8-26-2025

Effective Employee Retention Strategies to Maintain Generation Y Employees

Patricia Joanna Straughn
Walden University

Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Patricia J. Straughn

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Constance Blanson, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Jodine Burchell, Committee Member, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2025

Abstract

Effective Employee Retention Strategies to Maintain Generation Y Employees

by

Patricia J. Straughn

MS, Capella University, 2018

MPA, Capella University, 2015

BA, F. Gulf Coast University, 2011

Research Project Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2025

Abstract

Employee retention for Generation Y workers is still an ongoing challenge for human resource managers. To foster a stable and productive workforce, it is crucial for HR managers to understand and apply effective retention strategies. Grounded in Herzberg's two-factor motivation theory, this qualitative pragmatic inquiry study aims to identify effective employee retention strategies that human resources managers employ to retain their Generation Y employees. The targeted participants consisted of six human resource managers in the United States who had effectively utilized retention strategies to retain their Generation Y employees. Data were collected using semi structured interviews. Using thematic analysis, five themes emerged: (1) work-life balance, (2) employee recognition, (3) Career Advancement and personal growth, (4) competitive compensation, and lastly (5) employee benefits. A key recommendation is for human resources managers to conduct a comprehensive study that tracks Generation Y employees over a 3–to 5-year period to better understand how employee retention factors evolve throughout their career progression. The implication for positive social change includes the potential for HR managers to implement tailored training and career development programs, which mat foster a more dynamic and engaged Generation Y workforce.

Effective Employee Retention Strategies to Maintain Generation Y Employees

by

Patricia J. Straughn

MS, Capella University, 2018

MPA, Capella University, 2015

BA, F. Gulf Coast University, 2011

Research Project Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2025

Dedication

This doctoral degree is dedicated to the memory of my beloved parents, Mrs. Jose Michael, and Mr. Patrick M Straughn. Thank you for instilling the discipline to pursue my goals and work tirelessly towards them. I am eternally grateful to my loving mother, who, though she passed away on June 29th, 2022, was always there by my side. I know she is looking down, beaming with pride at her loving daughter's major educational accomplishment.

I also would like to extend my heartfelt gratitude to the supportive friends I made on this educational journey, especially Mrs. Sherwanna Jefferson, whose unwavering motivation and positivity have kept me going, and Ms. Grace Hamilton, whose encouragement was invaluable.

I also appreciate my stepdad's support throughout my doctoral endeavor, standing by me every step of the way.

My family, friends, and loved ones, thank you for all your support.

Lastly, I dedicate this doctoral degree to every little girl who dares to dream big and aspire to greatness; let no one deter her from your goals- the sky is the limit. You got this.

Acknowledgments

I want to acknowledge my chair, Dr. Constance Blanson. Thank you for your guidance and your patience through this doctoral process. I also want to thank my second committee member, Dr. Burchell, for supporting this journey. I also want to thank my friends who have supported me on this journey, especially my friends Sherwanna and Grace, who were always there to help and provide motivation on this doctoral journey. Thank you to all the participants who participated in this process. With your input, this project will happen

Table of Contents

List of Tables

Section 1: Foundation of the Project

Background of the Problem

It is essential to comprehend the factors that drive and inspire Generation Y employees, as they will provide the next generation of working professionals. As Generation Y employees leave the workplace, leadership and organizations must adopt effective employee retention strategies specifically designed to retain this generation. According to Black (2010), Generation Y employees were born between 1981 and 1996, and on average, they stay with an employer for 2.8 years, while baby boomers stay with them for over ten years. Miller (2022) research shows that despite a shift in the workplace, there has been a notable change in human resource manager practices, which can be less appealing to Generation Y employees and cause lower retention rates.

Business Problem Focus and Project Purpose

The specific business problem was that some human resources managers lack effective strategies for retaining Generation Y employees. The purpose of this qualitative pragmatic inquiry study was to identify effective employee retention strategies that human resources managers use to retain their Generation Y employees. The targeted population for this doctoral study consisted of human resource managers who have successfully implemented employee retention strategies for Generation Y employees. I used purposive sampling to select at least six participants who met the criteria for participation. The eligibility criteria for this study were participants who were human resource managers who had successfully implemented employee retention strategies for Generation Y employees. To gain access to the research participants, I utilized snowball

sampling and professional social media sites, such as LinkedIn, to locate human resource managers. The data sources planned for this study included semi-structured interviews, artifacts, and publicly available human resources (HR) publications, such as HR Daily Advisor Staff. The conceptual framework for this study was centered on Frederick Herzberg's two-factor theory of motivation, which was first proposed in 1959. This theory consists of two main factors: motivators, which are satisfaction factors, and hygiene factors, which are dissatisfaction factors.

Research Question

What successful strategies do human resources managers use to retain Generation Y employees?

Assumptions and Limitations

Assumptions

In research, assumptions are beliefs or premises taken as fact without proof and are not part of what is being evaluated in a research study (Alkadash & Aljileedi, 2020). I made four assumptions in this study. First, I assumed that the selected participants knew about strategies supporting Generation Y employees' retention. Second, I assumed that the selected participants were willing and honest in their responses to the interview questions. Third, I assumed that the human resource managers participated in the strategic process of retaining Generation Y employees. Fourth, I assumed that implementing effective retention strategies would retain Generation Y employees.

Limitations

Limitations are potential weaknesses that are typically outside the researcher's control and may impact on the study's design, results, and conclusions. (Theofanidis & Fountouki, 2019). One limitation of this research study is that participants may be unable to attend the interviews. A second limitation that may occur is the participant not feeling comfortable answering the interview questions. A limitation associated with a qualitative research methodology is that the research quality might be heavily dependent on the individual skills of the researcher and thus be easily influenced by the researcher's personal biases and idiosyncrasies. A key limitation of qualitative research methodology is that a smaller sample size may raise concerns about generalizability to the entire population being researched (Rahman, 2017).

Transition

I identified effective employee retention strategies that human resources managers use to retain Generation Y employees. Section 1 provided the background of the study, the specific business problem focus, and the project purpose. Additionally, the study's assumptions and limitations are also discussed. In section 2, I reviewed professional and academic literature. In Section 3, I discussed project ethics, the nature of the project, data collection and analysis activities, and the reliability and validity of the results. In section 4, I discussed the project findings and the implications for business practice, social change, and further research.

Section 2: The Literature Review

A Review of Professional and Academic Literature

This literature review aims to address the following research question: What effective employee retention strategies do human resources managers employ to retain Generation Y employees? This literature review will cover three primary areas: (a) conceptual framework, (b) examining potential themes and phenomena relevant to the research study, and lastly, (c) positioning the present research concerning any previous research on this topic. I reviewed the knowns and unknowns expressed in the literature within this literature review. I used the knowledge and understanding of the research landscape to help contextualize my research study.

To conduct this literature review, I utilized Walden University's library, including peer-reviewed journal articles, relevant doctoral dissertations, and other scholarly literature focusing on employee retention of Generation Y employees. I also reviewed other reference materials that pertain to the research topic. The primary database consisted of topics related to Generation Y employees.

Additional sources accessed were Business Source Complete, Emerald Insight, Google Scholar, and SAGE Journals. Other sources included HR websites, such as SHRM, and other relevant websites to gain insight into the best practices currently being used. A total of seventy-one reference sources were used in the DIT study. Eighty-five percent of the sources are peer-reviewed and published within five years of my anticipated graduation date. Sixty reference sources were peer-reviewed and verified using Ulrich.

Application to the Applied Business Problem

Generation Y employees, also known as Millennials, are often described as having loyalty to their organization, which means they are more likely to leave their current organization for a better opportunity; current research shows that Generation Y tends to prioritize their career development and their work-life which can lead to a greater need for them to job hop (Purwatiningsih & Sawitri, 2021). Traditional employee retention methods may be less effective with Generation Y employees as they have different work values within the work environment (Khalid & Nawab, 2018). Younas and Bari (2020) research asserts that Generation Y employees will stay engaged and be committed to an organization that focuses on competent development, which can help strengthen their connection to the organization.

Conceptual Framework

This qualitative pragmatic inquiry study aimed to identify effective employee retention strategies that human resources managers use to help retain Generation Y employees. The two-factor motivation theory will be incorporated into the conceptual framework of this study. This theory of intrinsic and extrinsic motivation factors provides a foundation for developing effective strategies that enhance job satisfaction and mitigate job dissatisfaction,

helping to increase employee retention among Generation Y employees.

As my chosen conceptual framework, Herzberg's Two-Factor Motivation Theory offers constructs that human resource managers can utilize as a foundation to help reduce

employee turnover among Generation Y employees. Arevalo et al. (2021) assert that this theory distinguishes between motivator and hygiene factors.

Herzberg Two-Factor Motivation Theory

The Herzberg Two-Factor Theory of Motivation was developed by psychologist Frederick Herzberg in 1959. Herzberg (1959) states two factors that can contribute to employee satisfaction and motivation. Herzberg (1959) indicates that while the absence of hygiene factors (dissatisfiers) can lead to dissatisfaction, fixing them does not necessarily increase job satisfaction or employee motivation. Herzberg's two-factor motivation theory implies there are two types of motivation. The first is the motivator factors (satisfiers), which are intrinsic to work and play an essential role in job satisfaction and employee motivation.

The second is the hygiene factors (dissatisfiers). Frederick Herzberg's Two-Factor Motivation Theory highlights crucial factors that human resources managers should review when addressing employee retention among their Generation Y employees. According to this theory, job satisfaction and dissatisfaction stem from two factors. Hygiene factors, such as organizational policies and supervision, work conditions, and employee salary and benefits, can lead to an employee becoming dissatisfied with their job. Herzberg's two-factor theory has been used to enhance employee performance and is crucial to employee retention.

