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Leaders' Strategies for Motivating the Millennial Generation to Sustain High Levels of Performance

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Walden University

College of Management and Technology

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Juan Alvarez

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Walden University
2021

Abstract

Leaders' Strategies for Motivating the Millennial Generation to Sustain

High Levels of Performance

by

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MBA, Fresno Pacific University, 2013

BA, Fresno Pacific University, 2011

Doctor Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2021

Abstract

Failure to identify and implement strategies to address the needs of the Millennial workforce can lead to a decrease in productivity in the organization. The increasing number of Millennials in the workforce creates a challenge for many business leaders in maintaining or surpassing the productivity levels found in organizations where the baby boomer employees are the majority. Grounded in transformational leadership theory, the purpose of this qualitative single case study was to explore the strategies that warehouse supervisors use to enable Millennial employees to maintain or surpass productivity levels in organizations. Interviews were conducted with six warehouse supervisors who had experience implementing strategies to enable Millennials to enter the workplace to maintain or surpass the productivity levels of the baby boomers. The data collection process included semistructured interviews and document reviews. Data were analyzed using Yin's 5-step analytic techniques, which resulted in the emergence of three themes: (a) communication, (b) teamwork with mentorship, and (c) training. Key recommendations for business leaders are to develop an effective line of open communication, establish a teamwork environment, and establish effective and continual training. The implications for social change include the improvement of the community's well-being by promoting families' financial well-being in the community.

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Dedication

This doctoral study is dedicated to my family and amazing wife, who supported me throughout this journey. To my parents, thank you for being positive role models and encouraging me to return to school. To my wife, Nicole Alvarez, thank you for supporting me, encouraging me, and believing in me; I was ready to give up on my Doctoral study, and you continually believed in my abilities and encouraged me to continue.

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Table of Contents

Section 1: Foundation of the Study.....	1
Background of the Problem	1
Problem Statement	2
Purpose Statement.....	3
Nature of Study	3
Research Question	5
Interview Questions	5
Theoretical or Conceptual Framework	6
Operational Definitions.....	7
Assumptions, Limitations, and Delimitations.....	7
Assumptions.....	7
Limitations	7
Delimitations.....	8
Significance of the Study	8
Contributions to Business Practices.....	8
Implications for Social Change.....	9
Academic and Professional Literature Review	10
Transformational Leadership Theory	11
Millennial Employees	13

Workplace Difference Between Millennial and Baby Boomer	34
Characteristic Differences Between Millennials and Baby Boomers.....	38
Baby Boomers Transitioning to Millennial Generation Workforce	41
Summary	42
Section 2: The Project.....	44
Purpose Statement.....	44
Role of the Researcher	44
Participants.....	46
Research Method and Design	47
Research Method	48
Research Design.....	49
Population and Sampling	50
Ethical Research.....	51
Data Collection Instruments	53
Data Collection Technique	54
Data Organization Technique	56
Data Analysis	57
Reliability and Validity.....	58
Dependability	58
Validity	59
Credibility	59
Transferability.....	59

Confirmability.....	60
Data Saturation.....	60
Summary and Transition.....	61
Section 3: Application for Professional Practice and Implications for Social	
Change	62
Introduction.....	62
Presentation of the Findings.....	62
Theme 1: Communication.....	63
Theme 2: Teamwork with Mentorship	65
Theme 3: Training.....	68
Application to Professional Practices	70
Implications for Social Change.....	72
Recommendation for Action.....	73
Recommendation for Further Research	74
Limitations	75
Reflections	76
Conclusion	77
References.....	79
Appendix A: Letter of Invitation (Agreement).....	100
Appendix B: Interview Protocol	101
Appendix C: Letter of Cooperation	103

Section 1: Foundation of the Study

Organizations face the challenge of integrating the newest working generation, Millennials, with older colleagues; the work environment might encounter productivity challenges if changes are not made to accommodate employees with very different attitudes and expectations (Stewart et al., 2017). The current trend shows that Millennials are set to outstrip the other generations in the workforce and change the existing business norms (Huyler et al., 2015). Organizations will need to consider the characteristics of the Millennials joining the labor market and the factors that shaped their lives like technology advancements, demographic diversity, and globalization (Wood, 2019). My goal for this study was to explore the strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organization where baby boomers have been the majority of workers.

Background of the Problem

Millennials are projected to constitute nearly one-third of the American population by 2020 and 75% of the workforce by 2025 (Putriastuti & Stasi, 2019). Approximately 73 million Millennials are in or will be entering the workforce, 75% of which prefer a structured environment with set rules (Farrell & Hurt, 2014). Millennials have developed distinctive sets of beliefs, behaviors, expectations, and values dissimilar from the previous generations that shape their generational identity (Wood, 2019). The future success of a company will depend on how the company responds to change on a global scale; companies that embrace Millennials born between 1982 and 2000 as a part

of the organization's growth and development are most positioned for future success (Huyler et al., 2015).

The focus of this study was to explore what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organization where baby boomers have been the majority of workers. Research on strategies developed could provide business leaders with successful strategies on how to maintain or surpass productivity levels with the millennial workforce and might offer cost-saving benefits to the company that has developed and established a process to adapt to the millennial workforce.

Problem Statement

The generational and work ethic difference in millennial employees can have such an impact on organizations that organizational leadership will need to adapt to the demographical changes to achieve sustainability (Leng & Wong, 2017). There are 73 million Millennials in the United States, which account for 23% of the United States population; as organizations integrate the Millennials with older generations, the organization might encounter productivity challenges if changes are not made to adapt to the millennial generation (Stewart et al., 2017). The general business problem is that baby boomer workplace culture differs significantly from millennial workplace culture, which can affect organizations' performance. The specific business problem is that some warehouse distribution center supervisors lack strategies to enable the Millennials

entering the workplace to maintain the productivity levels found achieved by baby boomers.

Purpose Statement

The purpose of this exploratory, qualitative single case study was to understand what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations, in which baby boomers have been the majority of workers. The targeted population was supervisors in a warehouse distribution center in California who have worked with and trained Millennials to maintain or improve the existing operations' productivity level. This study's results might contribute to social change by improving the community's well-being by lowering employee stress, increasing health and wellness. Increased health and wellness could contribute to increased community volunteering, high employment opportunity, and potential economic growth for communities. Increased employment opportunity and economic growth would enable individuals to accomplish goals such as owning a home, pursuing higher education, financial stability, and improving overall life satisfaction.

Nature of Study

In this study, I used the qualitative method with a single case study approach to explore what strategies warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain the productivity levels found with the baby boomers. Qualitative research is nonstatistical research, which might involve observation of behaviors and interviews to understand an issue or subject area of

study (Aspers & Corte, 2019). The other two methods, quantitative and mixed, were not selected for this study. Quantitative research employs statistical analysis for examining variables' characteristics or relationships through testing hypotheses (McNabb, 2017). The quantitative method would not have been appropriate in this study because there was no need for hypotheses testing the difference among variables or relationships. The mixed-method uses a combination of qualitative and quantitative methods (Leppink, 2017). In this study, I did not use quantitative methodology, so the mixed-methodology did not apply to this study.

I used a qualitative, single case study to identify and explore emerging themes. Qualitative single case studies are used for an in-depth study of a single individual, group, or event to explore underlying principles (Yin, 2018). In a multiple-case design, several instrumental cases or organizational units are selected to understand differences and similarities among the cases, while the single case method explores a single case or organizational unit of particular interest (Yin, 2018). In this study, I did not explore multiple cases, and so a multiple-case design was not appropriate. Ethnographic, phenomenological, and narrative qualitative designs were not appropriate for this study. Ethnographic research is research used in many social science types of research as it is the observation of social practices and interactions (Shagrir, 2017). The social practices and social interactions were not part of this study, so ethnographic research was not appropriate for this study. The commonalities of personal lived experiences are the focus of phenomenological research (Hopkins, 2018). In this study, I did not explore the commonalities of meanings of personal lived experiences, so phenomenological research

was not appropriate for this study. Narrative researchers focus on collecting individuals' experiences, such as an individual's life experience, through their personal stories (Dwyer et al., 2017). In this study I did not explore individuals' personal life experiences; therefore, phenomenological was not appropriate for this study.

Research Question

The research question that I sought to answer in this study was: What strategies have some warehouse distribution center supervisors developed to enable Millennials entering the workplace to maintain or surpass the productivity levels found with the baby boomers?

Interview Questions

1. What strategies do you employ to transition Millennials into the organization for effective and productive integration?
2. What strategies to transition Millennials into the organization have you found effective in maintaining the productivity levels found with the baby boomers?
3. How do you assess the effectiveness of the strategies?
4. What key challenges have you had implementing the strategies?
5. What have you done to meet those key challenges effectively?
6. What type of response has the organization received from the Millennials regarding strategies implemented by supervisors?
7. What else would you like to share with me about the strategies developed and implemented to maintain the Millennial workforce's productivity performance?

Theoretical or Conceptual Framework

The conceptual framework that I applied to this research was transformational leadership theory. In 1978 Burns introduced and integrated transformational leadership concepts into organizations' formal study (Brown et al., 2019). Transformational leadership theory involves a process of change and transformation of people concerning values, ethical standards, and long-term goals (Brown et al., 2019). Organizational leaders learn and can change and adopt a new course during the leadership transformation process (Siangchokyoo et al., 2019). Using the transformational theory approach has enabled companies' leaders to focus on the employees' development and engaging in restructuring key performance areas (Seitz & Owens, 2020). There are four key aspects of transformational leadership theory: charisma, inspiration, intellectual stimulation, and individualized consideration (Yammarino & Dubinsky, 1994). These four key aspects of transformational leadership theory might provide insights into a leadership role in the strategies and changes needed to meet Millennials' needs.

Transformational leadership theory indicates a correlation between the leaders' approaches to establishing relationships with their followers, which can account for a positive increase in performance and group accomplishments (Yammarino & Dubinsky, 1994). Transformational leadership theory was relevant for supporting my understanding of how some warehouse distribution center supervisors have developed and implemented strategies to enable Millennials entering the workplace to maintain the productivity levels found with the baby boomers.

Operational Definitions

Baby Boomers: Baby boomers are individuals of the generation born between 1946 and 1964 (Andrea et al., 2016).

Millennials: Millennials are members of the generation born between 1982 and 2000, also known as Generation Y (Huyler et al., 2015). This population accounts for 73 million individuals, which is 23% of the United States population (Steward et al., 2017).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions represent accepted conditions as accurate or true but have unverified facts or evidence (Pyrzczak & Bruce, 2017). For this research, I identified four assumptions. My first assumption was that the participants will have knowledge of the strategies implemented. My second assumption was that participants would have experience working with Millennials. My third assumption was that participants would be honest in their sharing experiences working with Millennials. My fourth assumption was that participants would be willing to take part in the interview and share organizational strategies.

Limitations

Limitations of a study represent challenges or weaknesses that might have an impact on the researcher's interpretation of the findings (Pyrzczak & Bruce, 2017). For this study, there were three limitations. The first limitation was that participants' memory (recollection) of events. Participants might not be able to recall the specific strategies or steps taken to implement the strategy. The second limitation was participants' personal

bias. Participants might respond to question with personal views and personal opinions rather than actual results or events, which would result in a personal bias. The third limitation was participant employment experience. Each participant's years of experience varied, which could have caused limitations on the response provided by the participant.

Delimitations

Delimitations are restrictions to the researcher's scope of research (Leedy & Ormrod, 2013). There were two delimitations for this study. The first delimitation for this study was geographical area. The participants for this study reside in Tulare County, California. The second delimitation was the participant population. The participants were limited to warehouse supervisors.

Significance of the Study

This qualitative study was significant because employee productivity has a significant impact on organizational sustainability. My goal for this study was to explore strategies developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organization where baby boomers have been the majority of workers. In what follows, I will address two important components of this study, contribution to business practice and implications for social change.

Contributions to Business Practices

The findings that I identified in this study could have value to business practices for identifying strategies business leaders have developed to transition Millennials successfully into the organization as productive and effective employees. A company can

benefit from understanding Millennials' needs and expectations to provide appropriate strategies to transition Millennials into effective employees and increase Millennials' retention. Another potential benefit to the business is that maintaining productivity, expected warehouse, and distribution profits from operations can be maintained or improved. An effective transition strategy for Millennials could provide cost-saving benefits to the company that has established a process to adapt to the millennial workforce. Empirical studies support evidence that the positive effects of employee training on organizational performance have a significant positive impact on work outcomes (Abd et al., 2020).

