

2019

Leadership and Culture Effects on Corporate Retention of Black Millennials

Ashley Rhae Grishby
Walden University

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Walden University

College of Social and Behavioral Sciences

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Ashley Rhae Grishby

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Review Committee

Dr. Marlon Sukal, Committee Chairperson, Psychology Faculty

Dr. James Herndon, Committee Member, Psychology Faculty

Dr. Brian Cesario, University Reviewer, Psychology Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2019

Abstract

Leadership and Culture Effects on Corporate Retention of Black Millennials

by

Ashley Rhae Grishby

MS, Walden University, 2017

MSW, Our Lady of the Lake University, 2015

BA, University of Louisiana at Lafayette, 2011

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial and Organizational Psychology

Walden University

August 2019

Abstract

The purpose of this study was to determine if transformational leadership, motivation, organizational culture, and person-organization (P-O) fit predict retention of Black millennials compared to White millennials. This study also determined if transformational leadership mediated the relationship between motivation and retention, if motivation mediated the relationship between P-O fit and retention, and if P-O fit mediated the relationship between culture and retention. With the millennial population making up approximately 50% of the workforce by 2020, it is important for organizations to determine which factors are affecting their retention. To predict employee retention, each variable was measured with 5 reliable online surveys. Two theoretical frameworks were used to include P-O fit, which focused on how organizational values influence behavioral outcomes, and expectancy theory, which focused on motivation, rewards, and behaviors. Seven research questions identified predictions of retention with a participant population of 170 (84 Black and 85 White). There were 7 analyses conducted to include a simple regression, multiple regression, mediation analysis, and independent samples *t* test. The results determined that all four variables were predictors of retention, P-O fit and organizational culture were the only 2 variables that affected the Black population more than the White population, motivation and retention affected the White population more than the Black population, and transformational leadership did not have an effect on retention of Black or White millennials. From this study, social change can occur when organizations modify their hiring processes and work environments to suit the needs and goals of Black millennials.

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Dedication

This dissertation is dedicated to God for giving me strength, focus, and energy to never give up on my goals. I also want to dedicate this dissertation to my parents and godfather as your love and support has influenced me to push towards my dreams and never give up. I appreciate your love, guidance, and words of wisdom. I would also like to acknowledge my friends that have shown me support, prayer, accountability, love, and grace.

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Table of Contents

Chapter 1: Introduction to the Study.....	1
Background.....	2
Statement of the Problem.....	4
Purpose of the Study.....	6
Research Questions and Hypotheses	7
Definition of Theoretical Constructs	9
Definition of Terms.....	10
Significance.....	11
Assumptions.....	13
Limitations	13
Delimitations.....	14
Chapter Summary	14
Chapter 2: Literature Review.....	16
The Millennial Generation.....	17
The Black Population.....	20
Organizational Culture.....	22
Diversity and Inclusion.....	24
Leadership and Development Opportunities	27
Motivation.....	30
Corporate Social Responsibility (CSR)	31
Recruitment and Selection Processes.....	33

Turnover and Retention	34
Expectancy Theory	37
Person-Organization (P-O) Fit.....	40
Job Satisfaction	41
Chapter 3: Research Method.....	46
Introduction.....	46
Research Design and Rationale	47
Participant Sample	48
Instrumentation	49
Person-organization (P-O) Fit Test.....	49
Self Enhancement of Transformational Leadership Behavior Measure	50
Employee Attitudes Toward Organizational Culture of Work Environment and Quality Improvement Questionnaire.....	51
Motivation at Work Scale	52
Turnover Cognitions Scale	53
Data Management	53
Data Analysis	54
Research Questions and Hypotheses	56
Ethical Procedures	59
Ethical Concerns	59
Methodological Limitations.....	60
Summary	60

Chapter 4: Results	61
Introduction.....	61
Research Questions and Hypotheses	61
Data Collection	63
Description of the Participants	64
Results	68
Summary	78
Chapter 5: Summary, Conclusions, and Recommendations	81
Introduction.....	81
Interpretation of the Findings.....	82
Limitations of the Study.....	88
Recommendations for Practice	89
Recommendations for Future Research	90
Implications for Social Change.....	90
Conclusion	91
References.....	92
Appendix A: Permission to Use Person-organization (P-O) fit Test.....	107
Appendix B: Person-organization (P-O) fit Test	108
Appendix C: Permission to Use Self Enhancement of Transformational Leadership Behavior Measure	109
Appendix D: Self Enhancement of Transformational Leadership Behavior Measure.....	111

Appendix E: Permission to Use Employee Attitudes toward Organizational
Culture of Work Environment and Quality Improvement Questionnaire112

Appendix F: Employee Attitudes toward Organizational Culture of Work
Environment and Quality Improvement Questionnaire114

Appendix G: Permission to Use Motivation at Work Scale117

Appendix H: Motivation at Work Scale119

Appendix I: Permission to Use Turnover Cognitions Scale122

Appendix J: Turnover Cognitions Scale124

List of Tables

Table 1. Frequencies for Participant Profiles.....	65
Table 2. Cronbach’s Alpha and Descriptive Statistics.....	67
Table 3. Simple Regression with P-O fit, Motivation, Organizational Culture, and Transformational Leadership predicting Retention	69
Table 4. Simple Regression with P-O fit predicting Motivation	70
Table 5. Multiple Regression with Motivation and P-O fit predicting Retention	70
Table 6. Simple Regression with Organizational Culture predicting P-O fit	71
Table 7. Multiple Regression with Organizational Culture and P-O fit predicting Retention.....	71
Table 8. Simple Regression with Motivation predicting Transformational Leadership...	73
Table 9. Multiple Regression with Transformational Leadership and Motivation predicting Retention.....	73
Table 10. Group Statistics to Compare Means for Black and White Millennials for Transformational Leadership, Motivation, Retention, Organizational Culture, and P-O fit.....	75
Table 11. Independent Samples <i>t</i> test for Black and White Millennials for Transformational Leadership, Motivation, Retention, Organizational Culture, and P-O fit.....	76

List of Figures

Figure 1. Mediation Analysis.....	55
Figure 2. Organizational Culture Histogram	68
Figure 3. Mediation Analysis with Motivation mediating the relationship between P-O fit and Retention	77
Figure 4. Mediation Analysis with P-O fit mediating the relationship between Culture and Retention.....	77
Figure 5. Mediation Analysis with Transformational Leadership mediating the Relationship between Motivation and Retention.....	78

Chapter 1

Introduction to the Study

Career opportunities continue to rise as organizations and populations grow and expand. With multiple generations seeking employment and filling the workforce, corporations now have employees of all ages and backgrounds entering jobs and seeking new opportunities. According to Egerova (2016), organizations will find a mix of generations in the workplace that is combined with the Silent Generation, Baby Boomers, Generation X, Millennials, and Generation Z. However, many of the older generations are retiring which leaves more opportunities for the younger generations to enter into the workplace. When analyzing the global workforce, the Silent Generation (individuals born between 1900-1945) only make up about 3%, whereas Baby Boomers (individuals born between 1946-1964) make up about 25% (Bennet, 2017). Generation X (individuals born between 1965-1980) make up approximately 33% of the workforce, leaving millennials (individuals born between 1981-1999) ranking the highest at 35%. Generation Z (individuals born after 2000) only make up about 3% of the workforce but will continue to rise as these individuals get older (Bennet, 2017).

This millennial generation is also growing rapidly in many areas to include college graduates, first-time homeowners, and the workforce. By 2020, it is estimated that millennials will make up about 50% of the workforce worldwide (Bennet, 2017). With the growth of about 75 million, these individuals are also the largest diverse group in the nation with approximately 55% White, 20% Hispanic, 13.9% Black, 6.4% Asian, and 2.3% that classify as two or more races (Frey, 2018). The Black millennial

population has also surpassed previous generations with an average of 11.5 million in the United States. Despite the growth and expansion of this population, organizations continue to struggle hiring and retaining millennial talent. With more than one in three employees being a millennial, organizations are facing challenges with attracting, recruiting, and retaining this generation. According to Bogosian and Rousseau (2017), “a 2016 Gallup poll reported \$30.5 billion is lost to millennial turnover costs every year with an estimated loss of up to \$500,000 per employee when considering the cost of recruitment, evaluation, interviewing, onboarding, and loss productivity” when analyzing organizational turnover. There are many factors that can be associated with turnover and retention of Black millennials which include organizational culture, transformational leadership, P-O fit, and motivation.

Background

Turnover in corporate is higher amongst Blacks than any other race and continues to be a challenge for both organizations and the population. For organizations, corporate turnover is “approximately 40 percent higher for Black candidates” and continues to be a challenge as more candidates pursue job opportunities (Winters, 2015). Cooper (2012) determined the common issues that have impacted turnover for this population include lack of professional development and performance feedback, cultures that have non-inclusive practices, lack of recognition for abilities and interests, no opportunities for advancement, and unsupportive leadership and mentorship. Without substantial feedback from their manager, Black employees are less likely to develop themselves professionally and mentally for promotions and additional work tasks. This can leave Black employees

feeling unappreciated which can lead to job dissatisfaction and potential job resignation (Loechner, 2016).

Organizational culture also affects how employees interact with one another and behave in the workplace. For example, if noninclusive practices are executed in the workplace, this can leave Black employees feeling isolated which can affect their fit within the organization. Winters (2015) explained that employees are also more likely to leave a job or company if they do not feel valued or included in work practices. When seeking a position or potential company, millennials are also considering the organizations ethical values, cultures, and how it aligns to their own for personal and professional fit (Ames, 2018; Winters, 2015). Encountering these issues once Black employees join an organization can affect their performance, professional goals, and interests in their jobs (Loechner, 2016). These factors can also affect their opportunities for advancement and potentially lead to employees quitting their jobs or being fired.

When compared to other races in the workplace, Black employees have also faced issues such as being treated unfairly. Cooper (2012) determined when compared to other races, Blacks are held to a higher standard when seeking employment and performing job duties (White, 2015). For example, a Black employee is more likely to be recognized for being late to work than be recognized for something positive like reaching a goal or for being an over achiever. It is also more common for Blacks to receive lower wages, less support from their managers, poor performance reviews, and discrimination when seeking employment (Winters, 2015; White, 2015). These cultural issues can negatively affect the employment experience for this population as well as their retention.

Statement of the Problem

As the millennial population continues to grow and surpass older generations, organizations must determine ways to attract and retain this population. Due to these organizational challenges, there is a need for more research to identify the significance of organizational culture, motivation, P-O fit, and transformational leadership and how it impacts corporate retention of Black millennials. According to Winters (2015), turnover rates in corporate tend to be 40 percent higher for Blacks when compared to other races. Factors that have influenced turnover include lack of professional development and performance feedback, cultures that have non-inclusive practices, lack of recognition for abilities and interests, no opportunities for advancement, and unsupportive leadership and mentorship (Winters, 2015).

Cooper (2012) provides insight on Black employees and the struggles with recruiting and retaining them (White, 2015). Based on this research, Blacks are held to a higher standard when seeking employment, and may endure similar issues when compared to their counterparts once they start a position. For example, Blacks may encounter lower wages, less support from their managers, discrimination, and poor performance reviews when compared to other races (White, 2015; Winters, 2015). Regardless of these challenges, Black employees also have to work harder than their White counterparts because they are more likely to be watched for errors or issues. It is with these challenges that impact turnover for Black employees and continue to be a factor in recruitment and retention processes (Winters, 2015).

While organizations are investing in hiring diverse candidates, they may also be implementing a culture that insists on holding them to a higher standard of productivity with unfair practices that affect their eagerness to stay with the company or in a role (White, 2015; Winters, 2015). There are many factors that can impact recruitment and retention efforts such as culture, values, leadership, P-O fit, motivation, growth and opportunities, and flexibility (El Ouiridi, Pais, & El Ouiridi, 2015; McCoy, 2015). From an organizational perspective, El Ouiridi et al. (2015) explained that millennials may be the least committed to their employers and are willing to leave a job or company that does not align to their values, goals, or beliefs. There are also factors that influence employee satisfaction and retention. Organizational culture can be a range of factors that include values and behaviors that influence and shape the work environment (Sririda, Parr, Erdeg, Mujanovic, & Ferwerda, 2015).

P-O fit can also be applied to examine how organizational culture, ethics, and values affects behaviors, job performance, and turnover in the workplace (McCoy, 2015; Swider, Zimmerman, & Barrick, 2015). Cultural factors within corporations such as work/life balance, leadership, and professional development opportunities can affect how Black millennials view employers and their roles (Sririda et al., 2015). Regardless of recruitment and retention efforts, organizations still seem to struggle retaining Black millennial talent in corporate jobs. These issues identify a gap in organizational retention of Black candidates. There are many studies that focus on retention of millennials, Whites, Hispanics, Age, Gender, and other generations in the workplace but there are

very few that focus on organizational culture, transformational leadership, P-O fit, motivation, and corporate retention of Black millennials ages 22-34.

Purpose of the Study

The purpose of this study was to determine if organizational culture, leadership, P-O fit, and motivation were significant predictors of corporate retention for Black millennials. The purpose of this study was also to determine if motivation mediated the relationship between P-O fit and retention, if P-O fit mediated the relationship between culture and retention, and if leadership mediated the relationship between motivation and retention. By examining how these factors impact Black millennials, organizations can work on their recruiting processes, help leaders identify biases, improve leadership communication and collaboration with their teams, create a culture that is both inclusive and welcoming to all employees, and promote a more desirable environment for this population.

When examining organizational recruitment processes, leadership influences, cultural environments and how these efforts influence diversity and inclusion, developing strategic goals while implementing proactive outreach can increase recruitment and retention efforts (Svirida, Parr, Erdeg, Mujanovic, & Ferwerda, 2015). These efforts can help organizations attract Black millennials by expanding their marketing and branding, build relationships with diverse communities and cultural groups, promote organizational culture and workplace environments, and encourage employees to volunteer in the communities. For example, social advocating and branding helps spread awareness about how companies operate, what their work environments and teams are like, and increase

visibility and misconceptions about employment functionality to potential candidates (HR Council, 2018).

Leadership and employment relationships with diverse communities are also important because they spread awareness about inclusiveness of how the organization operates. For example, building relationships and volunteering with diverse communities can make an organization seem more approachable while incorporating more ways to help and give back (HR Council, 2018). In acknowledging these factors and impacts on candidates and employees, this study's purpose will hope to increase and retain Black millennials, grow and implement new organizational goals, identify strategic ways for leaders to motivate different types of populations, and ensure work environments are inclusive with their practices (Bilazarian & Chait, 2016; HR Council, 2018).

Research Questions and Hypotheses

The following research questions and hypotheses have been identified based on the review of existing literature on organizational culture, transformational leadership, P-O fit, and motivation. There are more details discussing these factors and the nature of the study in chapter 3.

Research Question 1: Does organizational culture predict corporate retention of Black millennials compared to White millennials?

H_01 : Organizational culture will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_{a1} : Organizational culture will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 2: Does transformational leadership predict corporate retention of Black millennials compared to White millennials?

H₀2: Transformational leadership will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_a2: Transformational leadership will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 3: Does P-O fit predict corporate retention of Black millennials compared to White millennials?

H₀3: P-O fit will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_a3: P-O fit will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 4: Does motivation predict corporate retention of Black millennials compared to White millennials?

H₀4: Motivation will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_a4: Motivation will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 5: To what extent does motivation mediate the relationship between P-O fit and retention of Black millennials compared to White millennials?

H₀5: Motivation will not significantly mediate the relationship between P-O fit and retention of Black millennials compared to White millennials.

H_{a5}: Motivation will significantly mediate the relationship between P-O fit and retention of Black millennials compared to White millennials.