These factors are perceived as extrinsic to work and are often regarded as the primary causes of an employee's job dissatisfaction (Herzberg, 1959). Hygiene factors include employee working conditions, compensation, colleague relationships,

administrative policies, and supervision. Alrawahi et al. (2020) states that Herzberg created this model to explain that an employee can be simultaneously satisfied and dissatisfied at work, as these two factors can operate separately. For example, the hygiene factors (dissatisfiers) cannot increase or decrease job satisfaction alone; however, they do affect job satisfaction. Motivational factors (satisfiers) must be harmonized with hygiene factors for employers to see positive job satisfaction (Alrawahi et al., 2020).

However, their presence does not motivate employees, nor does it help with enhancing the job. Motivating factors, such as job growth, employee recognition, employee responsibility, and job duties, can help increase job satisfaction when present. However, when it is absent, it may not contribute to job dissatisfaction. By understanding how both factors play an essential role, human resources managers can develop effective employee retention strategies that address both factors, helping them retain their Generation Y employees. Two factors that can cause job dissatisfaction are motivation factors that work independently (Herzberg, 1959).

I identified effective retention strategies that human resources managers use to help retain Generation Y employees, a topic I am currently studying. According to Muslu (2022), “Generation Y, also known as Millennials, are born between the years 1982 and 1996 and are characterized as the generation that is very comfortable with change, expressing how they feel, confident, and highly committed regarding their profession” (pg. 50). Current studies show that Generation Y employees seek a variety of things. These offer better career opportunities, challenging work that enhances skills, and a better work-life balance (Thompson & Muda, 2021). Hulin and Smith's (1967) research

supports the relevance of the Herzberg theory in employee retention among Generation Y employees, where there is a greater emphasis on intrinsic motivators over extrinsic factors for long-term employee retention.

Motivation Factors

Herzberg defines motivational factors (satisfiers) as several intrinsic factors that can help improve an employee's job satisfaction and motivation. Examples of motivational factors within the Herzberg Two-Factor theory include achievement, recognition, employee responsibility, career advancement, and opportunities. Osman et al. (2017) assert that motivational factors contribute to increased and improved job satisfaction, whereas hygiene factors contribute to reduced job dissatisfaction in the workplace. There are several reasons why an employee may stay at an organization. Mahmoud et al. (2021) assert that Generation Y employees tend to be motivated by organizations that offer opportunities for employee development, promote transparency and authenticity, and value work-life balance. (Ibrahim et al., 2023) asserts that motivator factors like recognition, achievement, and career advancement align with Generation Y employees' main preferences.

Generation Y employees often prioritize motivator factors in the workplace. Paasis et al.'s (2020) research results indicate that, when it comes to motivating factors, Generation Y employees tend to value intrinsic motivators such as achievement, employee recognition, personal growth, and employee responsibilities, which are essential to them. Current research has identified key job elements, including personal growth, employee recognition, and job satisfaction, as profoundly positively impacting

the retention of Generation Y employees (Kudtho & Khaokham, 2022). HR leaders must understand the vital role of these motivational factors in retaining Generation Y employees. When an organizational leader highlights the key motivational factors that resonate with the values of Generation Y employees, these leaders can help establish an engaging work environment that fosters loyalty, job satisfaction, and improved employee performance within this employee demographic group.

Hygiene Factors

Regarding hygiene factors, Generation Y employees often value aspects that enhance their contribution to the workplace. Current research indicates that certain essential job elements, including compensation, working conditions, and interpersonal relationships, play a crucial role in the workplace for Generation Y employees (Alrawahi et al., 2020). Addressing these hygiene factors can help with the dissatisfaction that Generation Y employees might experience in the workplace.

Herzberg's two-factor theory emphasizes the importance of hygiene factors in achieving a baseline level of job satisfaction among employees. This encompasses the supervisor-employee relationship on a broad scale. Under the hygiene factors, this factor is significant for Generation Y employees. HR leaders and organizations must understand and address this critical hygiene essential for Generation Y employees. Hygiene factors, such as compensation, job security, and interpersonal relationships, significantly influence retaining Generation Y employees.

Two-Factor Theory Criticisms

Herzberg's Two-Factor Theory (1959) has been criticized for its conceptual underpinnings and applicability in organizational behavior and management practices. Herzberg's theory argues that two factors can drive employee job satisfaction. These factors are motivators and hygiene factors. Herzberg describes motivators as satisfiers that are seen as intrinsic to the job and can help increase job satisfaction. The next set of factors that Herzberg looks at is the hygiene factors, which are extrinsic to the job. These are described as dissatisfiers, which are related to the job environment.

Herzberg (1959) asserts that good hygiene factors will not increase job motivation, but their absence can lead to job dissatisfaction. Herzberg also emphasizes that organizations should focus on improving the motivating factors, which can help increase employee motivation and satisfaction. He also states that if an organization focuses on addressing its hygiene factors, it will not motivate its employees; however, when these factors are not addressed, it may cause dissatisfaction.

Some scholars, such as Davies and Davies (2009), assert that these factors lead to a lack of clarity and specification related to the second theory. This may raise questions about this factor's precise nature and function, weakening this theory. Hulin and Smith (1967) state that some empirical studies have questioned the validity and support of the Two-Factor Theory. The authors also suggest that this discrepancy between the theory's predictions and the empirical findings may cast some doubt on its applicability and the accuracy of explaining job satisfaction and motivation.

Potential Themes

Retaining Generation Y employees requires reviewing several factors influencing their job satisfaction and organizational commitment. Current research indicates that understanding generational differences in work values, employee goals, and preferences is crucial for enhancing employee retention strategies (Westerman & Yamamura, 2007). Understanding the factors that Generation Y employees value can help human resource managers review their current strategies and, if necessary, make the necessary revisions.

Motivational Factors (Satisfiers)

Employee Recognition. Robyn and Du Preez (2013) state that employee recognition is significant for Generation Y employees as it is integral to their job satisfaction, engagement, and retention. Current studies indicate that Generation Y employees value employee recognition not only in monetary forms of reward but also in non-monetary forms, which helps boost their self-esteem. Non-monetary recognition may take various forms, including feedback on employee performance, acknowledgment of their contributions, and opportunities for personal development (Alzyoud, 2018).

Additionally, employee recognition is a suitable feedback mechanism informing employees about their job performance, motivating Generation Y employees (Alzyoud, 2018). Employee recognition has been shown to have numerous positive outcomes, including increased job embeddedness, knowledge sharing, and service orientation among employees. (Ampofo et al., 2023). Other studies have shown that employee recognition positively impacts employee loyalty, engagement, and job performance, which is essential for retaining Generation Y employees (Saiari et al., 2020).

Career Advancement and Personal Growth. Malik and Malik (2023) assert that many Generation Y employees need career advancement and personal growth. Many in this generation value the opportunity to advance their careers, where they can utilize their acquired skills. Research shows Generation Y employees value exciting and challenging careers (Brown et al., 2015). For personal growth, Generation Y employees often seek opportunities through career mentoring and social media. Organizations can attract and retain Generation Y employees by aligning and understanding their work expectations and values, including career goals (Luscombe et al., 2013).

Employee Responsibility. Researchers Younas and Bari (2020) assert that employee responsibility is essential for organizations and even more critical for Generation Y employees. Within the realm of employee responsibility, Generation Y employees value autonomy and empowerment in their work. Naim and Lenka (2018) assert that Generation Y employees have a robust inclination toward being responsible for their career development and growth within the organization. Generation Y employees are often seeking career mentoring, which helps them focus on developing their strengths. Generation Y employees prioritize their involvement in their work and job satisfaction, which are critical to organizational commitment and retention (Theofanidis & Fountouki, 2019).

Hygiene Factors (Dissatisfiers)

Work-Life Balance. Guest (2002) points out that work-life balance is seen as a critical aspect for Generation Y employees, and he also states that these employees highly value work-life balance, especially at the beginning of their careers. The results indicate a

work-life balance is essential for Generation Y employees as it significantly impacts their job performance, job satisfaction, and well-being.

Research also shows that an effective work-life balance policy can improve employee productivity. Theofanidis and Fountouki (2019) studies show that a solid work-life balance policy often determines whether an employee accepts a job with an organization. George's (2023) research suggests that supervisors play a crucial role in helping their employees balance their work and family life. Generation Y employees place an extremely high value on achieving a healthy balance in their professional and personal lives. Fuchs et al. (2022) assert that studies have shown that work-life balance and intrinsic work values that employees appreciate can impact their job embeddedness and retention.

Competitive Compensation and Benefits. Competitive compensation and employee benefits packages are crucial for an organization to attract, retain, and motivate its employees. A competitive compensation and employee benefits package is crucial for Generation Y employees, as it can significantly impact job performance, job satisfaction, and employee retention. Research conducted by Osman et al. (2017) suggests that providing appropriate compensation can positively impact Generation Y employees, leading to increased loyalty and longer tenure within the organization.

Current research indicates that competitive compensation is a significant motivator for Generation Y employees. A lack of competitive pay can lead to poor job satisfaction and increased job turnover. Marozva's (2024) research discovers that under a competitive compensation and benefits package, one critical thing that is important to

Generation Y employees is student loan assistance. Some Generation Y employees may be burdened by significant student loan debt, so offering them a benefit that provides student loan forgiveness would be attractive. Macaraeg et al. (2024) note that Generation Y is often drawn to flexible employee benefits that cater to their diverse needs, including work-life balance and personal well-being. Tangible and intangible rewards, such as monetary compensation and personal leave benefits, are significant factors in retaining Generation Y employees (Theofanidis & Fountouki, 2019).

