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Motivational Strategies to Retain Corporate Real Estate Millennials

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Walden University
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Abstract

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MS, Bay Path University, 2016

BS, Providence College, 2008

Doctoral Study Submitted in Partial Fulfillment

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Abstract

Ineffective retention strategies can negatively impact business performance. Corporate real estate organization leaders who lack effective strategies to retain skilled millennial employees are at risk for business performance failure. Grounded in Herzberg's two-factor theory, the purpose of this qualitative single case study was to explore strategies corporate real estate organizations leaders used to retain skilled millennial employees. The participants comprised 5 corporate real estate organizational leaders in the New England region of the United States who successfully retained skilled millennial employees in their workforce. Data were collected from semistructured interviews and analyzed using Yin's 5-step process and included coding and word frequency to determine patterns. Two main themes emerged: environmental strategies for corporate real estate leaders to retain skilled millennials and employee relations strategies for corporate real estate leaders to retain skilled millennials. A key recommendation is that corporate real estate organization leaders implement flexible workspace and work arrangements to improve employee retention. The implications for positive social change include the potential to increase corporate real estate leaders' understanding of millennial employee retention strategies. Leaders who better understand millennial retention strategies may improve employee motivation and relationships, reduce voluntary turnover that, in turn, might sustain organizational profitability, and improved millennial employees' quality of life.

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Dedication

I give thanks and praise to God for giving me wisdom, patience, determination, and strength to conquer all my challenges and continuing to motivate me to complete the Doctor of Business Administration program. I can do all this through him who gives me strength (Philippians 4:13). I dedicate this study to my parents, Frank and Vashti, and my son, Creigton Jr. (CJ).

Mom and Dad, you instilled the gift of always pushing forward. Thank you for encouraging me to achieve my educational goals and reminding me that the sky is the limit. Thank you for sacrificing many sleepless nights for me to gain a quality education and for pushing me to further my education. CJ, I know you may not understand now, but receiving my doctorate shows that with hard work you can accomplish great things in this world. I love you!

Acknowledgments

I want to acknowledge my chair, Dr. Janie A. Mayo. Thank you for your wealth of knowledge and aiding me through challenges on my doctoral study journey to be able to cross the finish line. I am forever grateful. I would also like to thank my other committee members, Dr. Carol Faint and Dr. Brenda Jack. It is unmistakable that to complete this process, you need the support from individuals that can bring out the best in you.

I want to acknowledge my husband, Creig, and my sisters, Patricia and Frandisha, as well. Creig, thank you for supporting me during the times when I could not see the light at the end of the tunnel. Thank you for reminding me of my *why* and encouraging me to be a better me. Patricia and Frandisha, thank you for all your encouragement and motivation. If I did not have a sound support system, I would have never made it. Also, thank you to the participants in the study. I appreciate you for sharing your experience and agreeing to be part of my research. Thank you all for your support.

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Section 1: Foundation of the Study

Two different cohorts in the workplace come before the millennial generation, the baby boomer generation and Generation X (Twenge, Campbell, Hoffman, & Lance, 2010). Millennials represent a fast-growing population in the workforce but demonstrate higher employee turnover rates than other workplace cohorts (Rigoni & Nelson, 2016). As millennials continue to grow in the workforce, it is vital for business leaders to understand what motivates millennials to avoid voluntary turnover that will affect business performance. In my study, I explored strategies some corporate real estate organization leaders used to retain skilled millennial employees. Business leaders could consider developing both short- and long-term strategies to retain skilled employees and minimize turnover (Singh & Sharma, 2015).

Background of the Problem

As baby boomers are moving closer to the retirement stage, millennials are beginning to dominate the workforce. In 2014, the number of millennials in the United States covered the number of baby boomers; approximately 83.1 million millennials compared with 75.4 million baby boomers (U.S. Department of Commerce, 2015). Millennials will become the largest generation in the workforce. Major demographics trends will take place in the workforce, where motivating and retaining a more diverse workgroup is a challenge for organizations. Results from the employee tenure in 2016 show the median employee tenure for older workers, ages 55 to 64, is 10.1 years, which is 3 times more than workers, ages 25 to 34, averaging 2.8 years (U.S. Department of Labor, 2016).