Implications for Social Change

This study's results could contribute to social change by improving the community's well-being by lowering employee stress, fostering sustainable strategies for allowing business leaders to continue developing new business opportunities in the area, and promoting families' financial well-being in the community. Through sustainable businesses, the financial well-being of the employees' families can be increased, and the communities might receive increased tax revenues providing more money for community services such as parks and public schools. Additionally, the research findings can enhance community relations by identifying generational differences to build a stronger relationship among different generations with increased communication and understanding for sustainable social change and continued development.

Academic and Professional Literature Review

The purpose of this exploratory, qualitative single case study was to understand what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations, in which baby boomers have been the majority of workers. Individuals of a similar generation are likely to have similar traits due to the influence of various economic, social, and political factors in their pre-adult years (Wood, 2019). Millennials are the most recent generation in the labor market based on the common consensus that they are individuals born between 1980 and 2000 (Huyler et al., 2015). In the literature review that follows, I have provided a critical analysis and synthesis of the literature that relates to the millennial generation in the workplace.

There are eight primary sections in the literature review. In the first section, the focus is on transformational leadership theory. In the second section, the focus is on millennial employees. In the third section, I provide a literature review of Millennials in the workplace. In the fourth section, I explore a literature review on millennial work ethic. In the fifth section is a literature review on millennial attitude toward work. In the sixth section, I focus on the workplace differences between Millennials and baby boomers. In the seventh section, I focus on the characteristic differences between Millennials and baby boomers. Finally, in the eighth section, I focus on baby boomers' transitions to the millennial generation workforce.

The primary aspect of the generational identity of Millennials is that they are focused on seeking meaning in their employment beyond pay; Millennials are focused on

career development and the establishment of a fulfilling career centered on flexible scheduling and community development (Wood, 2019). Therefore, I analyzed the distinct characteristics of Millennials that shape their behaviors in the workforce and by comparing them with the baby boomer generation.

The literature review includes peer-reviewed articles, scholarly books, dissertations, and other scholarly works that focused on the millennial generation and the millennial generation in the workforce. I used various sources to complete this literature review. I used the following databases, public websites, and search engines: Business Source Complete, EBSCOhost, Emerald Management Journals, Google Scholar, ProQuest, Walden Library Database. This literature review includes 89% peer-reviewed references and 11% consisting of book and non-peer-reviewed articles and dissertations. The literature review consists of 75.8% of articles published between 2017 and 2021.

Transformational Leadership Theory

In 1978 Burns introduced and integrated transformational leadership concepts into organizations' formal study (Brown et al., 2019). Transformational leadership theory involves changing and transforming people concerning values, ethical standards, and long-term goals (Brown et al., 2019). The two most used leadership styles in modern organizations are transactional and transformational (Flynn, 2018). The use of transformational leadership theory by business leaders might provide insights on which strategies work best to enable Millennials entering the workplace to maintain or surpass the productivity levels found in the baby boomers.

Using the transformational leadership theory approach has enabled companies' leaders to focus on the employees' development and restructuring key performance areas (Seitz & Owens, 2020). Organizational leaders learn and can change and adopt a new course during the application of the transformation leadership process (Siangchokyoo et al., 2019). Successful integration of the millennial generation into the workforce will need to have a different set of standards and strategies to adapt to the work ethic difference in the Millennials compared to the baby boomers.

Transformational leadership theory was developed to combat problems perceived in traditional leadership styles (Barbinta et al., 2017). Transformational leadership behaviors such as charisma are associated with inciting effective leadership strategies (Paramova & Blumber, 2017). Transformational leaders develop relationships and trust with employees and use motivation to help influence employees' behaviors (Arenas et al., 2017). Transformational leadership can lead to an increase in loyalty, confidence, and productivity in employees (Khan & Ismail, 2017). Business leaders will first need to establish relationships and build trust with the millennial workforce to implement strategies to enhance productivity effectively.

In a 2017 study, it was revealed transformational leaders enhance employee performance and increase talent retention (Jauhar et al., 2017). A transformational leader develops a culture that stimulates increased productivity in the workplace (Jena et al., 2018). Transformational leaders impact the organizational culture and work environment, which will provide an opportunity for transformational leaders to establish a culture of learning and training to implement new strategies. Transformational

leadership theory will give the leaders sound and valid leadership theory that can be applied to develop strategies to successfully enable Millennials to maintain or surpass productivity levels found in baby boomers.

Millennial Employees

Often, scholars have explored the traits that make millennial employees unique from other generations. A review of the existing literature highlights the mixed views about this group, particularly in relation to their role as employees. Research findings indicate that this generation of workers values meaningful motivation (Sampson, 2020). Their primary motivational factor is creative work, the ability to impact other people, and share gifts. In most cases, these sources of intrinsic motivation influence their professional behaviors and their approach to careers. Today, it is easy to find Millennials employees helping others in the workplace by imparting inspiration. Past studies also find that millennial workers target goals and objectives that can help in enhancing their work rather than for monetary gains (Sampson, 2020). While it is common to find this group of workers' drives to help their career advancement, a considerable number appear to do this for reasons beyond just pay raises or other monetary incentives.

Further, there is a widespread idea that Millennials are not afraid to challenge the existing hierarchy within an organization. In a general context, this generation of workers tends to share their ideas and opinions alongside challenging their superiors without any hesitation. While some researchers have often viewed this trait as contempt for authority, it often originates from the notion that what is best for the organization comes from active listening and consideration of all perspectives (Sampson, 2020). Another area that

has attracted researchers' attention to the flexibility of millennial workers in terms of job functions is the is growing idea within the existing literature that Millennials enjoy working in all functions providing creative solutions to different organizational challenges (Majer, 2020). In a broad context, this trait enables them to go beyond the limits of professional level and status. According to this generation of employees, these kinds of approaches are beneficial to the organization rather than just following orders from the top executives.

One of the drivers of Millennials' professional success is the value they put in their relationships with their superiors. Frequently, they express their desires and preference for managers and supervisors that can act as their mentors. According to Majer (2020), the primary basis for engaging in these arrangements is to enhance their comfort working with their superiors which allows them to seek advice about career development. In the long run, this helps in building rapport that forms the basis for frequent and positive communication with the supervisor (Sampson, 2020). Some studies associate this desire to connect with superiors with Millennials' passion for learning. Logically, engagement with superiors is a pathway to learning new things that can drive career development. Majer (2020) indicates that Millennials are different from other generations like the Baby boomers in the sense that they exhibit a high level of curiosity. It is critical to understand that the desire to learn new things helps them in developing knowledge and skills useful in career development. They also seem to know the significance of goal setting and attainment for personal and career growth.

Furthermore, scholars have also investigated the significance of feedback and recognition in employees' performance. Interestingly, Millennials seem to value frequent feedback and recognition than other generations of workers (Majer, 2020). Their value for mentorship and input from their superiors is the driving force towards their reception of continuous feedback. Research evidence shows that performance development and management are priorities for Millennials leading to the need to listen to their supervisors about their overall professional performance. This generation of workers also seems to perform best under open recognition, which creates the need for positive praise (Sampson, 2020). The primary reason for this is the fact that Millennials like to learn that their contributions and efforts make a difference in the organization.

Despite these positive traits, studies find a number of challenges attributed to millennial employees that can have adverse implications in the organization. Much of this relates to the growing stereotype against them particularly from the older generations. According to Majer (2020), employers struggle to ignore this generation, evident by their significant number in the labor market. A study conducted in 2020 reveals that Millennials make up 50% of the workforce, and this figure continues to rise as Baby boomers head towards requirements (Zhao, 2018). The primary challenge associated with working with this generation of employees is their demand for technology. More than 85% of Millennials have smartphones which they use an averagely of 45 times in a single day (Zhao, 2018). In general, it is difficult for this generation to survive without technology. While this might seem to be a positive factor, it becomes a problem when the organization fails to provide them with these technological possibilities.

Another challenge that millennial employees have to contend with is the growing job pressure. An in-depth analysis of existing studies indicates that societal dynamics and economic difficulties mean that Millennials are often exposed to excessive job pressure. Zhao (2018) argued that the number of retiring baby boomers is lower than that of graduating Millennials which results in limited opportunities in the labor market. The fact that most of them studied through higher education loans means that they are under excess pressure to repay their debts and address other economic challenges. According to Sampson (2020), this situation results in some millennial employees developing a *perform or perish* mentality. Some seek ways to quickly move up the corporate ladder by engaging in various training to attain their goal. Their objective is to gain skills that useful in advancing their career at all costs. As Zhao (2018) argued, this can prove problematic, especially when the training contents are not directly related to the jobs or are not engaging enough. In the long run, this might prove a waste of time and resources.

Millennials' leadership style could provide insight into designing a work environment where leadership effectiveness is maximized, which in turn fosters individual, group, and organizational performance (Suyanto et al., 2019). Millennial students have stronger beliefs in engaging in a greater sense of purpose in changing their collective future. Millennials want professional growth and gain of knowledge. The opportunity for personal development has been listed as the most influential aspect of a job for 72% of Millennials in the workforce (Rather, 2018). Furthermore, 52% say opportunities for career progression make an employer attractive, 22% see training and development as the most valued benefit from an employer (Nickell, 2014). Millennials

thrive in the workplace when working in teams, and participation is encouraged (Gabriel et al., 2020). Millennials work well in teams with other Millennials, but without training, they do not perform well in multigenerational teams (Rather, 2018).

Environmental attitude and performance in sustainability can also have a positive relationship with effective employee training (Bernardes et al., 2019). Millennials are motivated to be involved in team activities by the value they have toward colleague relationships (Graybill, 2018). Millennials prefer clear plans for work or task expectations along with continual feedback on how they are meeting or exceeding those expectations (Kuhl, 2014).

The key attributes of the millennial generation were identified as: the importance of the place they work and achieving a work-life balance, accustomed to working in teams, multitasking, and the ability to use multiple technologies in their daily routine (Graybill, 2018). Millennials are quick to change jobs if the organization does not meet their needs or beliefs (Graybill, 2018).

Employee training has a direct positive effect on a firm's performance and development (Abd et al., 2020). Several experts have identified training and development as significant drivers for an effective strategy in achieving organizational goals (Okpara, 2013). The training process has importance in organizational change and individual and collaborative performance (Barth & Rieckmann, 2017). A factor in engaging Millennials is the development and delivery of training models that will help them succeed, and in turn, investing in Millennials is good business (Kuhl, 2014). Staff training and development programs provide improved staff performance and task execution (Okpara,

2013). Empirical studies support evidence that the positive effects of employee training on organizational performance have a significant positive effect on work outcomes (Abd et al., 2020). Effective training enhances the skills, knowledge, and abilities of managerial staff to handle different responsibilities. (Okpara, 2013).

Millennials in the Workplace

In the 2010's decade, scholars studied the distinctive traits of Millennials and how this impact the overall operations of the organization. According to Wood (2019), their unique values are huge determinants of their behaviors in the workplace. Past studies indicate that most Millennials are independent thinkers and tend to be more vocal who believe that their job is a huge part of their lives (Watts et al., 2016). Usually, they align their objectives with their strategic plans and consider them as one. Some scholars also indicate that a considerable proportion of Millennials portray optimism regarding the future of their workplace, and they value relationships, corporate objectives and visions, community, and teamwork.

Research evidence shows that place more emphasis on transparency, values, and the impacts their work has on society. A recent study by the University of Zielona Gora finds that 89.2% of Millennials require integrity from their employers. Approximately 27% of the study participants expressed their unwillingness to work with an organization that does not value environmental and social impacts (Yap & Badri, 2020). Further, about 25% expressed their desire to stay away from unethical business conduct (Yap & Badri, 2020). These findings highlight the general traits of Millennials to expect a high level of integrity and organizational social impacts. Much of this is attributed to the growing

demographic diversity in the workplace and the unique events that have happened in the lives of Millennials.