Positive Work Environment and Company Culture. A positive work environment and strong organizational culture are crucial for retaining-Generation Y employees. Generation Y employees value work-life balance and purpose and need a powerful sense of belonging. Current research suggests that positive relationships among employees, particularly those in Generation Y, facilitated by a strong company culture, are crucial for enhancing engagement and organizational commitment among this generation (Prasetya & Kartikawangi, 2021). Current research suggests that a supportive organizational culture enhances employee retention by aligning with the individual values of the organization, thereby fostering a sense of belonging and engagement among employees (Sylejmani & Mesko, 2024).

Hassan et al., et al. (2020) states that having an inclusive work environment is not only a benefit for Generation Y employees but can also help in the promotion of harmonious interaction with other individuals of diverse backgrounds, which can help lead to increased commitment, high employee retention and lastly attraction of new talent. A strong organizational culture, effective leadership style, and positive work

motivation can positively affect employee performance (Theofanidis & Fountouki, 2019). A work environment that attracts and retains employees is crucial for an organization to succeed in the competitive business landscape.

Gaps in Literature

This pragmatic qualitative inquiry study identifies effective employee retention strategies that human resources managers use to retain Generation Y employees. Current peer review literature reveals a significant gap in understanding the effective strategies to maintain this generation of employees in the workplace. Effective employee retention strategies for retaining Generation Y employees have been a central focal point in recent literature. Researchers have identified several aspects of retaining Generation Y employees. Examples of these aspects include total reward, effective talent management practices, and a positive impact on social responsibility. There is currently a wealth of research on employee retention strategies.

Still, given the unique characteristics and preferences of Generation Y employees, there is a notable lack of studies in the context of employee retention strategies. However, although these are beneficial aspects that can be leveraged, a notable gap remains in the current research into what can be done to help decrease turnover among Generation Y employees. Most existing literature on employee retention tends to adopt a one-size-fits-all approach, without fully exploring this generation's unique motivators, values, and job expectations.

Thompson and Muda (2021) research results point out that current literature emphasizes that innovation retention strategies are significant in helping combat

employee dissatisfaction and retain Generation Y employees. Other research has shown that employee mentoring and an organization with strong strategic leadership are also identified as factors that can help retain Generation Y employees. Additional factors include compensation, personal development, job security, and a positive work environment (Thompson & Muda, 2021).

Researchers, such as author Chauhan (2022), state that using social media can positively impact the retention of Generation Y employees. This may suggest a potential avenue for future research to explore whether social media has a part in the retention of Generation Y employees. However, this current literature indicates a gap in understanding the specific factors that influence the retention of Generation Y employees. Younas and Bari (2020) assert that career development is important in retaining Generation Y employees. This highlights that organizations face challenges in retaining Generation Y employees due to their high leisure levels and low work centrality.

Further research focuses on the unique needs and preferences of Generation Y employees, including their use of social media, which may impact their retention. Research conducted by Westerman and Yamamura (2007) suggests that the younger generation of employees, including those in Generation Y, is often held to higher expectations for job challenges, success, and job accomplishment, which can impact their workplace retention. To help overcome this gap in the current literature, a comprehensive and empirical study should examine effective employee retention strategies that retain Generation Y employees. This research aims to delve deeper into understanding the work

characteristics of Generation Y employees, including their employment and personal values, two key factors that have proven important in retaining this generation.

Transition

In this section, I reviewed professional and academic literature and discussed its application to the business problem at hand. In Section 3, I discussed project ethics, the nature of the project, data collection and analysis activities, and, finally, the reliability and validity of the findings. In Section 4, I discussed the findings and their implications for business practice, social change, and future research.

Section 3: Research Project Methodology

This section of the research project focused on the methodology that will be employed in the research study, outlining the critical role of the project researcher in the data collection process. In this section, the researcher explored the various components of the selected research methodology, which will include the population, sampling, participants, data collection activities, interview questions, data organization, data analysis techniques, and lastly, the strategies that will be used to ensure the reliability and validity of this research study.

Project Ethics

As a researcher, my role is to ensure I manage the research process, which includes systematically gathering suitable data to help address my study's research question. The primary duty of the researcher is to help coordinate all the significant aspects of the research to help mitigate the risk of methodological failure occur and have research quality; this included recruiting participants, collection of data from the participants selected for the study lastly, analyzing the data collected to find answers to the study's research question (Busetto et al., 2020; Mwita, 2022). I selected and utilized the appropriate approach and techniques to establish the necessary rapport and mutual orientation with the selected participants and collected data to support my study.

My relationship with this topic is developing. In my current career role, I developed a keen interest in retaining Generation Y employees. According to Plessis et al., (2015), "Generation Y employees are born between the years 1980 and 1994 and place a very high importance on various work factors such as talent development, talent

review process, workforce planning, and staffing" (pg. 15). I do not hold any position of influence over the potential participants for this research study. I do not anticipate having to address any issues related to positionality that could influence the data collection outcomes.

My role in research ethics and the Belmont Report Protocol is important because I must respect the autonomy of research participants, ensure their well-being, and promote justice for them. The nature of qualitative research studies requires the researcher to address areas that may raise ethical concerns and dilemmas, which can be complex and may necessitate the researcher's ethical commitment and competency in research oversight, as noted by Morina (2021). I obtained approval from the Institutional Review Board (IRB) to ensure that my research is conducted ethically and comply with the Belmont Report protocol.

The Belmont Report provides principles and guidelines to help resolve ethical issues inherent in conducting research on human subjects. I followed the IRB's protocols and obtained informed consent from potential participants to acknowledge their autonomy, which is a form of respect. Informed consent is one the most critical aspects of research ethics Eekhout et al., (2023) My process for obtaining informed consent will provide the selected participants with information about the research and also their prospective involvement and also ensure that they understand the information provided to them which will include the interview procedures, the voluntary nature of their participation, and their right withdraw their participation at any time after consenting, the risks and also the benefits related to the research and the confidentiality.

I used the IRB's consent form, which is included in the Appendix, and reviewed it with the potential participants to help enhance their understanding of the process. Participants' procedures for withdrawing from this research study were straightforward; participants can submit either a verbal or written indication that they wish to no longer participate in the study, without providing any explanation. I also stated in the consent form and discussed with participants the voluntary nature of their participation in this study and their right to withdraw at any time, either by email, text, or phone, without explanation or penalty.

As the researcher, I ensured the ethical protection of research participants is adequate by masking their identities as required by the Institutional Review Board (IRB). To help protect the names and to keep the participants confidential, I assigned a code to each of the selected participants such as P1, P2, P3 etc. and referred to the code in place of their names and is a key feature of the beneficence in ethical research Panos, et al., (2021).I received the Walden IRB approval number 09-18-24-1187871 My arrangements to protect participants' confidentiality include securely storing the interview transcripts for at least 5 years, as required by the IRB, using a bank-lock box as a privacy mechanism.

Nature of the Project

I used the qualitative method to help address my research question. Qualitative research explores and helps provide a deeper insight into real-world problems (Quintão et al., 2020). This approach suits my research study because I aimed to explore, identify, describe, and understand a phenomenon within a specific setting. Using qualitative

research methodology enabled me to make sense of the subjective and social constructs that underpin the meaning of the topic being studied. My research design for this study was a pragmatic inquiry, as it is well-suited for my project, focusing on individual decision-making approaches that can help address real-world problems. The core premise of the pragmatic inquiry is knowledge that arises through action and reflection (Holdo, 2023). My qualitative pragmatic inquiry will be inductive.

Population, Sampling, and Participants

The targeted population for this research study consists of human resources managers who have successfully retained Generation Y employees. Participant eligibility criteria include: (1) human resources managers who reside in the United States and (2) have successful strategies to retain Generation Y employees.

I used purposive sampling to select at least six participants from my targeted population. Purposive sampling is employed in qualitative studies, where the researcher selects information-rich cases that are relevant to the research questions presented in their study (Subedi, 2021). I plan to ensure that I have achieved data saturation to finalize my sample size by collecting data from participants through semi-structured interviews until no new themes are identified. Data saturation is a fundamental principle in qualitative research sampling, and concerns arise when the collection of new data no longer sheds light on the problem under investigation (Saunders et al., 2018).

My strategy for gaining access to participants for this study will involve utilizing professional associations and leveraging social connections. I will utilize the professional social media platform LinkedIn to recruit the necessary participants for this research

study. I plan to collect data for my research directly from the human resources managers who have successfully retained their Generation Y employees, recruited through social media network connections.

Data Collection Activities

As a researcher, my primary role involves gathering suitable data that can be used to help address the questions in my research study. My primary data collection process for this research study involved semi-structured interviews. I also utilized public artifacts and HR websites to research and collect information, furthering my collaboration on the research results. In research, the researcher must coordinate all aspects related to the research. They are also responsible for collecting appropriate data to help them find the necessary answers to their research question Busetto et al., (2020). For this research study, my primary data collection process involved semi-structured interviews. In addition, I used HR websites and public artifacts for my data collection. Semi-structured interviews are the most used data collection method in qualitative research. Siedlecki (2022) states that semi-structured interviews allow for probing and follow-up questions to gain clarity and depth of the research question. A semi-structured interview is an appropriate tool for my research study because it allows me to capture data in key areas while enabling the research participants to share their perspectives on the discussion, revealing their personalities.

When conducting the semi-structured interviews for this research study, I used an interview protocol that helps ensure consistency in my approach across multiple participants, thereby mitigating bias and supporting the validity and reliability of the

study. My interview protocol included scripted open-ended statements, a list of interview questions, prompts for probing, and closing interview statements. Having clear and detailed procedural steps in place for this interview, which are consistently followed when conducting semi-structured interviews with participants. The Appendix outlines the interview protocol that was provided and discussed with each participant in my research study. It describes the type of data collection method used: the semi-structured interview.

