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Strategies Managers Use to Motivate Millennials

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Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Talena Lynn Edwards

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2023

Abstract

Strategies Managers Use to Motivate Millennials

by

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MS, Central Michigan University, 2013

BS, National-Louis University, 2005

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2023

Abstract

Maintaining high motivation levels among millennial employees poses a formidable challenge for business leaders. Business leaders are concerned with millennial employee motivation because motivated employees have increased job satisfaction, which can decrease the cost associated with employee turnover. Grounded in Herzberg's two-factor theory of motivation, the purpose of this qualitative single case study was to explore effective strategies that managers use to motivate their millennial employees. Participants were five managers from a business on the United States East Coast who successfully implemented strategies to motivate their millennial employees. Data were collected using semistructured interviews, a company website review, computer-based training modules, and an employee portal. Using Yin's five-step data analysis process, three themes emerged: (a) recognition, (b) communication, and (c) relationships. A key recommendation is for managers to conduct two-way feedback sessions with employees to deliver constructive feedback while allowing employees to reciprocate with their feedback directed towards their respective managers. The implications for positive social change include the potential to maintain motivated employees, ensure the viability of businesses, enhance the local economic conditions, and mitigate unemployment within the communities.

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Dedication

I dedicate my doctoral study to my unwavering support team. Your love has been the driving force behind this achievement. To my husband, Linwood Edwards, Jr. Your steadfast support has been the cornerstone of my success. Your sacrifices, patience, and belief in my abilities have sustained me through the challenges. Your love has been my anchor, and I am grateful to have you by my side along this arduous path. My millennial children. My daughters Tashi Hardin and Jasmine Hardin, your love and pride in my accomplishments have fueled my determination. My bonus sons, Julian Edwards and Joshua Edwards, your understanding and patience have been remarkable. You all have been my inspiration, motivation, and the driving force behind my pursuit of knowledge. My mother, Phillis Johnson. Your wisdom, love, and support have been my guiding light. I carry the lessons you have imparted to me, and your love has been a source of inspiration. This achievement is a tribute to the values you instilled in me. Your sacrifices and support have shaped not only my academic journey but also the person I have become. Thank you for being my source of wisdom and comfort. My late father, Clarence Johnson, Sr. Though you are not physically present, your spirit and the lessons you taught me about perseverance and resilience continue to inspire. This achievement is a testament to the foundation you laid, and I carry your memory with pride. My siblings, Wanda, Clarence, Jr., Clayton, Sr, Clinton, Sr., Maleah, and Tyson your support and understanding meant the world to me. Your love and camaraderie made this journey more meaningful. I thank God for each of you and with heartfelt gratitude, I dedicate this accomplishment to each of you, for your love, understanding, and unwavering support.

Acknowledgement

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Section 1: Foundation of the Study

The millennial generation currently makes up the most significant percentage of the workforce. It is projected that by the year 2025, approximately 75% of the workforce will be millennial employees (Yap & Badri, 2020). Managers are challenged with finding strategies that may help motivate millennial employees. Individuals from the millennial era may seek employment with another company if they are not motivated and excited about performing work at their current company; if the leadership is not encouraging or if the environment is not welcoming, employees may lose motivation. Motivated employees can enrich individual performance and organizational sustainability (Jobira & Mohammed, 2021).

Background of the Problem

The purpose of this study was to explore strategies managers use to motivate millennial employees. It is projected that nearly one-third of the U.S. population will be comprised of millennials by 2020 and 75% of the workforce by 2025 (Putriastuti & Stasi, 2019). The sustainability of an organization may be impacted positively when millennial employees are motivated to work. Research on effective strategies may provide business managers with successful strategies for motivating the millennial workforce and may benefit the company that develops and implements a process to adapt to the millennial workforce.

Problem and Purpose

The specific business problem addressed in the research was that some business managers lack strategies to effectively motivate millennial employees. The purpose of

this qualitative single case study was to explore strategies that some business managers use to effectively motivate millennial employees.

Population and Sampling

The primary focus of the research study population was managers with 1 year or more experience managing millennials. A population is a collection of individuals who share common features, and it is critical to identify the population early in the research process (Asiamah et al., 2020). The participants in this case study were managers from an east coast business that matched the participant criteria. Participants must have a minimum of 1 year of experience as a business leader, at least two millennial subordinates, and have implemented successful strategies for motivating millennial employees. The criteria were acceptable because they will ensure that the information is comprehensive enough to support my purpose of exploring strategies used by business managers to effectively motivate a millennial workforce.

For this research study, I used purposeful sampling. For most research studies that are not intended to be exhaustive, researchers use purposeful sampling to gather enough data to answer their primary research question (Ames et al., 2019). To answer the core study question, a business leader with knowledge of strategies to effectively motivate millennial employees was needed. To determine how many people should be included in the study, I identified the target population. I decided to focus on four participants to ensure I reached data saturation. The purpose of qualitative research is to get an understanding from participants who have a profound experience of the research questions (Wa-Mbaleka, 2020). The research questions were used to reach data

saturation.

Nature of the Study

There are three research methodologies: quantitative, qualitative, and mixed (Kankam, 2020). To investigate the ways managers use to effectively motivate their millennial employees, I chose the qualitative study approach. In qualitative research, researchers interview participants about their personal experiences with events in their lives (Johnson et al., 2020). Researchers can gain insights into viewing and comprehending the world from others' experiences (Leppink, 2017). The quantitative methodology is used to examine variables' characteristics, determine the relationships between dependent and independent variables, and examine causality by testing hypotheses (Taguchi, 2018). The mixed-method study is designed to gather and analyze data using both the qualitative and quantitative methods, where qualities of each are present in the study (Öztürk & Şahin, 2019). When using a mixed-method approach, the researcher collects qualitative and quantitative data to compare how these data sets support or differ from one another using triangulation (Saunders et al., 2019). For this research, I explored leadership strategies and how managers motivate millennial employees. I did not use quantitative or mixed method approaches since I did not examine relationships among variables by using statistics to analyze data or test hypotheses for addressing my study's purpose.

I considered four qualitative research designs: case study, descriptive, ethnography, and grounded theory. When a study is centered on answering the "what," "how," and "why" questions that cover the contextual condition being researched, the

case study design was used in this study (Yin, 2018). In this study, I made an attempt to determine which successful strategies managers use to motivate millennials. By using a single case study, I was able to explore new theories and question old theoretical relationships (see George, 2019). A single case study can raise awareness, provide insight, or suggest remedies to a particular issue (Dunn, 2019). As the case study researcher, I studied in a natural setting to understand the essence of current processes and to further advance knowledge in the area being explored (see Harrison et al., 2017). A single case study was adequate because the research was around a frequent topic that was not organized around more than two cases. A multiple case study design was not suited for my study because the multiple case study design is intertwined with numerous analytical units (see Yin, 2018).

Other potential qualitative methods I considered, including descriptive, ethnographic, and grounded theory, were inappropriate for this study. Researchers use the descriptive design to generate a representation of people, events, or circumstances (Harrison et al., 2017); this was not a goal of my research. A researcher using an ethnographic design studies culture, people, intentions, and events over time. The researcher must employ insider and outsider views of the observed ethnographic perspectives (Hancock et al., 2021). The ethnographic design was not used for this study because this research was not focused on studying the culture, people, or events over an extended time. A grounded theory is developed by research based on substantial data collection and analysis of human behavior utilizing comparative analysis (Ju & Cho, 2020). Theoretical sampling nor open coding were used; therefore, a grounded theory

was not appropriate for this study.

Research Question

What strategies do business managers use to effectively motivate millennial employees?

Interview Questions

1. What strategies have you used to motivate your millennial employees?
2. How did your millennial employees respond to your various motivation techniques?
3. What key challenges did you face when trying to motivate a millennial workforce?
4. How did you overcome the key challenges you faced while motivating millennial employees?
5. What training resources does your organization provide to help motivate a millennial workforce?
6. What training and development have you attended to prepare to motivate millennials in the workplace?
7. What other information regarding motivating millennial employees can you provide that you did not previously discuss?

Conceptual Framework

I selected the two-factor theory as the conceptual foundation for this study. In 1959, Herzberg et al. published the two-factor theory of motivation. The two-factor theory identifies motivator factors (intrinsic rewards) and hygiene factors (extrinsic

rewards) as contributing to an employee's job satisfaction and dissatisfaction (Herzberg et al., 1959; Ncube & Samuel, 2014). Remuneration, workplace relations, supervision, working conditions, and tenure are hygiene aspects, while recognition, achievement, career development, and growth opportunities are motivators (Herzberg et al., 1959). Herzberg and the team of researchers discovered that some motivational variables led to favorable workplace attitudes, and certain hygiene factors, such as work conditions, supervision, and recognition programs, were linked to the work environment and job completion (Herzberg et al., 1959). Motivators boost employee motivation, whereas hygiene factors do not consistently boost motivation but rather prevent workplace discontent (Herzberg et al., 1959).

The two-factor theory of motivation and hygiene factors may be used to understand the communication strategies that business managers use to motivate millennial employees because employees are less likely to be dissatisfied in the workplace when motivational factors (intrinsic rewards) and hygiene factors (extrinsic rewards) are present. The research suggests that if hygiene factors are not present, an employee will work less and work harder if motivation factors are present (Herzberg et al., 1959). The two-factor theory helped me to understand the outcomes of the methods devised and executed by participants employing motivator and hygiene factors.

Operational Definitions

Baby boomers: Baby boomers are people who were born between 1946 and 1964 (Myung & Smith, 2018). More than 32 million babies were born in the United States by the end of the 1940s, and by the end of the 1960s, there were more than 78.2 million

members of the world's largest population (Chiao, 2017).

Employee retention: Employee retention describes the long-term strategies implemented by companies to ensure the best employees join the company and stay with the company (Idris, 2014). An employer makes every effort to retain desirable employees to meet organizational goals (Shahvazian et al., 2016).

Job satisfaction: In this study, job satisfaction is a positive or gratifying feeling toward one's job because of a job evaluation versus individual expectations (Hammer & Avgar, 2017).

Millennial generation. Millennials, also known as Generation Y or the baby boom echo were born between the mid-1980s and the last 1990s. This generation has always been technologically connected and globally aware (Miller & Mills, 2019).

Motivation factors: Job attitudes that mirror a person's intensity, determination, and dedication in pursuing advancement, growth, learning opportunities, and achievement are motivation factors (Ujma & Ingram, 2019).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are conditions accepted as true even though there is minimal evidence for this truth (Galvan & Pyrczak, 2014). Assumptions are also the knowledge accumulated throughout the lifetime of the research that is implanted in the subconscious mind and may influence how research reflects on the findings (Zhu, 2023). The initial assumption was that participants would experience motivating millennials. The second assumption was that the study findings would provide meaningful data to help business

managers improve their methods for motivating millennial employees. The last assumption was that the research participants would give truthful feedback on their strategies to motivate their millennial employees.

Limitations

Limitations of any study refer to potential flaws that are usually beyond the control of the researcher and are strongly related to a chosen research design, statistical model constraints, financing constraints, or other factors (Galvan & Pyrczak, 2014). A constraint, in this context, is an imposed restriction that is essential outside of the control of the researcher. It may have an impact on the design of the study and outcome, and ultimately, conclusions should be explicitly acknowledged in the paper when it is submitted (Theofanidis & Fountouki, 2019). There were two limitations in this study. The first constraint of this study was my inability to take control of the participants' predisposition and the quality of the responses from the participants. The second drawback was that the participants were managers from businesses on the east coast who have effectively led and motivated a millennial workforce. The motivational tactics aimed exclusively toward millennial workers may not be as effective for employees from a different generation.

Delimitations

Delimitations are boundaries to which research is purposefully restricted (Galvan & Pyrczak, 2014). The boundaries in this study were location and population. The selection of a site on the east coast of the United States limited the breadth of the study. The participants were limited to one small business with prior experience using

successful strategies to lead and motivate millennial employees.

Significance of the Study

The findings in this study may assist business managers in meeting the needs of their millennial employees and motivating them. The strategies identified in this research may be beneficial to both businesses and their employees. The research findings may contribute to business leaders' understanding of the behavioral patterns and workplace preferences of the millennial generation. The knowledge gained through the research may lead to a shift in strategies used to motivate employees through training, mentorship, and incentive programs and contribute to positive social change.

Contribution to Business Practice

The findings of this study may have a significant impact on business practices because they may provide business managers with practical strategies to motivate millennial employees. By gaining such knowledge, leaders, and managers could develop and implement strategies that can be used to motivate millennial employees to increase workplace engagement and commitment. The study's findings and recommendations could therefore motivate millennial employees to be more productive, which can positively impact the organizations' performance.