Business leaders find difficulty in retaining millennial employees, which is a concern because employees gain business knowledge through their longevity at an organization (Koppel, Deline, & Virkstis, 2017). Employers could adapt to the evolution of the new workplace where millennials vocalize demands and expectations. The purpose of my qualitative single case study was to explore strategies an organization used to retain skilled millennial employees. With a new generation entering the workforce, business leaders need to explore how to keep millennials motivated by evaluating the most appropriate strategies for retaining them. By implementing the most appropriate strategies, business leaders may be able to retain skilled millennial employees.

Problem Statement

As baby boomers retire and the fast-growing population of millennials take active positions within the workplace, U.S. organizations will encounter sizeable losses in knowledge capital if business leaders cannot retain and motivate the next generation of workers (Ertas, 2015). In 2016, millennials constituted 38% of the United States workforce with projections of growing to 75% by 2025 (Rigoni & Nelson, 2016). The general business problem was that the lack of business leaders' retention skills related to millennial workforce turnover negatively affects business performance. The specific business problem was that some corporate real estate organization leaders lack effective strategies to retain skilled millennial employees.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that some corporate real estate organization leaders used to retain skilled millennial employees. The targeted population consisted of five business leaders in a corporate real estate organization, within the New England region of the United States who had successfully retained skilled millennial employees in their workforce. The implication of positive social change included the potential to increase awareness of common issues related to employee retention for millennial employees. Additionally, organizational leaders may develop better strategies and employment opportunities for millennials to enhance their independence, adding to millennials' quality of life.

Nature of the Study

Researchers select a qualitative, quantitative, or mixed method. I chose a qualitative method as the most appropriate method for my study. Qualitative researchers explore interpretive philosophy (Yin, 2018). Furthermore, qualitative researchers use open-ended questions to allow respondents to give answers in their way, where close-ended questions provide only a yes or no answer (Saunders, Lewis, & Thornhill, 2015). Hammarberg, Kirkman, and de Lacey (2016) noted that the quantitative research method is appropriate when testing hypotheses to explain a problem. Researchers who use mixed methods integrate both quantitative and qualitative methods (Levitt et al., 2018). I did not select mixed or quantitative research methods because of the numerical quantification requirement in mixed methods analysis.

The four research designs I considered for this qualitative study include: (a) narrative, (b) ethnography, (c) phenomenology, and (d) case study designs. Narrative researchers seek to preserve chronological connections of events as told by the participant (Bruce, Beuthin, Sheilds, Molzahn, & Schick-Makaroff, 2016). I did not select the narrative design as I am not seeking personal historical stories to understand business decisions. Ethnography researchers seek an in-depth study of a culture to understand the intricacy of participants' behaviors, beliefs, or attitudes (Fusch, Fusch, & Ness, 2017). I did not use ethnography because the focus of my study was not to explore cultural or group uniqueness. Researchers use a phenomenological design to narrow in on lived experiences only to explain business decisions (Dory, Qiu, Qiu, Fu, & Ryan, 2017). The phenomenological design is not suitable for this study because I explored a real-world occurrence and looked beyond lived experiences alone. Therefore, I chose the case study design to ask more personal research questions to understand the phenomenon from the business leaders' perspective.

Research Question

The central research question guiding this study was: What strategies do some corporate real estate organization leaders use to retain skilled millennial employees?

Interview Questions

1. What specific strategies do you use to retain skilled millennial employees?
2. How do your millennial employees respond to your strategies?
3. What factors and conditions led to the development of your strategies to retain skilled millennial employees?
4. What millennial turnover issues has your organization experienced?
5. What key strategies did you learn from millennial employees during their exit interview?