Additionally, I utilized audio recordings for the interviews to enhance the reliability and validity of my data collection process. Member-checking was conducted by providing participants with a summary of their interview information to confirm its accuracy. I triangulated the data collected from the research participants in my research study and engaged in reflexivity. According to Guion et al. (2011), data triangulation utilizes multiple sources of information to enhance the study's validity. Researchers in qualitative studies can effectively strengthen the validity and reliability of their studies by employing strategies that include member-checking, audio recordings, rich data, triangulation, and reflexivity. Singh et al. (2021) Using the tools and methods mentioned can give readers confidence and trust in the research's conclusions and findings.

Interview Questions

I used semi-structured interviews to collect the data for my research. The interview questions included the following:

1. What successful strategies do human resource managers use to retain Generation Y employees?

2. How do you leverage social media platforms to successfully retain Generation Y employees?
3. What specific career path or career advancement opportunities do you provide for successfully retaining Generation Y employees?
4. How do you accelerate career development to successfully retain Generation Y employees?
5. How do you structure roles and employee responsibilities to provide appropriate autonomy for successfully retaining Generation Y employees?
6. How important is work-life balance for successfully retaining Generation Y employees?
7. How do you see work-life balance priorities and expectations evolving for successfully retaining Generation Y?
8. What strategies do you use to provide competitive compensation and benefits for successfully retaining Generation Y employees?
9. What strategies do you deploy to retain Generation Y employees successfully?
10. Is there any other information you want to share regarding how you successfully retain Generation Y employees?

Data Organization and Analysis Techniques

The system for tracking data and emerging insights in my research study will include appropriately labeled password-protected audio and text files, a researcher's notebook, research logs and tables, and a reflexive journal. To protect participants' confidentiality and securely store the raw data, all interview transcripts will be stored in a

bank lockbox for five years, as required by the IRB. The indexing of collections of textual materials, including interview transcripts, audio recordings, maps, and tables, can facilitate the organization and analysis of qualitative data. (Cloutier & Ravasi, 2021; Degling & Rock, 2020). I plan to organize and conceptualize the data collected effectively, which will facilitate immersion, reflection, pattern generation, and interpretation.

The appropriate data analysis process for my qualitative pragmatic inquiry is thematic analysis. A thematic analysis in qualitative research identifies, analyzes, and reports patterns (themes) within the research data (Braun & Clarke, 2022). My data analysis process will involve reflexive thematic analysis, which can help develop and deepen the interpretation of the data collected. Qualitative researchers use thematic analysis to develop conceptual and design thinking regarding their research studies. They can integrate reflexivity to help meet the research quality criteria of thoughtfulness and reflection (Braun & Clarke, 2022). I plan to follow a logical and sequential process when analyzing the data. Engaging with the research data iteratively and interpreting it through multiple rounds enables the development of explanations and the generation of insights (Degling & Rock, 2020).

First, I transcribed the audio recording of the data collected from the semi-structured interviews. Second, I read and re-read transcripts and listened to the audio recordings to help familiarize myself with the data. Third, I generated initial codes using a color scheme to help classify the data and refine the assigned codes through an iterative process, correlating key themes derived from the literature review. Fourth, I searched for

any themes that stood out. Fifth, I reviewed themes. Sixth, I defined and named the themes that have been identified.

Reliability and Validity

In qualitative studies, items such as reliability and validity refer to the study's trustworthiness as they enhance the research study's transferability, credibility, and confirmability of the findings. Reliability in a qualitative research study refers to the consistency and dependability of the research and the findings. My strategy for addressing dependability included documentation, an interview protocol, member checking of the data interpretation, and an audit trail for transparency and detail. When the researcher can confirm the accuracy of their understanding with the research participants and is transparent, they can help readers of the study better evaluate its reliability (Coleman, 2021; Singh et al., 2021). I will provide a detailed account of my doctoral research process, which will help others understand and contribute to evaluating my study aims and objectives and enable them to replicate my research methodology if necessary. To establish validity in my research, I employed strategies to ensure that my research is transferable, credible, and confirmable throughout the doctoral research process.

Transferability

To facilitate transferability for the reader and any future study, I employed an interview protocol to collect data, document the findings, and provide a transparent account of my data analysis method. Degling and Rock (2020) note that transferability is

related to the applicability of the research study findings to other contexts and settings that can be repeated.

Creditability

Credibility is defined as confidence in the information presented in the research findings (Lemon & Hayes, 2020). In qualitative study, credibility is enhanced when the researcher describes their experiences and verifies their research findings with the participants. Cope, D. (2013). To ensure the credibility of my research, I conducted member checking of data interpretations, reviewed participant transcripts, and assessed data triangulation. I had a prolonged engagement with this research. This will also allow me to spend additional time in a research setting, enabling me to build a level of trust with the research participants and gain a deeper understanding of the research. To support credibility in qualitative study reporting, the researcher should demonstrate engagement with the methods of observation and be able to audit the trials (Cope, 2013).

Confirmability

To establish confirmability and demonstrate that my research study's findings are grounded in the data and not influenced by the researcher's bias, I employed the following strategies during the interviews: I used the probing technique to elicit detailed responses and clarify the participants' perspectives. Doing this will help ensure an accurate representation of their experiences. I conducted follow-up member-checking interviews, triangulated data from multiple sources, and provided a reflexive commentary. Confirmability in qualitative research refers to the degree to which the

findings are shaped by the data rather than the researcher's bias or preconceptions (Steltenpohl et al., 2022).

To ensure data saturation is achieved in this study, I collected data from the research participants iteratively through semi-structured interviews. The iterative process will involve reviewing the gathered data and using insights from the previous interviews to help inform subsequent data collection. I continued to collect data until no new themes or insights emerged, and the collected information became redundant. Data saturation occurs when the issues and insights related to the phenomenon being studied begin to repeat, rendering further data collection redundant (Hennink & Kaiser, 2021). Reaching data saturation can help ensure the credibility, transferability, and confirmability of the study findings in my research.

Transition and Summary

In this study, I identified successful retention strategies used by human resources managers to retain Generation Y employees. The business problems, project purpose, nature of the project, and project-related ethics have been discussed. I used Herzberg's Two-factor theory as the conceptual framework for the doctoral study. I addressed the assumptions and limitations, explained the significance of this study, and reviewed professional and academic literature. In section 4 of this study, I discussed the findings and the implications for business practice social change, further research, and ended with a study conclusion.

Section 4: Findings and Conclusions

The purpose of this qualitative pragmatic inquiry study is to identify effective employee retention strategies that human resources managers use to retain their Generation Y employees. To address the purpose of this research study, I developed the following overarching research question: What successful employee retention strategies do human resources managers employ to retain their Generation Y employees? Data was collected through semi-structured interviews with six human resource managers in the United States who have successfully retained Generation Y employees. The six human resources managers were recruited via LinkedIn invitation, and three publicly available documents were also used to collect the data. These documents were labeled as D1, D2, and D3.

The interviews were audio recorded. Each study participant was provided with the participant consent form beforehand and had the opportunity to ask any questions regarding the interview process before returning the form with their consent. I informed each participant that participation in the research study interview was entirely voluntary, and they had the right to withdraw at any time. Interviews were conducted via Zoom, email, and phone, each lasting 30-45 minutes. I conducted member checking via email with each participant and transcribed the interviews using a clean process to ensure participant information was accurately validated. Corrections were made where necessary. To help maintain anonymity, the six participants were assigned a numeric code throughout the interview process: P1, P2, P3, P4, P5, P6. Microsoft Excel was used to store themes for coding and organizing the data. With a thematic analysis, five themes

emerged: (1) work-life balance, (2) career advancement and personal growth, (3) employee recognition, (4) employee responsibility, and (5) competitive compensation & benefits.

Presentation of the Findings

The overarching research question was: What successful employee retention strategies do human resources managers use to retain their Generation Y employees? I collected research data using semi-structured interviews to gain an in-depth understanding of the topic. I included publicly available information from HR Daily Advisor Staff (2022), to further validate the results.

Table 1

Participant Demographics

Gender	Years of experience	Business sector	Location	Role
P1 Female	10 years	Technology	USA	Human resources manager
P2 Female	5 years	Technology	USA	Recruiter
P3 Male	5 years	Technology	USA	Human resources manager
P4 Female	5 years	Technology	USA	Human resources manager
P5 Female	5 years	Technology	USA	Human resources manager
P6 Female	5 years	Technology	USA	Human resources manager

The five themes that address the research question are work-life balance, employee recognition, employee responsibility, career advancement and personal growth, competitive compensation, and employee benefits. These themes reflected the patterns in

the collected data and aligned with those identified in the literature review presented in Section 2.

Theme 1: Work-Life Balance

The first theme, work-life balance, emerged as an important theme across the study interviews with all six participants. Multiple participants emphasized the importance of Generation Y employees having a work-life balance, with P1 and P3 describing them as a critical factor. This finding aligns with the organizational benefits, which were observed by the participants, including reduced employee turnover and higher employee retention rates. P5 highlighted that the mental health benefits were important for Generation Y employees, while P2 noted its importance as a core workplace consideration. P6 addressed the practical implementation of work-life balance policies, stating that their organization's approach was with flexible work arrangements, which included remote work options and adaptable work schedules. These flexible work policies represent the concrete organizational strategies that are being used to meet Generation Y employees' work-life balance expectations.