Research Question 6: To what extent does P-O fit mediate the relationship between culture and retention of Black millennials compared to White millennials?

H₀₆: P-O fit will not significantly mediate the relationship between culture and retention of Black millennials compared to White millennials.

H_{a6}: P-O fit will significantly mediate the relationship between culture and retention of Black millennials compared to White millennials.

Research Question 7: To what extent does transformational leadership mediate the relationship between motivation and retention of Black millennials compared to White millennials?

H₀₇: Transformational leadership will not significantly mediate the relationship between motivation and retention of Black millennials compared to White millennials.

H_{a7}: Transformational leadership will significantly mediate the relationship between motivation and retention of Black millennials compared to White millennials.

Definition of Theoretical Constructs

Expectancy theory examines motivation and individuals by proposing that they are motivated to do something because they believe that their actions and behaviors will lead to a desired outcome (Lawler & Suttle, 1973; Lloyd & Mertens, 2018). With this theory, work motivation depends on an employee's perception of their performance as they modify their behaviors to achieve a desired outcome. This theory has three components which include valence, instrumentality, and expectancy (VIE). Valence is

based on values or beliefs regarding a desired outcome. Instrumentality is believing that good performance will lead to a valued outcome. Lastly, expectancy is believing that if an individual increases their efforts in the workplace, their performance will also be better (Isaac, Zerbe, & Pitt, 2001; Parijat & Bagga, 2014).

P-O fit helps understand how organizational values and ethics influence behavioral outcomes which can be applied to performance, selection, recruitment, and retention (Swider, Zimmerman, & Barrick, 2015). When applying P-O fit in the workplace, relationships between turnover, job performance, and work attitudes can be determined (Swider, Zimmerman, & Barrick, 2015).

Definition of Terms

Baby boomers: An individual born between 1946-1964 (Bennet, 2017).

Bias: Having prejudice that favors or is against a person, thing, or group while comparing it to another (El Ouiridi et al., 2015).

Black: An individual that is of African descent (Loechner, 2016).

Branding: Promoting the organization, culture, products, or services by using marketing materials for names, symbols, or designs (Ames, 2018).

Diversity: A range of differences to include gender, age, sexual orientation, race, ethnicity, education, knowledge, thought, experience and personality (McCoy, 2015).

Generation X: An individual born between 1965-1980 (Bennet, 2017).

Generation Z: An individual born after 2000 (Bennet, 2017).

Inclusion: To accept and value the differences of employees (Campione, 2015).

Leaders: Individuals that guide a group of employees in an organization (Catano & Morrow Hines, 2017).

Millennial: An individual born between 1980-1999 (Egerova, 2016).

Motivation: Having the desire or willingness to do something; to act or behave in a specific way (Overdijk, 2017).

Organizational culture: A shared system of values, beliefs, and behaviors (White, 2015).

Person-organization fit: Individual perceptions with corporate ethical values to understand how the employee fits within the organization (Swider et al., 2015).

Retention: To enhance job satisfaction to keep employees (Winters, 2015).

Silent generation: An individual born between 1900-1945 (Bennet, 2017).

Social advocating: A form of marketing that provides information about the organization, its culture, and its products or services (Ames, 2018).

Turnover: The number of employees that leave an organization (Winters, 2015).

Work/life balance: Having the balance between both work and personal life (Sririda et al., 2015).

Significance

Leaders also impact employee satisfaction because they have direct contact with them for support, supervision, and provide trainings to develop their teams (Catano & Morrow Hines, 2017). P-O fit will help identify if there is a match between Black millennial values and goals when compared to those of the organization. When organizations have values that match those of millennials, they are more likely to have a

significant P-O fit. By identifying the significance of how P-O fit influences corporate retention for Black millennials, this will determine the compatibility between the population and organization (Overdijk, 2017). When employees feel that they fit within their organization and share common values and goals, they are more likely to stay with the company.

Implementing motivation in the workplace can also affect professional growth and retention. As employees learn and develop as individuals and feel supported and motivated, they are more likely to take on additional tasks and support each other (Overdijk, 2017). These organizational factors can help identify ways to overcome the major influencers of retention for Black millennials. To address this gap, a quantitative methods approach was used to identify the relationships and significance of organizational culture, transformational leadership, P-O fit, and motivation with corporate retention for Black millennials.

This study identified the significance of organizational culture, motivation, P-O fit, and transformational leadership and how it impacted corporate retention for Black millennials. It also determined if P-O fit and motivation were predictors of corporate retention for this population. Lastly, this study identified how each variable reacted to one another and if these relationships strongly impacted retention. By identifying the impact culture, leadership, P-O fit, and motivation had on retention for this population, organizations can work to improve recruitment processes, leadership trainings, opportunities for growth and professional development based on Black millennial values, and change the culture in the workplace. For example, organizations will need to consider

the unique characteristics of this population as it relates to their growth and development, innovative ideas, and personalized values to attract and retain Black millennials (Glisson, 2015). Once these areas are improved, organizations can implement new processes to attract and retain Black millennials while increasing diversity and organizational change for future growth.

Assumptions

It is assumed that participants volunteered to be a part of this study based on the criteria identified for the study's population to include Black and White individuals' ages 22-34 working in corporate jobs. It is also assumed that all participants completed each questionnaire and answered each question honestly and to the best of their ability. The tool used to administer these instruments was Amazon Turk, which was assumed to be an appropriate tool to collect data for this population. Each survey was also administered on Facebook and LinkedIn.

Limitations

This study was limited to the Black and White millennial population, and did not provide additional data to support any other populations or how organizational culture, motivation, leadership, and P-O fit impacted corporate retention for them. This study was also limited to millennials ages 22-34 and did not seek to understand how each variable impacted the millennial generation for those individuals ages 19-21 or ages 35-38.

This study was correlational in nature and focused on determining the relationships between organizational culture, transformational leadership, P-O fit, motivation, and corporate retention for Black millennials. This study also identified if

motivation mediated the relationship between P-O fit and retention, if P-O fit mediated the relationship between organizational culture and retention, and if transformational leadership mediated the relationship between motivation and corporate retention.

Delimitations

The scope of this quantitative study focused on Black millennials between ages 22-34 who worked in corporate-based positions. These positions varied based on each participant and were not specific to any company, job level, or region within the United States. Both expectancy theory and P-O fit were proper methodologies used to determine if leadership, organizational culture, and motivation significantly predicted corporate retention of Black millennials. These theories also determined if motivation, P-O fit, and leadership mediated relationships with corporate retention. Examining these factors determined which were the most influential in affecting corporate retention for this population.

Summary

Research provided a significance in determining if organizational culture, leadership, P-O fit, and motivation were predictors of corporate retention for Black millennials. This study determined how these factors influenced one another as well as identified which variables mediated the relationships between other variables. El Ouiridi, Pais, & El Ouiridi (2015) recognized that organizational factors such as mentorship, opportunities for growth and advancement, recruitment, organizational values, and ethical practices have been influential factors of turnover for Black millennials. McCoy (2015)

also described the organizational challenges with retaining millennials as they are the least committed to their jobs and employers.

Chapter 2 encompasses the literature review that provides details on the millennial generation, the Black population, organizational culture, and diversity and inclusion. In addition, this chapter also discusses leadership and development opportunities, motivation, Corporate Social Responsibility (CSR), recruitment, selection processes, corporate turnover, and retention. This review will also identify how expectancy theory and P-O fit impact retention.

Chapter 2

Literature Review

The purpose of this quantitative study was to determine if organizational culture, transformational leadership, person- organization (P-O) fit, and motivation were significant predictors of corporate retention for Black millennials. This study also determined if motivation mediated the relationship between P-O fit and retention, if P-O fit mediated the relationship between culture and retention, and if transformational leadership mediated the relationship between motivation and retention. Chapter 1 encompasses the discussion of the background of the study, the problem statement, the gap in the research, the research questions and hypotheses, and theoretical constructs. Chapter 1 also identifies specific terms and definitions, the significance of the study, assumptions, limitations, and delimitations of the study.

Chapter 2, the literature review, encompasses an introduction to the problem and purpose while identifying relevancy in how transformational leadership, motivation, P-O fit, and organizational culture impact corporate retention of Black millennials. Organizational aspects such as diversity and inclusion, corporate social responsibility (CSR), and developmental opportunities are discussed to interpret which factors affect Black millennials in the workplace. Recruitment and selection processes are also analyzed to better understand what attracts Black millennials to organizations and what types of aspects they are seeking when pursuing employment.

Research and theories including expectancy theory and P-O fit also identify concepts that affect corporate retention and turnover and how impactful these conceptual

frameworks are to organizations and employees. Chapter 2 also examines the Black population and how different the Black millennial population is when compared to older generations and other races.

The Millennial Generation

According to the United States Census Bureau (2015), more than one-quarter of the nation's population are millennials which are about 83.1 million individuals. A millennial is any individual born between 1981-1999 with the youngest age now being 19 years old. This generation has become one of the largest to date, and will be one of the biggest populations to enter the workforce. By 2040, it is expected that minorities will make up over half of the American population (United States Census Bureau, 2015). When compared to other generations, millennials stand out with their unique interests in lifestyles, goals, and demographics which reflect their diversity. This generation grew up when technology took an innovative turn towards growth, allowing millennials and younger generations to be educated in technology at an early age (Bennet, 2017).

Unlike baby boomers who reached the technology peak during adulthood, millennials were the youngest generation to grow up using such tools that have made today's market so competitive, thus giving them an innovative edge when compared to older generations. Many millennials are also abandoning traditional values of going to school, getting a good job and staying in that job for years to come, getting married, and having children. Instead, many are chasing their dreams, focusing more on personal and professional goals, and seeking opportunities that allow them the flexibility to manage a work/life balance. For example, it is more common for a millennial to focus on their

professional development than to get married at a younger age, which is different when compared to baby boomers and older generations (Bennet, 2017; Fiano & Anderson, 2018); Frey, 2018). One of the biggest growth changes with millennials is education. This population has a large increase in education attainment which will influence their future earnings and well-being with potential for more opportunities and higher wages.

Frey (2018) explains that millennials are more likely to take risks in their personal and professional lives as they are focused on which values and goals are more important to them. As millennials focus on these values and goals, this is also affecting the success of factors around them, such as organizational growth and opportunities. For example, millennials are less likely to remain in a job or stay with an organization that is unsatisfying when compared to older generations (Catano & Morrow Hines, 2016).

With millennials entering the market and increasing the employment pool, organizations are working to attract the best candidates while appealing to their goals and values. Before determining if an organization is a good fit for their career, millennials often review companies to learn more about their values, cultures, leadership and development opportunities, and corporate social responsibility (Bogosian & Rousseau, 2017).

According to Bogosian and Rousseau (2017) and the United States Bureau of Labor Statistics (2016), millennials have an annual quit rate of 25% which has led to a significant increase in organizational turnover to 45%. Based on the characteristics that impact millennial turnover such as leadership and culture, this population will stay with their employers for about three years (Bogosian & Rousseau, 2017; Wormley, 2018). For

example, one of the biggest impacts of turnover for this population is low engagement from leadership, low organizational interaction that attracts millennials, and workplace expectations that provide a culture in which millennials feel comfortable to be themselves (Bogosian & Rousseau, 2017; Catano & Morrow Hines, 2016).

Organizations struggle in retaining millennials because of their workplace environments and culture. Catano and Morrow Hines (2016) explain that millennials that experience dissatisfaction with their employers or work environments are less likely to stay with that organization or job. Smith and Turner (2015) identified the wants and desires of millennials and what they are seeking from their potential employers. Based on this study, “this demographic wants to work in a culture that encourages voice, work-life balance, and flexibility; develops leadership skills; offers mentoring support; and demonstrates core values aligned with their own” (Smith & Turner, 2015).

As millennials progress into their careers and professions, personal values and goals also help shape their expectations of their work environments and organizations. For example, millennials want transparency and leaders that take an interest in their goals and ideas. From a job perspective, they want expectations and duties to be clear and defined as their performance is evaluated, and also want precise feedback on their growth and challenges (Smith & Turner, 2015; Wormley, 2018). Before accepting an offer with a company, millennials also want to understand how their role will impact their team and fit into the organization’s values and mission statement. Once millennials are hired, they also want a clear path of progression with support from a mentor or coach that defines

their objectives, helps them overcome their weaknesses, builds on their strengths, and provides an outline for success (Poole, 2017; Wormley, 2018).

An example of a progression path may include determining advanced skills and trainings that need to be acquired, educational qualifications, projects to participate in, and job shadowing to ensure exposure for higher-level positions (Smith & Turner, 2015). Interaction with leaders, department supervisors, mentors, and coaches can have significant impacts on millennials as research shows “93% say their immediate boss influences their behavior and 23% say they feel comfortable raising important issues with their manager” (Bogosian & Rousseau, 2017).

The Black Population

The Black population has grown 21% from 2004 to 2014 and continues to grow rapidly each year. There are about 46.3 million Blacks that live in the United States which is about 14% of the entire U.S. population (Grace & Rosenberg, 2016; Loechner, 2016). In addition to this, the millennial generation has also grown rapidly and has become one of the largest diverse groups with 44.2% being a part of a minority or ethnic group (United States Census Bureau, 2015). However, when analyzing this population, there are nearly 11.5 million Black millennials living in the United States (Loechner, 2016).

This population has also increased their educational advancement and progression in recent years. According to Grace and Rosenberg (2016), high school dropout rates for Blacks dropped from 21% in 2006 to 16% in 2016. According to the United States Bureau of Labor Statistics, 70.9% of Black high school graduates are enrolled in college,

which is 3.9% more than White high school graduates (Blavity Team, 2016). Women have the highest percent in education with 65% holding a bachelor's degree, 70% holding a master's degree, and 64% holding a doctorate degree (Blavity Team, 2016; Grace & Rosenberg, 2016). With the pursuit of higher education, there has also been a drop from 43% to 37% of Black households with an income of less than \$25,000 between 2004 and 2014. During this time period, there was also a significant increase of 18% in income for Black households of \$50,000-75,000 and 95% increase of those making \$100,000 or more (Blavity Team, 2016; Grace & Rosenberg, 2016).

Employment for Blacks has also increased with women having higher participation in the labor force of 71% (compared to 69% of all women) and men making up 67% of the labor force (compared to 80% of all males) (Black Demographics, 2018). However, even with the increase in employment and education for this demographic, there has still been little progress made in recruiting and retaining Blacks in corporate jobs and executive employment. In the late 1970s, companies such as Xerox and IBM were known for developing diversity goals and recruiting minorities (Gee, 2018; McGirt, 2017; U.S. Bureau of Labor & Statistics, 2016). These businesses utilized their representatives to visit college campuses to meet with Black students and promote job opportunities, trainings, and competitive salaries. However, even with the growth for companies to hire more Black candidates over the years, there has been little change in corporations hiring and retaining Blacks (Gee, 2018; U.S. Equal Employment Opportunity Commission (2018).

Throughout the years, organizational developments have increased their efforts to bridge the gap in recruiting minority candidates. For example, the ecosystem of diversity support includes formal diversity programs, consultants that specialize in diversity and inclusion, government agencies, student organizations, and civil rights advocacy groups (Gee, 2018). Even with these support networks, there are still gaps advancement for minorities, income, and promotions (Gee, 2018; United States Equal Employment Opportunity Commission, 2018). Based on the data provided, “White men are by far the most-represented group in management; executive parity is a ratio of 1.0. Following them are Hispanic men (1.07), White women (0.65), Black men (0.63), Asian men (0.56), Hispanic women (0.49), Black women (0.30), and Asian women (0.24)” (Gee, 2018). Regardless of the challenges faced by Blacks, many continue pursuing higher education while seeking roles in management, business, art, and science (35% of Black women and 24% of Black men) (Black Demographics, 2018).