6. What motivation factors are effective at retaining millennial employees in your organization?
7. What additional information would you like to share about the methods and processes used in retaining skilled millennial employees?

Conceptual Framework

The two-factor theory, which is also known as the motivator-hygiene theory or the dual-factor theory, is the chosen conceptual framework. In 1959, Herzberg coined the term *two-factor theory* based on a study he conducted to determine which factors influence the employee's work environment and cause satisfaction or dissatisfaction (Alshmemri, Shahwan-Akl, & Maude, 2017). Herzberg (1966) found two separate sets of factors, motivation and hygiene factors, influenced job satisfaction and dissatisfaction. Herzberg theorized motivation factors that created job satisfaction, with the need for growth or self-actualization included (a) achievement, (b) recognition, (c) the work itself, (d) responsibility, (e) advancement, and (f) the possibility for growth. The hygiene factors that reduced job satisfaction and the need to avoid unpleasantness included (a) company policies and administration, (b) relationship with supervisors, (c) interpersonal relations, (d) working conditions, and (e) salary (Herzberg, 1966). I expected the two-factor theory could provide the lens for me to understand the process from the participants and provide a potential means for analyzing the relevance of the study to understand the research question.

Operational Definitions

Baby Boomers: The baby boomers generation in the United States workplace consists of individuals born between 1946 and 1964 (Loroz & Helgeson, 2013).

Employee retention: Employee retention refers to long-term plans developed by organizations to ensure the best people choose to join their organization and remain with them (Idris, 2014).

Generation X: Generation X is the generational group born between 1966 and 1980 that follows the baby boomers (Krahn & Galambos, 2014).

Millennials: Millennials, also known as Generation Y, is the generation born between 1983 and 2001 (Campione, 2015).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are unverified assertions considered to be true that might influence how the researchers reflect on the data (Pitard, 2017). I collected data from business leaders who had experience in strategies to retain skilled millennial employees and assumed all the participants in the study answered the interview questions honestly. In addition, an assumption was that the number of active leaders of millennial employees in the organization were sufficient and these leaders felt comfortable sharing their experiences and perceptions regarding millennial employees.

Limitations

Limitations refer to potential weaknesses that can affect the result of the study. Limitations may affect the validity of a study due to weaknesses beyond the control of the researcher (Singh, 2015). Also, limitations are hypothetical weaknesses in a study that limit the reliability and generalizability of the study conclusions (Min, Mansor, & Samsudin, 2017). A limitation of this study was my ability to take control of the participant's predisposition and the quality of the responses from the participants.

Delimitations

Delimitations are the boundaries of the research (Yin, 2018). Delimitations are characteristics within the control of the researcher that limit the scope and define the boundaries of the research (Yazan, 2015). The delimitations of this study included the study population and geographical location. The participants of this study were business leaders who worked in an organization in the New England region of the United States.

Significance of the Study

The participants of this study provided information to contribute to the value of the study by providing strategies for corporate real estate organizational leaders to use to retain skilled millennial employees. Readers may enhance their ability to retain skilled millennial employees with information from this study. Leaders who incorporate successful strategies to retain millennials could then potentially achieve improved business practices.

Contribution to the Business Practice

This study could add potential value to the practice of business because leaders of corporate real estate organizations could use the findings to develop strategies to retain millennial employees. According to the U.S. Department of Commerce (2015), the millennial generation represents approximately 83.1 million, which is more than onequarter of the nation’s population. The millennial size surpasses that of the 75.4 million baby boomers (U.S. Department of Commerce, 2015). Leaders could potentially avoid an increased financial burden related to employee turnover and implement these effective strategies to retain skilled millennial employees.

Implications for Social Change

The implication for positive social change includes the potential to provide corporate real estate organization leaders with successful strategies to retain millennial employees with productivity opportunities. Additionally, stakeholders within the organization may achieve higher profitability by retaining skilled talent and build a positive work environment that could contribute to positive local economics.