Publicly related documents reinforce the interview findings regarding the importance of work-life balance for Generation Y employees. In addition, D1 states that to help engage Generation Y employees, employers need to offer more flexibility, like telecommuting and remote work, which can help define the work schedules and time off from work Leibow (2014). D1 reinforces theme 1 (work-life balance) by outlining specific work solutions that employers can implement to help retain their Generation Y employees. P1 reinforced the information from D1, where they stated that "their

organization embraced having their employees work remotely, which is a for work-life balance". D2 states that Generation Y employees value work-life balance, which is a trend that is evident from the start of their careers, HR Daily Advisor Staff (2022). P5 also reinforced the information from D2 where their organization also embraced, and they need to have a work-life balance for their Generation Y employees. D2 substantiates theme 1 (work-life balance), by showing that this preference is not temporary, but it is a consistent trend that follows a Generation Y employee throughout their career. D3 states that Generation Y may find themselves feeling torn between leading a successful, fulfilling life at work and at home with their family and friends. P1 reinforces the information that was found in D3, where they stated that it is especially important for their organization to see work-life as an important part of Generation Y employees' careers. D3 provided additional support for theme 1 (work-life balance) by illustrating that Generation Y employees have a great desire to create and maintain an equilibrium between their professional life and their personal life.

Literature consistently identifies work-life balance as a major priority for Generation Y employees, which distinguishes them from previous work generations. Guest (2002) points out that work-life balance is seen as a critical aspect for employees, and he also states that these employees place a high value on the work-life balance, especially at the start of their careers. Current research has shown that when an organization has an effective work-life balance policy, it increases employee productivity. Theofanidis and Fountouki (2019) study points out that a solid work-life balance policy can help determine whether an employee accepts a job with an organization. Generation

Y employees do place a remarkably high value on achieving a healthy balance between their work-life and their personal life. Fuchs et al. (2022) state that studies have shown that having a healthy work-life balance and the intrinsic work values that are appreciated can have an impact on their job embeddedness and employee retention.

Theme 1 (work-life balance) connects with Herzberg's (1959) findings of the Two-Factor Motivation theory, which states that two types of factors can contribute to employee satisfaction. The first factor is motivator factors (satisfiers), which are intrinsic to work and play an essential role in job satisfaction and employee motivation. The second factor is hygiene (dissatisfiers), which refers to the work conditions. Work-life balance is classified under the hygiene factor for this theory. Alrawahi et al. (2020) state that current research shows that certain job elements, which include compensation, work conditions, and interpersonal relationships, play a key role for Generation Y employees. Herzberg's Two Factor Theory places emphasis on highlighting the importance of hygiene factors like work-life balance, which help achieve a baseline level of job satisfaction among employees, especially Generation Y employees.

Theme 2: Employee Recognition

The second theme, employee recognition, also emerged as an important theme among the six participants in this study. Two participants in this study emphasized the importance of employee recognition. P2 shared, "Social media is used as a way of employee recognition to celebrate their employee accomplishments." P5 shares, "Video stories are shared based on employee experiences." Social media plays a vital role in employee recognition. Human resources managers need to implement employee

recognition that can genuinely demonstrate appreciation and validate Generation Y employees' work efforts. Organizations can utilize this tool to recognize and celebrate their Generation Y employees. Human resource managers need to understand that Generation Y employees require recognition, which gives them a sense of value for their work in the organization.

Additional D1 reinforces theme 2 (employee recognition) by outlining that Generation Y employees like rewards that can help them feel like they are very connected to a larger purpose; other findings echoed HR Daily Advisor Staff (2022). P2 reinforces the importance from D1, what they stated that they use social media to show recognition to the employees. Unlike prior generations, Generation Y employees place high value on receiving acknowledgement for their work contributions; they tend to seek more frequent, meaningful feedback and employee appreciation that helps validate their work output and that they are value to the organization. D2 states that Generation Y employees crave employee recognition, which is more than the other Generations in the workplace; they also need to have scheduled feedback to ensure that they are doing their work correctly. Speakap (2025). P5 reinforces this information from D2, where they understand that Generation Y employees do need that recognition within the workplace. Employee recognition also helps highlight specific contributions and their impact on the team and organizational goals. D3 that one of the ways organizations can recognize their Generation Y employees is with the use of social media. The culture of recognition has shown that using social media for employee recognition can be more meaningful than monetary awards, Yardley (2023). P2 reinforces this information from D3, where their

organization uses social media sites like Facebook, Instagram, and Twitter to help promote and place a spotlight on employees who are doing well within the organization.

The literature identifies employee recognition as a significant factor for Generation Y employees in the workplace. Non-monetary employee recognition often takes various forms, including employee feedback on performance, acknowledging their contributions, and opportunities for personal development (Alzyoud, 2018). Employee recognition has a direct impact on Generation Y's employee engagement and employee retention. Generation Y employees will stay with the organization when they feel valued and recognized. Other studies show that employee recognition positively impacts employee loyalty, engagement, and job performance, which are essential for the retention of Generation Y employees Saiari et al., (2020).

Theme 2 (employee recognition) connects with Herzberg's (1959) findings of the Two-factor motivation, which states that two types of factors can affect job satisfaction. The first factor is motivator factors (satisfiers), which are intrinsic to work and play an essential role in job satisfaction and employee motivation. The second factor is hygiene (dissatisfiers), which refers to the work conditions. Employee recognition falls under motivational factors, which are defined as the intrinsic factors that can help in the improvement of an employee's job satisfaction and motivation. Osman et al. (2017) assert that motivational factors contribute to increased and improved job satisfaction, whereas hygiene factors contribute to reduced job dissatisfaction in the workplace. There are several reasons why an employee may stay at an organization.

?"

Theme 3: Employee Responsibility

The third theme, employee responsibility, also emerged as an important theme among the six participants of this study. Two participants in this study emphasized the importance of employee responsibility. P6 states, “Our organization structures roles and employee responsibilities to provide Generation Y employees with the appropriate level of autonomy while ensuring there is a clear direction for career growth and success”. P5 states, “self-managed time and workload, clear accountability, regular check-ins, and there is also a feedback loop”.

Additional D1 reinforces 3 (employee responsibility), states that Generation Y employees value organizational transparency in their work and want to ensure they are making a meaningful difference. P1 reinforces the information that was found in D1, where their organization uses structured career roles where Generation Y employees have full autonomy of their careers. Generation Y employees have a unique perspective on workplace responsibilities that differs from those of their prior generations. D2 states that Generation Y employees are very career-driven, well-educated, and individualistic; they need to be challenged and have more responsibility at work (Smith, 2019). P5 reinforces this information found in D2, where they understand that their Generation Y employees need to have responsibility, and they often need to be challenged. Generation Y employees always seek to have a purpose in their work. D3 asserts that Generation Y employees value work that provides more than any financial gains for the organization. Employee responsibility is a vital aspect for Generation Y employees. P5 asserts that their organization structures roles and employee responsibilities to help provide Generation Y

employees with the appropriate level of autonomy while they have a clear direction for their career growth and success.

The literature identifies employee responsibility as a significant factor for Generation Y employees in the workplace. Generation Y employees often place a high value on having ownership over their work and decision-making authority. Younas and Bari (2020) assert that employee responsibility is essential for organizations and even more critical for Generation Y employees. Generation Y employees are often seeking career mentorship, which helps them focus on developing their strengths. Generation Y employees prioritize their involvement in their work and job satisfaction, which are critical to organizational commitment and employee retention Theofanidis and Fountouki (2019).

Theme 3 (employee responsibility) connects with Herzberg's (1959) findings of the Two-factor motivation, which states that two types of factors can affect job satisfaction. The first factor is motivator factors (satisfiers), which are intrinsic to work and play an essential role in job satisfaction and employee motivation. The second factor is hygiene (dissatisfiers), which refers to the work conditions. Naim and Lenka (2018) assert that Generation Y employees have a robust inclination toward being responsible for their career development and growth within the organization.

Theme 4: Career Advancement and Personal Growth

The fourth theme, career advancement and personal growth, also emerged as an important theme among the six participants of this study. One participant in this study emphasized the importance of career advancement and personal growth. P6 shared, "Our

organization offers Generation Y employees clear career paths and advancement opportunities through continuous learning, skill development, and internal mobility. Generation Y employees tend to seek these opportunities through career mentoring.

Additional D1 reinforces 4 (career advancement and personal growth) Generation Y workers value continuous learning, and they also value growth in their careers. Employers must provide them with career advancement opportunities like training programs, organizational workshops, or conferences Bengfort (2024). P3 asserts that they use career mentorships with career development and leadership programs. D2 states that giving employees access to a visual, personalized, interactive career development plan can significantly boost employees' motivation and employee retention Porter (2024). P1 asserts that their organization uses career roles that are structured and align with their employees' career goals. Generation Y employees put a high value on their career advancement and personal growth; they rank this theme as one of their top workplace priorities. D3 asserts that career maps need to be relevant and tailored to each employee, where the organization lists its objectives and short- and long-term goals for this generation Creighton (2019). P2 asserts that Generation Y employees have a streamlined career path where there is strategic planning for 3-5 years.

The literature identifies career advancement and personal growth as significant factors for Generation Y employees in the workplace. Generation Y employees prioritize career advancement and personal growth as a fundamental workplace need. Malik and Malik (2023) assert that many Generation Y employees need career advancement and personal growth. Career advancement has a strong correlation with employee retention

among Generation Y. When there is a lack of career growth and advancement, it is frequently cited as the primary reason for Generation Y employees to leave a job. For personal growth, Generation Y employees often seek opportunities through career mentoring and social media. Organizations can attract and retain Generation Y employees by aligning and understanding their work expectations and values, including career goals (Luscombe et al., 2013).