Implications for Social Change

The implications for social change include identifying strategies to motivate millennial employees. The findings could foster a better understanding, acceptance, and appreciation of millennial employees and improve community relations. The sustainability of the businesses may increase the local income and taxes in the

community to benefit citizens (see Zali et al., 2016). The knowledge gained from the study could successfully motivate millennials by providing opportunities for millennials to achieve their highest potential, increase local employment, and enable them to enhance community involvement.

A Review of the Professional and Academic Literature

The objective of this qualitative study was to explore leadership tactics for energizing the millennial workforce. Employers are preparing millennials to lead the workforce of the future, and they need to know how to motivate them. This literature review focused on the two components of the motivation-hygiene theory. Motivation comes from various sources, including recognition, achievement, the prospect of advancement, or employee growth within one's field of interest (Nigusie & Getachew, 2019). Among the hygiene aspects are compensation, supervision, professional relationships, and management and company policies. In this study I examined how the leadership of an organization sets the tone for the rest of the business. Workers who are treated well and given opportunities for advancement are more likely to remain motivated and loyal to a company that puts resources into their training and development (Lim et al., 2020). Based on this premise, managers from large and small organizations can agree that employee motivation and retention are critical to the long-term profitability of their operations. The literature review focused on the usage of academic and professional publications by managers to inspire and motivate millennial workers. Investment in time, money, and education can lead to employees who are both loyal and motivated (Lim et al., 2020). Based on this assertion, leaders in organizations of any size may agree that

millennial employees are crucial to the success of the company.

The review of the literature also focused on Herzberg's et al. (1959) two-factor theory, which encompasses Maslow's (1943) hierarchy, Vroom's (1964) expectancy theory, motivating millennial employees, and negative stereotypes associated with millennials' traits. It may not be possible to provide a single unified theory explaining what motivates people (Reeve & Lee, 2019). Maslow's (1943) hierarchy of needs and Vroom's (1964) expectancy theory are two other theories intended to increase employee motivation. An analysis of these theories is included in the review, as both were considered potential frameworks for this study.

The method employed to acquire the most recent and reflective studies involved predominantly assessing peer-reviewed scholarly publications through academic libraries and the following databases: ABI/INFORM Global, EBSCO Host, Google Scholar, Journal of Research in Psychology, International Journal of Manpower, ProQuest, Science Direct, and SAGE Journals, Wiley Online Library. The keyword terms and phrases used to search for appropriate literature for this review included *Herzberg's two-factor theory*, *Maslow's hierarchy of needs*, *Vroom's expectancy theory*, *traits of millennials*, *motivating millennials in the workplace*, *managing and leading millennials*, *strategies managers use to motivate millennials*, *motivating millennials employees*, *leadership approach to motivating employees*, *motivation and productivity*, *job satisfaction*, *job dissatisfaction*, *human resources*, *millennial stereotypes*, *job motivation*, and *managing generation Y*.

In this literature review, I used 193 sources in total, 171 of which were peer-

reviewed articles (85.71%), six books (3.17%), and 21 other references (11.11%).

Additionally, the publication dates of at least 86% of the total sources are less than 5 years before my projected finish date of 2023. To verify the information that has been peer reviewed, I used Ulrich's Global Serials Directory to cross-reference each source.

Table 1 includes full details on the sources in the literature review.

Table 1

Calculation and Types of Sources

Reference type	Number of references	Dates less than 5 years from completion date (2019-2023)	Number of references older than 2019
Peer-reviewed articles	162	144	35
Books	6	4	2
Other	21	14	7
Total	193	166	27

Herzberg's Two-Factor Theory of Motivation

Herzberg's two-factor theory is the conceptual framework for this study. The dual-factor theory states that there are two factors that influence the employee's work environment and cause satisfaction or dissatisfaction: motivators (intrinsic) and hygiene (extrinsic) factors (Herzberg et al., 1959). Herzberg's theory of motivation and hygiene could positively change an employee's job satisfaction (Al-Awar et al., 2022).

Understanding human motivation may require two unique managerial functions: improving job satisfaction and eliminating job dissatisfaction.

Improving job satisfaction does not always mean eliminating job unhappiness and enhancing working conditions to remove job dissatisfaction. Satisfiers are motivating

factors that apply to achievement, advancement, recognition, responsibility, and the quality of work (Herzberg et al., 1959). Unlike satisfiers, salary is a dissatisfier. Similarly, supervision style, status, job security, professional relationships, work environment, and organizational policies are demotivating factors. Herzberg et al. (1959) suggested these intrinsic motivators serve as the foundation for understanding employee behavior. Managers in the organization should demonstrate and achieve a balance in both the motivational factors and hygiene factors of the employees to improve the productivity and performance of its workers (Chiat & Panatik, 2019). A balance in the motivation and hygiene factors provides an opportunity for the organization to reduce the level of job dissatisfaction while raising the level of job satisfaction (Chiat & Panatik, 2019).

The distinction between motivational and hygienic factors was central to this theory to explore strategies managers use for their millennial employees. Motivators and hygiene elements must be present at work to sufficiently motivate employees. Recognition, achievement, and the prospect of advancement are among the motivators, whereas compensation, workplace relations, and supervision are among the hygiene aspects (Alshmemri et al., 2017). Employees are more motivated when intrinsic factors are present (Bieńkowska et al., 2021). Although hygienic aspects do not consistently boost motivation, they may reduce occupational dissatisfaction. Specific workplace characteristics result in job discontent, whereas others cause job happiness (Herzberg et al., 1959). Satisfied individuals at work are happier and more content with their lives. Employees who are satisfied are inclined to perform better than those who are not satisfied (Asselmann & Specht, 2023). An acceptable level of motivation may be

achieved if certain motivators and hygiene factors are present in the workplace.

Motivation Factors

Satisfaction in the workplace is often achieved from the presence of motivational factors. The lack of hygiene factors does not cause discontent, but the absence of motivation-related elements causes dissatisfaction. Effective motivators that meet the psychological needs of the workers may produce a high level of worker contentment (Bhatt et al., 2022). Praise and recognition, achievement, advancement, responsibility, and quality of work motivational elements focus on the psychological needs of the employees and have an intrinsic impact on them (Soman, 2022). As satisfaction is a state of mind, it is possible for a person to be totally satisfied with their job and still not be motivated.

Managers may use motivational factors to establish criteria for evaluating employee job performance. An employees' motivation is based on personal preferences and behavioral tendencies (Anderson et al., 2017). Employees who can develop their work-based competencies may be more motivated. Achieving desired goals within an organizational structure is an art, and success is dependent on defining personal goals, achieving company standards, or even going above and beyond them (Wang et al., 2022). A person is driven to work hard when they complete the assignment and satisfy their demands related to their jobs. The success of an employee gives them a sense of purpose and boosts their skills and motivation to attain more success (Wang et al., 2022). But it is uncommon for managers to create criteria that serve as a foundation for honoring workers for their accomplishments (Li et al., 2018). Organizational management should set

standards for measuring employee performance and recognizing employees to make them feel like they belong on the team. Work-based recognition encourages employees to do more work and perform better (Anderson et al., 2017). Acknowledgment and recognition are crucial for elevating employee acceptance and productivity. An organization's management is responsible for putting organizational recognition programs into place (Kustiawan et al., 2022), which can encourage employee motivation.

Employee motivation and demotivation are also influenced by the work they do. Employees whose passion aligns with their ideal job are more likely to be highly motivated (Brieger et al., 2020). On the contrary, certain employees who are assigned to specific positions due to external factors lack motivation. Employees may choose to work in positions they dislike for financial benefits (St-Onge & Beauchamp Legault, 2022). The level of actual work and employee motivation may result from such differences. Management can take steps aimed at improving satisfaction even at lower organizational levels by implementing organizational policies (St-Onge & Beauchamp Legault, 2022). Employers may consider offering unique incentives to employees who perform lower-level tasks within the organization by giving specific incentives. Increasing their level of authority might boost the employees' motivation and provide them with a feeling of inclusiveness.

Employee performance may also be affected by the level of authority given to them on the job. Employees that have greater independence in their roles might be more invested in the success of the company, and as a result, they may exhibit high levels of motivation (Chiedu et al., 2022). Managers of successful companies tend to give

authority and responsibility to their employees. The success of a given business objective is evaluated in relation to an individual's capacity to carry out their assigned duties.

Personal initiative is the foundation of taking charge of a task at work (Wang et al., 2022). As a result, encouraging the employee to take on more responsibility is crucial for advancing organizational and personal goals.

Hygiene Factors

Hygiene factors are a collection of tools that aid workers in avoiding workplace discontent (Bosse et al., 2017). Hygiene factors encourage workers to take a constructive approach to their jobs (Herzberg et al., 1959). Dissatisfaction in the workplace is likely to result from the absence of hygiene factors; these factors have zero bearing on the level of satisfaction. Discontent may be present if hygiene factors are not present (Hoogendoorn et al., 2019), but less dissatisfaction can be achieved by focusing on these areas for improvement (Bhatt et al., 2022). Salary and benefits, working conditions, inter office relationships, company policy, supervision, and job security are the hygiene factors that focus on the physiological and extrinsic needs of the employees (Soman, 2022). Hygiene factors may have to be present in the work environment to stimulate the motivation of the employees.

Extrinsic rewards, such as money, are preferred by millennial workers. Business managers can raise their employees' compensation to get them to be more motivated. Expanding an employees' pay may lead to an increase in employee productivity (Herzberg et al., 1959). Salary is one of the most important motivators for employees (Ryan et al., (2020). For many workers, financial stability satisfies the drive for social

advancement and allows employees to meet all their individual needs. Monetary compensation in the workplace is critical and leads to adequate work productivity and employee motivation (Ryan et al., 2020). It is possible that managers might consider increasing their employees' salaries to spark increased levels of motivation among those employees. Since salary plays an important factor in employee motivation, business leaders have been keen on influencing the level of satisfaction of their staff by offering attractive salaries. Employees receive inadequate pay packages, which demotivates a lot of workers (Larsson et al., 2022). It is possible that a pay raise may improve motivation in the workplace. Millennials consider money an extrinsic reward that may be used to sustain their lifestyle and work-life balance choice (Rodríguez-Modroño, 2021). This approach may help business leaders better accommodate the extrinsic motivational preferences of their millennial employees. Salary is an essential factor in employee motivation that business leaders may use to motivate their millennial staff. Millennials can excel in their jobs if they are given incentives that are deemed valuable to them.

Managers must recognize that their employees place a significant amount of value on compensation. An attractive and competitive salary may be an essential motivator for their employees. Employee compensation is the single most crucial operating expense in a business (Galanaki, 2019). Most people within an organization cite salary as one of their primary reasons for motivation in the workplace (Chiat & Panatik, 2019). Millennial employees were more likely to be motivated by a competitive financial compensation package if they believed they were being treated fairly for the task they performed within the business (Kim & Kim, 2020). When employees do not receive adequate wages, it

might lead to low motivation and productivity, as Glusker et al. (2022) observed. In that case, it might be an excellent motivating factor if the raise in the salary occurred.

Another issue on which the employees are not showing high satisfaction is the fairness of the salary compared to the tasks they do. Employees maintain that they expect a higher salary for their assigned job tasks (Alkadash & Aljileedi, 2020). If the wage system is managed well at the company, it can raise employee motivation, productivity, and satisfaction (Jamal Ali & Anwar, 2021). Managers should take increasing salaries into account because higher pay can raise the motivation and productivity of the employees (Ali et al., 2021). Although some of the employees were satisfied with the fairness of the wages, most of the employees believed that the system was not fair. It is so demotivating when some workers earn a higher salary compared to other workers' salaries for completing the same tasks (Andavar et al., 2020). Salary and compensation were described by Herzberg (1974) as hygiene factors rather than motivational factors and were regarded as critical to keeping individuals motivated. because of the vital role that salary plays in motivating employees, managers hope to increase the motivation level of their employees by providing enticing salaries.

The leadership style of a supervisor could motivate or demotivate their employees. The motivation of the employees is also enhanced by the quality of supervision in the workplace (Suriagiri et al., 2022). When demotivated at work, individuals tend to have very negative reactions and may attribute their dissatisfactions to circumstances other than supervisory influence (Suriagiri et al., 2022). Strengthening quality supervision has a significant impact on the success of organizations (Wang et al.,

2022). Supervisors can improve their quality of supervision by having a clear line of communication with their employees. Thus, the leadership style of the supervisor has the potential to either motivate or demotivate their employees.

Organizational policies are an element that is critical for maintaining morale, and maximizing employee performance, and motivation within an organization. The favorable policies that supported management systems within the workplace were essential for employee motivation (Forson et al., 2021). Employees are more motivated in their work and more likely to perform well when organizational policies are designed for their benefit. Managers should promote a pleasant environment in the workplace by enforcing policies that clearly explain the terms and conditions of employment to encourage open dialogue and cooperation among workers (Haq et al., 2021).