The Millennials value recognition and importance in their workplace (Ng et al., 2013). Generally, they are willing and committed to working for organizations that promote and uphold their core values (Nickell, 2014). In a study, 88% of Millennials expressed their desire to work with employers who share a corporate social responsibility (Alonso-Almeida & Llach, 2019). Through this, they can have an impact on organizational activities and their external influences. Another study reveals that 86% of Millennials are willing to leave a workplace as soon as they learn that it no longer matches their values (Darrat et al., 2017). It is critical to note that these findings are similar to the 2016 Deloitte Millennial Survey that was focused on Millennials' values in Thailand, Malaysia, and Singapore (Watts et al., 2016). In this particular survey, 70% of Millennials believe that there should be an alignment between the overall organizational values and their ones (Alonso-Almeida & Llach, 2019). Logically, this influences their level of commitment to the attainment of organizational goals.

The existence of a match between individual employees' core values and those of the organization seems to be a universal concern among Millennials. Research shows that 80% of Millennials indicate that the existence of a match between their core values and those of the organization is a huge determinant of their length of stay (Mahmoud et al., 2020). In other words, when Millennials fail to find a proper alignment in this aspect, they are likely to leave an organization within the first five years. Past studies also emphasize the role of personal morals and values in decision-making (Mahmoud et al.,

2020). In essence, a millennial's unique personal values will determine their ability to meet the organization's formal targets. Thus, it is realistic to argue that even when Millennials make strategic decisions in the organization, they will first use their moral judgment.

Over the years, scholars have also investigated the subject of ethics and values and how they impact Millennials' behaviors in the workplace. One particular study finds that Millennials tend to focus on purpose-centered individuals rather than profit maximization or growth (Yap & Badri, 2020). There are variations in organizational priorities and that of Millennials who tend to people-centric while organizations are profit-centric. In a broad context, Millennials managers focus on the interest of human capital and consider it a fundamental asset to the organization, which steers it towards success (Mahmoud et al., 2020). Logically, this might explain why Millennials do not always characterize a leading workplace in figures or numbers but primarily on how purpose, people growth, and development focus in the long run.

While Millennials record positive attributes regarding core values, they portray low levels of organizational loyalty. In a study conducted in 2018, researchers reveal that only 28% of them are loyal to their current organization. The remaining 72% feel that they made a wrong decision by accepting the job (Smoyer, 2019). In other words, if they find a job opportunity elsewhere, they will not hesitate to leave. These findings are consistent with the Deloitte Millennial Survey conducted in 2016, with approximately 69% of this group of workers revealing that they would have quitted their jobs before 2016 (Watts et al., 2016). Surprisingly, these figures include even Millennials holding

senior positions in their organizations, meaning that career pathways do not influence their level of loyalty.

Scholars have also investigated effective strategies for enhancing Millennials' loyalty to the organization. Findings reveal that enhancing their responsibility with general issues is a successful way of increasing their organizational attachment and involvement (Velasco & Chavez, 2018). There is a direct link between all the organization and their loyalty. In essence, when they feel more involved, they are unlikely to leave, so a low turnover rate. According to Velasco and Chavez (2018), Apple and Google's success in attracting and retaining talented Millennials is engaged in continuous innovation to abandon traditional approaches of employee retention, which makes them more appealing for this group of employees. Even though these organizations do not specifically target Millennials, their management approach, empowerment programs, recruitment, and retention programs are generally attractive to Millennials.

Moreover, the level of openness in the organization might be influential in the extent of Millennials' loyalty to the organization. Usually, employees feel empowered and valued under transparent leadership. Research evidence shows that even though Millennials record a low level of organizational loyalty, they tend to be loyal to individuals, especially leaders who share a positive connection (Smoyer, 2019). Another study cited work-life balance and development as an essential reward for Millennials relative to financial incentives (Yap & Badri, 2020). Ideally, these findings are consistent with most studies that maintain that Millennials prefer flexible working arrangements,

work-life balance, and room to explore their passions. According to Wood (2019), allowing Millennials to enjoy a flexible work schedule is linked with creating independence and empowerment in the organizations since they make decisions concerning where they can work; thus, an increased level of motivation.

Past studies also cite Millennials' struggle to maintain positive communication as a hurdle they face in their workplaces. According to Lang (2020), communication remains one of the primary functions of a business entity. It helps in maintaining workgroups, decision-making, information sharing, coordination, identification, influence, and coordination. In a general context, communicative interactions in an organization help in creating and maintaining work relationships among the members of the organization and teams. At the external level, communicative interactions determine the nature of the relationship between the organization and its stakeholders (Lang, 2020). Positive communication is a reflection of shared commitment, values, and goals which in the end enable colleagues to sustain and forge productive relationships in their workplace. Research evidence also reveals that communication can also have both direct and indirect impacts on organizational and team performance (Yap & Badri, 2020). It is critical to note that relationships and interactions in an organization are influenced by various types of individual differences in communication which might have impacts on the productivity and satisfaction of coworkers.

A review of the existing literature points out how Millennials might struggle to sustain positive communication in the organization. Some scholars argue that they tend to be self-absorbed and over-confident (Mahmoud et al., 2020). The steady increase in the

workplace creates a huge concern about their behaviors and predispositions, including their communication skills and orientations and their impacts on other members of the workplace (Mader, 2020). In particular, researchers focus on the ability of Millennials to create and maintain a functional relationship with the older members of the workplace and to contribute to the overall performance of the organization (Mahmoud et al., 2020). There have been questions about the effective approach for motivating Millennials and how to integrate their unique abilities and translate them to organizational commitment and membership (Mader, 2020). Even though the exiting economic conditions might make them more compliant, critics argue that Millennials' traits could potentially disrupt or complicate interactions in the workplace with other generations (Mahmoud et al., 2020). In the long run, this might harm their coworkers and overall organizational operations.

Another communication issue among millennial workers is their preference for open communication. Generally, they lead employees from other generations with the desire for open organizational communication. For instance, Millennials are unlikely to comply with the organizational policy that restricts communication based on "need-to-know" (Mahmoud et al., 2020). Irrespective of their low-level positions in the workplace, millennial employees are constantly seeking the need to stay in the loop of information. Usually, this is with no regard to the traditional preferences of supervisors to engage other managers and other supervisors other than the subordinates. Based on existing literature, some supervisors are surprised by the expectations of millennial workers for

managers to freely share information, including strategic plans, when the higher management formulate them (Mahmoud et al., 2020).

Organizations need to become aware and understand the millennial generation as they continue to enter the workforce (Chopra & Bhilare, 2020). Millennials need managers to lead the supervision process with order and structure (Gabriellova & Buchko, 2021). Millennials are accustomed to structure and support and need constant acknowledgment, reassurance, and encouragement (Gabriellova & Buchko, 2021). Millennials are a hypertext mindset, multitasking, lack communication skills, do not respond well to lecture, require tailored information, and require technology (Chopra & Bhilare, 2020). The most effective companies have developed training programs to invest in their Millennials talents, such as communication, public speaking, and client relations (Lykins & Pace, 2013). There is a positive relationship between employee performance and training (Waljee et al., 2020).

Training in the workforce has been established as an important and challenging process (Deluliis & Saylor, 2021). Organizations and employees must continually participate in training to maintain relevancy and competitiveness in the workforce (Ho & Yeung, 2015). Training is considered to moderate the impact of productivity labor input and output (Ebeling et al., 2020). The structure of the program developed brings value to the training implemented on employees (Ho & Yeung, 2015). Training programs involving mentoring or coaching types of interpersonal relationships that develop the skills of employees (Kovach, 2018). Mentoring occurs with experience senior employees

engage less experienced employees in developing skills and knowledge of the company (Balaji & Balachandran, 2012).

Managers play an important role in encouraging staff to participate in training and development programs that improve performance and productivity (Bedwell et al., 2014). Training and development give employees a permanent livelihood and a permanent professional growth opportunity (Kovach, 2018). Employees are an asset to an organization if they remain efficient throughout their careers (Balaji & Balachandran, 2012). Training is an investment input to the firm's human capital to enhance organizational revenue (Ebeling et al., 2020).

Millennial Work Ethic

Based on the existing literature, Millennials are attributed to undesirable work behaviors. First, some scholars consider them lazy, meaning they expect to pay just by showing up at their workplace (Ludviga, 2020). Ideally, Millennials have received the “me” generation label, with most people indicating that they focus on their interest even to the detriment that of the organization. Past studies attribute this trait to the self-centeredness among this group of employees (Ludviga, 2020). Notably, this is not necessarily a negative trait since a considerable number of millennial workers are dedicated to completing their work-related tasks. According to Ludviga (2020), the central issue is that Millennials have been raised in such a manner that they find it difficult to see what they should do without guidance. Instead, they constantly ask their managers what their job is and look for the fastest strategy to complete their tasks.

The millennial generation has been described as being entitled and lacking a strong work ethic (Gallicano et al., 2012). Employee turnover has been shown to be higher with the millennial generation than with other generations (Jessie, 2014). Millennials value organizations that provide work that allows them to believe they are making a difference (Gallicano, 2018). Millennials are not buying into company loyalty the way the baby boomer generation did, and the millennial generation has seen what companies do to their people. (Hagel, 2014). If Millennials feel their work lacks value, they will not hesitate to look for new employment (Gallicano, 2018).

Millennials have a workforce perception of high levels of organizational injustice, specific unfairness in distributing rewards, and work procedures aligned with the rewards (Jessie, 2014). Millennials value the relationship with their organizations; however, only 55.3% of Millennials expressed that a long-term bond exists between themselves and their agency (Gallicano, 2018). Management can develop tools to increase justice and fairness and measure the effectiveness of the program (Jessie, 2014).

There is a growing concern among scholars that Millennials have no respect for authority. Much of this relates to their low level of organizational loyalty, meaning that they are not entirely committed to the attainment of long-term organizational goals. Interestingly, millennial workers have respect and are loyal to individual leaders (Ludviga, 2020). In essence, they show a high level of commitment to the leaders that they share a positive connection with little regard for the overall organizational culture. Logically, this explains why this group of employees are willing to leave an organization as soon as the leaders that they value are gone (Magni & Manzoni, 2020). In some

instances, millennial workers follow these leaders to their new organizations to maintain this positive working relationship.

To a large extent, this argument shapes the need to examine work ethics. According to Wood (2019), an organization that can maintain favorable work ethics experiences a higher productivity level and is the desire of employers. Research evidence shows that work ethics is generational, and it is not strange for employers to experience variations in the work ethics of employees based on their age groups (Magni & Manzoni, 2020). While some generations, like the Baby boomers, have strong work ethic, others like the Millennials might struggle in this aspect. Similarly, scholars associate Generation X workers with low loyalty levels, and they tend to change jobs within a short time. In contrast, employees who work full-time recorder lower work ethic scores relative to those who work for less than three months (Magni & Manzoni, 2020). To this end, Millennials' struggle to maintain strong work ethics is not a strange issue, it is the responsibility of the managers to find effective strategies to address this challenge.

Positively, some scholars deem millennial workers as achievement-oriented optimistic, open-minded, sociable, and collaborative. Magni and Manzoni (2020) argue that Millennials hold a strong belief that their ability exceeds those of workers of other generations. Lang (2020) indicates that this is attributed to their upbringing particularly due to the changing nature of the world. In most cases, Millennials grew up as active members of the household, meaning that they took part in different family activities. While some scholars believe that Millennials do not respect authority, critics argue that their active participation in the household makes them respect authority figures by being

awed by it (Ludviga, 2020). In most cases, this value discrepancy creates friction in the organization; at some point, some interpret it as a lack of respect.

In exploring the work ethics of Millennials further, some researchers have examined the mindset of entitlement through focus group discussion. They argue that other generations particularly Generation X and Baby Boomers, who currently hold middle and upper management positions, experience the conflicting attitudes of Millennials who have just joined the labor market (García et al., 2019). There is a strong argument that the millennial generation brings some positive traits within the workforce, including loyalty to relationships, commitment to values and visions, work-life balance, ability to offer hard work in exchange for immediate reward. They also bring negative traits such as hedonism, narcissism, and cavalier work attitude (García et al., 2019). Hence, this attitude originates from the millennial's value for technology since their lives tend to be intertwined with communication and information devices.