Theme 4 (career advancement and personal growth) connects with Herzberg's (1959) findings of the Two-factor motivation, which states that two types of factors can affect job satisfaction. The first factor is motivator factors (satisfiers), which are intrinsic to work and play an essential role in job satisfaction and employee motivation. The second factor is hygiene (dissatisfiers), which refers to the work conditions. Research shows Generation Y employees value exciting and challenging careers (Brown et al., 2015).

Theme 5: Competitive Compensation and Employee Benefits

The fifth theme, compensation and employee benefits also emerged as an important theme among the six participants in this study. Two participants in this study emphasized the importance of employee responsibility. P6 stated, "We provide sign-on bonuses to attract top talent and demonstrate immediate value upon joining. Generation Y employees value transparency and competitive base salaries that reflect market rates. P5 stated, "Our organization offers a base salary of $40,000 per year, no matter the location; my organization will introduce unlimited PTO to help with competitive compensation."

Additional D1 reinforces theme 5 competitive compensation and employee benefits by stating that HR leaders need to stay ahead of the curve to ensure their organizations remain competitive when they are attracting and keeping top talent Swinarski (2025). P2 asserts that their organization offers monetary opportunities for promotion, and they also pay for school via the GI bill. D2 also asserts that Generation Y employees not only seek a paycheck by they also want a sense of meaning and also that they have a chance to make a positive impact within the organization, D2 goes on to state that employers who have Generation Y employee should have a focus on creating compensation packages that include opportunities that provide them some level of skill, mentorship and career progression which is in addition to their competitive base salaries McQuillen (2025). P1 asserts that the organization conducts a job analysis to see what the competition is offering so they can stay up to date. D3 also states that providing comprehensive benefits for every life stage shows that organizations value their employees and that they are committed to supporting the well-being of their employees throughout their careers, and in turn create a more supportive and engaging work environment Herron (2023). P6 asserts that their organization provides competitive compensation and benefits to retain Generation Y employees by offering financial incentives and resources that have an alignment with their needs and aspirations.

Theme 5, competitive compensation, and benefits were consistent with Kudtho and Khaokham (2022), who stated that having competitive compensation and employee benefits is an essential part of total compensation and a critical factor in the staffing

process. Human resource managers need to understand that Generation Y employees require clear career progression paths that align with competitive salary bands.

Theme 5 aligned with Herzberg's (1959) Two-Factor Theory of Motivation, which posits that two factors can contribute to employee satisfaction and motivation. Competitive compensation and benefits are considered one of the hygiene factors in the Two-factor motivation theory. This factor addresses the employees' basic needs. The theory also states that when this factor is absent, and dissatisfaction arises, the employee is not motivated. Employee benefits are at the top for Generation Y employees when they are reviewing job offers. Generation Y employees prioritize benefits like student loan repayment assistance, flexible work schedules, financial advice, parental leave, and career advancement (Patton, 2022).

Business Contributions and Recommendations for Professional Practice

The objective of this study was to identify effective employee retention strategies human resource managers can use to retain Generation Y employees in the workplace. Human resource managers can benefit from this study's findings by applying effective employee retention strategies to help retain Generation Y employees. Additionally, the participants in this qualitative, pragmatic inquiry research study were human resource managers with firsthand experience in deploying effective employee retention strategies that successfully retained Generation Y employees.

Implementing supportive human resource practices is critical for retaining Generation Y employees. Authors Dubisetty and Reddy (2022) found a positive relationship between human resources practices and employee retention, demonstrating

that effective compensation management, employee benefits, and work-life balance significantly influence retention rates across different generational cohorts in the workplace. The implementation of supportive HR practices is essential for retaining Generation Y employees. The participants in this study provided successful employee retention strategies that human resources managers found to be effective in retaining Generation Y employees in the workplace.

After data analysis, five themes emerged: Work-life balance, career advancement and personal growth, employee recognition, employee responsibility, and competitive compensation and benefits. The findings are relevant to human resources managers, who are open to trying new and practical strategies to help retain Generation Y employees. All interview participants emphasized the importance of emerging themes and how human resource managers can use these strategies to retain their Generation Y employees. Work-life balance is critical for human resources managers to understand when it comes to Generation Y employees. All six participants emphasized the importance of achieving a work-life balance in the workplace, which is particularly crucial for retaining Generation Y employees.

Herliana et al. (2021) states “A positive work-life balance can help reduce turnover intentions” (pg. 25), suggesting that organizations that prioritize this balance can retain their younger workforce. Work-life balance is a critical factor for Generation Y employees. This can influence their job satisfaction and commitment to the organization. Employee recognition was the second theme that emerged from data collection as a critical element vital to have in the workplace. All six participants emphasized the

importance of recognizing their Generation Y employees for their work. Employee recognition has been shown to have a positive impact, increasing employees' job embeddedness, knowledge sharing, and service orientation.

Career advancement and personal growth were the third themes identified in the data collection. Career advancement, personal growth, and employee recognition are significant for Generation Y employees. All six participants identified and described the career advancement and personal growth strategies their organization employed with its Generation Y employees. Brown et al. (2015) state that Generation Y employees value exciting and challenging careers. Human resources managers should ensure that their organization has a clear career advancement and personal growth path for their Generation Y employees.

Employee responsibility was the fourth theme identified during data analysis. Employee responsibility gives Generation Y employees a sense of belonging within the organization. Employee responsibility for Generation Y employees is crucial within organizational dynamics, as this work generation seeks meaningful engagement and accountability in their work roles. Generation Y employees value employee responsibilities in the workplace, which can significantly impact employee retention rates (Zainee & Puteh, 2020). All six participants expressed how their organization values employee responsibility for their Generation Y employees.

Competitive compensation and benefits were the last themes identified during data analysis. Competitive compensation and benefits are crucial for Generation Y employees, as this demographic is more likely to switch careers if the compensation and

benefits are inadequate. Osman et al. (2017) states that when there is appropriate compensation, it can have a positive impact on Generation Y employees. All six participants in this study shared types of competitive compensation and benefits they offer their Generation Y employees to retain them in the workplace. Implementing the findings of this study was relevant to help improve employee retention among Generation Y employees. Developing and implementing the strategies identified in this study can help improve employee retention and attract Generation Y employees.

Implications for Social Change

This qualitative, pragmatic inquiry study identified effective employee retention strategies for human resources managers, with implications for promoting positive social change. This study identified effective employee retention strategies that human resources managers use to retain Generation Y employees. Generation Y employees have a distinct approach to their work and careers. Generation Y employees' job tenure with an organization is approximately 2.8 years, whereas other generations tend to have longer tenure (Miller, 2022).

This study affects positive social change by providing human resource managers with practical strategies to help maintain and attract their Generation Y employees. The study's findings contribute to positive changes by highlighting the strategies that can help organizations retain their Generation Y employees. A critical implication for social change is that Generation Y employees have now caused a shift towards a more inclusive and supportive workplace. This new work shift fosters a more inclusive work culture, where employees feel valued and supported, which in turn enhances employee retention

(Kossyva et al., 2021). Human resource managers should ensure that their organizational leaders implement training that targets and provide career mentoring and advancement to help create a more dynamic workforce. This approach helps address the specific needs of Generation Y employees and creates a road map for future generations (Brown et al., 2015).

Recommendations for Further Research

In this qualitative, pragmatic inquiry study, I identified effective employee retention strategies human resource managers use to maintain their Generation Y employees. The study's findings were based on six human resource managers in the United States who successfully retained Generation Y employees.

The sample size for my research study was limited in scope, comprising only six HR managers, and was qualitative in nature. Further research will be necessary to determine if other strategies can enhance employee retention among Generation Y employees. I recommend these areas for future research:

1. Conduct a lengthy study that tracks Generation Y employees over 3-5 years to better understand how employee retention factors have evolved throughout their career progression.
2. Conduct a quantitative study complemented by the qualitative findings using elements like employee turnover rates, job satisfaction indices, and employee engagement scores.
3. Examine how cultural differences impact Generation Y employee retention strategies within multicultural organizations.

4. Study how organizational leadership styles affect Generation Y employee retention rates.
5. Research the role of using digital tools and platforms when engaging Generation Y employees.
6. Study how Generation Y employee retention strategies can impact other work generations, such as Generation Z and Generation Alpha.

Conclusions

This qualitative, pragmatic inquiry study aimed to identify the effective employee retention strategies that human resources managers use to retain their Generation Y employees. Human resources managers can achieve high employee retention for their Generation Y employees by ensuring they implement effective retention strategies. The conceptual framework for this research study was based on Herzberg's (1959) Two-Factor Motivation Theory. From the data collected, five themes emerged: Work-life balance, employee recognition, employee responsibility, career advancement and personal growth, and competitive compensation and benefits. The study findings can help human resource managers understand effective employee retention that can help retain Generation Y employees. In conclusion, I recommend that human resource managers understand what Generation Y employees value, such as unlimited sick and annual leave, remote work arrangements, and childcare benefits, to retain this generation of employees.

