is no new information being provided on the concern that is being researched (Glaser & Strauss, 1967). For this research study, data was collected from 18 millennial managers. While this research contributes to the existing literature, having a greater sample size could further enhance or contribute to the existing literature within this scope.

The first recommendation is that a quantitative approach be used by future researchers to replicate this research study in a similar context or different setting. This methodology may provide a more experimental, numerical, and correlational experimental study. In addition, this method may likely test hypotheses. A quantitative research method provides researchers the opportunity to gain more responses using surveys and having access to more participants. It also provides a freedom of bias and could enrich the generalizability of findings.

The second recommendation is replicating this research study in different types of organizations other than retail. Future researchers could expand in the medical field, travel, and more. For this study retail was the selected organization and was aimed for millennials managers whereas future researchers could consider widening the sample to other countries and different types of organizations. This process could provide diversity in responses, perceptions, and experiences of a millennial manager.

Implications

Millennials have a strong presence in the work force (Kolodinsky et al., 2018). The first implication derived from this study is to have a cohesive, focused and precise plan when managing millennials. Millennial managers need clear communication and tools that equips them for success. Engagement and commitment are fostered when following an implementation process that starts with informing and inspiring millennial managers. In doing so, millennial managers who participated in this study described those millennial managers are more prone to entirely committing to successful implementation measures geared towards the organization's strategic plan.

The second implication derived from this study is that leadership could engage their millennial managers in training and development platforms. Work opportunities outlined or implied by participants of this research study determined that millennial managers are not being fulfilled in their job roles because of many options available to them. Typically, millennial managers are treated in the same manner as all other generations, however, operate completely different. There is little effort to treat the different to obtain optimal results.

The research findings introduce implications for positive social change. The conclusions can be employed to direct future research studies and provide further insight into ways to manage millennial managers in any organizational setting. Developing appropriate protocols for the management of millennial managers is important as leaders take on many diverse generations. These diverse generational differences have a great impact on engagement, commitment, and the experiences in which millennials gain (Zabel et al., 2016). This issue can occur in any organization that has different generations working together (Becton, 2014). The potential social implications may positively impact millennials and other generations working cohesively in any workplace (Zaharee et al., 2018). In doing so, millennial managers may not have such a difficult time with issues that are recent and prevalent in managing millennials such as disengagement, a lack of commitment, and turnover (Saifman & Sherman, 2019).

This research study explored the experiences of millennial managers in a retail setting, which revealed a significant and thorough insight on the subject matter. This research consequently may encourage the need for more investigation on the subject matter to fill the gap in literature. The revelation of challenging insights regarding millennial management resulted in a need for leadership to have an increased knowledge of how to improve satisfaction, commitment, and retention. The participants interviewed for this research study indicated a significant need for millennials to be actively engaged, updated, and informed of expectations before they engage in the workplace, which can in turn promote positive societal change.

Conclusions

Managing millennial managers in retail organizations is one component of maximizing engagement, satisfaction, commitment and retention that lacks consistency. Because millennial managers comprise such a high majority in the workplace, this generation should be investigated and dealt with in a significant manner. However, leaders who work with this generation have not found the precise way in which to resolve issues to sustain organizational success. This lack of leadership includes lack of training and development, poor communication, minimal job opportunities, bonuses, and incentives. Participants in this study confirmed that millennial managers need to be engaged differently among other generations and acknowledge their strengths and weaknesses to gear organizational growth. Nearly half of the participants said that poor communication was the leading cause for lack of engagement amongst millennial managers.

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