Organizations should establish sustainable policies and practices to optimize individual performance and participation (Jerónimo et al., 2020). It is the responsibility of organizational leadership to formulate policies that would encourage diversity and motivate employees to increase their performance. Policy decisions should be determined by the managers within an organization in a collaborative setting (Cesário et al., 2022). Organizational policies are a critical hygiene factor for maintaining morale, maximizing employee performance, and motivating employees.

Disadvantages of the Herzberg Two-Factor Theory

Recognition is not sufficient to serve as a sole component that can serve to motivate employees in a work environment. Recognition alone is positive but does not exclusively provide a platform for the workforce to excel and increase their productivity

(Brieger et al., 2020). Acknowledging an employee for a job well done boosts morale and productivity, but it does nothing to ease animosity that other circumstances may have stoked. Employees should only be recognized for the positive achievement within the firms as a different method for improving productivity (Wang et al., 2022). Employee conflict may be exacerbated by recognition, mainly if other employees believe they have been unjustly excluded from the rewarding process (Narisada et al., 2021). As a result of employees feeling unjustly excluded from the recognition and reward process, employees may become uncomfortable, thus reducing employee motivation. Employee recognition should be appropriate and relevant to encourage inspiration.

An employee may be motivated by personal achievements or advancement in the workplace. Employees not only strive for personal achievements and recognition, but they also want to be respected by their employers (Jamal Ali & Anwar, 2021). Individual achievements that do not lead to higher motivation are those that do not have the proper level of recognition. The only attainable individual achievements are those that lead to greater personal fulfillment and those where no opportunity for promotion exists (Jamal Ali & Anwar, 2021). If the achievement motivation factor is low, the employee's intention to remain with the organization will be low, and they may choose to leave instead of remaining with the company (Chiat & Panatik, 2019). The unique organizational culture partly fuels an employee's need for personal achievements and advancement in their organization.

The motivation theory does not consider that an employee's work-related responsibility may also lead to increased demotivation. Assigning employees

responsibilities that are beyond their agreement or conceptualization could lead to greater demotivation (Lee et al., 2021). Similarly, individuals who are considered overqualified are likely to have the capability and confidence to carry out their work-related responsibilities to a high standard. On the other hand, those highly qualified employees are also prone to feel withdrawn and demotivated as a result (Lee et al., 2021). Employees are more likely to work hard and stay motivated if they have positive responsibilities that fit with the organization's goals and objectives (Alkadash & Aljileedi, 2020). The motivation theory does not consider the possibility that more significant work-related duties may also contribute to increased employee demotivation.

Employees do not find fulfillment in their work alone through applying hygiene principles. Hygiene factors cannot motivate employees but can minimize dissatisfaction if handled correctly (Herzberg et al., 1959). Hygiene factors such as compensation, supervision, and organizational policies can only be dissatisfied if they are absent or mishandled (Herzberg et al., 1959). Hygiene factors alone do not bring about job fulfillment.

Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs theory has been heavily critiqued, but it still has many positive aspects that may benefit the organization. Maslow's theory may help managers understand their employees' behavior (Trivedi & Mehta, 2019). This theory also assists managers in determining the best ways to motivate their employees financially and in non-financial ways (Bland & DeRobertis, 2020). Maslow's hierarchy of needs theory contributes to the organization's overall efficiency, productivity, and

profitability.

Using Maslow's hierarchy of needs can assist managers with strategies for motivating millennials in the workplace. Maslow's view of the hierarchy of needs, individuals are driven to satisfy particular needs. Individuals are driven by five basic needs (Maslow, 1954). The five-stage model of needs is *physiological needs, safety needs, social or love needs, esteem needs, and self-actualization* (Maslow, 1943). Before a person can be motivated to meet their higher-level needs, their most basic needs must be met. Individuals are driven to meet their needs, with some needs being more important than others' needs (Bishop, 2022). Managers can begin with basic needs and work toward giving their employees a chance to develop personally and professionally while contributing to the company's success.

The hierarchy of needs theory is a collection of ongoing human physiological and psychological wants and needs. Maslow's theory proposes that all human activity is motivated by innate needs, which can be physiological or psychological (Desmet & Fokkinga, 2020). Maslow highlighted the need to address safety, security, and health when satisfying a person's basic needs. Despite considerable scrutiny, Maslow's hierarchy of needs theory remained applicable in organizations (Bridgman et al., 2019). Existing businesses struggle to address the physiological and safety requirements of their employees. Still, social needs refer to the positions and partnerships within the organization designed to develop self-esteem and self-actualization (Bridgman et al., 2019). Understanding the essence of Maslow's theory allows organizations to motivate employees based on the hierarchy of goals and needs that each person values.

Consistent with the purpose of my study, I plan to explore strategies that managers might utilize to inspire and engage their millennial workforce. Employees are motivated by their desire to fulfill a demand or achieve a state of stability in the workplace (Malhotra, 2021). Maslow's hierarchy of wants, along with other available motivational theories, evaluates problems and offers many solutions for organizations. An organization can start with the basics and work toward giving its personnel a chance to develop personally and professionally and to reach their full potential as a unit. The goal of my study is to find strategies for managers to use to motivate millennial employees rather than focusing on problems in the organization.

Physiological Needs

Physiological needs are essential for human survival. On the hierarchy of needs, these basic human or biological needs are at the bottom because they take precedence over all other needs (Crandall et al., 2020). Some of these needs are food, a place to live, clothes, a place to sleep, air, water, rest, and sexual satisfaction (Altymurat et al., 2021). The need for food is the most essential physiological. The need for food is greater than the need for air and water (Rojas et al., 2023). These needs are necessary for survival and cannot be ignored for a long period of time. Other needs do not motivate an employee until these basic physiological needs are met at a satisfactory level. Managers might try to meet these physical needs through fair pay. Individuals need to feel a sense of belonging and acceptance. People want friends and associates with whom they can be authentic and trust. Individuals perform more effectively when they have friends or coworkers who can support them (Griffith et al., 2019). Using physiological factors, human beings must

believe that their basic human needs will be met.

Safety Needs

The safety needs of a person are those related to well-being. These safety needs may increase an employees' motivation (Griffith et al., 2019). Individuals are worried about the ability of their leaders to provide sufficient protection and guarantee their safety (Altmurat et al., 2021). The second category of need is for safety, security, and protection, as well as for organization, order, predictability, and the absence of fear and anxiety (Crandall et al., 2020). If these safety needs are not satisfied for an extended period of time, or if so many of them are not satisfied, their perception on the environment will be influenced, and their actions may become more questionable (Altmurat et al., 2021). After meeting the physiological needs, the safety needs are taken into consideration. Other dimensions of safety needs are lodging, financial, and citizen security (Rojas et al., 2023). When such physiological needs are met, their motivational potential is lost. Only when safety needs are unsatisfied do they act as motivators.

Social Needs

Individuals desire to be affiliated with a group, this is a fundamental social need. Social needs occupy the third position in the hierarchy of needs (Crandall et al., 2020). Being a member of a group gives us a sense of security and organization, which keeps our brains genuinely pleased and keeps us secure (Altmurat et al., 2021). Humans feel that they should belong to a group, and the members of the group should accept them with love and affection. Interaction with associates and superiors of the group, such as

fellow employees or superiors, is a basic social need (Altymurat et al., 2021). Social needs include the need for love and belonging (Maslow, 1943). Giving and receiving affection, enjoying friendship and companionship, and having close and regular interpersonal relationships all contribute to the need for love and belonging (Rojas et al., 2023). Being a member of a group gives individuals a sense of security and organization, which keeps their brains genuinely pleased and keeps them secure.

Esteem Needs

Self-esteem is essential for an individual's daily success. As the physiological, safety, and social needs are met, individuals experience a surge of self-esteem by themselves and by others (Altymurat et al., 2021). The sense of accomplishment is important because it makes people believe that they can accomplish more because they believe in their ability to perform (Anderson et al., 2017). The needs for self-esteem include those for competence, self-respect, and confidence. Additionally, self-esteem needs include status, character, and acceptance and respect from other people (Altymurat et al., 2021). The motivational factors of self-esteem needs are the fourth level in the hierarchy of needs (Crandall et al., 2020). The self-esteem needs component includes the desire to have power, the desire to hold a prominent position, the desire to be admired by others, and the desire to be appreciated by others (Rojas et al., 2023). Self-esteem needs do not manifest until all other needs have been satisfied. Fulfillment of self-esteem needs may improve the daily productivity of an individual.

Self-Actualization Needs

To achieve self-actualization, a person should desire to become the best version of

themselves. Self-actualization is the highest among the needs in the hierarchy of needs (Crandall et al., 2020). Self-actualization is a growth need; it will develop over time. It is when a person feels that they should accomplish something in their life and desires to maximize their potential. The desire to achieve self-actualization motivates people to welcome challenges. Individuals want to attain something unique in their life or their vocation to get closer to obtaining self-actualization (Rojas et al., 2023). Employees whose needs are not met to their satisfaction experience less job satisfaction than those in higher management positions (Altymurat et al., 2021). Although everyone has the potential to achieve self-actualization, many people never achieve this goal.

Disadvantages of the Hierarchy of Needs Theory

Although Maslow's hierarchy of needs theory has been used to study employee motivation, the theory has some flaws and disadvantages. One primary concern with Maslow's hierarchy of needs theory, is that this theory cannot be empirically tested (Bridgman et al., 2019). There is no way to know how satisfied one level of need must be before the next higher level of need becomes functional. Maslow's theory is mischaracterized and based solely on human needs, with no direct cause-and-effect relationship between need and behavior (Li et al., 2023). Since the needs of all employees are not the same, the theory must refer to other motivating factors such as expectations, experience, and perception. Many individual needs are only met by physiological needs and job security. Abraham Maslow's writings are philosophical rather than scientific (Bridgman et al., 2019). Maslow's hierarchy of needs theory is widely accepted, but there is little credible evidence to back it up.

Managers should not solely rely on Maslow's hierarchy of needs theory because of the disadvantages of the theory. The Maslow hierarchy of needs theory has been widely applied in developing an understanding of employee motivation (Abbas, 2020). The hierarchy of needs theory includes disadvantages that make it difficult to implement effectively as a method of employee motivation (Binwani, 2022). Maslow failed to provide a credible explanation of the relationship between the hierarchy of needs and employee motivation (Bosse et al., 2017). One of the major disadvantages of Maslow's hierarchy of needs is that it does not consider that employees in the same organization will have vastly different needs and interests (Lussier, 2019). Another disadvantage is the hierarchy of needs theory does not acknowledge other personal differences, such as culture and personality, that may influence how an individual needs are met (Baker, 2020). Based on the research, the hierarchy of needs theory is not absolute in developing strategies for managers to motivate their employees.

Vroom's Expectancy Theory

The elements of Vroom's expectancy theory may be contrary to the motivational factors in Herzberg's two-factor theory. Vroom's (1964) expectancy theory of motivation outlined the impact of motivation in decision-making. Motivation is determined by how hard individuals work to achieve their goals and their expectation that hard work will result in these goals being met (Mdhlalose, 2022). It has been argued that Vroom's theory does not account for cognitive bias, which influences an individual's decision-making (Hristov et al., 2022). People use expectancy theory to learn more about how different behaviors can motivate employees at work.

In contrast to Herzberg's two-factor theory, Vroom's expectancy theory postulates that employee behavior is the consequence of the employees' decision to enhance pleasure and relieve pain (Mirela & Mihaela, 2019). Herzberg explained the factors that affect job satisfaction or dissatisfaction by focusing on employee needs and behaviors (Mirela & Mihaela, 2019). This study would benefit more from examining Herzberg's two-factor theory as the conceptual framework because it will help to explain why the strategies used by managers and leaders to motivate millennials have been successful.

Millennial Workplace Diversification

Individuals of the millennial generation are notably more diversified than the previous generations. Millennials are deemed technologically adept because they grew up during the development of technical communication through the internet and social media (Ardi & Anggraini, 2022). Employees of this generation have a sense of comfort when working in a global environment due to their access to social media networking sites (Bruning et al., 2020). Early exposure to international communication helps this generation of workers feel more at ease when working with various individuals with different philosophical views (Lassleben & Hofmann, 2023). Through their diversity, millennials are innovatively bringing innovation into the workplace.