Research concerning Millennials' work ethics has been rising steadily over the years. Studies have attributed Millennials with some values and beliefs that vary from those of other generations (García et al., 2019). Besides, some researchers polarize Millennials into extremes in matters relating to their behaviors at work. A study investigating the work ethics of Filipino Millennials through the use of Multidimensional Work Ethic Profile, the findings shows that they have a centrality of work, hard work, delays of gratification, and wasted time (Velasco & Chavez, 2018). However, the population records the lowest mean in the dimension of leisure compared to other work ethics dimensions. Based on this context, Millennials exhibit a high level of

independence in fulfilling their work-related tasks. Notably, these findings are inconsistent with the widespread idea that Millennials like group or collaborative tasks (Velasco & Chavez, 2018). In the context of Filipino Millennials, there is strong evidence to show that they do not value leisurely or non-work diversions.

Other than investigating the general work ethics of millennial employees, scholars have used different mechanisms to determine the role of academic specialization and gender in various dimensions of work ethics. One particular study used the Mann-Whitney U test to analyze the leisure dimension of this group of workers. The study findings reveal that males record higher scores in the dimensional of leisure than females (Yoga & Para Martha, 2018). Conversely, females register higher scores in the centrality of work dimension, hard work, delay of gratification, and self-reliance. Therefore, it is realistic to argue that female Millennials are likely to have better work ethics than their male counterparts. Based on the aspect of academic specialization, the study fails to find significant variations between engineering and information technology students (Magni & Manzoni, 2020). In essence, there is limited variation in millennial employees' work ethics in terms of job specialization.

In a separate study using the Spearman rank-order correlation, the researchers ranked various facets of work ethics. Factors like workload, academic achievement, and working hours were crucial in understanding the work ethics of millennial workers (Patel, 2017). During the study, the researchers operationalized academic achievement by using the grade point average of respondents drawn among university students. They find a positive correlation between academic achievement with ethics or morality. Further, the

study finds a negative correlation between workload with self-reliance and delay of gratification (Patel, 2017). The study indicates that millennial university students with higher academic achievements tend to portray ethical behaviors. In the context of workload, the study shows that a higher workload for Millennials results in an increased tendency to seek more rewards and collaboration for accomplishing work-related tasks.

Millennial Attitude Towards Work

A review of existing literature reveals that the millennial generation has been considered the most technologically savvy as they grew up in the current technological world compared to other generations. Such advantage relates to the use of different communication platforms, making them have a strong capability and knowledge of working in the different based global economy. Additionally, these individuals have become more comfortable working in diverse ethical groups (Yoga & Para Martha, 2018). The implementation and use of emails, social networks, and texting expect following such individuals to their work, thus making Millennials more advanced in social-economic and interconnected groups, which have a positive effect of collaborating with other coworkers under the same environment (Yoga & Para Martha, 2018). Although social interactions are not bounded by geography, Millennials have become more ethical and widely diverse than the past generations.

The fact that Millennials were born after the digital era means that technology drives communication in their workplaces. This situation has prompted researchers to investigate the role of technological features in shaping modern organizational communication and the workers' attitude. According to Castellini and Samoggia (2018),

Millennials have become more adaptive to the current technical services and products, including buying and selling over the internet (E-commerce) and using a wide range of communication tools. The growing increase in technological communication helps in ensuring there is continuity of information flow within their workplace. For instance, most organizations and Millennials have managed to adopt heavy technology and carry out different innovations to promote the framework of smooth workflows within their team members to become more convenient. Castellini and Samoggia (2018) supported that, as the traditional procurement gets blossoms, the Millennials are increasingly changing the way of work in different numbers of remarkable ways. Ideally, this includes the tone of the coming generations in achieving what they need and expect in different working places, such as employee careers and organizational leadership.

However, some scholars argue that this sensitivity to technological advancement is detrimental to the Millennials, particularly in regards to their attitude towards work. A recent study indicates that the existence of extensive technological possibilities has made Millennials lazy (Ludviga, 2020). Instead, they use these features for multitasking by following different shortcuts in achieving mannerist trust. The general expectations are that the use of the website, social networking, and messaging have made such people in this generation work more efficiently, competently, and increased more productivity among working groups (Castellini & Samoggia, 2018). Unfortunately, due to some conditions, these might influence the employee's motivation by lowering their working ability, thus limiting the duration they spend performing work-related tasks.

The millennial's team-oriented nature through the establishment of friendly relationships in the workplace significantly shapes their attitude towards work to a great extent. Thus, they have mostly adopted egalitarian leadership but not hierarchies. A study by Ludviga (2020) indicates that, after having more time of collaboration at different working places, and peer-to-peer networking, there are more Millennials who are working in groups intending to achieve one goal, which indicates that they prefer and have a sense of unity through collaboration over competition and division of labor. Therefore, the collaborative approach has become more effective among generation Millennials than doing the task alone. The researcher further indicates that those people found within the Millennials had become more productive through teamwork, which has promoted the straitening of different civil and political appointments (Ludviga, 2020).

Millennials prefer a coaching approach with tasks and training rather than bossing approach from management (Gallicano et al., 2012). Millennials need room to develop and time to build their network (Hagel, 2014). Millennials view job transitioning as a way to build skills and rely on networking more than their employers for guidance (Hagel, 2014). Millennials prefer short digital messaging as a strong form of communication to face-to-face discussion (Levine, 2014). For Millennials, certain types of technical communication will elicit more cooperation than in-person discussion (Levine, 2014).

Past studies have also associated Millennials' hatred of working in isolation with a positive attitude towards work. Typically, they like working in groups to build a strong working relationship in achieving more objectives. Millennials have become more creative and have a positive collaboration that comes with new ideas. Collaboration also

enhances their willingness to engage in work-related tasks. According to Patel (2017), such an age bracket speaks and fights for creativity to become more successful. Working in a team is not an indication of a lack of alternatives, but instead, it helps solve the challenges to get the ultimate of the problem of what they are working on (Garcia et al., 2019). Such groups continuously develop new ideas that are beneficial and can please their superiors, thus making them more productive. Nonetheless, they have open brainstorming and collaborative thinking within their members, which helps in getting the possible solutions in solving mutable problems.

Moreover, Millennials' tendency to disregard organizational structure and authority negatively shapes their attitude towards work. Thus, the need for having an open and honest relationship among their members, coworkers, and managers. According to Patel (2017), transparency in the workplace has demonstrated the ability to have and share the truth about the business by providing the appropriate feedback on how the organization performs and promoting a two-way form of communication. Job satisfaction among the employees is higher when their top-level management team shares the information, either in bad news or in the condition of creating a supportive climate. Nonetheless, Millennials indicate the expectation of having an open form of communication from their managers and leaders over the matter that affects their organization's successive performance (Patel, 2017). In a low-level position, the Millennial workers need to be involved by keeping the loop of information flow across the communication channel. Transparency in a workplace requires one to be clear by giving the reason behind the decisions being made to have an open policy that can assist

in decision making (Castellini & Samoggia, 2018). Therefore, the need for transparency among the Millennials to make awareness of what is coming helps them in decision marking producers.

Millennials placed high importance on job and professional growth. Millennials have realistic expectations of their first job and salary but are seeking rapid advancement and the development of new skills (Ng et al., 2013). Millennials want to learn and grow with employers. Nearly two-thirds say the opportunity for personal development is the most influential factor in their current job. (Nickell, 2014). Millennials also like collaborating closely with and learning from colleagues and managers they respect and hope to form friendships with their coworkers (Ng et al., 2013). Millennials want a balance of life and work, with flexibility without rigid schedules (Gabrielova & Buchko, 2020).

Workplace Difference Between Millennial and Baby Boomer

Generational differences have been a research subject for several years. In a broad context, generation relates to age location, birth years, and significant events identifiability among individuals. Within a particular group, there is an existence of some level of sameness in terms of reciprocal existence and social identity (Yoga & Para Martha, 2018). Even though past studies fail to find fixed boundaries to establish the beginning and the end of generations, there is a consensus that cohorts emerge every 18 and 24 years. Generally, generations are linked with specific media, music, cultural norms, and defining moments. While there are variations in interpretation of generation within the scientific community, there is a general agreement that attitudes, beliefs, and

memories provide a crucial lens through which the filtration of adult experience takes place (Yoga & Para Martha, 2018).

Baby boomers and Millennials have variations in traits that affect their overall behaviors in the workplace. Past studies reveal that Baby boomers enjoy working independently. Much of this is due to their unique career ideas and expectations (García et al., 2019). Generally, they are a conservative group who constantly resist changes that compel them to surrender their autonomy and work collaboratively. Ideally, Baby boomers pursue careers for various reasons. For instance, this group pursued teaching for distinct reasons, with some considering it because it was a noble career (Ludviga, 2020). In this context, the socialization in the school culture enhanced this kind of belief, including their faith in the potential benefits of public education. Some scholars also argue that some Baby boomers pursued teaching due to limited career options, especially for minority groups and women (Castellini & Samoggia, 2018). Notably, minorities and women had exceptional commitment and talent that enhanced their success in this profession.

On the other hand, Millennials expect to work with their peers mostly in teams. A review of the existing literature reveals that Millennials are graduating from training programs that are more focused on the benefits of collaboration and teamwork (Kurz et al., 2019). Due to this, they expect to work with others in the workplace directly, and they consider this strategy as effective in enhancing the operations of their organizations. Some researchers attribute Millennials' value for a collaborative approach to their schooling during a period dominated by the proliferation of accountability and reforms,

so a considerable number of them join the ranks with this mindset (Kurz et al., 2019).

According to them, the classroom is a fundamental aspect of the global community from which it is possible to make a contribution to the labor market.

Another line of distinction between Baby boomers and millennial workers is that the latter puts professional realities ahead of personal interest, while the reverse is the case for the latter. Past studies indicate that millennial employees have a strong allegiance to friends, family, and community, which compels them subordinate professional commitments in preference to personal interest (Kurz et al., 2019). Within the existing body of literature, there is no evidence that this is not the case with Baby boomers. According to them, this is a sign of unwillingness to exercise hard work. According to Nawaz (2020), they value physical showing of work-related commitments is beneficial. In most cases, Baby boomers maintain a high regard for their work and are willing to put aside their personal commitments for the benefit of the organization.

The variation between Baby boomers and millennial workers relates to the aspect of change reality. While Baby Boomers tend to resist change, their millennial counterparts embrace it, hence the difference. Past studies find Millennials to have the tendency to try new ideas or things (Brodmann et al., 2018). To a large extent, this is attributable to the technological advancement that formed part of their lives while growing up. Younger professionals are driven by a change in all aspects, including within and outside the organization. Nawaz (2020) found that Millennials are not only flexed by shrinking work prospects, but they are also more enthusiastic and pragmatic in engaging in this process. Baby boomers lament losing superior work lives and benefits, but

Millennials do not always worry about such issues despite many of them struggling to secure appealing jobs.

Further, a sense of inclusions, importance, and optimism defines the difference between Baby boomers and Millennials. Within the existing body of literature, there is strong evidence that Baby boomers struggle for self-esteem, and most of their parents played a primary role in enhancing their level of importance (Brodmann et al., 2018). In contrast, Millennials tend to have soaring self-esteem, which explains their preference for collaborative working groups. Ideally, they feel included and part of such teams; accordingly, they do not struggle for inclusions within the workforce. Hernández-Maskivker and Ijspeert (2020) argued that Millennials have a strong belief that they can perform most organizational tasks, which explains their tendency to question authority. Baby boomers' difference in authority is partly associated with their low self-esteem. They tend to feel some sense of incompleteness and inability to accomplish most work-related tasks. Some scholars have termed this a lack of self-confidence and value.

Based on existing literature, a new reality about fairness is another integral distinction argument between Baby boomers and Millennials. A study about the difference between the two generations of workers finds that Millennials like being treated fairly without necessarily demanding similar treatment (Hernández-Maskivker & Ijspeert, 2020). To Baby boomers, fairness relates to equal expectations, equal pay, and equal protection. Conversely, Millennials consider fairness to be about people's abilities rather than uniformity. In a Public Agenda Survey, approximately 80% of millennial respondents argued that the elimination of ineffective workers could help in enhancing

performance (Hernández-Maskivker & Ijspeert, 2020). Even though this generation of employees are skeptical about the administration of standardized tests for measuring workers' achievements, they are not opposed to the use of alternative compensation and rewards mechanisms for recognizing the achievement of individual employees (Nawaz, 2020). It is critical to understand that there is a difference between the expectations of millennial workers and those of Baby boomers who are nearing their retirement; hence managers need to find a proper balance between their interests.