A Review of the Professional and Academic Literature

The review of the professional and academic literature consisted of four parts: (a) the literature review opening narrative, (b) application to the business problem, (c) relevancy of the literature, and (d) literature review organization. In this literature review, I provided a thorough summary of the research topic. I explored successful strategies that some corporate real estate organization leaders used to retain skilled millennial employees through a review of the literature from peer-reviewed journals and database searches on millennial employee retention. The literature review consisted of strategies that some corporate real estate organization leaders can use to retain skilled millennial employees and is grounded by Herzberg’s two-factor theory.

I reviewed a minimum of 60 different peer-reviewed sources within 5 years of my graduation date and primarily published between 2015 and 2019. I explored retention issues based on the experiences of the corporate real estate organization leaders and the various strategies used to search the literature review to provide a foundation for my research study. In addition, the approach used to gather the most recent and reflective studies involved peer-reviewed scholarly articles by primarily accessing the following academic databases: SAGE Journals, EBSCO, ProQuest, Academic Complete, and Google Scholar. The terms used during database searches included *millennial, motivation, employee retention, job satisfaction, voluntary turnover*, and *Herzberg*.

Motivation strategies to retain employees have had significant implications for organizations. Motivation is often a catalyst for employee retention (You & Conley, 2015); therefore, recognizing the factors that influence employees' motivation to remain at an organization is vital for organizational leaders (Trevor & Brown, 2014). Researchers and practitioners have explored how different factors influenced employees to create and implement effective strategies to address retention.

The purpose of this qualitative case study was to explore the strategies that some corporate real estate organization leaders used to retain skilled millennial employees. Business leaders find difficulty to retain millennial employees, which is a concern because employees gain business knowledge through their longevity at an organization (Koppel et al., 2017). With a new generation entering the workforce, business leaders could explore how to keep the millennial generation motivated by advancing their onboarding tactics to create appropriate strategies for retaining this generation (Stewart, Oliver, Cravens, & Oishi, 2017). The central research question for this qualitative study was: What strategies do some corporate real estate organization leaders use to retain skilled millennial employees?

The focus of this literature review was to explore the retention strategies used by some corporate real estate organization leaders to retain millennials using Herzberg's two-factor theory as the conceptual framework. The goal of this section was to show how the overarching research topic aligned with the chosen literature by providing a comprehensive, up-to-date literature review. The literature review began with a discussion of the conceptual framework of Herzberg's two-factor theory and how leaders used the theory for discovering successful strategies corporate real estate organization leaders could potentially use to reduce millennial employee retention. Literature reviews are useful in providing research topic support, connecting literature that contributed to the research, developing an association to the conceptual framework, creating a bibliography of sources, and evaluating the results (Rowe, 2014). Also, I included summaries of supportive and contrasting theories, as well as discussed the relevancy of the literature review in the analysis and synthesize of the themes and phenomena.

Herzberg's Two-Factor Theory

Herzberg's two-factor theory was the selected theory and conceptual framework for this study. The two-factor theory is also known as Herzberg's dual-factor theory or motivation-hygiene theory (Herzberg, Mausner, & Snyderman, 1959). Herzberg et al. (1959) coined the term *two-factor theory* based on a study he conducted to determine which factors influence the employee's work environment and cause satisfaction or dissatisfaction. The central concept of this theory is the difference between motivation factors and hygiene factors.

Herzberg (1966) included a foundation for the standards and perceptions of employee satisfaction in the two-factor theory. Herzberg developed the theory from data collected from interviews in which employees' feedback were collected regarding their viewpoint towards their working environments (Herzberg et al., 1959). Leaders can address turnover intention to uncover the reasons why employees voluntarily leave organizations by identifying factors that influence employee satisfaction (Junchao, Lee, Mitchell, Horn, & Griffeth, 2016). Herzberg suggested that certain elements are essential to be present at work to obtain a reasonable level of satisfaction and motivation fulfillment.