Millennials respect their relationships with people in leadership positions in the organization. Employees of this generation possess a significant amount of admiration for their leaders and are loyal to certain leaders or the organization, but they are not loyal to the organization (Ludviga, 2020). Millennials are willing to leave a company to follow a

leader they admire who moves to a different company or another department (Kennemer, 2022). A millennial employee might follow these managers to their new position to keep working with them. They are loyal to the leaders with whom they have a bond and not the organizational goals. The relationship between the employee and the employer is more important than their loyalty to the company.

The millennial generation brings some positive traits to the work environment, including technological knowledge and loyalty to relationships within the organization. They also bring some negative characteristics, including entitlement, laziness, and disloyalty. These negative traits may present a challenge for managers to keep millennial workers motivated. Millennial workers may be mistakenly referred to as lazy when they are being efficient. They may be called lazy because they are able to retrieve information faster by using technology with little effort. The efficiency of millennials may be misunderstood, this could be why they are often labeled as being lazy. They are using their cell phones and other technical devices to help them with work tasks. Millennial employees are doing things in a more efficient manner than the generations before them due to the advances in technology (Fisher, 2019).

The millennial generation has also been described as entitled (Weber & Urick, 2023). These employees are thought to have unrealistic and extravagant aspirations for high-profile assignments, promotions, and bonuses. They are impatient and lack the desire to commit to grind through entry-level work before getting promoted (Barhate & Dirani, 2021). Millennial workers may feel demotivated when they do not get what they believe they are entitled to receive.

Millennials have also been dubbed as disloyal. The workers from this generation are more inclined to be loyal to a manager but not to the organization. The millennial generation does not believe in brand trust or loyalty to a company, unlike previous generations (AbouAssi et al., 2021). When millennial workers believe their work is undervalued, they will not hesitate to see new employment (Hultman, 2020). Managers may have to devise effective strategies for addressing these challenges while motivating millennials in the workplace.

Millennial Stereotypical Traits

Millennials have a common workplace preference. The millennial generation differs from previous generations in terms of characteristics due to their access to education, the economy, society, and political truths (Berge & Berge, 2019). It is important for leaders to gain a perspective on workplace practices and millennial characteristics (Gong et al., 2018). The negative preconceptions that have been established around the millennial generation have eclipsed the majority of the positive attributes that millennials possess (Hammer, 2015). Understanding the common workplace preference of millennials may help managers find effective strategies to motivate their employees.

The traits of millennial employees and what motivates them may be difficult to understand. The failure to comprehend the overall traits and motivation of millennial employees might lead to ongoing workplace conflicts (Kodagoda & Deheragoda, 2021). Millennials dominate every business sector in the world, and it is often difficult for managers to understand them (Sengupta & Al-Khalifa, 2022). Disgruntled employers

express concerns, complaints, and cynicism about their misunderstood millennial employees, which impedes workplace productivity (Kilber et al., 2014). Effective strategies used by managers to motivate their millennial employees may provide a better understanding of employees which in turn may increase workplace productivity.

Millennial workers might not welcome changes within the organization. Millennials encountered the most significant obstacle when faced with change, such as exposure to a new operating system, beginning a new career, or learning new skills (Moore et al., 2022). Another obstacle is being presented with a new problem, uncertainties with learning a new job, or not having the help needed to finish a task properly (Sessoms-Penny et al., 2022). Millennial employees may resist change within the company when faced with the possibility of having to learn a new job.

Researchers discovered that millennials shared knowledge only if pressured or out of selfishness. Despite having greater access to education and technology, millennial employees have been described as having some negative traits. It was discovered that millennials have an unfavorable view of tradition, which older generations view as negative (T. Clark & Schwerha, 2020). The goal of millennials was to become group leaders or managers, regardless of their experience. Even though, in terms of relationships, millennials were found to prefer online interactions. Online interactions may become challenging for inexperienced millennial workers. This generation of employees wanted an immediate reward for their efforts and flexibility in their work schedules. Millennials viewed themselves as narcissistic and narrow in perspective. A few stereotypical traits of millennials include being carefree, casual, demanding, disloyal,

entitled, impatient, and lazy.

Carefree

Some employers may regard millennial workers as carefree since they prefer a more casual workplace. The improvements in technology and the effect it has on public perception of work-life-social values affected the millennial generation (Weeks & Schaffert, 2019). A preference for a less traditional work environment has emerged because of the shift in technologically integrated knowledge employees. (Mustafa et al., 2022). Geographic and time constraints have been eliminated by technological advancement (Anser et al., 2020). Individuals in leadership positions enabled workers to work from any remote location. Millennial workers favored a less regimented office setting that allowed for more flexible hours and casual dress (Stewart et al., 2017). The casual attitude in the workplace may be contributing to the carefree millennial mindset.

Casual

Casual and carefree traits are used interchangeably when describing millennial workers. Millennial workers prefer to dress casually in the workplace (Setiawati, 2021). Working from home encouraged the casual atmosphere, which may have carried over to the office workplace. A carefree work environment with flexible work hours and locations is preferred, as well (Anser et al., 2020). The advancement in technology inspired the casual mindset. The millennial generation's knowledge of work-life balance social consciousness has been influenced by technological progress (Bulut, 2021). The flexibility of remote work could be influencing a more casual attitude.

Demanding

Millennial employees are demanding; however, they are also motivated. Millennials have a high demand for continuous and specific feedback and direction, which leads to their reputation for being demanding and needy (Karthikeyan, 2022). Likewise, millennials have increased workplace demand due to their frequent need for encouragement and appreciation from their parents (Karthikeyan, 2022). Millennials have adjusted to this form of feedback and expect their superiors to be the same (Valenti, 2019). In contrast to previous generations, who believe that less supervision means empowerment, millennials view monitoring as a kind of job loyalty and organizational commitment (Silva et al., 2020). Employees of the millennial generation developed a tolerance for regular feedback on their performance (Gabriellova & Buchko, 2021). Managers may interpret regular feedback from millennial employees as too demanding. Millennials are willing to put the time in to get quality work results. Millennial personnel is seeking opportunities within an organization for advancement and development in a bid to mitigate their intention to quit the organization (Marinakou & Giousmpasoglou, 2019). Individuals belonging to the millennial generation care more about the quality of their work rather than the intricacies of when or where that work is completed (Rohrich & Rodriguez, 2021). Millennials prefer not to prioritize work over personal life and are open to doing work-related tasks at home so they can optimize efficiency and avoid personal sacrifices (Rohrich & Rodriguez, 2021). Millennial workers are portrayed as demanding based on their attitude toward work-life balance.

Disloyal

Millennials are willing to change jobs to satisfy their work-life balance and their principles. The willingness to change careers is why this generation is described as disloyal. Millennials are of the mindset that a meaningful profession is one in which they can find personal fulfillment while also contributing to the well-being of others (Chavadi et al., 2022). Unlike previous generations, millennial employees are more inclined to change their occupations to ensure they are a good fit for the position (AbouAssi et al., 2021). Some regarded millennials as impatient and disloyal but determined and highly motivated by personal beliefs in the workplace (Yap & Badri, 2020). Millennials see social contacts and want to work for a firm that expresses concern for a firm that demonstrates respect for its employees, the community, and society (Smith & Garriety, 2020). Organizations may have to create an environment that embraces work-life balance to encourage loyalty from millennial employees.

Entitled

Millennial employees, unlike previous generations, have a need for admiration. This generation of employees is branded as entitled because of their strong desire for admiration (Dorrian, 2022). Millennials have an inflated sense of entitlement due to their upbringing, which emphasizes praise and encouragement for participation rather than for their accomplishments (Soman, 2022). The employees of the millennial era were raised getting medals and trophies for everything they did or participated in. From a young age, they were taught that if they work hard and have the desire to learn, they can do anything (Kodagoda & Deheragoda, 2021). The generation of millennials is seeking opportunities

for advancement and development because they come into the labor force with more experience than previous generations (Wijaya et al., 2023). An organization could benefit from having employees who are willing to learn their job and do what needs to be done to accomplish the task (Dennerlein & Kirkman, 2022). Admiration may be a tool an employee could use to motivate their workers. Employers might have to accommodate the need for millennials to feel appreciated to keep them motivated.

Lazy

Managers may have to consider empowering the millennial employee to keep them motivated. Self-entitlement is to blame for the laziness and lack of motivation of the millennial generation. Millennials have a significant delay in maturation (Bialik & Fry, 2019). An unfavorable stereotype for millennials is being lazy (Viakarina & Pertiwi, 2021). This stereotype of laziness may be because their parents catered to their demands to the point of becoming unduly interested in their childrens' emotional well-being. Millennials' access to information obtained through technology use also contributed to their unwillingness to put in additional work. Although millennials are stereotyped as lazy, the reality is that they must be motivated to work on tasks that interest them. They do not enjoy doing a task just for the sake of doing something (Karthikeyan, 2022). The challenge for managers would be to motivate millennials with work that empowers them and gives them a sense of ownership.

Impatient

Millennials are known for their eagerness to connect with others, proficiency in multiple-tasking, and enjoyment of instantaneous global communication (Waljee et al.,

2020). These interactions are typically fleeting and can take place independently of sustained in-person communication. Millennials may be seen as impatient and needy rather than productive and engaged due to their differences in the skills essential to building professional networks (Waljee et al., 2020). Similarly, millennials show signs of impatience as a result of their reliance on technology in their daily lives. In a post-digitized society, millennials were born during a period of tremendous technological advancement (Kilber et al., 2014). Consumption and globalization are driving forces for millennials, who primarily rely on social media to make their desires known when, where, and how they want them (Ali et al., 2021). Due to the speedy nature of information, millennials show signs of being impatient and technologically reliant.

Conclusion

Throughout the literature review, I discussed the background, nature, and significance of researching the effective strategies used by managers to motivate their millennial employees. I discussed the details of Herzberg's two-factor and Maslow's hierarchy theories and their advantages and disadvantages in an extensive literature review. Human motivation might necessitate two distinct managerial functions: improving job satisfaction and eliminating job dissatisfaction (Herzberg, 1974). Improving job satisfaction does not always mean eliminating job dissatisfaction and improving working conditions to eliminate job dissatisfaction does not always imply improving job satisfaction. Employees are more motivated when intrinsic factors are present, whereas hygienic aspects do not consistently boost motivation but may reduce occupational dissatisfaction (Bieńkowska et al., 2021). Before managers can adequately

motivate employees, motivators and hygiene elements must be present in the workplace.

Contrary to the two-factor theory, the hierarchy of needs theory is a collection of ongoing physiological and psychological needs. According to the hierarchy of needs theory, people are motivated to meet their needs, while some needs are more important than others (Bishop, 2022). The literature review continued with the implementation of Maslow's hierarchy of needs, which described the various levels of people's needs. Maslow emphasized the importance of addressing a person's basic needs, such as safety, security, and health, before motivating them.

Consistent with the purpose of my research, I intend to explore strategies that managers can use to motivate their millennial workforce. Employees are encouraged to meet demands or achieve workplace stability (Malhotra, 2021). I explored some negative stereotypical traits of millennial employees during the literature review. Rather than focusing on organizational problems, my research aims to find strategies for managers to use to motivate millennial employees.

Transition

In Section 1 of the study, I discussed how important it is to conduct research on the effective strategies used by managers to motivate their millennial employees. I included the background of the problem, the conceptual framework, and nature of the study, and the purpose statement. I centered the review on the need for managers to motivate millennial workers through a thorough examination of the literature. The chosen conceptual framework for my research is Herzberg's two-factor theory. I also provided the research question that is the foundation for this study, along with the interview

questions that I will use for collecting data. Operational definitions for terms used in this study, the assumptions, limitations, and delimitations of the study, along with the contribution to business practice and the implications for positive social change, are also included in Section 1. Finally, I provided a thorough analysis of academic and professional literature. The literature review included information on motivating millennials, Herzberg's two-factor theory, similar and contrasting motivational theories and stereotypes of millennials.

In Section 2, I will detail the methods used to conduct the research. I will discuss my responsibilities as a researcher and the importance of adhering to the highest ethical standards for research. The main purpose in the study, researcher and participant responsibility, research technique and design, population and sampling, ethical research, data collecting, reliability, and validity will be defined. I will outline the role of participants in motivating employees based on their experience. I will describe the data collection tools, data collection techniques, data organization techniques, and the process I will take in data analysis. I will detail the steps I intend to take to ensure dependability, credibility, confirmability, and transferability to achieve the research's reliability and validity.

Section 3 will consist of an analysis of the research study findings and how the findings relate to effective motivation strategies used by managers to motivate millennial employees. The methodical data sources will include participant interviews, company resources, as well as public documents. In addition, I will make recommendations for actions and future research on the subject. In Section 3, I will discuss the findings'

implications for positive social change action recommendations, research recommendations and include recommendations for further research. I will end Section 3 with my reflections and conclusion on the doctoral research process.