References

Alkadash, T. M., & Aljileedi, S. M. (2020). Corporate social responsibility and employee commitment in Libya. *International Journal of Intellectual Human Resource Management*, *1*(1), 28-40. https://doi.org/10.46988/IJIHRM.01.01.2020.004

Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The Application of Herzberg's Two-Factor Theory of Motivation to Job Satisfaction in Clinical Laboratories in Omani Hospitals. https://doi.org/10.1016/j.heliyon.2020.e04829

Alzyoud, A. A. Y. (2018). The influence of human resource management practices on employee work Engagement. https://doi.org/10.2478/fman-2018-0019

Ampofo, E. T., Karatepe, O. M., Mensah, I., & Wilberforce, M. T. (2023). The Effect of Employee Recognition on Restaurant Employees' Job Embeddedness, Knowledge Sharing, and Service Orientation: Abusive Supervision as a Moderator. https://doi.org/10.1108/ijchm-01-2022-0036

Arevalo, A. L. U., Mayo, A. R. P., & Nieto, N. R. (2021). Organizational commitment and labor satisfaction. Case: a university organization in the state of Morelos. Mexico. *International Journal of Social Science Studies, 9*(2), 20. https://doi.org/10.11114/ijsss.v9i2.5154

Bengfort, H. (2024, April 2). *How to keep millennial employees motivated and happy*. HRA Administration Software by PeopleKeep. https://www.peoplekeep.com/blog/how-to-keep-millennial-employees-motivated-and-happy

Black, A. (2010). Gen Y: Who are they and how they learn. *Educational Horizons*, *88*(2), 92–101

Braun, V., & Clarke, V. (2022). Conceptual and design thinking for thematic analysis. Qualitative Psychology, 9(1), 3–26. https://doi.org/10.1037/qup0000196

Brown, E. A., Thomas, N. J., & Bosselman, R. H. (2015). Are they leaving or staying: A qualitative analysis of turnover issues for Generation Y hospitality employees with a hospitality Education. https://doi.org/10.1016/j.ijhm.2015.01.011

Busetto, L., Wick, W., & Gumbinger, C. (2020). How to use and assess qualitative research methods: Neurological Research and Practice, 2(1), 14. https://doi.org/10.1186/s42466-020-00059-z

Chauhan, R. (2022). Impact of social media usage on job performance and employee retention: role of knowledge sharing and organizational commitment. Global Business and Organizational Excellence, 43(1), 19–34. https://doi.org/10.1002/joe.22185

Cloutier, C., & Ravasi, D. (2021). Using tables to enhance trustworthiness in qualitative research. *Strategic Organization*, *19*(1), 113–133. https://doi.org/10.1177/1476127020979329

Coleman, P. (2021). Validity and reliability within qualitative research in the caring sciences. *International Journal of Caring Sciences*, *14*(3), 2041-2045. https://internationaljournalofcaringsciences.org/docs/49_1coleman_special_14_3.pdf

Cope, D. (2013). Methods and meanings: credibility and trustworthiness of qualitative research. Oncology Nursing Forum, 41(1), 89–91. https://doi.org/10.1188/14.onf.89-91

Creighton, K. (2019, March 4). *How to develop career maps for your employees*. HR Daily Advisor. https://hrdailyadvisor.com/2019/03/04/how-to-develop-career-maps-for-your-employees/

Davies, A. M. A., & Davies, M. (2009). Explaining pathologies of belief. Psychiatry as Cognitive Neuroscience, pp. 286–324. https://doi.org/10.1093/med/9780199238033.003.0016

Degling, C., & Rock, M. (2020). Qualitative research for One Health: From methodological principles to impactful applications. *Frontiers in Veterinary Science*, *7*. https://doi.org/10.3389/fvets.2020.00070

Dubisetty, S., & Reddy, K. S. (2022). Human resource management (HRM) practices impact employee satisfaction levels and performance. *Journal of Management and Science*, *12*(1), 16–19. https://doi.org/10.26524/ms.12.3

Eekhout, D., Aelbrecht, K., & Van der Straeten, C. (2023). Informed Consent: Research Staff's Perspectives and Practical Recommendations to Improve Research Staff–Participant Communication. *Journal of Empirical Research on Human Research Ethics*, *18*(1–2), 3–12. https://doi.org/10.1177/15562646221146043

Fuchs, R. M., Morales, O., & Timaná, J. (2022). Work-life balance and work values as antecedents of job embeddedness: the case of Generation Y. Academia Revista

Latinoamericana De Administración, 35(4), 501-515. https://doi.org/10.1108/arla-01-2022-0015

George, P. (2023). Work-life balance and transformational leadership as predictors of employee job satisfaction. Https://doi.org/10.1108/arla-01-2022-00–573. https://doi.org/10.5937/sjm18-34305

Guest, D. (2002). Perspectives on the study of work-life balance. Social Science Information, 41(2), 255-279. https://doi.org/10.1177/0539018402041002005

Guion, L. A., Diehl, D. C., & McDonald, D. (2011). Triangulation: Establishing the validity of qualitative studies. University of Florida Cooperative Extension Service, Institute of Food and Agricultural Sciences. FCS6014/FY394, rev. 8/2011. *EDIS*, *2011*(8), 3. https://doi.org/10.32473/edis-fy394-2011

Hassan, M. D. M., Jambulingam, M., Alagas, E. N., Uzir, M.U.H., & Halbusi, H. A. (2020). Necessities and Ways of Combating Dissatisfactions at Workplaces Against the Job-Hopping Generation Y Employees. https://doi.org/10.1177/0972150920926966

Hennink, M., & Kaiser, B. N. (2021). Sample sizes for saturation in qualitative research: A systematic review of empirical tests. *Social Science & Medicine*. *292*(114523), 1-10. https://doi.org/10.1016/j.socscimed.2021.114523

Herliana, N. F., Handaru, A. W., & Parimita, W. (2021). The effect of job satisfaction and work-life balance on employee turnover intention in the real estate industry. Jurnal Dinamika Manajemen Dan Bisnis, 4(2), 45-68. https://doi.org/10.21009/jdmb.04.2.3

Herron, B. (2023, March 23). *How supportive benefits can help reduce turnover*. HR Daily Advisor. https://hrdailyadvisor.com/2023/03/24/how-supportive-benefits-can-help-reduce-turnover/

Herzberg, F. (1959). *The Motivation to Work.* John Wiley & Sons, New York.

Holdo, M. (2023). Critical reflection: John Dewey's relational view of transformative learning. *Journal of Transformative Education, 21*(1), 9–25. https://doi.org/10.1177/15413446221086727

HR Daily Advisor Staff. (2022, October 6). *Can employee recognition increase retention rates and productivity levels?* HR Daily Advisor. https://hrdailyadvisor.blr.com/2022/10/10/can-employee-recognition-increase-retention-rates-and-productivity-levels/

Hulin, C. L., & Smith, P. A. (1967). An empirical investigation of two implications of the two-factor theory of job satisfaction. *Journal of Applied Psychology*, *51*(5), 396-402. https://doi.org/10.1037/h0025094

Ibrahim, I. W., Mohamad Ghazali, I., Syed Abdullah, S. A., Rahmat, N. H., Abdul Hamid, M. H., & Azhari, S. H. A. (2023). Exploring Motivation for Learning Using Herzberg's Two Factor Theory. https://doi.org/10.6007/ijarbss/v13-i3/16480

Khalid, K., & Nawab, S. (2018). Employee participation and employee retention are given compensation. Sage Open, 8(4). https://doi.org/10.1177/2158244018810067

Kossyva, D., Theriou, G., Aggelidis, V., Sarigiannidis, L., & Chatzoudes, D. (2021). Retention of Generation Y Employees Through High-Performance Work Systems,

Change Management, and Employee Engagement. https://doi.org/10.35808/ersj/263

Kudtho, P., & Khaokham, S. (2022). Millennials' job-hopping behavior: A study of factors influencing turnover intentions. *International Journal of Business and Management, 17*(5), 1-15. https://doi.org/10.5539/ijbm.v17n5p1

Leibow, C. (2014, December 16). *Work/Life balance for the generations*. HuffPost. https://www.huffpost.com/entry/worklife-balance-for-the_b_5992766

Lemon, L. L., & Hayes, J. (2020). Enhancing trustworthiness of qualitative findings: Using Leximancer for qualitative data analysis triangulation. *The Qualitative Report, 25*(3), 604–614. https://doi.org/10.46743/2160-3715/2020.4222

Luscombe, J., Lewis, I., & Biggs, H. C. (2013). Essential Elements for Recruitment and Retention: Generation Y. https://doi.org/10.1108/00400911311309323

Macaraeg, P. C., David, H. S., Sakay, A., Sakay, N., Mari, G., Pineda, B., Ethan, C., Castro, J., Gabriel, P., Ventura, R., Fuad, A., & Ibrahim, A. (2024). The preferred marketing communication mix of millennial customers: basis for promotion strategy. *International Journal of Research Publications*, *148*(1). https://doi.org/10.47119/ijrp1001481520246365

Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). "We are not your reincarnation!" workplace motivation across X, Y, and Z generations, *International Journal of Manpower, 42*(1), 193–209. https://doi.org/10.1108/IJM-09-2019-0448

Malik, P., & Malik, P. (2023). Should I stay or move on—examining the roles of knowledge-sharing systems, job crafting, and meaningfulness in work in influencing employees' intention to stay? *Journal of Organizational Effectiveness: People and Performance*, *11*(2), 325-346. https://doi.org/10.1108/joepp-08-2022-0229

Marozva, R. (2024). Factors affecting the retention of millennial academics. *Sa Journal of Human Resource Management*, *22*. https://doi.org/10.4102/sajhrm.v22i0.2301

McQuillen, B. (2025, April 21). *Bridging the generational gap: Understanding pay expectations across different age groups*. The #1 ADP Consultant for Payroll & HR Support | Ignite HCM. https://www.ignitehcm.com/blog/bridging-the-generational-gap-understanding-pay-expectations-across-different-age-groups

Miller, H. L. (2022, August 31). *Five reasons millennials leave their jobs*. Leaders.com. https://leaders.com/articles/company-culture/millennials-in-the-workplace

Morina, A. (2021). When people matter: The ethics of qualitative research in the health and social sciences. Health & Social Care in the Community, 29(5), 1559–1565. https://doi.org/10.1111/hsc.13221

Muslu, A. (2022). Professional commitment levels of officer classy generation seafarers. SAGE Open, 12(2), 215824402210899 https://doi.org/10.1177/21582440221089972