Organizational Culture

Organizational culture is defined as a set of values and beliefs that influence a social environment (Glisson, 2015; Liang, Chang, Rothwell, & Shu, 2017). These beliefs can affect a variety of areas from an organizational and team perspective by creating norms within the workplace. The values and beliefs of organizational culture also affect employee behaviors as they adapt to norms such as flexibility, work/life balance, attire, communication, and entertainment. For example, listening to music at work may be part of the organizational culture for one specific company, whereas working from home two days a week may be the norm for a different type of business or team affiliate. For

millennials, culture and specific norms can affect their success, goals, and interests in organizations as well as influence their decisions to pursue or stay with a specific organization.

Flexibility is also an important aspect because it allows employees to work where and how they want to. Although all generations view flexibility as an important factor, millennials view flexibility and productivity differently. For example, millennials do not measure productivity by how many hours employees work in an office, but rather measure productivity as what an employee does during their hours worked regardless of where they have completed their work (Glisson, 2015; Wormley, 2018). According to the PwC Next Gen Survey (2013), millennials “view work as a thing and not a place.” Based on these factors, organizations have to consider where and when millennials want to work, what they will do during work hours, which tools they will use to complete tasks, and what the culture will look like (Wormley, 2018). This survey also discovered that 21% of female and 15% of male millennials would rather give up a portion of their pay or ability to promote in exchange for working fewer hours or having work flexibility (PwC Next Gen Survey, 2013).

Millennials also seek organizations with positive work environments that will incorporate their ideas and provide an inclusive culture (Forbes, 2017). Culture has become so important to millennials that many are willing to take a pay cut just to pursue an organization that provides a culture that is similar to their values and beliefs (Forbes, 2017; Liang, Chang, Rothwell, & Shu, 2017). There are many aspects of organizational culture that millennials want companies to have when seeking employment. Ames (2018)

describes millennials as a generation interested in giving back and wanting to make a difference in society. With these types of values, this generation seeks organizations that also hold the same cultural values and goals in areas related to volunteering, working with charities, and supporting the fight against climate changes (Forbes, 2017).

Catano and Morrow Hines (2016) explain the need for organizations to shape their cultures to be more inclusive, collaborative, and innovative for the highest likelihood of retaining millennials. When millennials feel they have a “good cultural fit”, they are more likely to stay with an organization. Cultural fit factors can include balance in their workload, positive partnerships with leadership and coworkers, opportunities for development and advancement, and transparency with communication (Catano & Morrow Hines, 2016; Liang, Chang, Rothwell, & Shu, 2017; Wormley, 2018). Millennials also seek organizations with team-oriented cultures that provide a sense of community, and want to be motivated to enhance and utilize their skills (Glisson, 2015; PwC Next Gen Survey; 2013).

Diversity and Inclusion

Within organization culture, diversity and inclusion are important aspects to consider when recruiting millennial candidates. Inclusion in the workplace means to accept and value the differences of employees including gender, age, sexual orientation, race, ethnicity, education, and personality (Bilazarian & Chait, 2016; HR Council, 2018). These very differences are what makes workplaces diverse when also including diversity of knowledge, thought, and experience (Bilazarian & Chait, 2016). With millennials being such a diverse and open-minded generation, they value diversity within

organizations as recruiting various backgrounds and being inclusive in the workplace can lead to innovation, growth, and change (Campione, 2014).

Inclusion is defined as providing a workplace environment in which employees can contribute their thoughts and ideas while being supported and respected. Not only should organizations recruit diverse candidates, but they should also be inclusive in their efforts by embracing employee differences and making them feel welcomed and valued within the company. To implement diversity and inclusion, organizations must provide equality, fairness, diversity training and education, teamwork, and leadership commitment. Strategies for diversity and inclusion may include providing unconscious bias training to leaders and employees, develop innovative ideas for recruitment strategies and marketing materials, or implement a diversity and inclusion program that develops groups based on different cultures and backgrounds to provide additional supports and connections (McCoy, 2015). Millennials define inclusion as having an organizational culture in which employees are connected through means of collaboration and teams as they work to influence the business (Smith & Turner, 2015). Within these efforts, leadership is also supportive of individual perception as they work to be more engaging with each employee.

When compared to other generations, millennials value the importance of diversity and inclusion and want to work for organizations that value and implement these practices. However, millennials define diversity and inclusion constructs and expectations of empowerment and authenticity in the workplace differently than their generational counterparts (Bilazarian & Chait, 2016). Based on these differences,

organizations are facing challenges as their current practices may be more traditional and less aligned to millennial expectations. For example, millennials change jobs approximately every two years because many refuse to work in a job that does not allow them to be themselves. They want to feel free to express themselves in the workplace while embracing their differences and learning from each other (HR Council, 2018; McCoy, 2015). For organizations that refuse to embrace the changes of traditional norms and provide environments that are more inclusive, they will have a disadvantage in recruiting and retaining millennial talent.

The Billie Jean King Leadership Initiative (BJKLI) and Deloitte developed a research report that identifies issues that are influencing millennials and diversity in the workplace and how these issues impact creativity, innovation, and engagements for employees (Smith & Turner, 2015). Based on this research, it was determined that millennials are 35% more likely to focus on their unique experiences when defining diversity unlike 21% of non-millennials who focus on representation (Smith & Turner, 2015). Millennials are also 71% more likely to focus on teamwork when asked about business impacts on diversity unlike 28% of non-millennials who focus on the fairness of opportunities (Smith & Turner, 2015). When analyzing inclusive organizational culture, 83% of millennials are more engaged when they feel included when compared to 60% of millennials who are engaged when their organization does not provide an inclusive culture (Smith & Turner, 2015).

In the workplace, millennials show concern with diversity of thought, philosophies, and ideas as they solve organizational problems. They also want to be more

collaborative as they connect with teams and create inclusive environments in which every individual has a voice and is valued to build stronger organizational decisions (Campione, 2014). The survey conducted by the Billie Jean King Leadership Initiative (BJKLI) and Deloitte also discovered that millennials view inclusion as “having an impact at all levels with open lines of communication, transparency, and strategic initiatives communicated to employees by executives, and when you’re a part of the process, your opinion counts, and we’re working together toward common goal” (Smith & Turner, 2015).

Leadership and Development Opportunities

Leadership and development opportunities also influence recruitment and retention efforts for millennials. According to Liang, Chang, Rothwell, and Shu (2017), many millennials seek roles in companies that offer developmental opportunities such as training, cross-functional work and projects, access to mentor-based programs, and leadership development. These opportunities are important as millennials transition from the academic setting to the workplace and grow into their respected fields. Leaders and managers also influence culture by setting the tone and norms for their individual teams. Although organizational culture can be viewed from a bigger perspective, leaders can influence their teams and redefine what culture and norms mean to them. Their roles affect how employees behave as well as influence goals for growth and development (Glisson, 2015; Hartnell et al., 2016).

For example, leaders and managers should model behaviors that they want their teams to follow by setting expectations and displaying those efforts. This will allow

employees to work together, build their expertise, improve their professional skills, and follow organizational values while implementing their own beliefs. Styles such as transformational leadership can also have positive and negative influences on employees, which can affect job performance, job satisfaction, and retention efforts. With transformational leadership, supervisors can use motivation to transform employees and influence their behaviors (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). In addition, leaders work to encourage their followers by providing support and guidance to help them be more successful. Supervisors can also affect the satisfaction of employees because they provide direct supervision, guidance, support, and training to associates. Companies rely on supervisors to complete a variety of duties while preparing new employees and managing existing ones.

In relation to supervisor roles and responsibilities, their demographics can also change the perceptions of millennials as they tend to be energetic, have innovative ideas, and are open to exciting opportunities (Campion, 2014; Hattke, Homberg, & Znanewitz, 2017). For example, if a manager uses micromanaging as a way to manage their teams with little opportunity for flexibility, this may cause conflict and stress which can impact job satisfaction and performance (Glisson, 2015; Society for Human Resource Management, 2016; Wormley, 2018). Boon and Biron (2016) explain flexibility as an important factor for millennials when seeking employment as they value work/life balance and independence.

Job satisfaction involves the positive and negative feelings employees develop towards their role, whereas performance is based on the behaviors displayed while in a

role. As organizations develop more roles and recruit more millennials, it will be important to examine their organizational cultures, leadership, and development opportunities to ensure alignment with this population. Liang, Chang, Rothwell, and Shu (2017) explain that millennials are seeking specific characteristics when pursuing their careers, and about 61% do not see an issue with changing employers if they are not satisfied with their jobs or opportunities.

As a leader, it is important to understand the priorities and values of millennial employees. This requires open lines of communication either in a team setting, one-on-one, virtually, or through open door policy which allows employees to voice their opinions and concerns without retaliation, feeling invisible, or undermined (Hewlett, 2018). Based on the research provided by Catano and Morrow Hines (2016), 66% of millennials agreed “they expect to have interaction with their supervisors” and 58% are “comfortable asking their boss for help when they need it.” When evaluating the wants and needs of this population, millennials seek interaction and frequent feedback from their leaders because it helps with their professional development and growth (Liang, Chang, Rothwell, & Shu, 2017).

One way that organizations have contributed to consistent feedback is by providing quarterly and annual performance reviews. These reviews allow both the employee and manager to evaluate goals, rate performance, discuss success, identify challenges, seek support, share ideas, and review the employee’s path of progression (Liang, Chang, Rothwell, & Shu, 2017; Wormley, 2018). A study conducted at Adobe reported a 25% decrease in voluntary turnover once implementing quarterly performance

reviews in the workplace (Catano & Morrow Hines; 2016). Cargill also implemented a survey that discovered 38% of employees reported communication improvements with their leaders once the organization started the quarterly review process.

According to the Deloitte Study, millennials are seeking leaders that focus on employee development and well-being instead of controlling employees and their work experiences (Wormley, 2018). Based on this determination, organizations should train their managers to lead employees instead of manage them by listening to their ideas, giving them attention and respect, allowing them to make their own decisions, providing support, giving them regular feedback, approaching their ideas with conversation instead of authority, and providing measurable productivity expectations for organizational goals (Wormley, 2018).

Motivation

Motivation is based on motive which means desires, needs, and wants of an individual (Muslim et al., 2016). The process of motivation helps impact individual actions through influence to establish and accomplish goals and objectives. Work motivation is a useful tool to encourage and influence employees towards success by influencing their actions and behaviors (Business Case Studies, 2018). It is a combination of communication techniques, management style, trainings, support, recognition, and workplace fun that influence the motivation and behaviors of employees (Blasingame, 2015). Communication factors impact motivation through means of engagement, support of encouragement, and coaching.

When implementing motivation in the workplace, employers and leaders must understand what tools actually motivate employees and change their perspective of how they tackle tasks and job duties (Business Case Studies, 2018). With this, it is important that managers understand the differences for each employee so that they can best meet their needs. Examples of motivational techniques include recognition, goal setting, and providing support (Blasingame, 2015; Business Case Studies, 2018). When employees feel like their work is valued, is important to the organization, and is making a difference, they are more likely to feel motivated and be productive (Muslim et al., 2016).

According to Wroblewski (2018), goal setting is a great technique to use to motivate employees because it influences performance and workplace behaviors by encouraging employees to work towards an action. Wroblewski (2018) also mentions, “in psychology, the research on goal-setting has a long tradition. Studies have consistently demonstrated that an individual’s behavior is affected by goals and that, if well chosen, goals can boost individual productivity.” By implementing motivation and goal setting in the workplace, employees can work more diligently by setting objectives, determining ways to achieve those objectives, and work towards executing each objective. After developing this aspiration, employees become more productive, focused on tasks, confident, and independent (Muslim et al., 2016; Wroblewski, 2018).

Corporate Social Responsibility (CSR)

Tai and Chuang (2014) describe corporate social responsibility (CSR) as “a process with the aim to embrace responsibility for the company’s actions and encourage a positive impact through its activities on the environment, consumers, employees,

communities, stakeholders, and all other members of the public sphere who may also be considered stakeholders.” CSR includes business operations from an environmental and social perspective through means of giving back, helping out communities in a crisis, providing supports during natural disasters, and encouraging employees to give back and volunteer in their communities. When organizations practice CSR, they can promote their efforts to candidates to show their interest and goals in helping society and their local communities. For example, philanthropy is a great way to donate money, goods, resources, or services to families while also encouraging employees to volunteer their time and get involved.

Opportunities for CSR also include options such as volunteering and community service. For example, many companies encourage employees to volunteer at nonprofits and will pay money to the organization for every hour volunteered (Peretz, 2017). This is a great way to build community partnerships as well as give back to the community members. By implementing CSR, this can help build stronger leaders while motivating employees to give back to their communities. For example, if an employee volunteers for a community-based project and takes the lead in execution and recruiting individuals to participate, this can help build leadership and teambuilding skills (Ames, 2018).

When organizations encourage employees to also participate in projects and volunteer for things they are passionate about, this helps build CSR, increase community networks of volunteering, help individuals build additional skills while working with people that may be outside of their immediate team, and establish a culture that supports giving back (Egerova, 2016; Peretz, 2017).

Along with corporate social responsibility, millennial applicants also consider the reputation of organizations, what programs are offered for professional growth, and what social activities they can participate in (Ames, 2018; Catano & Morrow Hines, 2017). Factors such as CSR can affect company reputations and change candidate perceptions of the organization. However, the opportunities provided once an employee starts will also be just as impactful as many employees set goals to grow and develop career paths for excellence. Millennials may want to feel valued, involved in organizational activities, and grow as individual leaders throughout their roles (Egerova, 2016). Once these organizational actions take place, recruitment processes can be established to promote opportunities for growth and community involvement.

Recruitment and Selection Processes

Employee turnover can impact many factors for organizations as employers must work to replace the talent that they lost. According to the Society for Human Resource Management (2016), recruiting can be an effective way to find new talent while promoting opportunities and culture for an organization. However, one aspect to consider when employees leave is productivity and financial loss. As organizations seek talent to replace the ones they no longer have, recruitment and selection processes can become costly when considering advertising, pre-screening, interview processes, onboarding, and training (Holm & Haahr, 2019). When considering these factors, it is important for organizations to utilize their platforms to connect with diverse talent from multiple backgrounds so that the best candidates cannot be only attracted, but also recruited and retained (Curley, 2016; Holm & Haahr, 2019).

The innovation of recruitment tools has helped with the selection processes associated with millennial talent. However, with millennials contributing to about 30% of the workforce, organizations are facing challenges with attracting this population (Egerova, 2016). This group in particular shows a different set of interests, expectations, and values for the workplace. To not only attract but also retain this population, organizations will need to consider their unique characteristics by learning more about what they want and expect in the workplace.

In addition, millennials also have interests in organizational values, personal development, and work-life balance as these factors attract them and impact their goals (Egerova, 2016; Hattke, Homberg, and Znanewitz, 2017). One important factor to consider is that this population values development opportunities through training and education as well as wants to maintain a balance between personal and professional life. One way for organizations to approach cultural diversity is by improving decision-making processes and problem-solving strategies based on their market and candidate pool (McCoy, 2015; Holm & Haahr, 2019). For example, organizations have progressed in utilizing various techniques for hiring and attracting new candidates as they work to avoid discrimination issues.

Turnover and Retention

According to Boon and Biron (2016), millennials value culture, innovation, flexibility, diversity and inclusion, work/life balance, and professional development and seek organizations that support and provide these opportunities. If organizations lack these characteristics, do not share the same values as millennials, or if millennials feel

dissatisfied or unfulfilled, they are more likely to leave their job or company (Bogosian & Rousseau, 2017). With over 30% of millennials in the workforce, turnover can be a challenge for organizations that do not share the same values or want to change their culture to retain this population.