Section 2: The Project

In Section 2, I detail the methods used to conduct the research, my responsibilities as a researcher, and the importance of adhering to the highest ethical standards for research. In addition, the primary purpose of the study, the roles of the researcher and participants, research methodology and design, population and sampling, ethical research, data collection, reliability, and validity are defined. I include the data collection tools and techniques, data organization techniques, and the data analysis. I also discuss the steps necessary to ensure dependability, credibility, confirmability, and transferability to achieve the research's reliability and validity. Section 2 concludes with the transition and summary.

Purpose Statement

The specific business problem was that some business managers lack strategies to motivate millennial employees effectively. The purpose of this qualitative single case study was to explore strategies that some business managers use to effectively motivate millennial employees.

Role of the Researcher

The role of the researcher in this qualitative single case study was to collect, organize, analyze, and interpret data (see Billups, 2019; Gofe et al., 2022). I collected data about the experiences of the participants while maintaining their anonymity to ensure the data collected cannot be associated to any participant. To get a satisfactory outcome, I concentrated on the verbal expressions of the participants, maintaining objectivity throughout the research process. The researcher must overcome the issue of

distancing themselves from the research because they are the data collection tool (Truman, 2023). My role in the study was to comprehend the research topic and participants, gather and analyze the data with the utmost objectivity possible without compromising the integrity of my research. I spent 20 years in the District of Columbia, Maryland, and Virginia metropolitan area as a leader in the military and within the federal government. While serving in this capacity I was aware of challenges managers encountered with their subordinates. I also led multiple team projects where I needed to understand a multigenerational workforce and recognize which leadership attributes were effective when attempting to motivate millennial employees. As a business professional and a former manager, I had to keep in mind that my prejudices may skew the findings. Throughout the study, I refrained from inserting my opinions to avoid the perception of being biased.

As a researcher, I was required to present correct information about the study, recruit participants, conduct the research, collect data, establish codes, and transcribe the results in an ethical manner. The researcher is responsible for exemplifying ethical behavior while conducting research (Olmos-Vega et al., 2023). Behavior less than ethical will have a damaging impact on the researcher and others. Researchers can guarantee proper ethical protection for participants (Newman et al., 2021). The researcher should also avoid making decisions that go against the focus of study and refrain from making conclusions that contradict the purpose of the study (Rahman, 2020; Salwén, 2021). I requested approval to conduct the research from Walden University's Institutional Review Board (IRB) prior to beginning the study.

I also adhered to the basic ethical principles aligned with *The Belmont Report* during this study. It is the responsibility of the researcher to conduct their research in compliance with the three principles of the *Belmont Report*, which is to ensure respect for the anonymity of participants, beneficence, and justice (Panicker & Stanley, 2021). One basic principle of *The Belmont Report* is to safeguard the participants, which includes collecting data in an ethical manner (Adashi et al., 2018). When people are treated with respect, their autonomy is valued, and they are assured the right to make their own decisions without undue interference. There is a duty to request the protection of people whose autonomy is diminished due to factors such as minors, incapacity due to disease or injury, or other similar circumstances (Panicker & Stanley, 2021). I obtained written consent from each participant and ensure they are aware of the purpose of the research (see Siddiqui & Sharp, 2021). I respected and protected the autonomy of each participant, including those whose autonomy is diminished.

The next basic principle in accordance with *The Belmont Report* is beneficence, which is a commitment to safeguard the well-being of others. There are two fundamental guidelines that I considered when protecting the welfare of others. The first guideline is to not cause harm to the participants, and the second is to maximize potential benefits while minimizing potential harm (Panicker & Stanley, 2021). To maintain ethical standards, the principle of beneficence was adhered to throughout this study (see Lopes, 2014).

The last basic principle of *The Belmont Report* is justice, which is the fair and equal treatment of all participants. The interview protocol was followed to ensure each

participant receives just treatment. I used the interview protocol (Appendix) and made sure that the same questions were asked in the same manner. This is intended to ensure that everyone is treated equally and fairly and reduce the chance of researcher bias. I asked for and evaluated data honestly, avoiding existing beliefs or assumptions, being responsive to possible opportunities, and performing research ethically (Yin, 2018). The interview protocol (Appendix) was used with participants to strengthen the data collection credibility and reliability. Researchers use interview protocols to strengthen consistency, inform participants of their right to terminate participation at any time, and assure confidentiality (Gofe et al., 2022). Having an interview protocol enhances the quality and validity of the data obtained from the participants (Alam, 2020) and lets participants know what to expect during the interview process (Johnson et al., 2020). With this protocol, the participants were given the procedures for the research and informed that their participation in the study is on a volunteer basis and that they may withdraw from the study at any point without consequences. I used member checking to reduce bias. At the end of the study each participant was given a summary of the data collected and analyzed from their interview to ensure that I accurately captured their responses to the interview questions.

Participants

Participants in a research study must have pertinent experiences and be able to contribute evidence that will be helpful in addressing the research question. A qualitative researcher typically depends on the cooperation of individuals who have personal knowledge and experience with the topic being researched (Howlett, 2022). Researchers

use a qualitative study to describe and understand the research topic studied by capturing and connecting participants' experiences in their own words with interviews and observations to determine the eligibility criteria. The participants were from the east coast and had at least 1 year of full-time leadership or management experience with millennial subordinates and successful tactics for motivating millennial employees are among the eligibility requirements for participation. An important requirement for research is that the participants must have direct experience with the topic being studied (Chillakuri, 2020; Rashid et al., 2019). It was essential for the participants to have success motivating millennial workers in the workplace.

An internet search using social media platforms was used to gain access to the participants. Potential businesses who showed interest in the research topic were contacted through their email addresses. I introduced myself to the managers and described my research topic to them and asked if they would participate in the study. I also asked for contact information for people who might be interested in participating in my study from the organizations that were selected. I sent the manager an IRB Partner Organization Agreement Form by email to complete and return it to me. Communicating with prospective participants made it possible for me to provide the participant with information related to the research.

A good relationship with the participants enhanced the research commitment. It was important for me to build a strong relationship with participants. The rapport developed between the researcher and the participants helps with establishing a working relationship (Roiha & Iikkanen, 2022). During the initial communication with the

participants, I addressed each question, which helped me to establish a working relationship and build the confidence of the participants. My focus as the researcher was to build a trusting and transparent relationship with the participants through reliability and trustworthiness.

Research Method and Design

Research Method

The focus of this research was to explore the strategies that managers use to motivate millennial employees. The three research methodologies available are quantitative, qualitative, and mixed methods (Kankam, 2020). In qualitative research, semistructured interview questions, documented notes, and observations are used to develop an analysis (Striepe, 2021). Researchers conduct interviews with participants to collect data about their knowledge and personal experiences about the research question. Qualitative methodology allows the research to gain insight into a phenomenon by comparing the perspectives of the participants who have direct experience with the research topic (Levitt, 2021). Qualitative research was the best methodology for this study because it allowed for an in-depth strategy to collect data.

The quantitative methodology is used to examine variables' characteristics, determine the relationships between dependent and independent variables, and examine causality by testing hypotheses (Taguchi, 2018). The mixed-method study is a process used to gather and analyze data using both the qualitative and quantitative methods, where qualities of each are present in the study (Öztürk & Şahin, 2019). When using a mixed-method approach, the researcher collects qualitative and quantitative data to

compare how these data sets support or differ from one another using triangulation (Saunders et al., 2019). For this research, I explored leadership strategies and how managers motivated millennial employees. Quantitative nor mixed-method approaches were not appropriate because relationships among variables, statistics to analyze data, nor test hypotheses were examined for the purpose of this study.

Research Design

A case study design was considered for my research. A case study researcher studies in a natural setting to understand the essence of current processes and to further advance knowledge in the area being explored (Harrison et al., 2017). In the current study, I explored which successful strategies managers use to motivate millennials. By using a single case study, I was able to explore new theories and question old theoretical relationships (see George, 2019). A single case study can raise awareness, provide insight, or even suggest remedies to a particular issue (Dunn, 2019). A single case study was adequate because the research was around a frequent topic that was organized around one case. A multiple case study design was not suited for my study because the multiple case study design is intertwined with multiple analytical units (see Yin, 2018).

Other potential qualitative designs that included descriptive, ethnographic, and grounded theory were not appropriate for this study. Researchers use the descriptive design to generate a representation of people, events, or circumstances (Harrison et al., 2017); this was not a goal of the research. A researcher using ethnographic design studies culture, people, intentions, and events over an extended time. The researcher needs to employ insider and outsider views of the observed ethnographic perspectives (Hancock et

al., 2021). The ethnographic design was not used for this study because this research did not study the culture, people, or events over an extended time. A grounded theory is developed by research based on substantial data collection and analysis of human behavior utilizing comparative analysis (Charmaz & Thornberg, 2021). Theoretical sampling nor open coding was used; therefore, a grounded theory was not appropriate for this study.

A primary responsibility of a qualitative researcher is to achieve data saturation. Data saturation occurs when no additional data or themes emerge from the collected data and the information becomes repetitive (Saunders et al., 2019). Interviewing business managers and ensuring data saturation were my primary goals. Data were obtained using specific interview questions and with the selection of experienced participants who meet the interview criteria. Data saturation was achieved when the interview questions failed to collect new data.

Population and Sampling

Qualitative researchers frequently reply on a population of people who have firsthand experience or expertise in the area being studied. The purpose of qualitative research is to get an understanding from participants who have knowledge of the research question (Wa-Mbaleka, 2020). The primary focus of the research study population was managers with 1 year or more experience managing millennials. A population is a collection of individuals who share common features, and it is critical to identify the population early in the research process (Asiamah et al., 2020). The participants in this case study were five business managers from an organization on the east coast of the

United States who match the participant criteria. Leaders in first-line managerial positions were selected for the study because they meet the requirements of the participants. The sample population had experience with motivating millennial workers and had demonstrated that ability in the workplace.

For this qualitative research study, I used purposeful sampling to collect data on effective strategies that managers used to motivate their millennial employees. Purposeful sampling method was used to select people who have knowledge of or experience with the relevance of the phenomena (Ames et al., 2019). The homogeneous method of purposive sampling was used for this study. The criterion for participants was determined, then a sample of participants from the population who met the criteria were interviewed. When conducting a phenomenological study, it is recommended to use a homogenous sampling strategy to better understand the meaning that participants attach to their experiences (Kalu, 2019). Sampling from a specific population makes data collection faster and more practical than contacting every member of the population (Dawson, 2019). Purposeful sampling was used with selecting the most qualified people to answer the research question.

In qualitative research the focus is the richness of the data collected not the size of the population used to collect data. Researchers using qualitative methods are not limited to a specific sample size (Busetto et al., 2020). The target sample size for the research was five participants. Participants must have a minimum of 1 year of experience as a business leader, at least two millennial subordinates, and have implemented successful strategies for motivating millennial employees. A sample size of five participants was

suitable given the likelihood of collecting usable data from each interview. Data were gathered through semistructured interviews using open-ended questions designed to understand the participants' point of viewpoint. The interview protocol was followed so that the same questions were asked to each participant. Following the interview protocol will help the researcher achieve data saturation. Data saturation was completed when what the participants say in the interview reflects what was found in other data sources and when the data failed to generate new information (Johnson et al., 2020).

Once the participants were determined a comfortable and private location for the interviews was established. When choosing a setting for an interview, it is necessary to consider the comfort level of the participant. Special accommodations must be made by the researcher to guarantee that participants are comfortable and available in their natural environment (Yin, 2018). I was prepared to reserve a place that was private and convenient for the participants. I offered a virtual meeting option (such as Teams or Zoom) to conduct the interviews. All participants opted for the teleconference meeting option. The preferred way to contact the participants was through email. I sent an email with the questions to the participants. Participant confidentiality allowed them to express themselves openly in a private setting.

Ethical Research

To protect human subjects, a researcher explores several ethical issues. I complied with the ethical standards established by Walden University's IRB during this research. It is critical to address all ethical concerns regarding data collection from participants as well as data protection after data collection (Billups, 2019). Written informed consent

was included to state that participants may withdraw from the study at any time and that participation in the study was entirely voluntary. Before beginning the study, I obtained informed consent from all participants.

I sent an invitation email with the consent form that explains the research in detail and the instructions to the participants. I placed great value on protecting the privacy of the participants throughout the research process. I let them know that I will not share their information with anyone in their place of employment and that I will keep their information confidential. They were instructed to read the consent form and reply to the invitation email with the words “I consent” if they choose to take part in the study and agree with the terms outlined therein. Each participant replied with “I consent” via email. The participants understood that they are free to leave the study at any moment without any permission (Ghauri et al., 2020). Participants were informed that they can stop participating in the research at any time by getting in touch with me by phone or email.