Importantly, each generation maintains unique perspectives and views concerning professional success. In other words, the motivational factors for millennial employees originate from distinct working conditions, rewards, and opportunities to those of Baby boomers. Usually, it is difficult to find an alignment regarding the perception of collaboration (Abd Majid et al., 2020). While it is possible for the entire workforce to have a picture of collaboration without regard to generation, there might be variation in this picture in terms of career stage, age, and emotional state. Further, researchers fail to find an easy-to-measure outcome to assess the level of collaboration in an organization (Abd Majid et al., 2020). As such, it is the managers' job to find effective strategies for integrating the millennial employees within the exiting Baby boomers to enhance organizational performance.

Characteristic Differences Between Millennials and Baby Boomers

Over the years, researchers have investigated the general intergenerational differences. In particular, the lines of variations that shape each generation and how they play a part in their unique traits. According to Nawaz (2020), the intergenerational

difference between Millennials and Baby boomers has attracted extensive research. In a study to investigate this subject, the researchers reveal the conservative nature of old people. In other words, people tend to become conservative as they grow old. Recent research by Pew Research, 59% of members of the Baby boomer generation prefer smaller governments as opposed to larger ones (Abd Majid et al., 2020). According to them, limiting the size of government is an effective way of conserving national resources. In contrast, the same study document approximately 53% of Millennials prefer bigger governments with more services (Abd Majid et al., 2020). Millennials value their well-being and tend to pay little attention to the future or the past' hence they find no basis for conserving national resources.

Another distinction reality relates to the social issues with each generation holding a specific viewpoint. A recent study in the United States finds that most Millennials support gay marriage while Baby boomers are generally opposed to this social issue. The findings of this particular study show that approximately 68% of American Millennials feel that gay marriage is not wrong (Hernández-Maskivker & Ijspeert, 2020). Almost an equal number of this generation support legalization of marijuana since most of them are not religious. Significantly, less than 70% of the US Millennials admit that they are not affiliated with any religion. Notably, this figure is lower than 80%, which is the national figure (Hernández-Maskivker & Ijspeert , 2020). However, Baby boomers do not support these progressive social issues, evident by their opposition to marijuana legalization. They believe that modern social progressiveness is responsible for the violation of social norms in society.

An extensive review of the existing literature reveals that Millennials are less affluent compared to the Baby boomers. Realistically, this generation has been the most disadvantaged group since they reached adulthood at a time of economic difficulties (Hong & Choi, 2020). In most countries, Millennials record a higher unemployment rate than the Baby boomers at the same age. Most of them also struggle with huge student loans, a factor that enhances the situation further. A study reveals that about 37% of households in the United States headed by an adult who is 40 years or younger have higher education debts. These households have lower net worth relative to those without student debts, \$8,700 vs. \$64,700 (Hernández-Maskivker & Ijspeert, 2020). The growing economic downturn lowers the affluence of Millennials further. Contemporary issues like the emergence of Covid-19 have also enhanced the economic struggles worldwide. While Baby boomers are not immune to these challenges, most of them are economically established than Millennials; thus limited impacts.

Furthermore, there is a distinction in the value of establishing a family between Millennials and Baby boomers. Past studies reveal that a considerable proportion of Millennials are reluctant to get married (Hong & Choi, 2020). But those that do are likely to settle down with individuals of a different race. Currently, 15% of marriages are between individuals of different races compared to just 3% in the 1960s (Brodmann et al., 2018). In the United States, for instance, more than 25% of Hispanics and Asians marry people who are not from their ethnicities. In every six African Americans, one is married to an individual that they do not share ethnicity, while 10% of the White population do the same (Brodmann et al., 2018). The general idea based among Millennials is that

intermarriage enhances societal well-being, with approximately 50 % holding this view (Hernández-Maskivker & Ijspeert, 2020). Notably, this is significantly higher than the 33% of Baby boomers. It is difficult to understand Millennials' reluctance to marry due to individual differences, but one of the fundamental factors is variations in economic circumstances today and when Baby boomers were growing up.

Baby Boomers Transitioning to Millennial Generation Workforce

The demographics of the workforce are changing as baby boomers retire, and industries that are dominated by older employees face a challenge (Gunnore et al., 2018). Knowledge boomers can offer Millennials insight into acquiring analytical skills, stimulation of interest in foundational knowledge, and heightened recognition of complexity and ambiguity (Gabrielova & Buchko, 2021). Boomers can be mentors to Millennials with a mentoring training program (Ebeling et al., 2020). Training is a significant contributor to employee performance in comparison with other factors like motivation, work environment, and management behavior (Waljee et al., 2020). Organizations need to be able to transition from the baby boomer generation training methods to Millennials' training method preference (Chopra & Bhilare, 2020).

Millennials are eager for coaching. Millennials prefer a coaching approach with tasks and training rather than bossing approach from management (Gallicano et al., 2012). Millennials need room to develop and time to build their network (Hagel, 2014). Millennials view job transitioning as a way to build skills and rely on networking more than their employers for guidance (Hagel, 2014). The difference in workforce generations

is apparent, and workforce management and leadership need to prepare for Millennials (Patel, 2017).

Previous generations can coach Millennials on strategies, performance, identify new goals and growth opportunities (Lykins & Pace, 2013). Human resources should shift their previous practices of training and implement a new model that idealizes the Millennials (Ray & Singh, 2018). The new model of the initiate, engage, collaborate, and evolve is geared directly towards the needs of the generation and reflect (Ray & Singh, 2018). Good training programs enhance employee performance and higher achievement in the organization (Waljee et al., 2020).

Summary

In section 1 of this doctoral study, I introduced the background of the problem, problem and purpose statements, nature of the study, and qualitative single case study design. Section 1 also included the research question, what strategies have some warehouse distribution center supervisors developed to enable Millennials entering the workplace to maintain the productivity levels found with the baby boomers?

I presented interview questions, conceptual framework, assumptions, limitations, and delimitations for this study, the significance of the study, contribution to business practices, implications for social change, and a review of professional and academic literature.

The focus for section 2 was to outline the steps to conduct research and a description of the research method and design. My role as researcher, the role of participants, population and sampling, data collection instruments and technique, as well

as data organization and analysis, and reliability and validity will be addressed in section 2. Section 3 of this study includes a presentation of the findings, application for practice, and the implications for social change. In addition, section 3 includes recommendations for future research, reflections, summary, and study conclusion.

Section 2: The Project

Purpose Statement

The purpose of this exploratory, qualitative single case study was to understand what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations where baby boomers have been the majority of workers. The targeted population was supervisors in a warehouse distribution center in California who have worked with and trained Millennials to maintain or improve the existing operations' productivity level. This study's results could contribute to social change by improving the community's well-being by lowering employee stress, increasing health and wellness. Increased health and wellness might contribute to increased community volunteering, increased employment opportunity, and potential economic growth for communities. Increased employment opportunity and economic growth would enable individuals to accomplish goals such as owning a home, pursuing higher education, financial stability, and improving overall life satisfaction.

Role of the Researcher

In my role as the researcher, I conducted the research to gather information about strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations where baby boomers have been the majority of workers. Collecting data, along with the organization and interpretation of the data, is part of the researcher's role (Sanjari et al., 2014). For this qualitative single case study, I played a critical role as the

main instrument for data collection. In a case study, the role of a researcher involves maintaining the objectivity and reliability of the research while providing a detailed description of the problem (Marshall & Rossman, 2016). In my role as the researcher, I implemented sound and reliable research standards to ensure validity in my findings. I followed the predetermined interview questions in each interview case study to ensure data collection structure and validity in data collection.

The possibility of bias or conflict of interest in case study research needs to be considered and addressed to ensure data validity. Data collected and interpreted must solely represent the participants' perspectives (Smith and Noble, 2014). Reducing or eliminating bias is one of many roles of a researcher (Marshall & Rossman, 2016). To ensure accurate, legitimate, and truthful data collection and provide valid and reliable findings, I followed the interview questions designed for this study and provided accurate accounts of participant responses to the questions.

As the researcher, I implemented a qualitative case study method to conduct interviews that included open-ended questions with all participants. I followed a structured interview process with the same predetermined questions for all participants. In individual interviews with open-ended questions, I focused on a single conversation where participants will express their knowledge and experience. Case study interviews provide a comprehensive discussion between two individuals (Torronen, 2014). By following the interview structure in place, I was able to uphold the integrity of the data collected, demonstrate ethical behavior, refrain from any bias and personal perspectives to ensure reliable and valid findings.

The *Belmont Report* outlines three fundamental principles of ethical research which are, respect for persons, beneficence, and justice (Adashi et al., 2018). In my role as the researcher, I placed high importance on respecting the privacy and right of the participants. Participants were informed of Walden University confidentiality requirements to ensure understanding and comfort in participating in the research. The researcher shall maintain participants and company names confidential to ensure privacy (Ferreira et al., 2015). I have withheld the names of the participants. I identified participants of the study as “participants.” I have withheld the name of the partnering business. I have identified the partnering business as company ABC. By withholding participant names and company names, I ensured confidentiality for the participants and company.

Participants

The participants in this study were warehouse distribution center supervisors who have successfully implemented strategies to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations in which baby boomers have been the majority. Participants must have knowledge of the topic regarding the proposed research study to ensure quality and efficient research (Ponterotto, 2014). Thus, I recruited six individuals from a warehouse distribution center with experience in the successful implementation of strategies to enable the Millennials entering the workplace to maintain the productivity levels found with the baby boomers.

In my efforts to recruit participants, I used my professional association with individuals currently working in a warehouse distribution center as supervisors. Once

gaining Institutional Review Board (IRB) approval, my first communication was to contact a lead supervisor to collect emails from fellow supervisors in the distribution center. Once I collected the emails, I sent out an email to potential participants with an invitation letter that outlined the research study, participant criteria, and the request to participate in a voluntary interview (Appendix A). Communication with participants via phone call or email to inform them of the purpose of the research and recruitment requirements is a reliable contact measure (Major et al., 2016). I requested that participants wishing to take part in the study respond with contact information and phone number to reach out at a later date.

Once participants had been established, I continued communication via phone and email, where I provided consent forms and set a time and date for an interview. There is vital importance placed on scripts, which can provide a structure in interviews to ensure the researcher collects accurate and essential material from each participant (Jacob & Ferguson, 2012). Participants took part in a one-on-one interview using the predetermined open-ended questions formulated in this study.

Research Method and Design

It is essential for researchers to select a research method that is appropriate to investigate the identified problem (Wohlin & Aurum, 2015). Qualitative research involves observation of behaviors and interviews to understand an issue or subject area of study (Aspers & Corte, 2019). Based on the nature of this study, I used a single qualitative case study to facilitate my research.

Research Method

Qualitative research is a research method that incorporates interviews and evaluations to allow discovery and exploration (Arseven, 2018). I used qualitative research to explore participants' experiences in successful strategies used in their workplace. Researchers use qualitative research to record, observe and understand individuals lived experiences (Leppink, 2017). Qualitative research explores experiences from others' perspectives (Bevan, 2014; McNabb, 2017). Using a qualitative research method, a researcher can examine a situation by investigating various individuals associated with the problem to answer what and why questions (Berger, 2015; Christ, 2013). With a qualitative research method, I was able to examine the experiences of warehouse distribution managers through open-ended interview questions and gain an in-depth understanding of the strategies implemented.

Qualitative, quantitative, and mixed methods are three research methods (Aspers & Corte, 2019). For this study, I only used the qualitative method. The quantitative research method involves testing hypotheses and collecting data to test relationships between variables (Yin, 2018). I did not use a quantitative methodology because I explored strategies implemented rather than testing a hypothesis or examining the relationship in variables. The quantitative method can be used to identify trends in sets of data rather than the behaviors of the individual (Saracho, 2017). Thus, the quantitative research method was not appropriate for this study. Mixed methods research includes both qualitative and quantitative research (Leppink, 2017). Mixed-method research provides an opportunity to analyze data through both quantitative and qualitative

methodologies (Kose et al., 2015). The quantitative methods were not applicable for this study; thus, the mixed method was not appropriate for this study.