Organizations have a greater chance of retaining millennials if they shape their culture and continue to be inclusive, diverse, and innovative (Bogosian & Rousseau, 2017). For example, millennials are more likely to leave their jobs when compared to older generations and are open to seeking employment opportunities outside of their current organizations (Adkins, 2018). With nearly 60% of millennials open to new opportunities and 36% interested in careers with other companies, organizations must understand the importance of cultural impacts that can be shaped to make their work environments more desirable. Having high rates of turnover for millennials can cost companies about \$500,000 per employee with an average of \$30.5 billion in loss (Bogosian & Rousseau, 2017). Factors to consider based on this loss include recruitment, interviewing and onboarding, and loss of productivity while seeking new candidates after employees quit.

According to the PwC Next Gen Survey (2013), retention practices for millennials can be grouped into three categories that seek to increase emotional connection. The first category is balance and workload which includes having the ability to balance work and personal life while managing projects and productivity (PwC Next Gen Survey, 2013). Overdijk (2017) explains that millennials seek jobs that allow them the flexibility to

manage both their personal and professional lives without having to sacrifice their personal goals and aspirations to get ahead at work.

The second category is work engagement, development, and opportunities. In this group, work activities should be meaningful and interesting to employees as they seek support for professional development (PwC Next Gen Survey, 2013). Millennials want to gain knowledge and awareness about potential opportunities without feeling stuck in their current roles. A good example of this is having exposure to different projects outside of their scope of work. This exposure influences millennials to use their skills while working on activities that interest them (Adkins, 2018; Bogosian & Rousseau, 2017).

The third category is the use of people and teams in the workplace. Millennials want to feel like they are a part of a team and bigger purpose as they work with their leaders and mentors for self-development. The more likely millennials feel a sense of community and friendships while at work, the more likely organizations can retain them (PwC Next Gen Survey, 2013).

Turnover has become an even bigger challenge for the Black population. Winters (2015) determined that corporate turnover is 40% higher for Blacks than their White counterparts, and the influences are more impactful for Blacks when compared to other races. For example, Black employees are more likely to not be recognized for their successes or abilities, not be offered opportunities for advancement, not be provided support from their leaders or be reviewed effectively for performance, and work in non-inclusive environments where they feel valued or appreciated (Winters, 2015; White, 2015).

McCoy (2015) conducted studies based on turnover for Blacks, and has focused on how they are treated in the workplace as well as unfair and unequal practices that are executed. According to their research, Blacks are more likely to encounter unfair practices in the workplace which can contribute to their turnover rates. For example, Blacks are more likely to be held at a higher standard when seeking employment and given an opportunity because of societal issues and stereotypes that are commonly known. These common factors include being uneducated, late for work, unwilling to work hard, and unprofessional (Boon & Biron, 2016; White, 2015).

When entering the workforce, Black candidates try to overcome these stereotypes by working harder to prove their worth and ethical values. Regardless of their strengths and courage, Blacks may still encounter lower wages, discrimination, and are more likely to be watched by their manager for issues or errors while at work (Winters, 2015; White, 2015). All of these challenges can affect turnover for Black employees and make it more challenging to recruit them.

Expectancy Theory

Parijat and Bagga (2014) describe expectancy theory as an individual's assumption of choice that maximizes rewards or pleasures and minimizes pain or discomfort. Yale University Professor Victor Vroom introduced this theory in 1964, and suggested individual perceptions of outcomes can lead to higher levels of motivation (Isaac, Zerbe, & Pitt, 2001; Lawler & Suttle, 1973). Vroom proposed that the desire to "maximize self-interest provides aspiring leaders with unique opportunities to assume leadership roles by simultaneously meeting both follower needs and organizational

requirements” (Isaac, Zerbe, & Pitt, 2001). Based on this theory, individuals can be motivated regardless of their goals if they believe that their performance will result in a reward and if there is a positive relationship between performance and efforts (Lloyd & Mertens, 2018).

There are three beliefs to consider when applying this theory to the workplace. The first is valence, which is based on an individual’s emotion and rewards (Purvis, Zagenczyk, & McCray, 2015). Two things to consider with valence is intrinsic (satisfaction) rewards and extrinsic (benefits and money) rewards. When applying valence in the workplace, rewards such as money or paid time off may motivate employees and affect their behaviors. Valence can also be applied through leaders by making sure that employee goals are aligned with organizational goals. Having this alignment may increase work motivation with the perception that employee goals are closely related to organizations goals (Isaac, Zerbe, & Pitt, 2001; Purvis, Zagenczyk, & McCray, 2015).

The second belief is expectancy, which is having the belief that increased efforts will give a better performance. For example, an employee may believe that if they work harder, they will make something better (Parijat & Bagga, 2014). From a leadership perspective, it is important to understand expectancy since it is related to the Effort and Performance (E-P) linkage which can be useful in the workplace (Isaac, Zerbe, & Pitt, 2001; Purvis, Zagenczyk, & McCray, 2015). Based on this linkage, leaders should be aware of multiple factors that can impact employee behaviors, such as providing challenging assignments (which can impact self-confidence and skill), or considering

individual abilities (to provide employees the necessary skills for success) (Isaac, Zerbe, & Pitt, 2001).

The third and final belief is instrumentality, which is having the perception that if a manager promises something to an employee, then they will get what they desire because it was promised to them (Purvis, Zagenczyk, & McCray, 2015). Based on this belief, the outcome is what drives motivation of an employee with the belief that a specific behavior will render a specific outcome. One leadership aspect to consider with instrumentality is fair treatment of employees. The outcome of treatment employees receive should be consistent which helps them understand that certain actions are associated with certain treatments (Isaac, Zerbe, & Pitt, 2001; Purvis, Zagenczyk, & McCray, 2015).

When employees have lower levels of motivation, they have lower expectancy based on not thinking that they can complete their required work, lower levels of instrumentality based on thinking that the outcome is unattainable even if they did complete the required tasks, and lower valence based on not wanting the outcome (Lloyd & Mertens, 2018). According to Purvis, Zagenczyk, and McCray (2015), it is important for leaders to determine what actually motivates their employees to achieve higher levels of performance. For example, leaders should understand what employees want to achieve and provide them with challenging tasks to accomplish those achievements because unchallenging tasks may lead to frustration and lower performance (Lloyd & Mertens, 2018). Leaders should also consider individual levels of competence and assign tasks that

are based on an employee's knowledge and abilities. In doing so, employee motivation may increase which could affect their behaviors and performance.

Person-Organization (P-O) Fit

Chris Argyris first proposed P-O fit in 1958 after identifying variations of organizational climates and the importance of selection and attraction of employees (B. W., Zimmerman, & Barrick, 2015). By considering this attraction and selection, there is a difference between the compatibility of organizations and individuals.

P-O fit can also be applied to this research topic because it examines individual perceptions with corporate ethical values to understand how the employee fits within the organization (Swider, Zimmerman, & Barrick, 2015). When applying this theory, levels of performance and retention can be measured by understanding how organizational ethics and values influence fit and behavioral outcomes (Overdijk, 2017).

Boon and Biron (2016) explain that P-O fit determines relationships between multiple outcomes to include turnover, work attitudes, and job performance. This theory will also help determine what the driving factors are for retention with Black millennials in corporate and what could be the issues associated with it (Kuron, Lyons, Schweitzer, & Ng, 2015; Farooqui & Nagendra, 2014). Based on this theory, Swider, Zimmerman, and Barrick (2015) define P-O fit as “the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both.”

With this theory, individuals seeking employment are attracted to organizations that share their same similar values. For example, the connection between work attitudes

and P-O fit identify the likelihood of employees staying with an organization when they have higher levels of fit and job satisfaction, and organizational commitment (Arthur Jr., Bell, Villado, & Doverspike, 2006; Farooqui & Nagendra, 2014).

Work attitudes also influence performance and behaviors which are factors that can impact retention and turnover. The connection between P-O fit and turnover can have significant impacts on an organization and its bottom line. For example, turnover costs are high when factoring in recruiting, hiring processes, onboarding, and trainings (Arthur Jr., Bell, Villado, & Doverspike, 2006). If individuals are dissatisfied with their work or do not feel their values or beliefs align with the organization, retaining them may be a challenge. Once an employee feels dissatisfied or disconnected with an organization's values or culture, their job performance and engagement may suffer.

The connection between P-O fit and job performance supports the idea that when individuals do not fit well within an organization, this can lead to negative effects of job performance (Arthur Jr., Bell, Villado, & Doverspike, 2006). These effects can include putting forth effort at work, going above and beyond to complete tasks, feeling energized, and being engaged (Farooqui & Nagendra, 2014).

Job Satisfaction

According to Campione (2015) and Deloitte (2018), job satisfaction is a significant influencer when evaluating employees and their jobs as it viewed as a work attitude. This attitude is considered an emotional and cognitive reaction that is based on environment and job-related characteristics (Campione, 2014; Farooqui & Nagendra, 2014). Based on an Employee Job Satisfaction and Engagement Report conducted by the

Society for Human Resource Management (SHRM) in 2015, “88% of United States employees reported they were satisfied with their job overall, with 37% reporting they were very satisfied and 51% reporting they were somewhat satisfied” which is the highest level of job satisfaction reported over the past 10 years. In addition to this report, employees also reported similar attitudes towards their satisfaction with their employers, indicating “45% being somewhat satisfied and 40% indicated being very satisfied with their organization” (Society for Human Resource Management, 2016).

With millennials being retained in their current roles or companies on an average of two to three years and are influenced by individual values, beliefs, teams, leadership, culture, fit, and motivation, it is important for employers to consider job satisfaction and how it impacts retention. According to Farooqui and Nagendra (2014), job satisfaction “refers to one’s feelings or condition of mind according to the nature of work.” Research proposes that job satisfaction is the difference between what individuals expect when they enter a job and what they actually get once the job is started (Deloitte, 2018; Farooqui & Nagendra, 2014; Thulaseedharan & Nair, 2015).

For millennials, job satisfaction continues to be an influencer of retention as the more they become dissatisfied, the more likely they are to quit their jobs. This increase in retention is higher for millennials when compared to other generations because they are more focused on their organizational fit and satisfaction with their roles and organization (Deloitte, 2018). For example, job satisfaction can have both mental and physical impacts on employees which can lower their productivity and performance. Work values and attitudes also impact performance as millennials are less concerned with working

overtime and place less value on work itself (Thulaseedharan & Nair, 2015). They seem to be more interested in being family-centric and less work-centric as they want to focus on leisure activities, their families, friends, and their interests (Acharyya, 2017).

Another factor that influences job satisfaction is the use of skills. According to the Deloitte 2015 Millennial Survey, millennials that feel they are not given the chance to utilize all of their skills in their jobs have lower rates of job satisfaction (Deloitte, 2018; Wormley, 2018). One of the many challenges that organizations face when employees are no longer satisfied is a decrease in job performance. Being able to execute skills and abilities are both important factors when examining job satisfaction as more than half (55%) of employees rate these opportunities as very important contributors to their job satisfaction (Society for Human Resource Management, 2016).

There are many factors that contribute to employee job satisfaction. According to the Society for Human Resource Management (2016), the top five contributors include respectful treatment of all employees at all levels, overall compensation/pay, overall benefits, job security, and trust between employees and senior management. When considering respectful treatment of all employees, 67% rated this as a very important factor when considering their job satisfaction for the second year in a row, with 31% being very satisfied with this treatment. For compensation, 63% reported it being very important with only 23% being very satisfied; 60% found benefits to be very important with 27% being very satisfied; 58% found job security to be very important with 32% very satisfied; and 55% found trust between employees and senior management very

important with 27% being very satisfied (Society for Human Resource Management, 2016).

Millennials can be misunderstood in the workplace because they often feel confident while having an ambitious outlook on life and their work goals. Based on these factors, organizations can misinterpret these traits and instead view them as egotism and arrogance (Society for Human Resource Management, 2016). When compared to older generations, millennials place more importance on career development opportunities, job-specific training, and career advancement opportunities when determining their job satisfaction (Acharyya, 2017). Job-specific training has become an empowerment-based tool in the workplace because it helps employees develop their talents. In addition, job satisfaction can be influenced as employees progress in their roles, learn additional skills, and become more empowered and engaged in the workplace (Acharyya, 2017). Based on the Employee Job Satisfaction and Engagement Report, 42% of employees rated job-specific training as very important for their job satisfaction (Society for Human Resource Management, 2016).

As these skills continue to grow, the importance of career development and advancement opportunities can also expand which gives employees more chances to evolve in their professions. When considering these factors, the engagement report determined that 39% reported career development opportunities and 47% reported career advancement opportunities as very important for rating job satisfaction (Society for Human Resource Management, 2016). Thulaseedharan and Nair (2015) describe the importance of encouraging employees by helping them develop career paths to increase

their knowledge, skills, and interactions. Implementing these career paths can lead to higher levels of engagement as they exercise their knowledge and expertise in the workplace (Society for Human Resource Management, 2016).

Chapter 3 will provide insight on the sample population, research design, procedures, instrumentation, and demographics. It will also describe any ethical considerations for the study as well as identify the data analysis and collection processes. In addition, the research design and instrumentation used to collect data will also be described.

Chapter 3

Research Method

Chapter 2 focused on the literature review for the millennial generation, the Black population, organizational culture, recruitment, selection processes, and diversity and inclusion and how these factors impact retention. Chapter 2 also described how leadership, development opportunities, motivation, and corporate social responsibility influence recruitment and retention by incorporating both expectancy theory and P-O fit.

Introduction

Chapter 3 describes the research design, sample population and procedures, demographics and instrumentation, data analysis, and ethical considerations for the study. The data collection process and analysis are also described in addition to the research design and a description of the instrumentation used to collect data. The purpose of this study was to identify if organizational culture, transformational leadership, P-O fit, and motivation were significant predictors of corporate retention for Black millennials. This study also determined if P-O fit mediated the relationship between culture and retention, if motivation mediated the relationship between P-O fit and retention, and if transformational leadership mediated the relationship between motivation and retention. Examining factors such as leadership influence, recruitment processes, organizational culture, and diversity and inclusion determined which had the most significant influence on corporate retention of Black millennials.

This quantitative study filled a gap in understanding which factors impact retention for Black millennials working in corporate positions. Many studies have

focused on retention of millennials that were White or Hispanic and considered various factors such as age, gender, and different workplace environments. However, research was limited on Black millennials ages 22-34 and how leadership, organizational culture, motivation, and P-O fit impact retention for this population. The outcome of this study may influence organizations to develop inclusive working environments, implement better recruitment processes that highlight their culture and diversity and inclusion efforts, help leaders overcome biases, and improve leadership communication and collaboration with diverse teams.

Research Design and Rationale

The goal of this study was to understand how leadership and organizational culture impact corporate retention of Black millennials. This was a predictive study that identified individual perceptions of leadership, organizational culture, P-O fit, motivation, and which of these factors influenced their retention or turnover. Martens, Provost, Clark, and de Fortuny (2016) described a predictive analysis as a measurement of what could happen in a study by collecting data to determine how to answer specific questions. For this study, conducting a predictive analysis determined what the likelihood would be of retaining Black millennials in the future (Eckerson, 2007; Koch, 2015; Martens, Provost, Clark, & de Fortuny, 2016). Based on this, organizations will be able to forecast impacts of their organizational culture and leadership on retention of Black millennials based on the probabilities identified in this study (Koch, 2015; Martens, Provost, Clark, & de Fortuny, 2016). Organizations will also be able to anticipate challenges before they happen to avoid issues such as higher rates of turnover,

dissatisfied and unmotivated employees, and reevaluate existing recruiting and diversity and inclusion processes (Eckerson, 2007; Martens, Provost, Clark, & de Fortuny, 2016). Optimizing these processes could assist with retaining Black millennials while recruiting more talent.