Participants did not receive any incentives for their participation in this research. Research initiatives were adhered to ethical standards and rules to be completed with honesty and integrity (West, 2020).

I recorded my notes in a journal. The journal is kept in a locked container and all electronic copies of the data are stored on a password-protected USB device. I will destroy all physical and electronic copies of the data 5 years after my final study is approved. I will maintain the confidentiality of all personally identifiable information, including participants’ names, organization, background information, and responses. Rather than revealing the name of the participants, I used aliases provided to each

participant to maintain confidentiality. I am the sole owner who has access to the data collected during the study. The Walden University IRB approval number is 07-25-23-1038039.

Data Collection Instruments

I was the primary data collection instrument in this study. In the qualitative research study, the researcher is the primary data collection instrument. The researcher gathers, organizes, analyzes, and interprets data as the primary instrument for collecting data (Braun & Clarke, 2022). The researcher will acquire information and data that are relevant to the research problem through the interview process (Braun & Clarke, 2021). A semistructured one-on-one interview with an interview protocol was used as the secondary data collection instrument to assure consistency and uniformity for additional research (Kho et al., 2019). Seven open-ended questions were provided to the participants (Appendix). The questions were used to explore strategies that managers used to motivate millennial employees. Open-ended questions pose pre-determined questions to participants, allowing them to present detailed information on the research topic (Johnson et al., 2020). The reliability and validity of the research were enhanced by using member checking and triangulation (Motulsky, 2021). The data collected during the study was shared with the participants in member checking (McKim, 2023). The participants examined their interview responses but did not have any corrections or any additional information during member checking. Each participant received the same interview questions via email prior to the interview. As the primary data collection instrument, I gathered all the information from the participants during the interview process. Training

documents, and company web-based training modules were used as a secondary collection instrument to identify themes, reduce bias, and ensure triangulation.

Data Collection Technique

The data collection technique selected for this study was a semistructured one-to-one phone interview to determine strategies managers from the east coast of the United States used to effectively motivate millennial employees. In qualitative research, interviews continue to serve as a credible data collection technique (Khan & MacEachen, 2022). Following an introduction to the study and a review of the consent, I asked the participant for permission to record the interview. Five managers from the organization were interviewed, training records, and web-based training modules were a part of the data collection technique process. All interviews were recorded from the beginning in audio format. Semistructured interviews with open-ended questions, with the interview protocol (Appendix) served as a guide.

The semistructured interview process has advantages and disadvantages. One advantage of using a semistructured interview process is that the process allows for an opportunity for the researcher and the participant to engage in an in-depth exchange of information. The in-depth exchange of information may provide additional data to be collected. Another advantage of semistructured interviews is they are designed to allow the participants to speak with open dialogue (Striepe, 2021). The researcher should have knowledge of some of the advantages and disadvantages prior to the start of the interviews. The interview proceeded with predetermined questions and any follow-up questions that may be appropriate (Edwards & Holland, 2023). During the interview, the

participants' pauses, audible sounds as well as the tone of their voice, were transcribed. The interview was conducted with courtesy, respect, patience, and professionalism so that the participants were at ease.

Member checking entails giving the researcher data back to the participants who took part in the research to allow them to verify the veracity of the data by commenting on the correcting the data to make sure that their responses are valid and accurate (Saunders et al., 2019). Member checking allows for a follow-up interview with the participants to clarify, review, and make sure that their answers are correct (Motulsky, 2021). To get the most out of the validation process, it is important to complete member checking before the data is analyzed. Member checking is a good way to validate and check the reliability of data, such as the accuracy and interpretation of the conversations (McKim, 2023). Participants were asked to validate the accuracy of the data and asked if they wanted to add or change any information. The participants did not add any additional information. Member checking was completed because no new information was shared.

Data Organization Technique

A researcher must establish techniques for data organization. I kept track of the information for the proposed study, by using trustworthy data organization strategies. My data organization starts with the establishment of a data tracking system for each participant. I kept track of the digital recordings and transcripts by creating a file folder for each participant in Microsoft Word to ensure the data from each participant was kept separate, organized, and in different folders. Storing research data on a removable hard

drive allows researchers to easily access their data and help keep the data secured (White et al., 2022). I planned to use NVivo software to scrutinize the collected data and report data findings (Alam, 2020). However, I decided against NVivo and used Microsoft Excel database which was familiar to me. A unique identity code was assigned to ensure the anonymity of each participant.

The organization of the data began after the recorded interviews were completed. I maintained track of data using notes and my reflective journals. Microsoft Word was used to transcribe the interviews and data from my notes and reflective journal. Microsoft is an excellent way to store data from qualitative research (Adeoye-Olatunde & Olenik, 2021). The researcher should make protecting the privacy of participants and their information a high priority (K. Clark et al., 2019). The information I collected during the interview is securely stored on my fingerprint reader protected laptop and on a password-protected removable hard drive. My laptop has an alternate password for backup access and is always locked when I am not using it. The password protected files were saved on my laptop in a folder designated for my research. A backup copy of the files was saved on my password protected removable hard drive using the same format. The information recorded from my laptop was deleted once it was transcribed into a Microsoft Word document and saved to the external hard drive. All paper notes taken during the interviews were converted into Microsoft Word documents and saved on the password-protected removable hard drive.

A researcher's capacity to retrieve and examine data may be enhanced by their familiarity with effective organization techniques for maintaining data (Pratt et al., 2022).

To ensure the confidentiality of the participants during the data organization process, I am storing the raw data collected in a locked file cabinet in my home in accordance with IRB and Walden University requirements. The raw data, printed, and digital records from each interview were transferred to a removable hard drive and stored in a secure safe in my home. At the end of the 5-year period, all raw data, printed and digital documents will be destroyed.

Data Analysis

As a researcher, I used a methodical approach of analyzing data throughout the qualitative process. The appropriate data analysis process for this case study was thematic analysis. Thematic analysis is a commonly used method by qualitative researchers wherein they identify reoccurring patterns and subsequently present them as overarching themes (Lochmiller, 2021). Qualitative data analysis software programs are used by researchers to identify themes (O’Kane et al., 2021). Researchers also manually seek themes within the data that address the research question. I applied the manual process to conduct data analysis. I used Microsoft Excel to identify key topics and ideas that may develop into themes using the manual process. I conducted a thematic analysis of the topics to further my comprehension of the concepts put forth by the participants with regards to employee motivation. As the researcher, I maintained a thorough focus on the significance of the data as communicated through the identified themes. I diligently persisted in examining recent scholarly publications that provide connections between the research questions and the conceptual framework.

A researcher applies data triangulation to evaluate evidence from multiple sources

(Tavoletti et al., 2021). Data triangulation consists of gathering information from a variety of sources to define better and comprehend a phenomenon (Yin, 2018).

Triangulation combines multiple research sources to strengthen the confidence and trustworthiness of the investigative process (Banks et al., 2022). I employed triangulation to explain validity by comparing information from semistructured interviews and company resources. There are four types of triangulations: (a) method triangulation, (b) investigator triangulation, (c) theory triangulation, and (d) data source triangulation (Yin, 2018). The use of methodological triangulation is appropriate when using different methods to approach the same topic. The methodological triangulation method was used to analyze data in this study.

Researchers must form a hypothesis and establish a theory with patterns and themes before analyzing data (Nelson, 2020). The five-phase method for data analysis is suggested for the researcher (Yin, 2018). I used the five-phases method which included (a) compiling the data, (b) disassembling the data, (c) reassembling the data, (d) interpreting the data, and (e) finalizing the data. Examination of both primary and secondary data that was used to enhance the reliability and validity of the research (Tavoletti et al., 2021) prior to conducting data analysis. The analysis started with compiling and gathering semistructured interview responses from participants which is the primary data source and web-based training information, the secondary data collection source. The data were disassembled next by using stratification and coding. Qualitative research used text coding to identify patterns (Díaz-Millón & Olvera-Lobo, 2023). Reassembling took place after disassembling the data. I categorized the participant

responses into groups for the purpose of coding. Reassembling was basically rearranging the data until patterns or themes appear. Data saturation was reached when I had adequate information and no new patterns and themes emerged. The focus for the patterns and themes was based on the conceptual framework, effective motivation strategies, and millennial employees. In the five-phase method, interpretation of the data followed reassembling data. I interpreted the data based on my familiarity with the research topic and the patterns and information from the data collected. The data analysis phase ended with the conclusion or summary of the findings. The conclusion of the data analysis were summarized by explaining the findings from emergent themes, relating data from interviews, and website information which addresses the research question.

Methodological triangulation was applied with additional data collection sources to compare and validate the consistency of the information from each data source (see Quintão et al., 2020). Semistructured interviews and information gathered from the participant's company website was analyzed to draw conclusions on the most effective strategies management used to motivate millennial employees. The data collected during the interview was organized using Microsoft Excel. Once the data were added to the Excel spreadsheet, I identified the themes that I wanted to code using keywords. Once themes emerged, I assigned the codes manually. I used Microsoft Excel filter and sorting functions during data analysis to help clarify central concepts and ideas discovered in the analyzed research. During data analysis recognition, communication and relationships were the key themes that emerged. My primary focus was on the key themes from the study and correlating the key themes with published literature, including studies

published after my data collection efforts, and the principles of Herzberg's two-factor theory.

Reliability and Validity

A literature review using qualitative research methods involved an evaluation of the work of other researchers. The method for evaluating the qualitative work of other researchers is determined by the reliability and validity of the study (Smith et al., 2022). Reliability and validity may occur independently in a study, but comprehensive research possesses both qualities (Chetwynd, 2022). Reliability was my ability to obtain duplicate or consistent results over the course of the investigation. Validity refers to whether the researcher analyzed what they planned to analyze (Roberts et al., 2019). In qualitative research, establishing reliability and validity promotes transparency and trustworthiness. As a qualitative researcher, I wanted to safeguard the trustworthiness of my research project.

Reliability

A study was reliable when there was no researcher bias, and as a researcher I can duplicate the study in another setting. Whenever a researcher can duplicate a previous design and produce the same results, that research would be considered reliable (Bougie & Sekaran, 2019). Qualitative research should be rigorous and meticulously documented to provide reliability (D. Yadav, 2022). When addressing reliability in a case study, researchers should demonstrate that their methods are consistent and dependable (Yin, 2018). Reliability and dependability are synonymous when used to achieve criteria in qualitative research. Dependability involves documenting any modifications to provide a

reliable or dependable record of the developing research that may be analyzed by others (Saunders et al., 2019). I used member checking and transcript analyses to make sure the study was dependable. Member checking was used to make sure the findings were dependable and reliable. Once my study was deemed dependable, reliability was achieved.

When dependability and reliability were established, triangulation was incorporated to enhance trustworthiness. The triangulating data technique involved using different sources of data for cross-checking for reliability (Nha, 2021). Using a variety of sources to analyze the data until no new patterns or themes emerge helped me attain data saturation. The interview transcripts, personal notes, and any information from the organization was used for triangulating data in my study (see D. Yadav, 2022). Each participant was asked the same question for consistency. The questions were cross-checked during the data collection process to ensure dependability, reliability, and validity.

Validity

A researcher conducting a qualitative research method should ensure the validity of the study. The validity of a study is the process of determining whether the researcher's proper interpretation of the qualitative findings is trustworthy. Supporting generalizations by counts of events, ensuring the representativeness of cases, and the inclusion of deviant cases are two fundamental components of the research study by which the researcher can achieve validity (Bougie & Sekaran, 2019). Qualitative research validity is based on honest, credible, and trustworthy data collecting and analysis

techniques (Carter et al., 2023). I established the validity of my research by ensuring credibility, transformability, and confirmability in my study. By analyzing the data, I reached data saturation when no new data or recurring themes emerged. Data saturation was how I achieved validity.

Credibility

A qualitative researcher establishes credibility by demonstrating their knowledge of the research study. The researcher ensures credibility is achieved by exhibiting an understanding of the peculiarities of their context and demonstrating consistency in their study (Carter et al., 2023). Member checking and triangulation are useful methods to ensure the credibility of data collected when conducting research. I double checked the interview responses against the original interview questions to make sure I did not miss anything in my interpretation of the participant responses. To verify credibility, I implemented member checking by doing follow-up interviews with each participant. Triangulation of multiple sources and participant validation for accuracy will be used to ensure credibility (see Saunders et al., 2019). I compared notes from the interviews and notes from the organization's website to ensure credibility. I conducted member checking and triangulated data from the interviews, notes and from the organization's website to reach credibility.