Mwita, K. (2022). Factors to consider when choosing data collection methods. *International Journal of Research in Business and Social Science, 11*(5), 532–538. https://doi.org/10.20525/ijrbs.v11i5.1842

Naim, M. F., & Lenka, U. (2018). Development and retention of Generation Y employees: A conceptual framework. *Employee Relations, 40*(2), 433–455. https://doi.org/10.1108/ER-09-2016-0172

Osman, N., Purwana, D., & Saptono, A. (2017). Do performance appraisal, compensation, and job satisfaction influence employees' loyalty to Generation Y*? Journal of Business and Behavioral Entrepreneurship*, *1*(1), 35-49. https://doi.org/10.21009/jobbe.001.1.04

Paasis, M., None, N., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. https://doi.org/10.13106/jafeb.2020.vol7.no8.577

Panos, A., Uttamchandani, S., & Lester, J. N. (2021). Beyond "doing no harm": Saddle points in anonymization and masking as socialized practices for new researchers. *International Journal of Qualitative Studies in Education, 34*(9), 871–885. https://doi.org/10.1080/09518398.2021.1885080

Patton, B. (2022, January 31). *What employee benefits each generation wants*. Obsidian HR. https://www.obsidianhr.com/what-employee-benefits-each-generation-wants/

Plessis, L. D., Barkhuizen, N., Stanz, K., & Schutte, N. (2015). The Management Side of Talent: Causal Implications for the Retention of Generation Y Employees. https://doi.org/10.19030/jabr.v31i5.9390

Porter, R. (2024, November 18). *Employee engagement is low? Use tailored career paths and continuous learning to increase it*. HR Daily

Advisor. https://hrdailyadvisor.com/2024/11/19/employee-engagement-low-use-tailored-career-paths-and-continous-learning-to-increase-it/

Prasetya, M. R., & Kartikawangi, D. (2021). Corporate culture and internal communication influence millennial employee engagement. *Journal ASPIKOM*, *6*(2), 387. https://doi.org/10.24329/aspikom.v6i2.915

Purwatiningsih, E., & Sawitri, H. (2021). Analysis of the effect of work-life balance and career development on turnover intention for millennial generations. Management and Entrepreneurship Trends of Development, 1(15), 80-88. https://doi.org/10.26661/2522-1566/2021-1/15-05

Quintão, C., Andrade, P., & Almeida, F. (2020). How can we improve the validity and reliability of a case study approach? *Journal of Interdisciplinary Studies in Education, 9*(2), 264–275. https://doi.org/10.32674/jise.v9i2.2026

Rahman, M. S. (2017). The advantages and disadvantages of using qualitative and quantitative approaches and methods in language "testing and assessment" research: A literature review. *Journal of Education and Learning, 6*(1), 102–112. https://doi.org/10.5539/jel.v6n1p102

Robyn, A., & Du Preez, R. (2013). Intention to Quit Among Generation Y Academics in Higher Education. https://doi.org/10.4102/sajip.v39i1.1106

Saiari, A. A., Puteh, F., & Ali, A. J. M. (2020). Assessing Construct Reliability of Human Resources Management Practices (HRM) and Employee Loyalty: A Preliminary Evidence from the Omani Logistic Sector. https://doi.org/10.5296/ijhrs.v10i3.16876

Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H., & Jinks, C. (2018). Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & quantity*, *52*(4), 1893–1907. https://doi.org/10.1007/s11135-017-0574-8

Siedlecki, S. L. (2022). Conducting interviews for qualitative research studies. *Clinical Nurse Specialist, 36*(2), 78–80. https://doi.org/10.1097/NUR.0000000000000653

Singh, N., Benmamoun, M., Meyr, E., & Arikan, R. H. (2021). Verifying rigor: Analyzing qualitative research in international marketing. International Marketing Review, 38(6), 1289-1307. https://doi.org/10.1108/IMR-03-2020-0040

Smith, H. (2019, October 14). *How to motivate and retain millennial employees*. HRZone. https://hrzone.com/blog/how-to-motivate-and-retain-millennial-employees/

Speakap. (2025, April 24). *Mastering the art of employee recognition for a multigenerational workforce*. Employee Experience Platform for Frontline Teams. https://www.speakap.com/insights/best-employee-recognition-ideas

Steltenpohl, C. N., Lustick, H., Meyer, M. S., Lee, L. E., Stegenga, S. M., Reyes, L. S., & Renbarger, R. (2022). Rethinking transparency and rigor from a qualitative open science perspective. https://doi.org/10.31234/osf.io/bpu5f

Subedi, K. R. (2021). Determining the sample in qualitative research. *Scholars' Journal, 4*(1), 1–13. https://doi.org/10.3126/scholars.v4i1.42457

Swinarski, C. (2025, April 11). *Ten employee benefits trends HR leaders should be watching*. HR Daily Advisor. https://hrdailyadvisor.com/2025/04/07/10-employee-benefits-trends-hr-leaders-should-be-watching/

Sylejmani, M., & Mesko, M. (2024). The role of organizational culture in employee retention in Kosovar businesses. *Journal of Organizational Psychology*, *24(*3). https://doi.org/10.33423/jop.v24i3.7328

Theofanidis, D., & Fountouki, A. (2019). Limitations and delimitations in the research process. Perioperative Nursing, 7(3), 155–162. http://doi.org/10.5281/zenodo.2552022

Thompson, D., & Muda, A. L. (2021). Exploring Managers' Perspective on Factors Affecting Generation Y Retention. https://doi.org/10.33736/jcshd.3798.2021

Westerman, J. W., & Yamamura, J. H. (2007). Generational Preferences for Work Environment Fit: Effects on Employee Outcomes. https://doi.org/10.1108/13620430710733631

Yardley, H. (2023, July 10). *Three ways HR leaders can build a foolproof employee recognition strategy*. HR Executive. https://hrexecutive.com/3-ways-hr-leaders-can-build-a-foolproof-employee-recognition-strategy/

Younas, M., & Bari, M. W. (2020). The Relationship Between Talent Management Practices and Retention of Generation 'Y' Employees: Mediating Role of Competency Development. https://doi.org/10.1080/1331677x.2020.1748510

Zainee, I. A., & Puteh, F. (2020). Corporate social responsibility impacts talent retention among generations. Revista De Gestão, 27(4), 369-392. https://doi.org/10.1108/rege-06-2019-0070

Appendix: Interview Protocol

Interview Protocol	
Introduce the interview and set the stage. Introducing myself and the purpose of the interview, thereby setting the stage.	Hello, my name is Patricia Straughn. I am a Doctoral Candidate at Walden University. This interview aims to identify effective employee retention strategies human resource managers use to retain Generation Y employees. I will ask you ten questions, and I would like your responses. Then, I will conclude the interview. Do you have any questions?
Watch for nonverbal cues. Paraphrase the participant's response. Ask follow-up probing questions to get more in-depth	Interview Questions: 1. How would you describe your role in creating effective strategies to attain your annual targets? 2. What effective strategies have you implemented to meet your annual targets? 3. What challenges did you face in implementing the strategies? 4. What do you do to mitigate the impact of the challenges? 5. How did you measure the effectiveness of the strategies you implemented? 6. What additional information regarding strategies you used to attain annual targets would you like to share that we have not already discussed? 7. How are work-life balance priorities and expectations evolving to retain Generation Y? 8. What strategies does your organization use to provide competitive compensation and benefits for retaining Generation Y employees? 9. What strategies does your organization deploy to retain Generation Y employees? 10. Do you want to share any other information regarding how your organization is Generation Y employees?

Wrap up the interview by thanking the participant.	Thank you for participating in the interview, which was integral to my research project.
Schedule a follow-up interview to perform member checking with the participant.	I will contact you in a week to schedule a time for us to review the accuracy of my interpretations of your interview responses.
Follow-up Member Checking Interview	
Introducing myself and the purpose of the follow-up interview to set the stage.	Hello Interviewee, Thank you for taking the time to meet with me again to review the accuracy of my interpretations of your interview responses.
Share a copy of the succinct synthesis for each question. Bring in probing questions related to other information I found. Note that the information must be related so that you are probing and adhering to the IRB approval. Walk through each question, read the interpretation, and ask: Is my interpretation correct? Did I miss anything? Or would you like to add anything?	I will read the questions one at a time, and I will interpret your responses to them, and I will ask you if my interpretation is correct.
	1. Question and succinct synthesis of the interpretation—one paragraph or as needed
	2. Question and succinct synthesis of the interpretation—one paragraph or as needed
	3. Question and succinct synthesis of the interpretation—one paragraph or as needed
	4. Question and succinct synthesis of the interpretation—one paragraph or as needed

Wrap up the interview by thanking the participant.	Thank you for participating in the interview, which was integral to my research project.
Schedule a follow-up interview to perform member checking with the participant.	I will contact you in a week to schedule a time for us to review the accuracy of my interpretations of your interview responses.
Follow-up Member Checking Interview	
Introducing myself and the purpose of the follow-up interview to set the stage.	Hello Interviewee, Thank you for taking the time to meet with me again to review the accuracy of my interpretations of your interview responses.
Share a copy of the succinct synthesis for each question. Bring in probing questions related to other information I found. Note that the information must be related so that you are probing and adhering to the IRB approval. Walk through each question, read the interpretation, and ask: Is my interpretation correct? Did I miss anything? Or would you like to add anything?	I will read the questions one at a time and my interpretations of your responses to them and ask you if my interpretation is correct.
	1. Question and succinct synthesis of the interpretation—one paragraph or as needed
	2. Question and succinct synthesis of the interpretation—one paragraph or as needed
	3. Question and succinct synthesis of the interpretation—one paragraph or as needed
	4. Question and succinct synthesis of the interpretation—one paragraph or as needed