Using expectancy theory and P-O fit theory as research frameworks helps understand how retention is influenced when based on factors of job satisfaction, motivation, and organizational fit (Muslim et al., 2016; Swider, Zimmerman, & Barrick, 2015). Understanding how P-O fit, organizational culture, leadership, and motivation impact retention can help improve aspects such as leadership trainings, culture, diversity and inclusion policies, professional development opportunities, and turnover for Black millennials. Identifying how each variable influences retention can also help organizations develop new processes to attract and retain Black millennials. In addition, organizations can increase their diversity and inclusion efforts to create a more attractive work environment for this population (Glisson, 2015).

Participant Sample

The participants of this study included Black and White millennials working in corporate jobs. The specific age group included the millennial working class which were candidates between the ages of 22-34. Candidates were either male or female and worked in any department within a corporate job. Balmer (2012) described a corporate job as a role in a large enterprise. This role can vary based on responsibilities, departments, and work environments whether in an office or remote setting. The community identified for this study was based online and was not specified for one particular area. Participants

could live in any state or region in the United States as long as they met the criteria of being a Black or White millennial working in a corporate job. A power analysis revealed that for a t test at $\alpha < .05$ with an effect size of .5 and a power of at least .80, this study would require a sample of at least 64 participants for group 1 and 64 participants for group 2 for a total of 128 participants (Faul, Erdfelder, Land, & Buchner, 2009).

Instrumentation

The instruments selected for this study included P-O fit scale, self enhancement of transformational leadership behavior measure, employee attitudes toward organizational culture of work environment and quality improvement questionnaire, motivation at work scale, and turnover cognitions scale. These survey questions were entered into Amazon Mechanical Turk, Facebook, and LinkedIn and were administered to a random sample of Black and White millennials working in corporate jobs. To randomize, candidates who met the criteria for this study completed each questionnaire anytime between the date each test was made available until it expired. Once the tests were completed, 170 participants were randomly selected to give each participant an equal chance of participating in the study. Amazon Mechanical Turk is an online tool that helps researchers collect data by administering surveys to a specific population. By using this tool, researchers can gather data from multiple groups of individuals without being limited to location or area.

Person-organization (P-O) Fit Test

P-O fit test was developed by Wesley Scroggins in 2003 to examine “the match between individuals and the organizations for which they work” (Scroggins, 2003). This

was an appropriate instrument for this study because it determined whether individual attributes match those of the role, if there was a match between the organization's culture and values and individuals' values, and if the fit meets the individuals and organizational needs. This scale measures how employees fit within their environments and how organizations meet their individualistic needs (Wu & Wu, 2017). According to Roczniewska, Retowski, and Higgins (2017), P-O fit can identify relationships and the significance between organizational variables such as performance, job satisfaction, commitment, and behaviors. For example, turnover can impact the importance of P-O fit based on individual alignment of personal goals and values when compared to that of an organization (Roczniewska, Retowski, & Higgins, 2017).

The reported reliability value of alpha was .85 within the Stroggins (2003) study. This study determined that P-O fit is a significant predictor of employee turnover and meaningful work. For this assessment, construct validity was determined using a factor analysis and nomological validity procedures (Scroggins, 2003; Scroggins, 2008).

Self Enhancement of Transformational Leadership Behavior Measure

The Self Enhancement of Transformational Leadership Behavior Measure was developed by Van der Kam, Janssen, Van der Vegt, and Stoker in 2014 to measure transformational leadership behaviors. This was an appropriate instrument for this study because it measured transformational leadership behaviors and how it impacted employees. Dong, Bartol, Zhang, and Li (2017) describe the transformational leadership as an approach that influences change in individuals and social systems. When applying transformational leadership to the workplace, it promotes positive change in employees

with the goal of developing them into leaders by using motivation, performance, and morale (Henker, Sonnentag, & Unger, 2015). Within the Podsakoff, MacKenzie, Moorman, and Fetter (1990) study, the reported reliability of the Cronbach alpha for transformational leadership was .82. According to Cable and Judge (1995), the Cronbach alpha should be greater than .7 to ensure reliability for questionnaires. For this study, convergent validity was also ensured by using a subsample of subordinates to complete both the shortened scale and the full 23-item scale. Based on this, the shortened and full scale both demonstrated good convergent validity ($r = .90$; $p < .001$) (Van der Kam, Janssen, Van der Vegt, & Stoker, 2014).

Employee Attitudes Toward Organizational Culture of Work Environment and Quality Improvement Questionnaire

The Employee Attitudes Toward Organizational Culture of Work Environment and Quality Improvement Questionnaire was developed in 2003 by Alvaro Taveira, Craig James, Francios Sainfort, and Ben-Tzion Karsh to measure employee perceptions and attitudes based on task clarity, supervisor support, task orientation, innovation, and organizational culture in the workplace (Taveira, James, Sainfort, & Karsh, 2003). This instrument was appropriate for this study because it measured employee perceptions and attitudes. Work environments and organizational culture have multiple definitions as both can affect how employees feel, behave, and perform. Burke (2017) describes challenges such as relationships with colleagues, organizational commitments, and opportunities for growth can affect employee attitudes and job satisfaction.

Along with measuring employee perceptions and attitudes, work environments are also measured to assess employee perceptions of task clarity, supervisor support, and task orientation (Taveira, James, Sainfort, & Karsh, 2003). Based on these measures, the reported reliability value of .83 was found using a test-retest in the Sprague (2018) study. For this assessment, convergent validity was determined by giving the same participants two measures that were used to test the same thing (Sprague, 2018).

Motivation at Work Scale

The Motivation at Work Scale was developed by Marylene Gagne, Jacques Forest, Marie-Helene Gilbert, Caroline Aube, Estelle Morin, and Angela Malorni in 2010 to measure “different work-related behavioral regulations that represent the range of the continuum of motivation to do a particular job” (Gagne et al., 2010). This instrument was appropriate for this study because it focused on different types of motivation that could affect workplace behaviors (Gagne et al., 2010; Tremblay et al., 2009).

Gagne et al. (2010) explains that this scale proposes the continuum of motivation with two types to include intrinsic and extrinsic. Intrinsic motivation occurs when an individual enjoys their job and takes an interest in it, whereas extrinsic motivation occurs when an individual does something for instrumental reasons based on the internalization of external factors such as rewards or punishments (Toure-Tillery & Fishbach, 2014). Within the Gagne et al. (2008) study, the reported reliability of the Cronbach alpha for the motivation at work scale was .71. To measure validity, Gagne et al. (2008) measured the correlations between the motivation at work scale, consequences of motivation, and the known antecedents. The satisfaction of intrinsic motivation and the internalization of

extrinsic motivation can be affected by aspects such as contingent rewards, deadlines for work projects and assignments, and autonomy (Gagne et al., 2008). In addition, Gagne et al. (2008) also measured validity by testing the differences in motivation orientation between groups of workers that differ based on their jobs and responsibilities and their hierarchical level.

Turnover Cognitions Scale

The Turnover Cognitions Scale was developed by Bozeman and Perrewe in 2001 to measure retention and turnover cognition relationships. This was an appropriate instrument for this study because it measured retention and turnover and determined if participants plan to quit or keep their jobs. Rothausen, Henderson, Arnold, and Malshe (2017) explain that turnover is considered as the movement of employee's from job to job through transfer, promotion, or quitting. Abbasi and Hollman (2000) describe retention as having the ability to retain employees. When employees are satisfied with an organization, team, or leadership, they may be less likely to leave (Mak & Sockel, 2001). Within the Mowday, Koberg, and McArthur (1984) study, the reported reliability of the Cronbach alpha for turnover cognitions scale was .90. Convergent validity was also determined by examining employee behaviors and their intent to remain with their current employers. The scale reported good convergent validity in this study with $r = .90$ (Mowday, Koberg, & McArthur, 1984).

Data Management

The data management process included collecting information through the online tool Amazon Turk as well as Facebook and LinkedIn. Once data were collected, the

analysis process included data cleaning and recoding while imputing the information into the Statistical Package for Social Sciences (SPSS). Since the data were collected online, it was stored on my personal computer that is password protected. Amazon Turk also required log in details to access the data which is password protected. The data will remain stored on my personal computer for seven years until it is destroyed.

Data Analysis

This study used a simple regression and multiple regression analysis to determine if the retention of Black and White millennials could be predicted based on motivation, transformational leadership, P-O fit, and organizational culture. This study also used an independent samples *t* test to compare the means of both populations to determine if there was a statistical difference for retention based on the predictions of motivation, P-O fit, transformational leadership, and organizational culture. Conducting a simple regression determined if the independent variable predicted retention, if the independent variable predicted the mediator, and if the mediator predicted retention. Testing a multiple regression determined if retention for Black and White millennials could be predicted based on transformational leadership and organizational culture as well as P-O fit and motivation. This test also analyzed how each independent variable and mediator predicted retention.

In addition, the mediation analysis also tested how P-O fit affected the relationship between organizational culture and corporate retention, how motivation affected the relationship between P-O fit and corporate retention, and how transformational leadership affected the relationship between motivation and corporate

retention. McKinnon and Kenny (2018) described mediation by testing if one variable affects a second variable that can affect a third variable. For this type of analysis, the intervening variable M works as the mediator to mediate the relationship between X, the predictor, and an outcome (Kim, 2016; McKinnon & Kenny, 2018). Based on this, an indirect effect can occur which suggests X leads to Y through M. See Figure 1. Four steps were completed to determine this analysis. Step one included a simple regression analysis with X predicting Y to test for path c. Step two included a simple regression analysis with X predicting M to test for path a. Step three included a simple regression analysis with M predicting Y to test the significance of path b. Step four included a multiple regression analysis with X and M predicting Y (Kenny, 2018; McKinnon & Kenny, 2018). Lastly, step five included an independent samples *t* test to compare the means of both populations.

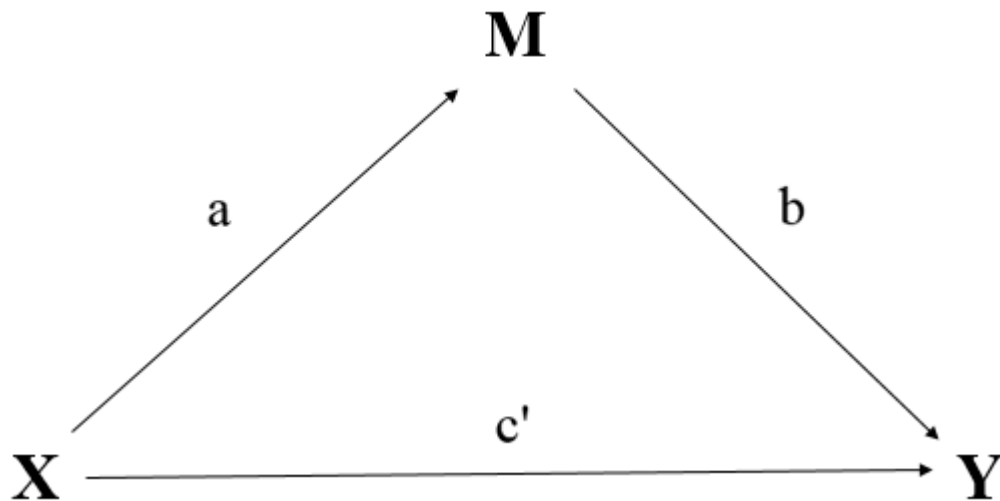


Figure 1. Mediation Analysis

For this analysis, confounding factors were controlled during the design stages by using randomization to select candidates which reduced the possibility of chance. This included confounders such as age which was restricted to participants that were between 22-34 years old and race which was restricted to participants that are Black and White. In addition, a Sobel test was used to cross validate each mediation analysis by determining whether each variable mediated the effect of each independent variable to the dependent variable.

Research Questions

Research Question 1: Does organizational culture predict corporate retention of Black millennials compared to White millennials?

H_01 : Organizational culture will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_{a1} : Organizational culture will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 2: Does transformational leadership predict corporate retention of Black millennials compared to White millennials?

H_02 : Transformational leadership will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_{a2} : Transformational leadership will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 3: Does P-O fit predict corporate retention of Black millennials compared to White millennials?

H₀₃: P-O fit will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_{a3}: P-O fit will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 4: Does motivation predict corporate retention of Black millennials compared to White millennials?

H₀₄: Motivation will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_{a4}: Motivation will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 5: To what extent does motivation mediate the relationship between P-O fit and retention of Black millennials compared to White millennials?

H₀₅: Motivation will not significantly mediate the relationship between P-O fit and retention of Black millennials compared to White millennials.

H_{a5}: Motivation will significantly mediate the relationship between P-O fit and retention of Black millennials compared to White millennials.

Research Question 6: To what extent does P-O fit mediate the relationship between culture and retention of Black millennials compared to White millennials?

H₀₆: P-O fit will not significantly mediate the relationship between culture and retention of Black millennials compared to White millennials.

H_{a6}: P-O fit will significantly mediate the relationship between culture and retention of Black millennials compared to White millennials.

Research Question 7: To what extent does transformational leadership mediate the relationship between motivation and retention of Black millennials compared to White millennials?

H_07 : Transformational leadership will not significantly mediate the relationship between motivation and retention of Black millennials compared to White millennials.

H_a7 : Transformational leadership will significantly mediate the relationship between motivation and retention of Black millennials compared to White millennials.

For this study, each instrument was scored and inputted into SPSS to conduct each simple regression, multiple regression, independent samples t test, and mediation analysis. The first analysis included a simple regression analysis for Ha3 with P-O fit predicting retention, a simple regression analysis with P-O fit predicting motivation, a simple regression analysis for Ha4 with motivation predicting retention, and a multiple regression analysis with P-O fit and motivation predicting retention.

The second analysis included a simple regression analysis for Ha1 with culture predicting retention, a simple regression analysis with culture predicting P-O fit, a simple regression analysis for Ha3 with P-O fit predicting retention, and a multiple regression analysis with culture and P-O fit predicting retention.

The third analysis included a simple regression analysis for Ha4 with motivation predicting retention, a simple regression analysis with motivation predicting transformational leadership, a simple regression analysis for Ha2 with transformational leadership predicting retention, and a multiple regression analysis with motivation and transformational leadership predicting retention. The fourth analysis included an

independent samples t test to determine if there was a significant difference between the means for both populations.

Ethical Procedures

Ethical procedures such as privacy, confidentiality, and consent were determined for participants and the nature of this study. To ensure privacy and confidentiality, each survey was anonymous and did not request any personal information from the participants. Informed consent was also used to ensure privacy and confidentiality by providing information regarding the nature of the study, the level of confidentiality offered which is anonymity, expectations of participants, benefits of participating in the study, and the study's goals and outcomes (See Appendix A).

Ethical Concerns

When conducting research and administering online surveys, ethical concerns related to recruitment processes and data collection can be common. By using the online tool Amazon Mechanical Turk and social media sites Facebook and LinkedIn, participants and their information remained anonymous and confidential as no personal questions were asked that would disclose their identities. The data collected was stored on my personal computer at home which is not shared with anyone else. My personal computer remains locked and password protected at all times with no alternate user access. With this protection, this alleviates the ethical concerns related to confidentiality, security, and data storage.