Transferability

Transferability occurs when another researcher could do the same study and come up with the same results. A researcher may help strengthen the existing literature by guaranteeing the results of their data analysis are transferable beyond the scope of their

research (Carter et al., 2023). Transferability is the extent to which the findings of a study can be applied or transferred to different circumstances or scenarios (Maxwell, 2021). To ensure transferability, I will provide a comprehensive description of the research question, design, data collection techniques, context, and make sure findings are valid and may be replicated by future researchers (see Saunders et al., 2019). Transferability of the study findings will disclose the data necessary for future researchers to conduct similar research.

Confirmability

Confirmability addresses the impartiality of a research study. Confirmability is not based on the thoughts or opinions of researchers, but on whether other researchers can get the same results from collecting and analyzing the same data (Pratt et al., 2020). Confirmability is achieved when the researcher assures the collected data and conclusions derived from the responses and experiences of the participants are captured in the results (Nha, 2021). I ensured confirmability with member checking, record copies of notes, maintaining a personal journal, and providing extensive accounts of the research process. Confirmability in a qualitative research study will ensure a record of how the research was accomplished and how conclusions were reached by the researcher (Carcary, 2020). The confirmability of a research study represented the points of view and experiences of the participants and by conducting member checking. Confirmability was used to demonstrate that I had no biased opinions in the study.

Data Saturation

A researcher should reach data saturation to achieve validity in the results of their

research study. Data saturation is achieved when no new data or ideas regarding the research study arise during the collection and analysis phases (Low, 2019). Member checking will confirm data saturation is reached. Researchers use member checking to ensure participants' responses were properly interpreted, this process will strengthen the study's validity. To ensure triangulation is completed company literature and information retrieved from their website was collected and analyzed as secondary data. Researchers use data saturation to determine when they should discontinue collecting and analyzing data (Sebele-Mpofu, 2020). I ensured data saturation was reached by using exhaustive member checking and data triangulation.

Transition and Summary

In Section 2 of the research, I detailed the importance of conducting research on the effective strategies used by managers to motivate their millennial employees. I detailed the methods utilized to conduct the research. I discussed my responsibilities as a researcher and the importance of adhering to the highest ethical standards for research. The primary purpose of the study, the roles of the researcher and participants, research methodology and design, population and sampling, ethical research, data collection, reliability, and validity were defined. I explained the data collection, organizing, and analysis. I described how I will assure dependability, credibility, confirmability, and transferability to ensure the research's reliability and validity.

Section 3 will consist of an analysis of the research study findings and how the findings relate to effective motivation strategies used by managers to motivate millennial employees. The methodical data sources will include participant interviews, company

resources, as well as public documents. In addition, I will make recommendations for actions and future research on the subject. In Section 3, I will discuss the findings' implications for positive social change action recommendations and research recommendations and include recommendations for further research. I will end Section 3 with my reflections and conclusion on the doctoral research process.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore the strategies that some business managers on the east coast of the United States used to effectively motivate millennial employees. The data were collected from five participants who had at least 1 year of experience as a business leader or manager, supervised two or more millennial subordinates, and implemented successful strategies for motivating their employees. Seven open-ended questions about the methods used to motivate millennial employees and challenges managers encounter were answered by the participants. I methodically triangulated the data to compare the information from the sources. I observed three recurring themes that aligned with Herzberg's hygiene and motivating factors (see Herzberg et al., 1959), which managers may employ to motivate their employees.

Presentation of the Findings

The overarching research question was "What strategies do business managers use to effectively motivate millennial employees?" I followed the interview protocol to collect the data (see Appendix). I gathered extensive information about the techniques the participants use to effectively motivate their employees through semistructured interviews, journal notes, and information obtained from the computer-based training modules. The information from these modules included strategies for communicating with employees and managing employees from different generations. Five managers participated in the interviews, which were recorded and conducted utilizing the

communication software of their choice. Each participant responded to open-ended questions intended to elicit the most effective methods of staff motivation. I looked at internal training materials from the company that were applied to improve the triangulation of the data for this study.

Participants were assigned a unique code (P1, P2, P3, P4, and P5), to keep the identity of each participant confidential. As a part of the members checking process, I transcribed the recordings and emailed the summary to the participant. Each participant concurred with the summarized data. After obtaining confirmation of the data from each participant through member checking responses were entered into Microsoft Excel for the purposes of organizing and analyzing the data. The analysis was conducted in accordance with Yin's (2018) five-step data analysis technique: (a) compiling data, (b) disassembling the data by identifying common themes, (c) reassembling the data based on common themes, (d) interpreting the data, and (e) drawing a conclusion based on the analyzed data.

Findings showed strategies that managers used to motivate their millennial employees. During the analysis, three themes were identified. The themes corresponded with Herzberg's two-factor theory. The themes that emerged from the data analysis were recognition, communication, and relationships (see Table 2). Recognition and relationship themes also correlated with Maslow's (1943) hierarchy of needs theory. The findings of the study were based on Herzberg's (1974) two-factor theory and Maslow's hierarchy of needs theory. They both were consistent with the literature review.

Table 2*Emergent Themes*

Themes	Sources	Referenced
Recognitions	5	16
Communication	5	13
Relationships	4	9

Theme 1: Recognition

The predominant theme that surfaced from the interviews was recognition. The acknowledgment of an employee's contribution plays a pivotal role in fostering effective employee motivation (Machova et al., 2022). According to Herzberg's (1959) two-factor theory, recognition is a significant component that positively influences employee job satisfaction, particularly when employee motivation is high. Employee recognition fosters a conducive work environment that is characterized by positivity and productivity. The establishment of a positive and productive work environment has the potential to enhance employee motivation.

In my process of analyzing the data, two distinct subthemes were identified in relation to recognition as accolades and incentives. Accolades were mentioned by all participants. Accolades or praises may manifest as either verbal or written evaluations. P2 stated, "just like us - employees are motivated when they feel needed, and they want to be acknowledged just for doing their job nothing extra just their job." P5 also said that "recognition from managers makes the employee feel like they are a part of the team, it gives them hope to moving up in the company." Participants use the employee portal to announce accomplishments and to recognize employees in a public setting. Incentives

encompass a range of rewards, such as bonuses or time-off awards. P1 said, “millennial employees like to be rewarded with gift cards, free lunch or time-off the younger ones appreciate the smallest gifts.” Participants indicated that accolades are significant in maintaining the motivation of millennial employees.

Empirical evidence supports the existence of a correlation between individual acknowledgement and the level of motivation exhibited by employees (Vinh et al., 2022). The consensus among participants was that the implementation of employee recognition programs serves as an incentive for employee motivation, fostering a sense of commitment and subsequently enhancing job satisfaction. The use of employee recognition programs can effectively communicate to employees that management possesses a genuine interest in their individual well-being.

Correlation to the Conceptual Framework and Existing Literature

Managers are responsible for ensuring that employees are provided with adequate recognition opportunities to motivate and encourage high performance. The responses from the participants correlated to the literature as well as Herzberg’s (1959) two-factor theory, which was the conceptual framework for this research. Herzberg posits that factors like recognition and achievement can motivate an employee, but the absence of these factors can lead to dissatisfaction. Recognition can boost an employee’s self-esteem and self-worth, which is in accordance with Maslow’s (1943) hierarchy of needs theory by affirming their value and contribution. The boost in the employees’ self-esteem may increase their motivation.

According to relevant literature, millennial employees prefer extrinsic or external

rewards rather than intrinsic or internal rewards (Permana et al., 2023). Extrinsic rewards like salary, working conditions and job security Recognition, accolades, and incentives are intrinsic rewards that are effective in keeping millennial employees motivated. Managers can enhance employee motivation by improving organizational incentives. In addition, millennials thrive in an organization that recognized employees (Malik et al., 2023). Business leaders must develop ways to acknowledge their millennial employees while offering recognition programs that enhance individual and company goals. Effective motivators that meet the psychological needs of the workers have the potential to generate a high level of worker satisfaction (Bhatt et al., 2022). T

he motivation of millennial employees is positively influenced by the presence of recognition programs. Secondary data from the company's website and training modules support the positive impact that recognition has on employee motivation. Employees are able to post comments about the recognition they received from a participant in the employee portal. P1 said, "one employee felt like a part of the team when they got the award." P3 said, "the millennial gave credit to their manager because the reward they received motivated them to work harder." Praise and recognition, achievement, advancement, responsibility, and quality of work motivational factors focus on the psychological needs of the employee and have an intrinsic impact on them (Soman, 2022).

Theme 2: Communication

The second thematic finding that emerged from the data analysis pertained to the imperative of establishing proficient communication. The research participants concurred

that effective communication serves as a key driver of motivation for their millennial workforce. The topic of communication was consistently raised by each participant and in numerous instances of interview responses. The utilization of communication has been identified as a crucial method employed by managers to inspire and incentivize their workforce. Recent studies have demonstrated that effective communication plays a crucial role in fostering employee motivation and retention (Demerouti & Bakker, 2023). Managers can use effective communication as a strategy to motivate their millennial workforce.

During the data analysis phase, two discrete subthemes were detected in relation to communication: (a) consistency and (b) frequency. Consistent communication on a regular basis is preferred by millennial employees. P1 said

it is important that you have a follow-up conversation with an employee, they expect it and look forward to it. They are very vocal and opinionated. Talking with them shows them that you care about what they have to say.

P4 stated the following:

If you ask them to do something, you have to be specific and detailed. They don't seem to understand as easily as the older employees. You should check in with them to make sure they understand what you are saying too. They get distracted real easy.

Correlation to the Conceptual Framework and Existing Literature

The cultivation of communication within a professional setting is important in cultivating a conducive workplace culture and enhancing the overall motivation of the

employees. The prioritization of communication for motivating their millennial employees was highlighted by the participants in numerous comments. These strategies are in line with the existing literature and the conceptual framework that underpins this research. Communication does not have a direct impact on employee motivation as noted in Herzberg's (1948) and Maslow's (1943) theories. But effective communication does foster relationships, provide feedback, and addresses employees' needs and concerns, which are aligned with Herzberg's and Maslow's theories. Effective communication provides a more helpful understanding between employees and contributes positively to employee motivation (Zahari & Puteh, 2023). Employees who engaged in consistent and frequent communication with their managers were able to effectively grasp and understand performance-related concerns or issues (Martin et al., 2023). Employees used the employees' portal as a platform to express their sentiments regarding their supervisors who took time to talk with them, gave them feedback, and conducted follow-up discussions with them. The regularity of communication motivates the employee and facilitates a consistent reinforcement of expectations.

Theme 3: Relationships

The interviews revealed that relationships appeared as the third most common theme discussed. It is imperative to emphasize the significance of effective communication in establishing personal relationships. All parties involved in this study consistently highlighted the crucial role of mentoring and support in facilitating communication with millennial employees as a means of fostering relationships. The two-factor theory encompasses motivators pertaining to interpersonal relationships and

personal relationships, thereby substantiating the efficacy of this approach in motivating millennial employees (R. Yadav, 2022).

The comprehensive analysis of the data linked to relationships produced two subthemes: (a) mentoring and (b) support. All but one participant mentioned these subthemes. It is important for business leaders to familiarize themselves with their millennial employees. P3 shared the strategy that they use. For example, they will find out what some of the employee's interests are outside of work. P3 attended one of their team members' soccer champion games to show support and build rapport. Through the establishment of relationships with employees, managers may gain the ability to anticipate and address their concerns. By familiarizing themselves with the characteristics and interests of millennial employees, business leaders can adapt the strategies to align with the personal and business objectives, taking into consideration the intrinsic motivators that drive employee engagement and productivity. P4 said the following:

You have to work really hard and communicate as much as you can with millennials. Find out what their goals are, ask them about their interests. When you find common ground, it can open up opportunities to talk about things that may be bothering them.

Managers may make recommendations for tasks that may be of interest to millennial employees when they spend time getting to know them.

Correlation to Conceptual Framework and Existing Literature

Millennials care about hygiene factors like personal relationships, relationships with supervisors, peers and subordinates (Herzberg et al., 1959). When managers

establish relationships with employees it allows the manager to mentor and support their employees in a way specific to their needs. Maslow's (1943) hierarchy of needs theory is significant in the workplace today when an employer is trying to build a relationship with an employee. Work environments have changed in some places so that workers do not always get to see their managers in person. Hybrid and remote working conditions present a problem for the managers while trying to establish a relationship with the employee. Maslow's social needs, gives an individual a sense of belonging, this can help foster positive relationships in the workplace.

The findings revealed that when millennial workers trust their managers, they exhibit a greater inclination to engage in open communication regarding challenging circumstances and building relationships. The relevant articles were published after my proposal was approved and are valuable information. Employees who lack motivation and express dissatisfaction are more likely to leave an organization sooner compared to their motivated and satisfied counterparts (Maryono, 2023). Millennial employees appreciate having a strong bond with their managers (Zahari & Puteh, 2023). The generation of millennial workers express gratitude towards their managers for the invaluable mentorship and unwavering support they provide with words of appreciation on the employee portal. The employee portal has an area on the website for managers to publicly acknowledge employees. Employees are also able to respond to the comments, encourage one another, and congratulate colleagues on their accomplishments. Managers are empowered to offer meaningful support when relationships are established (Kyei-Frimpong et al., 2023).