There are two types of rewards, motivation and hygiene factors, to explain employee job satisfaction and dissatisfaction in determining employees working attitudes and level of performance. Herzberg et al. (1959) posited that hygiene and motivation factors influence job satisfaction. Herzberg theorized motivation factors that created job satisfaction, with the need for growth or self-actualization included (a) achievement, (b) recognition, (c) the work itself, (d) responsibility, (e) advancement, and (f) the possibility for growth. The hygiene factors that reduced job satisfaction and the need to avoid unpleasantness included (a) company policies and administration, (b) relationship with supervisors, (c) interpersonal relations, (d) working conditions, and (e) salary (Herzberg, 1966). Hygiene factors can be associated with the need to avoid unpleasantness and motivation factors can be related to job satisfaction because of the need of the individual for self-growth and self-actualization (Vijayakumar & Saxena, 2015). Motivation factors are intrinsic factors that will increase employees' job satisfaction, while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction.

Hygiene factors are considered less significant to job satisfaction than motivation factors. Motivators provide positive satisfaction, resulting from intrinsic conditions of the job itself (Damiji, Levnajic, Skrt, & Suklan, 2015). Motivation is the process of influencing individuals to perform in a manner to achieve particular outcomes or objectives; leaders can invest the time to discover and understand what drives staff members to motivate their employees effectively (Baumeister, 2016). Workers are motivated intrinsically or extrinsically, and as a result, are encouraged to perform a specific behavior or action for rewards or satisfaction.

Hygiene factors impact employee satisfaction differently compared to motivation factors. The absence of hygiene factors lead to dissatisfaction resulting from extrinsic conditions of the job itself (Damiji et al., 2015). Leaders who choose to use hygiene factors as a motivator might be counterproductive (Ngima & Kyongo, 2013). Employees can enjoy the work but are unmotivated with the conditions of doing the job. Leaders who use hygiene factors may need to prepare for the likelihood that employees may experience boredom at work (Ngima & Kyongo, 2013). Also, when hygiene factors are insufficient, employees feel dissatisfied, but when hygiene factors are sufficient, they do not give positive satisfaction or lead to higher motivation (Lacey, Kennett-Hensel, & Manolis, 2015). The conclusion Herzberg drew is that job satisfaction and job dissatisfaction are not opposites.

Leaders could gain a better understanding of the two-factor theory by recognizing that resolving the causes of dissatisfaction will not generate satisfaction and adding the factors of job satisfaction will not remove job dissatisfaction. Motivation and hygiene are two key factors influencing employee dissatisfaction and satisfaction (Islam & Ali, 2013). Satisfaction and dissatisfaction are opposites but are independent of each other, as an employee's satisfaction is independent of the level of dissatisfaction (Chen, Lu, Gupta, & Xiaolin, 2014). Researchers have tested the model to explore the significance of each factor in different circumstances and leaders may realize connecting the hygiene needs of employees is a tool to mitigate dissatisfaction and weak job performance in the workplace since Herzberg's introduction of the two-factor theory.

Various factors influence why employees rate the importance of specific motivation and hygiene factors differently. For example, Issa Eid (2016) explored which motivation-hygiene factors have the most noteworthy impact on employee job satisfaction in Romania and discovered that the work itself was the most leading factor, whereas compensation has the least influence. Kalhoro, Jhatial, and Khokhar (2017) analyzed the effect of intrinsic and extrinsic motivation on the organizational dedication and work performance and discovered that even though hygiene factors could potentially improve employee performance, a balance of motivator factors should be present. Researchers can explore the influence of motivation-hygiene factors in the workplace to understand the significance of including organizational programs to propel employee motivation.