Methodological Limitations

For this study, methodological limitations included sample size and self-reported data. According to Szabo et al. (2015), sample sizes can affect the significant relationships from data that is collected, whether being too small of a sample size to use. When considering self-reported data, there may be a limitation based on data that may not be able to be verified (Baron, 2008; Szabo et al., 2015). For this study, data were collected and used based on how individuals answered each questionnaire and was taken at face value. With this type of limitation, multiple biases may have occurred to include selective memory, which is remembering or not remembering specific events or experiences that have occurred, and exaggeration, which is misrepresenting information or events as more or less significant than it actually was (Baron, 2008; Szabo et al., 2015).

Summary

Chapter 3 described the methodology, statistical analysis, online tool used to collect data, and instruments used to identify if transformational leadership, organizational culture, P-O fit, and motivation were significant predictors of corporate retention of Black and White millennials. This chapter also discussed the participant sample along with the strategy to collect and analyze data. Ethical procedures and concerns were addressed in regards to privacy, confidentiality, anonymity, and data storage. Chapters 4 and 5 will present the results from the surveys, data analysis, and study results.

Chapter 4

Results

Introduction

The purpose of this study was to quantitatively determine if transformational leadership, organizational culture, motivation, and P-O fit were significant predictors of corporate retention for Black millennials. In addition, this study also examined if transformational leadership mediated the relationship between motivation and retention, if motivation mediated the relationship between P-O fit and retention, and if P-O fit mediated the relationship between culture and retention. Multiple statistical methods were used to test seven hypotheses. This chapter summarizes the results of these analyses and describes the data collection tools used and participants of the study.

Research Questions and Hypothesis

Research Question 1: Does organizational culture predict corporate retention of Black millennials compared to White millennials?

H₀1: Organizational culture will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_a1: Organizational culture will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 2: Does transformational leadership predict corporate retention of Black millennials compared to White millennials?

H₀2: Transformational leadership will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_{a2} : Transformational leadership will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 3: Does P-O fit predict corporate retention of Black millennials compared to White millennials?

H_{03} : P-O fit will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_{a3} : P-O fit will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 4: Does motivation predict corporate retention of Black millennials compared to White millennials?

H_{04} : Motivation will not significantly predict higher corporate retention of Black millennials compared to White millennials.

H_{a4} : Motivation will significantly predict higher corporate retention of Black millennials compared to White millennials.

Research Question 5: To what extent does motivation mediate the relationship between P-O fit and retention of Black millennials compared to White millennials?

H_{05} : Motivation will not significantly mediate the relationship between P-O fit and retention of Black millennials compared to White millennials.

H_{a5} : Motivation will significantly mediate the relationship between P-O fit and retention of Black millennials compared to White millennials.

Research Question 6: To what extent does P-O fit mediate the relationship between culture and retention of Black millennials compared to White millennials?

H₀₆: P-O fit will not significantly mediate the relationship between culture and retention of Black millennials compared to White millennials.

H_{a6}: P-O fit will significantly mediate the relationship between culture and retention of Black millennials compared to White millennials.

Research Question 7: To what extent does transformational leadership mediate the relationship between motivation and retention of Black millennials compared to White millennials?

H₀₇: Transformational leadership will not significantly mediate the relationship between motivation and retention of Black millennials compared to White millennials.

H_{a7}: Transformational leadership will significantly mediate the relationship between motivation and retention of Black millennials compared to White millennials.

Data Collection

The duration of data collection took 25 days and was limited to participants that were Black or White millennials ages 22-34 that worked in corporate jobs. Candidates could be either male or female and could work in any department or position. Participants were recruited anonymously online from Amazon Mechanical Turk, Facebook, and LinkedIn and were asked to complete five surveys which included P-O fit questionnaire, Self Enhancement of Transformational Leadership Behavior Measure, Employee Attitudes toward Organizational Culture of Work Environment and Quality Improvement questionnaire, Motivation at Work questionnaire, and Turnover Cognitions Scale. Throughout the 25 days, there were a total of 205 participants to complete all five surveys which had 69 questions in total. Significance was determined by using a simple

regression, multiple regression, an independent samples *t* test, and a mediation analysis to analyze the data.

Description of the Participants

Of the 205 participants that completed all five surveys, three individuals were under 21 years old, 170 individuals were between ages 22-34, 24 individuals were between ages 35-47, and seven were ages 48+. For the purpose of this study, the only individuals used were between ages 22-34.

Responses were generated from 170 participants (72 women and 98 men). Of the total number of participants, 84 identified as Black and 86 identified as White. Levels of education were measured by degree level to include High School Diploma, Some College, Associate's Degree, Bachelor's Degree, Master's Degree, and Ph.D. Of the total number of participants, 99 had a Bachelor's Degree, 32 had a Master's Degree, 16 had Some College, 11 had an Associate's Degree, 10 had a High School Diploma, and two had a Ph.D.

Levels of current income were also measured and grouped by category to include less than \$40K, \$41K-50K, \$51K-60K, \$61K-70K, \$71K-80K, \$81K-90K, and \$90K or higher. Of the total number of participants, 40 made less than \$40K, 33 made \$41K-50K, 32 made \$51K-60K, 31 made \$61K-70K, 15 made \$90K or higher, 14 made \$71K-80K, and 5 made \$81K-90K. Frequencies for participant demographics are presented in Table 1.

Table 1
Frequencies for Participant Profiles

Profile	<i>n</i>	%
Race		
Black or African American	84	49.4
White	86	50.6
Gender		
Male	98	57.6
Female	72	42.4
Age		
22-34 years old	170	100
Education		
High School Diploma	10	5.9
Some College	16	9.4
Associates Degree	11	6.5
Bachelor's Degree	99	58.2
Master's Degree	32	18.8
PhD	2	1.2
Income		
Less than \$40,000	40	23.5
\$41,000-\$50,000	33	19.4
\$51,000-\$60,000	32	18.8

\$61,000-\$70,000	31	18.2
\$71,000-\$80,000	14	8.2
\$81,000-\$90,000	5	2.9
\$91,000+	15	8.8

For this study, there were five composite scores created which include motivation, P-O fit, transformational leadership, organizational culture, and retention. To determine reliability for the data collected, Cronbach's alpha was measured to establish consistency for each survey. Motivation presented great reliability with ($> .90$), P-O fit presented good reliability with ($> .80$), transformational leadership presented good reliability with ($> .80$), and organizational culture presented acceptable reliability with ($> .70$). Retention presented questionable reliability with ($> .60$), which concludes that the responses provided were inconsistent. The descriptive statistics for each composite score are listed in Table 2.

Table 2

Cronbach's Alpha and Descriptive Statistics

Composite	α	Number of items	M	SD	Skewness	Kurtosis
Motivation	.90	12	4.43	1.17	-.334	.036
Transformational Leadership	.86	6	4.71	1.18	-.457	.161
Organizational Culture	.70	36	1.40	.142	-.501	.557
P-O fit	.83	10	4.16	1.20	.224	-.914
Retention	.60	5	3.32	.635	-.055	-.328

Kurtosis and skewness were also tested for each variable and are provided in Table 2. Of all the variables measured, organizational culture had the highest values which are displayed in the histogram in Figure 2. The lowest values for organizational culture were between 1.00 and 1.20 with a standard distribution frequency overall.

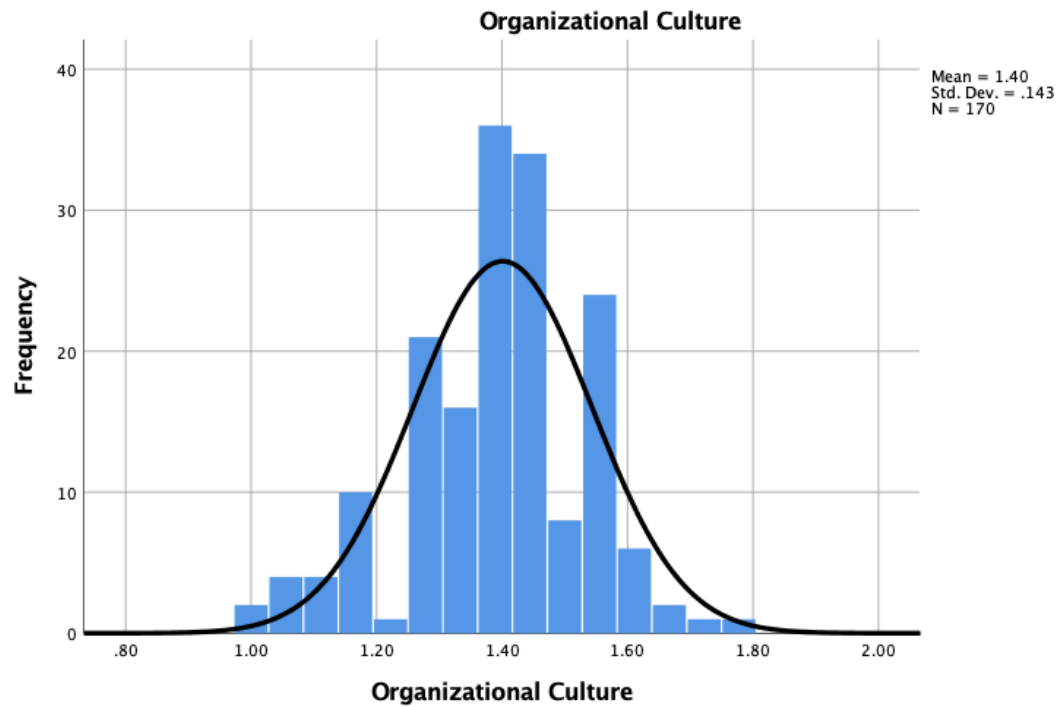


Figure 2. Organizational Culture Histogram

Results

To measure each research question and hypothesis, there were seven analyses conducted. The first analysis included a simple regression for Ha3 with P-O fit predicting retention, a simple regression with P-O fit predicting motivation, a simple regression for Ha4 with motivation predicting retention, and a multiple regression with P-O fit and motivation predicting retention. Results from the first simple regression analysis with P-O fit predicting retention showed significance for P-O fit, suggesting there was a positive relationship between P-O fit and retention. Since significance was found for P-O fit, the null hypothesis 3 was rejected in favor of the alternative hypothesis. Results of the simple regression are provided in Table 3.

Results from the first simple regression analysis with P-O fit predicting motivation showed significance for P-O fit, suggesting there was a positive relationship between P-O fit and motivation. Results of the simple regression are provided in Table 4. Results from the first simple regression analysis with motivation predicting retention showed significance for motivation, suggesting there was a positive relationship between motivation and retention. Since significance was found for motivation, the null hypothesis 4 was rejected in favor of the alternative hypothesis. Results of the simple regression are provided in Table 3. Results from the first multiple regression analysis with P-O fit and motivation predicting retention showed significance for P-O fit and motivation, suggesting there was a positive relationship between P-O fit and motivation and retention. Since significance was found for P-O fit and motivation, the null hypothesis 5 was rejected in favor of the alternative hypothesis. Results of the multiple regression are provided in Table 5.

Table 3

Simple Regression with P-O fit, Motivation, Organizational Culture, and Transformational Leadership predicting Retention

Item	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
P-O fit	.335	.032	.633	10.6	.000
Motivation	.223	.038	.411	5.84	.000
Organizational Culture	-1.49	.324	-.335	-4.61	.000
Transformational Leadership	.131	.040	.245	3.26	.001

Table 4

Simple Regression with P-O fit predicting Motivation

Item	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
P-O fit	.408	.068	.418	5.96	.000

Table 5

Multiple Regression with Motivation and P-O fit predicting Retention

Item	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Motivation	.096	.035	.117	2.74	.007
P-O fit	.296	.034	.559	8.66	.000

The second analysis included a simple regression for Ha1 with culture predicting retention, a simple regression with culture predicting P-O fit, a simple regression for Ha3 with P-O fit predicting retention, and a multiple regression with culture and P-O fit predicting retention. Results from the second simple regression analysis with culture predicting retention showed significance for culture, suggesting there was a positive relationship between culture and retention. Since significance was found for culture, the null hypothesis 1 was rejected in favor of the alternative hypothesis. Results of the simple regression are provided in Table 3. Results from the second simple regression analysis with culture predicting P-O fit showed significance for culture, suggesting there was a positive relationship between culture and P-O fit. Results of the simple regression are provided in Table 6.

Results from the second simple regression analysis with P-O fit predicting retention showed significance for P-O fit, suggesting there was a positive relationship between P-O fit and retention. Since significance was found for P-O fit, the null hypothesis 3 was rejected in favor of the alternative hypothesis. Results of the simple regression are provided in Table 3. Results from the second multiple regression analysis with culture and P-O fit predicting retention showed significance P-O fit but did not show significance for culture. This suggests that there was a positive relationship between P-O fit and retention and a negative relationship between culture and retention. Since significance was found for P-O fit, the null hypothesis 6 was rejected in favor of the alternative hypothesis. Since significance was not found for culture, the null hypothesis 6 was not rejected. Results of the multiple regression are provided in Table 7.

Table 6

Simple Regression with Organizational Culture predicting P-O fit

Item	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Organizational Culture	-3.29	.597	-.391	-5.51	.000

Table 7

Multiple Regression with Organizational Culture and P-O fit predicting Retention

Item	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Organizational Culture	-.460	.228	-.103	-1.60	.111
P-O fit	.314	.034	.593	9.17	.000

The third analysis included a simple regression for Ha4 with motivation predicting retention, a simple regression with motivation predicting transformational leadership, a simple regression for Ha2 with transformational leadership predicting retention, and a multiple regression with motivation and transformational leadership predicting retention. Results from the third simple regression analysis with transformational leadership predicting retention showed significance for transformational leadership, suggesting there was a positive relationship between transformational leadership and retention. Since significance was found for transformational leadership, the null hypothesis 2 was rejected in favor of the alternative hypothesis. Results of the simple regression are provided in Table 3.

Results from the third simple regression analysis with motivation predicting transformational leadership showed significance for motivation, suggesting there was a positive relationship between motivation and transformational leadership. Results of the simple regression are provided in Table 8. Results from the third multiple regression analysis with motivation and transformational leadership predicting retention showed significance motivation but did not show significance for transformational leadership. This suggests that there was a positive relationship between motivation and retention and a negative relationship between transformational leadership and retention. Since significance was found for motivation, the null hypothesis 7 was rejected in favor of the alternative hypothesis. Since significance was not found for transformational leadership, the null hypothesis 7 was not rejected. Results of the multiple regression are provided in Table 9.

Table 8

Simple Regression with Motivation predicting Transformational Leadership

Item	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Motivation	.619	.062	.610	9.97	.000

Table 9

Multiple Regression with Transformational Leadership and Motivation predicting Retention

Item	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Transformational Leadership	-.005	.048	-.010	-.109	.913
Motivation	.226	.048	.417	4.68	.000

The fourth analysis included an independent samples *t* test to determine if there was a significant difference between the means for both populations for each variable. An independent-samples *t* test was conducted to compare retention of Black millennials and White millennials with effects of motivation, P-O fit, transformational leadership, and organizational culture. There was a significant difference in the scores for motivation for Black millennials ($M = 4.13$, $SD = 1.13$) and White millennials ($M = 4.72$, $SD = 1.13$); $t(168) = -3.32$, $p = .001$. These results suggest that motivation did have an effect on retention of Black millennials and White millennials. Motivation affects the White population more than the Black population. Results of the independent samples *t*-test are provided in Tables 10 and 11.