Application to Professional Practice

The findings align with Herzberg's (1959) two-factor theory by emphasizing the importance of recognition as a motivating factor for millennial employees. Factors such as interpersonal relationships and feedback can influence employee motivation. Business leaders can use the findings from this research to ensure they are communicating with their employees on a regular basis. Leaders could have regularly scheduled meetings with their employees. The meeting may have an agenda but may also allow time for the employee to discuss topics and to ask questions. The meetings can be informal to help build trust and put the individual at ease. Leaders can utilize effective communication to foster relationships, provide feedback, and addresses employees' needs and concerns. The findings could help managers to understand the emphasis on the role interpersonal relationships have in employee motivation. Leaders should continue to grow professionally by attending training, workshops, and conferences which focuses on millennials and younger generations. The research corroborates this aspect by revealing the significance of personal and professional relationships in motivating millennial employees through mentoring and through supportive actions. Business leaders can express interest in their employees' personal goals and interest, as well as professional aspirations. Managers have to take a vested interest in their employees' personal and professional interests.

Managers who recognize and reward their employees' contributions create a positive work environment. This leads to increased employee engagement, improved job satisfaction, and ultimately, higher productivity. By implementing effective recognition

strategies based on the findings, business can enhance employee motivation and achieve better results. It is essential that managers have regularly scheduled meetings to speak privately with their employees. Effective communication is a cornerstone of successful management and employee motivation. Managers and business leaders understand the importance of consistent and frequent communication. Open and transparent communication in the workplace are effective tools used to increase motivation. Employees are willing to speak more freely with their managers when they feel comfortable talking openly. Improved trust and engagement among millennial employees is the result.

Businesses can apply these findings by training managers in communication skills and creating a culture of open dialogue. This can lead to improved team dynamics and higher levels of motivation among millennial employees. Interpersonal relationships with employees can lead to increased job satisfaction and motivation. Managers who invest in mentorship and supportive and meaningful connections with millennial employees create an environment where growth and motivation thrive. Businesses can leverage these findings by encouraging relationship-building practices and fostering a sense of belonging among employees.

By understanding and applying Herzberg's two-factor theory and Maslow's hierarchy of needs theory, managers were able to create a workplace environment that not only motivates millennial employees but also fosters their personal and professional growth. Esteem, safety, and social needs may be addressed through recognition, effective communication, and relationships. Managers who implement Maslow's hierarchy of

needs theory can motivate their employees (Ihensekhien & Joel Arimie, 2023). This approach can lead to increased job satisfaction, productivity, and employee motivation.

The research findings on the strategies that managers use to motivate millennial aligns with Herzberg's two-factor theory and Maslow's hierarchy of needs theory and is academically robust. These findings hold significant relevance to improved business practice by emphasizing the importance of recognition, communication, and relationships in motivating millennial employees. By implementing these strategies, organizations can create a motivating work environment, enhance employee engagement, and ultimately drive better business outcomes. My research provides a valuable roadmap for businesses seeking to optimize their management practices and maximize employee motivation in the workplace.

Implications for Social Change

The results of this study may contribute to positive social change by producing motivated millennial employees. When managers implement strategies that recognize the effective strategies that motivate their employees, it not only improves employee morale but also fosters a more fulfilling work environment. Millennials prioritize job satisfaction, work-life balance, and personal growth more than previous generations. Happier employees are more likely to lead healthier, more balanced lives, which, in turn, can contribute to a reduction in stress-related health issues and improved overall well-being. Engaged and motivated employees are more likely to remain with their current employers, reducing the societal and economic costs associated with turnover. This stability also contributes to a more secure and prosperous society. As millennials are

known for their creativity and entrepreneurial spirit, this can lead to the development of innovative products, services, and solutions that benefit society. Research on effective motivation strategies for this generation can help organizations create inclusive environments where employees from diverse backgrounds feel valued and heard. This not only promotes social change within the workplace but also contributes to broader societal goals of reducing discrimination and inequality. By improving employee motivation and encouraging social responsibility, the outcome of this research can lead to a more engaged and empowered millennial workforce.

Recommendations for Action

Business managers should consider whether the effective strategies uncovered during this research align with how they are currently motivating their millennial workers. Based on the conclusions drawn from the research on effective strategies that managers can use to motivate millennial employees, it is imperative for organizations to take proactive steps. The recommendations are designed to create an engaging work environment and foster positive relationships between managers and their millennial workforce. Business leaders possess the capacity to establish a connection between millennial employees and their managers (Islam et al., 2020). A logical course of action for managers and organizational leadership will be to conduct a comprehensive assessment of the organization's current employee motivation strategies. Then concentrate on how the strategies align with the preferences and values of millennials. The assessments can include surveys, focus groups, or employee feedback. Next, analyze the assessment findings to identify gaps in existing motivation strategies and

opportunities for improvement. This process will help organizations pinpoint areas that require immediate attention and areas where enhancements can be made. My recommendation would be to design motivation strategies that incorporate elements of recognition, effective communication and personal and professional relationships building. Collect feedback from millennials on a regular basis and adjust strategies as needed based on their feedback.

The research results may be disseminated through company newsletters, internal memos, and the company's social media platform. The results of the study can be presented at industry conferences, published in peer-reviewed journals and industry publications. The stakeholders will have to remain flexible and commit to a culture of continuous improvement by regularly reassessing and adapting motivation strategies, thus creating a more motivated and engaged millennial workforce. These actions should involve a collaborative effort between the human relations department, management, and other relevant stakeholders to ensure a holistic approach to employee motivation.

Recommendations for Further Research

One limitation of my research is that the five participants were from the east coast of the United States. The participants were managers who implemented effective strategies to motivate employees of the millennial generation. Future research should expand its scope to Generation Z and Generation X. This approach will provide a more comprehensive understanding of generational differences and commonalities in motivation from a different region.

To overcome the geographical limitation of managers from the east coast of the

United States, future studies should aim for a more diverse sample. The diverse sample could include managers from different regions, industries, and company sizes. I recommend that this research be replicated to areas outside of the east coast of the United States. This approach would allow for a broader examination of motivation strategies and their effectiveness in various contexts may enhance the validity of the findings. It is essential to differentiate between strategies that are specific to millennials and those that may apply more broadly across generations. Future research should include ongoing monitoring and adaptation of motivation strategies to stay aligned with the changing needs and expectations of the workforce.

Reflections

My journey as a researcher within the Doctorate in Business Administration study process has been a profound and transformative experience. Throughout the academic endeavor, I have encountered numerous challenges, moments of self-discovery, and opportunities for personal and professional growth. Various aspects have shaped my research journey, including personal biases, the impact of the COVID-19 pandemic, preconceived ideas and values, and the evolution of my thinking throughout the study.

I began my research journey with a heightened awareness of the potential influence of my personal biases on the research process. I understood the importance of recognizing and mitigating biases to ensure the integrity of my study. However, it was during the data collection phase that I truly grasped the subtlety and persistence of these biases. The biases may have come from being the mother of four millennial young adults. It was a humbling experience to confront my own preconceived notions and prejudices,

and I found that the key was constant self-reflection and a commitment to having an open mind.

The unforeseen onset of the COVID-19 pandemic presented a unique set of challenges during my journey. One hundred percent remote working became the new norm. My initial research plan, which involved face-to-face interviews and observations, had to be completely reimagined to adapt to the constraints imposed by the pandemic. This experience taught me the importance of flexibility and resilience in research. I also had certain preconceived ideas and values related to my research topic. These predispositions influenced my initial research question. Throughout the research process I recognized the need to remain open to alternative perspectives and to allow the data to guide my conclusion rather than conforming to my preconceived notions. This shift in mindset strengthened the validity of my study but also enhanced my ability to appreciate diverse points of view.

I did not have a personal relationship with the participants but the common interest in the research topic could have easily helped us to establish a relationship. My presence could have affected the participants' responses and behaviors. To minimize this influence, I employed ethical research practices, maintained a non-judgmental demeanor, and established rapport with participants to create a safe and open environment.

This has been a remarkable journey of self-discovery and growth. It has taught me the importance of self-awareness, adaptability, endurance, flexibility, and ethical research practices. I have emerged from this experience with a deeper appreciation for the complexities of the academic research process. I have a greater commitment to the

pursuit of knowledge. The experience reinforced the importance of empirical research and the need to approach my study and future research with humility and a willingness to adapt. I look forward to applying the lessons I learned to future academic and professional endeavors.

Conclusion

A clear and compelling message has emerged from my research on effective strategies that managers use to motivate millennial employees. It is a message that transcends the boundaries of academia and reaches the heart of the business world. In the ever-changing landscape of the modern workplace, it is essential for organizations and their leaders to recognize the transformative potential of understanding and implementing these strategies. Motivating millennial employees is not an elusive aspiration but a tangible goal that can be achieved through a combination of thoughtful actions and strategies initiatives.

People who lead, direct, or want to hire dynamic, motivated millennial employees could benefit by embracing the mindset of the generation. Recognition, accolades, and incentives for a job well done are not merely niceties but potent tools for motivation. Effective managers understand that meaningful recognition boosts morale, fosters loyalty, and catalyzes peak performance. Effective communication forms the bedrock of motivation. Millennials appreciate consistency, frequency, and open dialogue. Managers who master these skills forge deeper connections with their team members, cultivate trust, and inspire commitment. In the era of virtual workspace and digital interactions, personal and professional relationships are more critical than ever. Managers who invest

in mentorship, coaching, and genuine support and connections with their millennial employees create an environment where growth and motivation flourish. The strategies that motivate millennials today may evolve as they progress in their careers. The insights gained here can guide organizations in creating inclusive workplaces that motivate employees of all generations. Managers should continuously adapt and remain attuned to the changing needs and aspirations of this dynamic generation.

Effective management practices are the foundation upon which a motivated millennial workforce is built. By understanding the power of recognition, embracing open communication, and nurturing relationships, an organization can unlock the full potential of their millennial workers and drive sustainable success in the ever-evolving business landscape. The message is clear, the journey to motivating millennials begins with thoughtful leadership, and the destination is a thriving and innovative workforce poised for excellence.

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Appendix: Interview Protocol

Interview Protocol	
Specific Business Problem The specific business problem is some business managers lack strategies to effectively motivate millennial employees.	
Research Question What strategies do business managers use to effectively motivate millennial employees?	
Participant Criteria Is for business leaders or managers on the east coast of the United States who will be invited to participate in this research. At least 1 year of full-time leadership or management experience, with millennial subordinates, and successful tactics for motivating millennial employees are among the eligibility requirements for participation. It is essential that the participants have success motivating millennial workers in the workplace.	
What you will do	What you will say - script
Introduction/Opening/Background	
Explain Consent/Address Questions	I will ask the participants if they have read the Consent Form that was previously sent to them via e-mail. This is the time to either discuss more about the consent form or to answer questions they may have. I will also remind them that they can quit at any given time. If there are no further questions, I will ask the participants to ink sign my copy of the consent form, and I will give them a paper copy as well.
Explain Interview Process/Open for questions or clarification	I will give a brief overview of the interview process. I will ask them to relax and to take time in answering each question.
Begin Recording of Interview Watch for nonverbal cues. Paraphrase as needed.	When participants are ready, I will press the record button on my digital recording device and begin to ask the following questions.
Make a note of the date, time, and location of the interview.	I will ask the open-ended interview questions with follow up probing

	questions as needed for depth and clarity of the discussion.
<p>Begin Interview Questions Ask follow-up probing questions or clarifying questions.</p> <p>Take notes, listen attentively.</p> <p>Follow-up with questions to get in-debt data.</p>	<ol style="list-style-type: none"> 1. What strategies do you use to motivate your millennial employees? 2. How did your millennial employees respond to your various motivation techniques? 3. What key challenges do you face when trying to motivate a millennial workforce? 4. How did you overcome the key challenges you faced while motivating millennial employees? 5. What training resources does your organization provide to help motivate a millennial workforce? 6. What training and development have you attended to prepare to motivate millennials in the workplace? 7. What other information regarding motivating millennial employees can you provide that you did not previously discuss?
Conclude/Wrap up Interview/ Discuss the next steps	At the end of the interview, I will give each participant a chance to review answers to interview questions and my interview notes for clarification.
Schedule follow-up/Member Checking Interview	Explain the follow-up and member checking interview
Thank the participant	Before I leave the interview, I will thank each participant for their time and participation