Research Design

I used a single case study design for this research. The central objective and research question of the study being conducted is the foundation in identifying the appropriate design for the study (Christ, 2013). A researcher uses a qualitative case study to explore the why and how a phenomenon occurs (Cronin, 2014; Raeburn et al., 2015). In a case study, the researcher describes a single case and investigates the individuals, groups of phenomena (Cronin, 2014; Aspers & Corte, 2019). Case study research is an investigation to obtain in-depth data on an event or phenomenon (Cronin, 2014; Elo et al., 2014). In this study, I explored a particular phenomenon to research the strategies used by warehouse distribution supervisors, which made a single case study the most appropriate research design.

In a multiple-case design, several instrumental cases or organizational units are selected to understand differences and similarities among the cases, while the single case method explores a single case or organizational unit of particular interest (Yin, 2018). In this study, I did not explore multiple cases, and so a multiple-case design was not appropriate. Other qualitative methodologies, ethnographic, phenomenological, and narrative, were also not appropriate for this study. The ethnography method involves extensive data collection, prolonged time, and the development of a theory from the examination (Shagrir, 2017; Venkatesh et al., 2013). There was no extensive data collection or development of a theory, so an ethnography method was not appropriate for

this study. The phenomenological design is used to explore the interrelationships and commonalities of an event or phenomenon based on findings from interviews and shared stories from individuals (Ejimabo, 2015; Hopkins, 2018). In this study, I did not aim to find interrelationships or commonalities of a phenomenon, so a phenomenological method was not appropriate for this study. Researchers use narrative research to explore an individual's life experiences by reconstructing the participants' experiences into narratives (Dwyer et al., 2017; Franklin, 2012). For this study, I did not reconstruct participants' life experiences; the narrative design was not appropriate for this study.

When a researcher can no longer discover any new data from the collected data, data saturation occurs (Dworkin, 2012). In this research, I collected data from multiple sources through interviews and took notes of my observation of participants' body language during the interview. The findings from the interview were compared to identify different perspectives and possibly develop themes or patterns until data saturation was achieved.

Population and Sampling

The targeted population for this research study consists of individuals that work at a warehouse distribution center as supervisors. The location of the warehouse distribution center is within the county of Tulare in California. The population of supervisors I targeted as those who have experience implementing successful strategies to enable the Millennials entering the workplace to maintain the productivity levels found with the baby boomers. In this study, there was a sample size of six participants for the interview process, in which I collected in-depth data for this research. A sample is a small number

of individuals derived from the whole population (Martinez-Mesa et al., 2016). For many qualitative research studies, the main focus is on meaning and depth, so a fixed number of participants is not required (Frels & Onwuegbuzie, 2013).

For this study, I used purposeful sampling for the selection of participants. In research studies, the selection of knowledgeable participants in the field of research is defined as purposeful sampling (Palinkas et al., 2016). Purposeful sampling is used to select a specific number of individuals that are experienced and knowledgeable of the research at hand (Etikan et al., 2016). I used purposeful sampling to select individuals that have knowledge and experience in the research study and are available and willing to participate. I was able to recruit six participants meeting the criteria of expertise, location of employment, and availability that were invited to take part in an interview with open-ended questions.

When no new data or themes emerge from the data collected, data saturation has been achieved (Saunders et al., 2017). Data saturation has been met when no new information is gathered from additional interviews (Spillane et al., 2017). I reached data saturation once all data was collected and analyzed for themes and patterns. Data was collected by utilizing the predetermined in-depth interview questions and selecting experienced participants who met all interview criteria.

Ethical Research

It is vital to a study to maintain ethical conduct to ensure the integrity of the research (Ketefian, 2015). Complying with ethical standards requires the researcher to refrain from including self-interest in the research and focusing on the participants'

interests (Zhang, 2017). For this qualitative study, I was the researcher and had the responsibility of complying with ethical standards set by Walden University's IRB. With this in mind, I approached the research process with integrity and high levels of ethical standards to ensure reliability and validity in the data collected. I received IRB approval on September 14, 2021, with approval number 09-14-21-0512596.

Participation in this study was voluntary. I sent all participants a letter of invitation (Appendix A) as initial contact with participants in an effort to recruit for the study. Participants willing to participate in the study responded to the invitation email and were sent the Walden University adult consent form as an agreement to participate in the study. Participants agreeing to participate in the study responded to the consent form email with "I consent." I outlined the research study, potential benefits, and risks associated with the study within the consent form. Within the consent form, I also informed participants that there would be no incentive to participate in this study. All participants deciding to participate in the study had the option to withdraw at any time with no penalty. Participants requesting to withdraw from the research were able to contact me by email or phone with the contact information provided in the consent form to officially withdraw from the study.

The Belmont Report outlines three fundamental principles of ethical research which are, respect for persons, beneficence, and justice (Adashi et al., 2018). During the study, I placed high importance on respecting the privacy and right of the participants. Participants were informed of Walden University confidentiality requirements to ensure understanding and comfort in participating in the research. The researcher shall maintain

participants and company names confidential to ensure privacy (Ferreira et al., 2015).

The names of participants were withheld. Participants are identified as “participants.”

The name of the partnering business was also withheld and was recognized as company ABC. By withholding participant names and company names, I was able to ensure confidentiality for the participants and company.

I followed an interview protocol that was established for this research (see Appendix B). The predetermined questions in the interview were asked to all participants. A summary of the interview responses was provided to the participants within five days of the interview for reviewing the accuracy. The participants had the opportunity to revise or add any information that might have been missed. Researchers should take measures to protect data collected in a research study (Ketefian, 2015). The interview transcripts will be maintained in a password-protected flash drive and a locked drawer in a private desk for five years.

Data Collection Instruments

For this study, I was the researcher and primary instrument for data collection. Researchers serve as the primary instruments for data collection in qualitative studies (Mostert, 2018). As the researcher, I utilized a semistructured interview process with the predetermined questions as my secondary data collection instrument. The interview instrument (Appendix B) consisted of a brief introduction, overview of the interview process, seven open-ended interview questions, and a conclusion with interview follow-up information. Interviews provide the research to gather in-depth data on the participant’s experiences and have been a common way of collecting qualitative research

data (Abdalla et al., 2018). Conducting interviews ensured I gathered relevant data to accomplish the purpose of this research.

Interviews allow for comprehensive data collection with responses and non-verbal reactions (Castillo-Montoya, 2016). During the interview process, I utilized zoom for the interviews to ensure I was able to gather all data provided and document notes of participants' body language. For each interview, I wrote up the transcripts of the interview responses in a word document and provided this document to the participants via email for review of accuracy within five days of the interview. Ensuring validity and reliability is critical in qualitative research; using member checking confirms the accuracy of data collected (Saracho, 2017). I used member checking to ensure the accuracy of the interview question responses for research validity and reliability.

Data Collection Technique

For this qualitative single case study, I explored what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations where baby boomers have been the majority of workers. I used data triangulation and conducted one on one, semistructured interviews with six different participants to collect data for the interview questions and took notes of my observation of participants' body language during the interview. Data triangulation is the use of different sources of information to gather data to increase the validity of the study (Farquhar et al., 2020). Triangulation is a good practice in conducting case study research, which can ensure reliable and valid data (Farquhar et al., 2020). Researchers can guide the interview purposefully, gathering

specific information relevant to the study (Wienclaw, 2018). The flexibility in interviews allows for an extensive collection of data (Young et al., 2018). However, Yin (2014) argued that participants' interview questions' responses might not always reflect the companies' actual practices; personal bias might be included in the response. Case study interviews tend to take longer to analyze the data (Opdenakker, 2006). For this study, I was able to understand the benefits and challenges of using case study interviews. Guiding the interview and collecting in-depth data was a great benefit, but the potential for inaccurate data due to bias and the additional labor-intensive work reviewing and transcribing the interviews was challenging. Both advantages and disadvantages were kept in mind as I conducted interviews for this research study.

The semistructured interviews were all be documented with transcribed responses that were reviewed by participants. I was able to recruit and interview six participants in this study to gather information from multiple sources. The research consent form and interview protocol (Appendix B) were reviewed with the participants before beginning the interview. Following the interview, responses to questions were transcribed in a word document and shared with the participant to check accuracy. Member checking can be beneficial in maintaining validity and reliability in qualitative research (Wienclaw, 2018). Thus, sending the transcript summary to the participant for review was vital in ensuring accuracy in data collected and presented.

All files and transcript summaries will be uploaded into a password-protected flash drive and locked in a private desk drawer. Each electronic file will be tracked and labeled by participant number and date of interview (ex. P1- 01/01/01). The hard copy

documents such as notes and any printed transcripts will also be kept locked in a private desk drawer. The hard copy notes will also have the same assigned labeling participant number and date of interview. The data will be kept in a secure locked location for five years after the research project is complete.

Data Organization Technique

Data organization can be increased with data analysis software in addition to helping the researcher manage the documentation more effectively (Mortelmans, 2019). Data organization techniques are used to organize any collected data and during the analysis of the data (Yin, 2018). For this study, I used NVivo as the application for the organization of data collected to ensure systematic and reliable organization. The use of data software tools assists researchers with analysis measures and reporting of the data (Dollah et al., 2017).

The researcher is responsible for the confidential storing of qualitative data collected (Paulus et al., 2017). All transcript summaries will be uploaded into a password-protected flash drive and stored in a locked drawer on a private desk. Each electronic file will be tracked and labeled by participant number and date of interview (ex. P1- 01/01/01). The hard copy documents such as notes and any printed transcripts will also be kept in a locked drawer on a private desk. The hard copy notes will also have the same assigned labeling participant number and date of interview. All data collected will remain secure and stored for five years.

Data Analysis

Effective data analysis is imperative to ensure the qualitative research procedure is executed properly and highlights the research study at hand (Raskind et al., 2019). Data triangulation can be used in qualitative research to increase validity, confirm findings and ensure understanding of data (Cope, 2014). After all the interviews had been completed and transcripts were reviewed for accuracy through member checking, I used data triangulation to analyze all the data collected from interview questions and my observation notes of the participant's body language during the interview. Data triangulation uses more than one source to study a phenomenon that allows for multiple perspectives for an issue being studied (Walton et al., 2020). I used all data provided by the responses during the interview, notes from my observations, and analyzed emerging themes and patterns. Researchers can analyze data to identify patterns, themes, and differences (James, 2012).

Yin (2018) outlines a five-step data analysis: 1) compile, 2) disassemble, 3) reassemble, 4) interpret, 5) conclude. For this study, I used the five-step plan outline by Yin (2018). Step one, I compiled the data, which consisted of semistructured interviews (Appendix C). All data submitted in the interview was transcribed and presented to the participants for review of accuracy. Step two, disassemble the data, consisted of coding and organizing the data using Nvivo and exploring possible themes. Digital software tools are effective for data organization and coding applications (Dollahn et al., 2017). With Nvivo, I was able to assign codes to the participants to ensure confidentiality. Step three, reassembling the data, consisted of categorizing the data for comparison, analysis,

and exploring patterns. Step four, interpreting the data, I examined the data for completeness, fairness, accuracy, credibility, and creating a narrative for the data. Step five, concluding the data, consisted of presenting the themes established. As well as outline potential future research for the study topic.

The goal during the data analysis was to establish emerging themes, patterns and reach data saturation. As the study moved forward and themes were established, I continued to research relevant literature to find new information and insights on strategies used by leaders in the workforce that might be beneficial to the findings in this study.

Reliability and Validity

Two of the most highly regarded standards in qualitative research are reliability and validity (Leung, 2015). The quality of the study can be critically assessed by the reliability and validity of the data (Ross & Johnson, 2020). Using appropriate and consistent standards of data collection can provide meaningful data for reliability and validity (Cope, 2014). In this study, validity and reliability were critical for qualitative research. Researchers should assess the criteria of reliability, validity, conformability, and transferability in qualitative research (Mangioni et al., 2013).

Dependability

Dependability in research ensures there is no bias, the study is consistent, trustworthy and data collected can be replicated (Mangioni et al., 2013; Street & Ward, 2012). When the same results can be achieved utilizing the same methods, the measurable data is considered dependable and reliable (Ross & Johnson, 2020). The researcher should attain consistent, logical, and clear order in the data collection to

maintain dependability (Heale & Forbes, 2013). In this study, I used data triangulation, predetermined open-ended interview questions, and summary transcriptions review by member checking to ensure the reliability of the data.

Validity

Validity provides credibility and truth to qualitative research (Jordan, 2018). Researchers must use validity to determine if the research data collected represents the research study (Cope, 2014). As the researcher, I ensured to establish credible, accurate, and valid data by adhering to the Walden University IRB research guidelines. All data collected was used, member checking was done to ensure accurate and valid transcripts of the interview responses.