There was not a significant difference in the scores for transformational leadership for Black millennials ($M = 4.59$, $SD = 1.28$) and White millennials ($M = 4.83$, $SD = 1.08$); $t(168) = -1.30$, $p = .193$. These results suggest that transformational leadership did not have an effect on retention of Black millennials or White millennials. Results of the independent samples t-test are provided in Tables 10 and 11. There was a significant difference in the scores for organizational culture for Black millennials ($M = 1.43$, $SD = .131$) and White millennials ($M = 1.36$, $SD = .144$); $t(168) = 3.57$, $p = .000$. These results suggest that organizational culture did have an effect on retention of Black millennials and White millennials. Organizational culture affects the Black population more than the White population. Results of the independent samples t-test are provided in Tables 10 and 11.

There was a significant difference in the scores for P-O fit for Black millennials ($M = 3.82$, $SD = 1.09$) and White millennials ($M = 4.50$, $SD = 1.21$); $t(168) = -3.80$, $p = .000$. These results suggest that P-O fit did have an effect on retention of Black millennials and White millennials. P-O fit affected the Black population more than the White population. Results of the independent samples t-test are provided in Tables 10 and 11. There was a significant difference in the scores for retention for Black millennials ($M = 3.13$, $SD = .661$) and White millennials ($M = 3.50$, $SD = .555$); $t(168) = -3.94$, $p = .000$. These results suggest that retention was higher for White millennials than Black millennials. Results of the independent samples t-test are provided in Tables 10 and 11.

Table 10

Group Statistics to Compare Means for Black and White Millennials for Transformational Leadership, Motivation, Retention, Organizational Culture, and P-O fit

Item	Race	<i>M</i>	<i>SD</i>
Motivation	Black or African American	4.13	1.13
	White	4.72	1.13
Transformational Leadership	Black or African American	4.59	1.28
	White	4.83	1.08
Organizational Culture	Black or African American	1.43	.131
	White	1.36	.144
P-O fit	Black or African American	3.82	1.09
	White	4.50	1.21
Retention	Black or African American	3.13	.661
	White	3.50	.555

Table 11

Independent Samples t test for Black and White Millennials for Transformational Leadership, Motivation, Retention, Organizational Culture, and P-O fit

Item	<i>t</i>	<i>df</i>	<i>p</i>
Motivation	-3.32	168	.001
Transformational Leadership	-1.30	168	.193
Organizational Culture	3.57	168	.000
P-O fit	-3.809	168	.000
Retention	-3.94	168	.000

The fifth test included a mediation analysis to determine if motivation mediated the relationship between P-O fit and retention. For this analysis, there was a significant indirect effect of motivation on retention through P-O fit with $ab = .039$, BCa CI (.007, .072). As a result, motivation could account for almost half of the overall effects with $PM = .42$. See Figure 3. The sixth test included a mediation analysis to determine if P-O fit mediated the relationship between culture and retention. For this analysis, there was not a significant indirect effect of P-O fit on retention through culture with $ab = -1.03$, BCa CI (-1.43, -.665). As a result, P-O fit could account for a small amount of the overall effects with $PM = .39$. See Figure 4. The seventh test included a mediation analysis to determine if transformational leadership mediated the relationship between motivation and retention. For this analysis, there was a significant indirect effect of transformational leadership on retention through motivation with $ab = -.003$, BCa CI (-.077, .058). As a

result, transformational leadership could account for approximately more than half of the overall effects with $PM = .61$. See Figure 5.

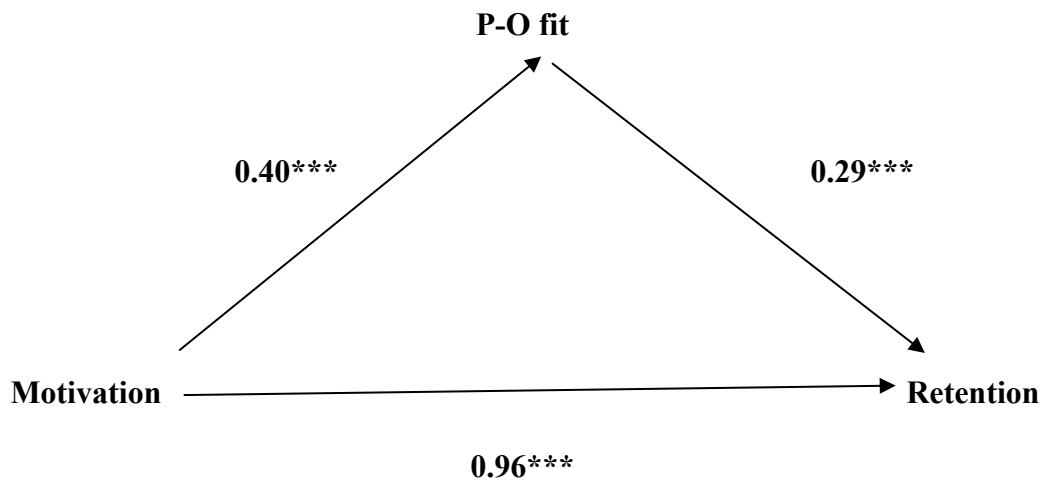


Figure 3. Mediation Analysis with Motivation mediating the relationship between P-O fit and Retention

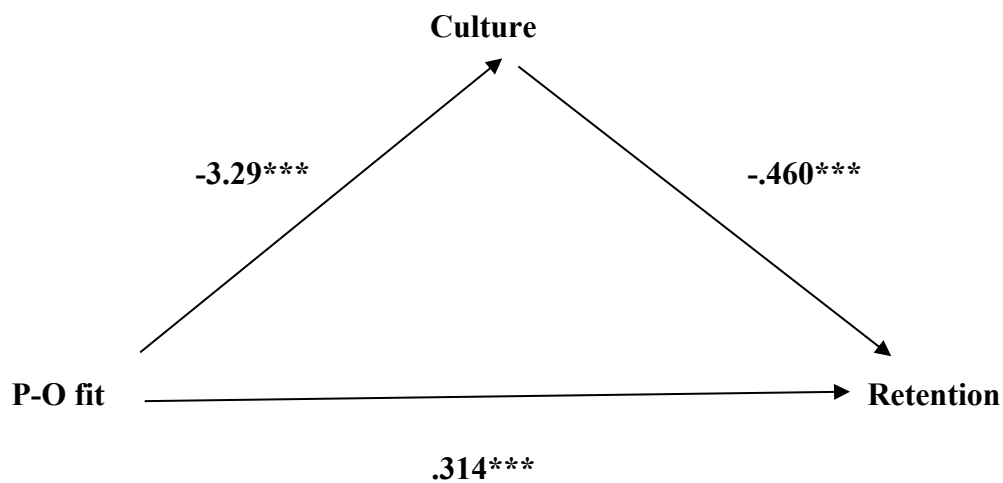


Figure 4. Mediation Analysis with P-O fit mediating the relationship between Culture and Retention

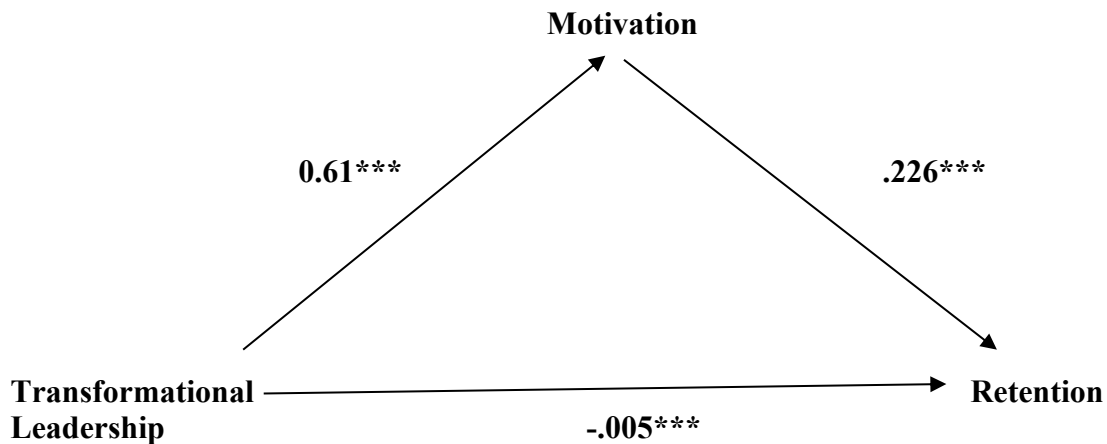


Figure 5. Mediation Analysis with Transformational Leadership mediating the relationship between Motivation and Retention

Summary

Chapter 4 provided the results of each analysis and described the participants of the study and the data collection tools used. Data were collected from 205 participants by administering five surveys online for 25 days. Of the 205 participants, only 170 met the age requirement for this study. Five variables were measured to include motivation, organizational culture, P-O fit, transformational leadership, and retention. Each had good reliability except for retention which presented questionable reliability. There were three mediation analyses and four statistical analyses conducted with each including a simple regression and multiple regression. An independent samples *t* test was also conducted to measure the means for both populations. When measuring retention, results from the simple regression analyses showed significance for all four variables, suggesting a

negative relationship between motivation, organizational culture, P-O fit, transformational leadership and retention.

When measuring P-O fit predicting motivation, results from the simple regression analysis showed significance for P-O fit, suggesting a negative relationship between P-O fit and motivation. When measuring culture predicting P-O fit, results from the simple regression analysis showed significance for culture, suggesting a negative relationship between culture and P-O fit. When measuring motivation predicting transformational leadership, results from the simple regression analysis showed significance for motivation, suggesting a negative relationship between motivation and transformational leadership. When predicting retention, results from the multiple regression analysis showed significance for motivation, P-O fit, suggesting a negative relationship between motivation, P-O fit, and retention. However, when transformational leadership and organizational culture predicted retention, results from the multiple regression analysis did not show significance for organizational culture or transformational leadership which suggests a positive relationship between organizational culture, transformational leadership, and retention.

An independent samples *t* test was conducted to compare retention of Black millennials and White millennials with effects of motivation, P-O fit, transformational leadership, and organizational culture. Results showed that there was not a significant difference in the scores for motivation, transformational leadership, organizational culture, or retention for Black and White millennials. There was however a difference in

the scores for P-O fit for Black and White millennials. Results for this analysis determined that P-O fit affects the Black population more than the White population.

The mediation analyses determined that there was a significant indirect effect of motivation on retention through P-O fit with motivation accounting for almost half of the overall effects and a significant indirect effect of transformational leadership on retention through motivation with transformational leadership accounting for approximately more than half of the overall effects. One mediation analysis determined that there was not a significant indirect effect of P-O fit on retention through culture with P-O fit accounting for a small amount of the overall effects. Chapter 5 discusses the interpretation of the findings, limitations of the study, implications, as well as recommendations for future research.

Chapter 5

Summary, Conclusions, and Recommendations

Introduction

This study was conducted to determine if motivation, transformational leadership, P-O fit, and organizational culture were significant predictors of corporate retention for Black millennials. In addition, this study also examined if P-O fit mediated the relationship between culture and retention, if motivation mediated the relationship between P-O fit and retention, and if transformational leadership mediated the relationship between motivation and retention. The populations targeted for this study included online participants that were Black or White millennials ages 22-34 working in any corporate job. Participants of this study could be male or female and could live in any state.

A literature review provided details for organizational culture, motivation, transformational leadership, and P-O fit and how each variable impacts retention of employees. In addition, the literature review provided context regarding the millennial generation, the Black population, job satisfaction, and what diversity and inclusion mean for the workplace and how it impacts retention of employees. The purpose of this study was to close the gap in the literature based on which factors have the most impact on corporate retention of Black millennials. Although there were several studies on retention of employees, there were very few that have focused on Black millennial employees working in corporate jobs and no studies that have focused on how motivation, transformational leadership, P-O fit, and organizational culture impact their retention.

Interpretation of the Findings

The articles, journals, and resources identified many factors that can impact retention of employees. By considering the variables used for this study, research did support the findings of this dissertation that motivation, transformational leadership, P-O fit, and organizational culture impact corporate retention of Black millennials.

There were seven hypotheses that were addressed in this study. Hypothesis 1 indicated that organizational culture would not significantly predict higher corporate retention of Black millennials compared to White millennials, and the alternative hypothesis indicated organizational culture is a predictor of corporate retention of Black millennials compared to White millennials. The results from the simple regression analysis rejected the null hypothesis, determining that there was significance between organizational culture and retention. Wormley (2018) stated that it is important to consider organizational culture and what millennial employees want when seeking employment. These cultural factors can include work schedules, team dynamics, and flexibility (Glisson, 2015; Wormley, 2018). These findings and results identified organizational culture as a predictor of retention of millennials which supports the idea that millennial employees can be retained when the culture of an organization is more aligned to their values and needs.

Hypothesis 2 indicated that transformational leadership would not significantly predict higher corporate retention of Black millennials compared to White millennials, and the alternative hypothesis indicated transformational leadership is a predictor of corporate retention of Black millennials compared to White millennials. The results from

the simple regression analysis rejected the null hypothesis, identifying that there was significance between transformational leadership and retention. Glisson (2015) and Hartnell et al. (2016) stated that leadership is an important part of employment experience because leaders can impact organizational culture, motivate and empower employees, provide growth and development opportunities, and set the tone for their teams. Transformational leadership can also impact employees by influencing their behaviors and developing them into leaders (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). These findings and results identified transformational leadership as being a predictor of retention of millennials which supports the idea that millennial employees can be retained when they feel a sense of support, guidance, and development from their leaders.

Hypothesis 3 indicated that P-O fit would not significantly predict higher corporate retention of Black millennials compared to White millennials, and the alternative hypothesis indicated P-O fit is a predictor of corporate retention of Black millennials compared to White millennials. The results from the simple regression analysis rejected the null hypothesis, determining that there was significance between P-O fit and retention. Boon and Biron (2016) stated that P-O fit could impact job performance, workplace behaviors, and employee attitudes. When employees feel that they fit within an organization and are compatible with that organization's values and beliefs, they may be more likely to be retained (Arthur Jr., Bell, Villado, & Doverspike, 2006; Farooqui & Nagendra, 2014). These findings and results identified P-O fit as a

predictor of retention of millennials which supports the idea that millennial employees can be retained when they feel that they fit within the organization.

Hypothesis 4 indicated that motivation would not significantly predict higher corporate retention of Black millennials compared to White millennials, and the alternative hypothesis indicated motivation is a predictor of corporate retention of Black millennials compared to White millennials. The results from the simple regression analysis rejected the null hypothesis, determining that there was significance between motivation and retention. According to Blasingame (2015) and Wroblewski (2018), motivation can be used by leaders to encourage employees to set goals, work together, and be empowered as they complete tasks and work together. When employees feel motivated, they may be more likely to work effectively with others and be more productive (Muslim et al., 2016). Frey (2018) also suggests that millennials want to feel motivated at work and recognized for their hard work while seeking support and guidance from their leaders. These findings and results identified motivation as a predictor of retention of millennials which supports the idea that millennial employees can be retained when they feel motivated in the workplace.

Hypothesis 5 indicated that motivation would not significantly mediate the relationship between P-O fit and retention of Black millennials compared to White millennials, and the alternative hypothesis indicated motivation will mediate the relationship between P-O fit and retention of Black millennials compared to White millennials. The results from the mediation analysis determined that motivation significantly mediated the relationship between P-O fit and retention. When comparing

the populations, motivation mediated the relationship approximately the same amount with accounting for almost half of the overall effects for both Black and White millennials.

Hypothesis 6 indicated that P-O fit would not significantly mediate the relationship between culture and retention of Black millennials compared to White millennials, and the alternative hypothesis indicated P-O fit will mediate the relationship between culture and retention of Black millennials compared to White millennials. The results from the mediation analysis determined that P-O fit did not significantly mediate the relationship between culture and retention for either population.