Credibility

Researchers use triangulation and member checking as strategies to ensure the credibility and validity of the study (Billot et al., 2017). Credibility in a study aims to establish valid data collection and interpretation (Mahojan, 2017). I established credible and valid data collection for this study by utilizing the same interview protocol (Appendix C) for each interview. I ensured transcription accuracy by having participants review the summary in a member checking method and presenting all data collected. Credible research maintains consistent and concise data collection methods and data analysis (Billot et al., 2017).

Transferability

Transferability refers to the ability of the research findings to be applied or transferred to another qualitative study (Cope, 2014; Yin, 2014). Transferability pertains

to the findings in research to be applicable to multiple contexts (Mangioni & McKerchar, 2013). The consistent process and protocols I used in this research allowed for transferability in future studies. Detailed and consistent research provides future researcher transferability in research findings (Yilmaz, 2013).

Confirmability

Confirmability establishes trustworthiness in the research and provides confidence in the findings (McGinley et al., 2020). Confirmability shows that the results of a study can be confirmed by other individuals (Abdalla et al., 2018). Member checking in qualitative research can enhance confirmability (Teusner, 2014). In this study, I ensured confirmability by following the interview protocol and member checking. Participants had an opportunity to review the transcribed responses to ensure I collected and transcribed the data accurately.

Data Saturation

In this research study, six individuals were recruited that had significant knowledge and experience with implementing strategies to enable Millennials to maintain or increase productivity levels found in baby boomers. The participant's knowledge and experience provided substantial amounts of data for analysis. By using all data collected in the data analysis, I was able to establish data saturation after the fifth interview, with no new information being discovered in the sixth interview. Data saturation is when there is enough information to replicate the study and when gaining new information is no longer feasible (Guest et al., 2020).

Summary and Transition

The purpose of section 2 was to outline and provide a detailed overview of the purpose of the study, my role as the researcher, participants, research method, and design and review my sampling method. Section 2 also included a detailed description of the data collection instruments, techniques, organization, and data analysis. At the end of section two, I provided detailed information on reliability, validity, credibility, transferability, and confirmability. In section 3, I will present the research findings, which include the interview data, interpretation, and analysis. Presentation of patterns and themes will be included in the presentation of the results. Section 3 will consist of an application for professional practice and positive social change and recommendations for future research.

Section 3: Application for Professional Practice and Implications for Social Change

Introduction

The purpose of this exploratory, qualitative single case study was to understand what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations, in which baby boomers have been the majority of workers. I gathered data by conducting semistructured interviews with six warehouse distribution center supervisors. Before the interviews, I emailed participants Walden University adult consent form.

Each interview included the same predetermined open-ended questions (Appendix B) to ensure the credibility and confirmability of the research. After collecting the data from the interviews, I used member checking to ensure reliability and validity. The research findings showed strategies, which are used to enable Millennials entering the workplace to maintain or surpass the productivity levels found with the baby boomers, followed three themes: (a) communication, (b) teamwork with mentorship, (c) training.

Presentation of the Findings

For this research, I conducted semistructured interviews to answer the research question, what strategies have some warehouse distribution center supervisors developed to enable Millennials entering the workplace to maintain or surpass the productivity levels found with the baby boomers? There was a total of six participants interviewed using an interview protocol with seven open-ended questions (Appendix B). Participants

are identified as P1, P2, P3, P4, P5, and P6. Based on the data analysis, three themes emerged: (a) communication, (b) teamwork with mentorship, and (c) training.

Theme 1: Communication

In an organization, communication plays a significant role in employee performance and productivity (Ali et al., 2021). Participants P1, P3, P4, P5, P6 indicated communication is essential to increase performance; P2 specifically stated: “communication is key for successful execution in strategies for increasing effectiveness and efficient performance in our millennial employees.” Researchers Top and Ali stated in a recent 2021 study, effective communication among employees increases performance. As noted by Lang (2020), communication remains one of the primary functions of a business entity. Poor communication can come at a high cost because it may decrease organizational performance (Anwar & Abdullah, 2021). Previous research evidence also reveals that communication can, directly and indirectly, impact organizational and team performance (Yap & Badri, 2020). Participants emphasized the importance of communication to improve millennial work performance and productivity, which mirrors recent research findings published in 2021.

All participants noted the importance of communication when working with Millennials and implementing strategies. P2, P3, P4 indicated they do their best to have daily huddles. Supervisors gather with employees for a few minutes (3–5 minutes) to provide updates on product output, changes being made, any warehouse news, and listen to employees. P4 stated:

Having daily huddles has opened the lines of communication with employees and has allowed me to build relationships with my employees, especially the younger employees, Millennials. Now they feel comfortable communicating about questions and concerns they may have about the job, which at the end of the day, providing them with the proper guidance makes them better employees.

Transformational leaders develop relationships and trust with employees to help influence employees' behaviors (Arenas et al., 2017).

P1 and P5 use informal communication to reach out to employees rather than have a group huddle. P5 stated that:

I spend a lot of time walking around the warehouse, making sure things are working as they should, and I make it a point to stop and talk to employees. I have regular brief conversations with employees to see how they are doing, what I can do to help them, and provide feedback on the performance and productivity numbers for the previous day or weekly totals. I keep the employees informed on whether we meet our productivity output or fall short. I ask, how do you think we did? What could we have changed? The one-on-one, small talk has worked for me and has allowed me to engage with millennial employees.

The use of open communication to keep employees informed has increased motivation, morale, and performance in employees (Seitz & Owens, 2020). P3 and P6 reported effective communication had made a difference in their respective teams' performance. P6 noted effective communication is being honest with Millennials about the good and the bad, letting them know about their performance, and being direct when telling them

what you need from them. P6 continued by stating, “sending an email to our younger employees is not always the best method to increase performance and productivity; I make my way down to the warehouse floor and speak to them to ensure my communication is effective.” Previous research by Gabrielova and Buchko (2021) noted that employee morale and performance could be increased by effectively communicating organizational goals.

Theme 2: Teamwork with Mentorship

Research has indicated that Millennials have become more productive through teamwork (Ludviga, 2020). P1, P3, P4 all indicated teamwork has been vital in increasing productivity in millennial workers. P1 noted, “we have to work in teams, individual work slows us down as a department, each person is part of a team, and we each play an important role in the process.” P1 added that many Millennials came into the workplace and needed a teamwork atmosphere to keep up with older employees. P3 noted “teamwork was a successful strategy because Millennials could relate to teamwork from the experience of high school sports and the work ethic involved.” Many Millennials prefer working in teams because they get a sense of unity and collaboration and they find it more enjoyable than working alone (Pichler et al., 2021).

P5 noted “team-building activities in meetings to help with the teamwork atmosphere on the warehouse floor.” P5 added “team building was important for his department since it included different generations, Millennials, baby boomers, and different work ethics that they each have.” P5 continued by stating:

Our team-building activities allowed for team members to get to know each other

on a different level. Team members shared about how we grew up, past professional experiences, family culture, things like that. Understanding our difference made our team better at communicating and working together to increase our performance. Teamwork has been a great strategy that has been successful with Millennials in my area of the warehouse.

A review of the existing literature revealed that Millennials are graduating from training programs that are more focused on the benefits of collaboration and teamwork (Kurz et al., 2019). Even though P3 and P4 stated teamwork was important, they had not utilized teamwork or mentorship before working at the warehouse as supervisors. P3 said, “teamwork was cool, but I never used it before joining this warehouse; mentorship is another thing I had not experienced.” P3 continued:

I had to learn teamwork and mentorship in order to implement the strategy. In the past, I worked alone, and my co-workers worked alone. We all knew our job and got our job done. When I was younger and first started working, I had someone train me for a day or two, and that was it then I was on my own. Here we have implemented a teamwork atmosphere and mentorship where new employees, like Millennials, have a mentor for the first few weeks of the job to show them the ropes. The mentor ends up being someone the Millennials can go to for questions and help even after being on the job for a while. After joining this company, implementing new strategies, and working with the Millennials, I can see the need for teamwork and mentorships across many industries.

P4 noted the following:

My work was independent work, and he was paid for the work he did. The work of others didn't matter, so teamwork was not important in previous jobs. After many years with this company and working with different generations like the Millennials implementing a strategy of teamwork made sense. I had to change my own work ethic to learn how to implement teamwork. I noticed that Millennials worked well together when I had them do a task as a team. The job was done well and efficiently. Once I implemented a teamwork atmosphere in my area, I saw the performance improve, and everyone seemed to enjoy it more than working alone. Overall, the productivity of the young employees increased a lot.

Organizational leaders learn and can change and adopt a new course during the application of the transformation leadership process (Siangchokyoo et al., 2019).

Mentoring occurs when experienced senior employees engage less experienced employees in developing skills and knowledge of the company (Balaji & Balachandran, 2012). Based on the findings, mentorship was a theme that was established that aligned with teamwork. P1, P5, P6 mentioned having older employees as mentors in the various teams. Baby boomers can be mentors to Millennials with a mentoring training program (Ebeling et al., 2020). P1 noted, "I like having older employees who know all the process's ins and outs mentor Millennials as they transition into new work positions." P6 noted, "I have my go-to mentors who have been around for a long time and are very productive; they can show Millennials how to do the job right and continue to help develop them until they meet the same productivity levels." P5 and P6 reported that effective mentorship could increase millennial performance and productivity at work.

Training programs involve mentoring or coaching types of interpersonal relationships that develop the skills of employees (Kovach, 2018).

Theme 3: Training

All participants noted training as being vital in the development of Millennials to ensure performance and productivity are met or increased. P3 noted that training programs are used to develop Millennials' knowledge and performance to maintain knowledge and productivity as older generations retire. Empirical studies support evidence that the positive effects of employee training on organizational performance have a significant positive impact on work outcomes (Abd et al., 2020). P5 noted, "we train, retrain, and continue to train." P5 continued by stating:

Training is needed at all levels and regularly. I have seen Millennials get trained to perform well for a few weeks then go back to old habits and improper procedures that decrease performance and productivity, potentially unsafe, this is why I have implemented continued training; we train Millennials and continue to train them. We are never too old or too young to learn new strategies that make work more efficient and productive. Continual training for the millennial workers has been impactful in my area to ensure we maintain our high production output and meet the goals set by our warehouse.

Employee training directly affects a firm's performance and development (Abd et al., 2020). The training process has importance in individual and collaborative performance (Barth & Rieckmann, 2017). P1 and P2 indicated they attended training provided by the warehouse on the multigenerational workforce, which helped develop

training strategies for Millennials. P1 and P2 noted the importance of multigenerational workforce training for supervisors and managers. The training ensured they had knowledge and skills to help train and develop the multigenerational staff. P2 indicated that the multigenerational training provided new skills and ideas to help him train the millennial generations. P2 continued by stating:

Training programs provide Millennials with the resources, knowledge, and skills to increase performance and grow professionally within the organization. Proper and effective training can lead to increase productivity, which can lead to higher revenue, which can lead to higher pay. The training program helped build confidence in the millennial generation and provided tools to ensure effective productivity levels.

Millennials work well in teams with other Millennials but with appropriate training (Rather, 2018). Using the transformational leadership theory approach has enabled companies' leaders to focus on the employees' training and development (Seitz & Owens, 2020).

Transformational leadership theory supported the conceptual framework for this research. Communication is a critical aspect in implementing leadership theory and is one of the three themes emerging from the research findings. Transformational leaders develop relationships and trust with employees to help influence employees' behaviors (Arenas et al., 2017). Establishing effective communication with millennial employees allowed participants to build trust and relationships to implement the needed strategies to increase performance. Using the transformational leadership theory approach has enabled

companies' leaders to focus on the employees' development and restructuring key performance areas (Seitz & Owens, 2020). Training is vital in any organization and at all levels for the development of employees. Training was also a theme emerging from this research. As noted by participants, training was critical to developing millennial employees to increase performance and productivity levels. Organizational leaders learn and can change and adopt a new course during the application of the transformation leadership process (Siangchokyoo et al., 2019). Teamwork and mentorship were emerging themes that were new practices for some of the participants. Participants needed to learn, adapt, and implement change to implement strategies of teamwork and mentorship to transition Millennials into productive employees.