Hypothesis 7 indicated that transformational leadership would not significantly mediate the relationship between motivation and retention of Black millennials compared to White millennials, and the alternative hypothesis indicated transformational leadership will mediate the relationship between motivation and retention of Black millennials compared to White millennials. The results from the mediation analysis determined that transformational leadership significantly mediated the relationship between motivation and retention. When comparing both populations, transformational leadership mediated the relationship approximately the same amount with accounting for more than half of the overall effects for both Black and White millennials.

An independent samples *t* test was conducted for the fourth analysis to measure the difference between the means for both populations. This test measured the effects of motivation, P-O fit, transformational leadership, and organizational culture on retention for both Black and White millennials. The results identified P-O fit and organizational

culture as the only two variables that affected the Black population more than the White population. Liang, Chang, Rothwell, and Shu (2017) & Wormley (2018) explained that cultural fit and P-O fit are two important factors that influence the retention of millennials. According to Forbes (2017) and Wormley (2018), organizational culture is an important aspect to millennials and plays a significant part in their retention efforts. Since organizational culture impacts employee behaviors and performance, aspects such as work/life balance, flexibility, and comfortability are important influencers in their overall success and satisfaction in the workplace. Culture also includes aspects such as values, beliefs, and fit which can also impact the retention of millennials (Catano & Morrow Hines, 2016; Liang, Chang, Rothwell, & Shu, 2017). For example, P-O fit considers individual perceptions and how employees fit within an organization based on their values. When individuals do not feel like they fit within an organization, this can impact their performance, satisfaction, attitudes, and retention (Boon & Biron, 2016; Overdijk, 2017). According to Arthur Jr., Bell, Villado, and Doverspike (2006), millennials that are dissatisfied or do not feel their values align with the organization are less likely to be retained.

The results from the independent samples t-test also identified motivation and retention as the only two variables that affected the White population more than the Black population. Blasingame (2015) suggested that millennials want to be motivated and recognized for their achievements and hard work. Implementing motivation in the workplace can influence behaviors, performance, and retention by empowering employees. When employees feel valued and appreciated, they are more likely to be

retained and motivated (Muslim et al., 2016; Wroblewski, 2018). According to Adkins (2018), Bogosian and Rousseau (2017), the millennial population is more likely to leave a job or organization if they feel dissatisfied, unfulfilled, unmotivated, or if they do not fit within the culture or organization.

The results from the independent samples t-test identified transformational leadership as the only variable that showed no effects on retention of Black or White millennials. Podsakoff, MacKenzie, Moorman, and Fetter (1990) explain the influences leaders have on employees and how they impact organizational culture and employee development. Although leaders set the tone for the environment and can impact performance and satisfaction, styles such as transformational leadership can be used to motivate employees and transform their behaviors.

The Deloitte Study provided deeper context regarding leadership and what millennials are seeking from their leaders, which included employee well-being and development (Wormley, 2018). Although receiving guidance and support from leaders is an important aspect to have in the workplace, the results imply that transformational leadership styles are not as important when considering to stay with an organization. Thus, the retention of employees is not as impacted by transformational leadership for neither Black or White millennials when considering to stay with an organization.

Limitations of the Study

The limitations of this study concentrated on how organizational culture, P-O fit, transformational leadership, and motivation effect retention of Black and White millennials ages 22-34 working in corporate jobs. These participants were either male or

female and worked in various occupations and departments in different organizations. There were a total of 170 participants in this study, with 84 Black participants and 86 White participants. However, there were a total of 205 individuals to complete each survey, but 34 participants were either under age (21 years old or younger) or over age (35 years or older) for the study population. Recruitment for participants was limited to the online tool Amazon Mechanical Turk and online sites including Facebook and LinkedIn.

There were also limitations based on the variables chosen for this study. The variables were selected to prove that each one impacted corporate retention of Black millennials. The results from this study determined which of these variables affect corporate retention of Black and White millennials, and which ones did not. No other variables were used to determine their influences on corporate retention for these two populations. Another limitation was the population groups. Since this study was limited to Black and White millennials and they were the only groups used, the results were only compared between these populations to determine which variables impacted one group more or less than the other.

Recommendations for Practice

This study focused on specific variables that affect retention of Black and White millennials. There are however many recommendations for practice that could determine additional findings for this study. One recommendation includes expanding the populations used to include Indian Americans and Asian Americans and compare the results across all four populations. By doing so, there would be more data to support how

these variables are impacting multiple populations. Another recommendation would be to expand the age range to include all millennials. This would broaden how each variable is impacting retention while examining how each variable impacts each age, for example comparing the retention of 22-year-old millennials to 35-year-old millennials.

An additional recommendation would be to either focus on a specific work population, for example millennials working in technology, or not focus on a specific work population at all. If there was a specific focus on a job field, there could be a comparative analysis to measure different job levels within that field and how retention is impacted by each variable. If there was no specific focus on jobs, then this study could measure retention of millennials as a whole and compare how each variable effects different races and ages. Through these recommendations, this study could focus on multiple factors and compare retention within different ages, races, and backgrounds.

Recommendations for Future Research

Although this study determined the significance of motivation, P-O fit, and organizational culture impacts on corporate retention of Black millennials, this study was unable to identify a significance in retention for Black and White millennials when considering transformational leadership. Thus, this study suggests that transformational leadership did not have an effect on Black or White millennials. Future research should include determining which leadership styles have a significant impact on Black millennials. With leadership being an influencer of organizational culture, performance, and behaviors, determining which leadership style impacts Black millennials could be

beneficial in measuring not only its significance on retention, but also in comparison to other populations by determining which group is most effected.

Implications for Social Change

This study helped identify which variables had the most effects on corporate retention of Black millennials which included motivation, transformational leadership, organizational culture, and P-O fit. This study determined that all four variables were predictors of corporate retention for both Black and White millennials. These results can help organizations focus on changing their hiring processes and workplace environments to suit the needs of millennial employees. For example, recruitment and hiring processes could be modified to incorporate organizational values to promote culture and determine fit for candidates. Another way to overcome challenges with organizational fit is to invite final round candidates to the office to spend time in the work environment, or the organization can create a video of the office and work environments to share with candidates during the interview process.

Organizations could also implement leadership trainings to incorporate more motivational tools, leadership styles, and communication techniques that align with millennial goals and interests. Blasingame (2015) identified motivation and communication as important factors in influencing employee behaviors through means of engagement and coaching. Social change in the workplace starts with an organizational focus on employees to ensure they are being trained, supported, and motivated by leadership and there is an inclusive culture that they fit in. These social change factors can also help retain millennial employees by staying innovative in their hiring processes

which can showcase organizational work environments and career opportunities for both Black and White millennial employees.

Conclusion

This study was able to determine if transformational leadership, organizational culture, motivation, and P-O fit were predictors of corporate retention for Black millennials in comparison to White millennials. It was determined that all four variables were predictors retention of both populations, and many of these variables also influence the relationships between other variables and retention. Social change can be implemented by developing work environments that closely align to millennials and create inclusive environments for Black employees.

By implementing these social changes, organizations may be able to retain more Black millennial employees. This study addressed the gap in determining which factors had the most impacts on corporate retention of Black millennials. By addressing this gap, social change can be implemented for organizations which can help retain Black millennials. Although this gap has been filled, factors that affect corporate retention of Black millennials should continue to be studied.

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Appendix A

Permission to Use Person-organization (P-O) fit Test

PsycTESTS Citation:

Scroggins, W. A. (2003). Person-Organization Fit Measure [Database record]. Retrieved from PsycTESTS. doi: <http://dx.doi.org/10.1037/t06022-000>

Test Format:

The Person-Organization Fit Measure utilizes a 7-point Likert type scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Source:

Dissertation Abstracts International Section A: Humanities and Social Sciences. 65(5-A), ProQuest Information & Learning, US.

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Appendix B

Person-organization (P-O) fit Test

Values and principles dimension

1. My personal values are not compatible with the values of the organization.
2. I find that sometimes I must compromise my principles to conform to organizational expectations.
3. I do not have to compromise personal convictions to comply with my organization's norms and policies.
4. My job often requires that I compromise beliefs and values important to the person I am.
5. My organization's culture and norms often make me feel uncomfortable in my work environment.
6. In order to perform my job successfully, I must perform behaviors that I feel are ethically questionable.
7. My personal values and principles are not the same as the values and principles of management.

Coworker dimension

8. My values and personality prevent me from fitting in with employees and activities in this organization.
9. My personality and values are a good match with other employees in this organization.
10. I have many things in common with the people I work with in my organization.

Appendix C

**Permission to Use Self Enhancement of Transformational Leadership
Behavior Measure**

PsycTESTS Citation:

Van der Kam, N. A., Janssen, O., Van der Vegt, G. S., & Stoker, J. I. (2014). Self-Enhancement of Transformational Leadership Behavior Measure [Database record].

Retrieved from PsycTESTS. doi: <http://dx.doi.org/10.1037/t34458-000>

Instrument Type:

Rating Scale

Test Format:

This measure consists of 6 items.

Source:

Van der Kam, Niels A., Janssen, Onne, Van der Vegt, Gerben S., & Stoker, Janka I. (2014). The role of vertical conflict in the relationship between leader self-enhancement and leader performance. *The Leadership Quarterly*, Vol 25(2), 267-281. doi: 10.1016/j.leaqua.2013.08.007, © 2014 by Elsevier. Reproduced by Permission of Elsevier.

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Appendix D

Self Enhancement of Transformational Leadership Behavior Measure

Items

Inspires others with his/her plans for the future

Develops a team attitude and spirit among employees

Leads by example

Will not settle for second best

Shows respect for my personal feelings

Has stimulated me to rethink the way I do things

Appendix E

**Permission to Use Employee Attitudes toward Organizational Culture of Work
Environment and Quality Improvement Questionnaire**

PsycTESTS Citation:

Taveira, A. D., James, C. A., Karsh, B.-T., & Sainfort, F. (2003). Employee Attitudes Toward Organizational Culture of Work Environment and Quality Improvement Questionnaire [Database record]. Retrieved from PsycTESTS. doi: <http://dx.doi.org/10.1037/t21612-000>

Instrument Type:

Inventory/Questionnaire

Test Format:

The first portion of the questionnaire uses a true/false format. The second portion uses a 1–4 Likert-type scale, with response categories as follows: strongly disagree, disagree, agree, and strongly agree. A don't know option is also available.

Source:

Taveira, Alvaro D., James, Craig A., Karsh, Ben-Tzion, & Sainfort, François. (2003). Quality management and the work environment: An empirical investigation in a public sector organization. *Applied Ergonomics*, Vol 34(4), 281-291. doi: 10.1016/S0003-6870(03)00054-1, © 2003 by Elsevier. Reproduced by Permission of Elsevier.

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Appendix F

**Employee Attitudes toward Organizational Culture of Work Environment
Questionnaire**

The following are 40 statements about the agency in which you work and are intended to measure the organizational culture of your work environment. The term ‘supervisor’ is meant to refer to the boss, manager, department or division head, or the person to whom you report.

Please decide which statements are true and which are false of your agency. Please be sure to answer every statement. (Circle T or F for each.)

- | | |
|---|-----|
| 1. The work is really challenging. | T F |
| 2. People go out of their way to help a new employee feel comfortable. | T F |
| 3. Supervisors tend to talk down to employees. | T F |
| 4. Few employees have any important responsibilities. | T F |
| 5. People pay a lot of attention to getting work done. | T F |
| 6. There is constant pressure to keep working. | T F |
| 7. Things are sometimes pretty disorganized. | T F |
| 8. There is a strict emphasis on following policies and regulations. | T F |
| 9. Doing things in a different way is valued. | T F |
| 10. There’s not much group spirit. | T F |
| 11. The atmosphere is somewhat impersonal. | T F |
| 12. Supervisors usually compliment an employee who does something well. | T F |

13. Employees have a great deal of freedom to do as they like. T F
14. There's a lot of time wasted because of inefficiencies. T F
15. There always seems to be an urgency about everything. T F
16. Activities are well-planned. T F
17. People can wear wild looking clothing while on the job if they want. T F
18. New and different ideas are always being tried out. T F
19. A lot of people seem to be just putting in time. T F
20. People take a personal interest in each other. T F
21. Supervisors tend to discourage criticisms from employees. T F
22. Employees are encouraged to make their own decisions. T F
23. Things rarely get "put off until tomorrow". T F
24. People cannot afford to relax. T F
25. Rules and regulations are somewhat vague and ambiguous. T F
26. People are expected to follow set rules in doing their work. T F
27. This place would be one of the first to try out a new idea. T F
28. People seem to take pride in the organization. T F
29. Employees rarely do things together after work. T F
30. Supervisors usually give full credit to ideas contributed by employees. T F
31. People can use their own initiative to do things. T F
32. This is a highly efficient, work-oriented place. T F
33. Nobody works too hard. T F
34. The responsibilities of supervisors are clearly defined. T F

35. Supervisors keep a rather close watch on employees.

T F

36. Variety and change are not particularly important.

T F

Appendix G

Permission to Use Motivation at Work Scale

PsycTESTS Citation:

Gagne, M., Forest, J., Gilbert, M.-H., Aube, C., Morin, E., & Malorni, A. (2010).

Motivation at Work Scale—English Version [Database record]. Retrieved from

PsycTESTS. doi: <http://dx.doi.org/10.1037/t00411-000>

Instrument Type:

Rating Scale

Test Format:

Items on the Motivation at Work Scale- English Version are rated on a 7-point scale ranging from 1 (Not at all) to 7 (Exactly).

Source:

Gagne, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., Van den Broeck, A., Aspeli, A. K., & Wang, Z. (2012). Validation evidence in ten languages for the Revised Motivation at Work Scale. Manuscript submitted for publication.

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Appendix H

Motivation at Work Scale

1	2	3	4	5	6	7
Not at all	Very little	A little	Moderately	Strongly	Very strongly	Exactly

Because this job affords me a certain standard of living.	1	2	3	4	5	6	7
Because I have to be the best in my job, I have to be a 'winner'.	1	2	3	4	5	6	7
I chose this job because it allows me to reach my life goals.	1	2	3	4	5	6	7
Because I enjoy this work very much.	1	2	3	4	5	6	7
Because it allows me to make a lot of money.	1	2	3	4	5	6	7
Because my work is my life and I don't want to fail.	1	2	3	4	5	6	7
Because this job fulfills my career plans.	1	2	3	4	5	6	7
Because I have fun doing my job.	1	2	3	4	5	6	7
I do this job for the pay-check.	1	2	3	4	5	6	7
Because my reputation depends on it.	1	2	3	4	5	6	7
Because this job fits my personal values.	1	2	3	4	5	6	7
For the moments of pleasure that this job brings me	1	2	3	4	5	6	7

Appendix I

Permission to Use Turnover Cognitions Scale

PsycTESTS Citation: Bozeman, D. P., & Perrewe, P. L. (2001). Turnover Cognitions Scale [Database record]. Retrieved from PsycTESTS. doi:
<http://dx.doi.org/10.1037/t03031-000>

Instrument Type:

Rating Scale

Test Format:

Respondents indicate their agreement with each item on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Source:

Bozeman, Dennis P., & Perrewé, Pamela L. (2001). The effect of item content overlap on Organizational Commitment Questionnaire–turnover cognitions relationships. *Journal of Applied Psychology*, Vol 86(1), 161-173. doi: 10.1037/0021-9010.86.1.161

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Appendix J

Turnover Cognitions Scale

Items

1. I will probably look for a new job in the near future.
2. At the present time, I am actively searching for another job in a different organization.
3. I do not intend to quit my job.
4. It is unlikely that I will actively look for a different organization to work for in the next year.
5. I am not thinking about quitting my job at the present time.