Application to Professional Practices

The purpose of this exploratory, qualitative single case study was to understand what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations, in which baby boomers have been the majority of workers. As Millennials begin to become the majority in the workforce, organizations must be open to new strategies that meet millennial employment needs (Wood, 2019). The findings related to this study can benefit organizations by highlighting successful strategies used to enable Millennials in the workplace to maintain or surpass the productivity levels in the organization as older generations, such as baby boomers, retire from the workforce. The findings from this study outline key strategies used by warehouse supervisors with Millennials workers to maintain or surpass productivity levels found in baby boomers.

The application of the findings can lead to an increase in millennial job performance and productivity levels. Managers continually seek strategies to improve productivity in their organization (Pichler et al., 2021).

The objective of the study was to identify strategies used by warehouse supervisors on millennial employees to maintain or surpass productivity levels found in baby boomers. The increase in the multigenerational workforce has created a challenge for organizations in understanding and meeting the different needs associated with a multigenerational workforce (Putriastuti & Stasi, 2019). Each generation poses unique characteristics and works ethics. The findings in this study can be used by business leaders to embrace the generational difference and implement the findings in their organizations. Organizations that embrace the difference in the multigenerational workforce can gain a competitive advantage (Palumian et al., 2021). Organizations, managers, and business leaders can benefit from the findings in this study to implement strategies to increase productivity levels in Millennials employees.

The findings in this study can improve business practices by providing business leaders with key strategies that can be assessed and implemented to increase productivity levels in the organization. The participants in this study were warehouse supervisors, but the findings of themes, communication, teamwork, mentorship, and training could be used to research various topics in other industries. Participants indicated successful implementation of communication, teamwork, mentorship, and training leads to increased productivity in the millennial workforces. Managers should increase the use of transformational

leadership strategies to develop and strengthen Millennials in the organization to see an increase in productivity and profitability (Bernanrdes et al., 2019). Based on the research outcomes, organizations and business leaders need to apply these themes toward the millennial workforce for increased performance and productivity. Millennials prefer leaders that show individualized training and development and are supportive (Rajput et al., 2019).

Implications for Social Change

The findings of this study have several implications for social change. Currently, a multigenerational workforce is part of the workplace, and soon Millennials will be the majority. In a 2019 study, Putriastuti and Stasi stated the increase in the multigenerational workforce had created challenges for organizations. Organizations can use the findings in this study to increase their understanding of the millennial generation and implement strategies needed to increase productivity in the millennial workforce. The findings identified in this study can increase awareness of generational differences in the workplace and can address performance and productivity gaps found in a multigenerational workforce.

The findings in this study can serve as a basis for positive social change for individuals, organizations, and communities. While exploring strategies used by warehouse supervisors to enable Millennials to maintain or surpass productivity levels in baby boomers, it was found that leaders must implement strategies that are inclusive to the individual needs of the millennial employees. Improving millennial productivity can lead to increase opportunities for promotion, higher income, and job security. Increased

income can lead to a better quality of life, home purchases, retirement accounts, and community fundraising contributions. Increased productivity can lead to increase revenue and profits for the organization. Increased profits for the organization can lead to an increase in staffing, increasing the employment opportunity in the community. Increased profit can lead to increase tax contribution by the organization to the community for community parks, social services, economic development, and infrastructure repair.

Recommendation for Action

The findings and recommendations from this study can supply business leaders with knowledge of strategies to implement to maintain or increase levels of productivity in the millennial workforce. The application of this study's finding relies upon the actions that business leaders should take to maintain or increase productivity levels as Millennials become the majority in the workforce. The recommendations for action for business leaders are as follows.

A. Develop an effective line of open communication with millennial employees. Developing effective lines of communication begins with building trust and a relationship with the Millennials. The enhanced communication will provide business leaders with the opportunity to guide employees based on organizational goals, set performance expectations, and establish mutual respect. The established communication will also allow business leaders to provide continual feedback to Millennials about their progress, projects, job performance, and other important business practices. The development of effective lines of communication should be discussed and established by the department during a meeting. All employees should be able to provide insights on best practices for

effective communication. Once established, the practices for effective communication can be incorporated in employee new hire training.

B. Establish teams to implement a teamwork environment with a mentor in each team. The organization can foster teamwork to maximize the performance of the workforce by establishing a mentorship program within the teams. The older employees can share knowledge and experiences with the millennial employees to ensure knowledge and skill are not lost as baby boomers retire.

C. Effective and continual training. Effective training can play a vital role in millennial productivity. Establishing an effective training program is something business leaders can utilize to increase productivity in millennial employees. Training can help Millennials understand their duties and leadership expectations. Continual training programs to enhance strategies implemented to improve employee confidence and performance continually.

The findings associated with this study may be beneficial to organizations and business leaders. This study will be published and available on the ProQuest database. The published findings of the study will be shared with participants, business leaders, community stakeholders, and academic professionals through scholarly journals and business publications. When possible, I will discuss the findings in business forums, training seminars, and other stakeholder events.

Recommendation for Further Research

This study identified strategies used by warehouse supervisors to enable millennial employees to maintain or surpass productivity levels found in baby boomers.

The findings in this study encourage further research into an extensive exploration of strategies used by business leaders to increase productivity levels in the Millennial workforce. Additional research may include different business areas and industries with various size populations. Further research can consist of using a different data collection technique and different methodologies such as quantitative to provide statistical data analysis on strategies used. A quantitative research method can be used to determine a relationship between millennial productivity and one of the themes outlined, such as the relationship between millennial productivity and training. Mixed methods research could also be utilized to collect both qualitative and quantitative data, such as surveys for quantitative data and focus groups for qualitative.

Limitations

This study included three limitations. The first limitation was that participants' memory (recollection) of events. Participants might not be able to recall the specific strategies or steps taken to implement the strategy. The second limitation was participants' personal bias. Participants might respond to question with personal views and personal opinions rather than actual results or events, which would result in a personal bias. The third limitation was participant employment experience. Each participant's years of experience might vary, which could cause limitations on the response provided by the participant. From these limitations, additional research can be completed in other industries, various business leaders, in a different geographical locations. A larger number of participants and an examination of Millennials in a different industry could address the limitations of this study. In addition, in this study, I

limited participants to supervisors; expanding the participant pool to managers, directors, and employee leads may also address the limitations addressed in this study.

Reflections

My time in the Doctor of Business Administration (DBA) program has been very long, challenging, time-consuming, and stressful, but I have gained and enhanced my professional, personal, and academic skills. This journey has taken much longer than I anticipated, and for a time, I felt that I would not be able to complete the program. Personal events caused me to go from full-time to part-time for a few years, which delayed my progress. This program pushed me and challenged me like I had not been challenged before. Fortunately, I had the support of my amazing wife, Nicole Alvarez, and the committee chair's guidance, Dr. Craig Martin. My wife supported and encouraged me when I felt defeated and wanted to up on my pursuit of a DBA. Dr. Martin was very patient, supportive and provided exceptional guidance during this program. The entire Walden University faculty, staff, and students I met at residencies have made this a great experience.

During this program, I attended my first residency during my first semester with Walden University, and this is where I decided I wanted to do my research on the millennial generation in the workforce. As a millennial myself, I was very interested in learning about strategies implemented to maintain or increase productivity levels with the millennial workforce. Prior to beginning the study, I had not explored any strategies used for Millennials in the workforce; thus, I had minimal to no personal bias or preconceived ideas and values. Walden University's ethical standards guided my approach to this study.

I applied an unbiased approach and relied on the data collected to answer the research question.

The research finding can have a positive impact on the partnering business and participants. The findings can provide a guidance tool to establish organization-wide strategies to increase productivity. The findings in this study have given me an understanding of the strategies needed to increase productivity levels in the millennial generation successfully.

Conclusion

The purpose of this exploratory, qualitative single case study was to understand what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations, in which baby boomers have been the majority of workers. It is vital for organizations to establish strategies for millennial employees needs to maintain or increase productivity levels found in baby boomer employees. Developing strategies for engagement and productivity in millennial employees is vital for organizational sustainability (Stephens, 2021). Organizations must understand the millennial workforce's goals and values to motivate effectively, train, and increase performance (Ali et al., 2021).

In this study, six warehouse supervisors participated in semistructured interviews. After the collection and analysis of the data, three main themes were identified: (a) communication, (b) teamwork and mentorship, (c) training. The findings in this study identified successful strategies implemented by warehouse supervisors to enable the

millennial employees to maintain or surpass the productivity levels of the organization, in which baby boomers have been the majority of workers. It is important that business leaders understand the needs of the millennial employees and be willing to implement strategies that are most effective for their millennial employees. Implementing the strategies in the study can provide organizations the ability to have a positive social change in the millennial employees and organization by addressing the needs of the millennial employees.

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Appendix A: Letter of Invitation (Agreement)

To: Warehouse Distribution Center Supervisors,

My name is Juan Alvarez, and I am a doctoral candidate at Walden University pursuing a Doctor of Business Administration with a specialization in Leadership. I am conducting a qualitative case study research as part of my doctoral study project titled, Leaders' Strategies for Motivating the Millennial Generation to Sustain High Levels of Performance. As supervisors at this warehouse distribution center, your experiences and knowledge will be of significant value if you have experience in implementing strategies to maintain or increase productivity levels in the millennial workforce. This study will be presented to Walden University to fulfill the requirements for the Doctor of Business Administration degree I am pursuing.

Participation in this study is voluntary, and you have the option to withdraw at any time during the study with no penalty. Your privacy and confidentiality will also be maintained, your name will not be included in the document. You will be identified as a "participant". I am asking for your participation in a 30–45-minute interview where you can share your lived experiences with implementing strategies to maintain or increase productivity levels in the millennial workforce at your warehouse distribution center. If you wish to participate, please sign and return the Walden University Consent form attached in this email.

Kind Regards,

Juan M. Alvarez

Appendix B: Interview Protocol

Date of Interview:

Time:

Introduction:

My name is Juan Alvarez, and I am a doctoral student enrolled in the Doctor of Business Administration specialization in Leadership program at Walden University. Thank you for taking the time to take part in the interview. Your lived experience will provide beneficial information to my study. I truly appreciate your participation. The focus of this interview is to explore what strategies some warehouse distribution center supervisors have developed to enable the Millennials entering the workplace to maintain or surpass the productivity levels of the organizations where baby boomers have been the majority of workers. Before we begin a few items I would like to address. All answers provided will be confidential and your identity will remain confidential, and you may withdraw at any time.

Please know you can elaborate on the question how you feel appropriate when answering the question, there is no right or wrong answer. I might ask a follow up question for clarification to ensure understanding. If you need me to restate any question please let me know.

Do you have any questions I can address before we begin?

Let's begin the interview.

Interview Questions

1. What strategies do you employ to transition Millennials into the organization for effective and productive integration?
2. What strategies to transition Millennials into the organization have you found effective in maintaining the productivity levels found with the baby boomers?
3. How do you assess the effectiveness of the strategies?
4. What key challenges have you had implementing the strategies?
5. What have you done to meet those key challenges effectively?
6. What type of response has the organization received from the Millennials regarding strategies implemented by supervisors?
7. What else would you like to share with me about the strategies developed and implemented to maintain the Millennial workforce's productivity performance?

Interview Conclusion and Follow-up

This ends the interview questions. Thank you again for taking part in this research study. I will be writing a summary of the interview responses and will be emailing them to you for review within the next five days. At this time, you will be able to inform me if I missed anything or if there were anything you would like for me to add. We can set up a phone call for discussion or communication through email, whichever you prefer.

Appendix C: Letter of Cooperation

[Business Partner]

[Date]

Dear Juan M. Alvarez,

Based on my review of your research proposal, I give permission for you to conduct the study entitled Leaders' Strategies for Motivating the Millennial Generation to Sustain High Levels of Performance within [business partner]. As part of this study, I authorize you to receive contact information in the form of email address of supervisors at [business partner]. I am aware and agree emails will be used for participant recruitment in the study. We understand participants volunteering for the study will take part in a one-on-one interview held off site, with no organizational supervision by [business partner]. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include: providing the researcher Juan M. Alvarez, contact information in the form of email address for supervisors at [business partner]. We reserve the right to withdraw from the study at any time if our circumstances change.

I understand that the student will not be naming our organization or the name of participants in the doctoral project report that is published in Proquest.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,

[Signature of business partner and contact information]