Extrinsic (hygiene) motivators. Motivational strategies consist of recognizing the association between intrinsic and extrinsic factors. Intrinsic motivation refers to employees executing an activity because it is naturally gratifying, stimulating, or challenging (Anderson, Baur, Griffith, & Buckley, 2017; Lu & Gursoy, 2016). Extrinsic motivation refers to employees participating in an activity because it is driven by conditional rewards to meet the identified goal (Paulin, Ferguson, Jost, & Fallu, 2014). Intrinsic and extrinsic motivators may influence employee motivation (Henstra & McGowan, 2016). Business leaders could invest the time to determine which factors contribute to job satisfaction and employee retention when creating programs aimed to encourage employees' activities.

A satisfied employee is inclined to stay with an organization. The hygiene factors will not motivate an employee, but an increase in the factor may reduce job dissatisfaction (Mitchell, 2013). Herzberg (1974) posited that all motivator factors involve psychological growth and hygiene factors include psychological and physical pain avoidance. Business leaders can reduce employee turnover by understanding the hygiene factors that cause dissatisfaction in the workplace. The developing argument is that it is inefficient to use hygiene factors as a motivator. Herzberg originally developed the theory to defend the bases of dissatisfaction and satisfaction in the workplace in a range of fields (Lacey et al., 2015). Business leaders should not use hygiene factors to stimulate employees and then assume they will not get bored with their job (Ngima & Kyongo, 2013), as corresponding to Lacey et al. (2015), when hygiene factors are adequate, there is a temporary soothing moment, but it does not satisfy employees. On the contrary, when hygiene factors are inadequate employees feel dissatisfied.

The opposite of job dissatisfaction was not the satisfaction of the job, but rather no job dissatisfaction. Researchers have found that hygiene factors include the quality of physical work environments, and the absence of these factors can create job dissatisfaction (Dasgupta, Suar, & Singh, 2014). Hooi and Leong (2015) found that the hygiene factors of competitive wages and benefits did not help to retain employees. Organizational leaders can learn that employees' satisfaction and inspiration may not be affected by the presence of hygiene factors. Leaders could find better options to motivate employees than ensuing a financial award. Herzberg (1974) posited that leaders should not try to encourage employees by proposing a bonus or benefits when they could provide more stimulating work, better training, and more responsibility. The significant difference is that hygiene factors contribute to dissatisfaction, not satisfaction, whereas intrinsic factors contribute to happiness, not unhappiness (Tuch & Hornbaek, 2015). Extrinsic and intrinsic factors have a distinct relationship that can be equally beneficial when leaders understand how to incorporate in their retention strategies.

Hygiene factors are the causes of dissatisfaction among employees in the workplace, and to remove resentment from the work environment, leaders could consider eliminating hygiene factors. Putra, Cho, and Liu (2016) discovered that the issues were hygiene factors when employees had job dissatisfaction. The employee intention to leave decreases when employees are not dissatisfied with hygiene factors such as working conditions (Liu, Aungsuroch, & Yunibhand, 2015). Employee compensation and the quality of the physical work environment does not influence job satisfaction but are contributors to job dissatisfaction.

Intrinsic (motivation) motivators. Herzberg maintained that both motivation and hygiene factors affect employee satisfaction. Organizational leaders could use Herzberg's intrinsic and extrinsic factors of work to comprehend and manage employee job satisfaction (Goffnett, Divine, Williams, & Cook, 2013). Kim (2015) determined that turnover intentions could lead to isolation, loss of self, reduced job satisfaction, reduced commitment to the organization, and emotional fatigue; also, Kim (2015) stated that a blend of both hygiene and motivation factors are critical and could help leaders reduce turnover rates and increase retention among the employees. Job satisfaction is a stimulus to work performance and its effect motivates employees to go beyond their assigned role.

According to Herzberg's theory, employee motivation matured from intrinsic factors, which are factors that enliven and lead to better output with employees. Herzberg et al. (1959) claimed that intrinsic factors are factors that can influence whether the employee's job attitude is positive or negative and could drive employees to perform exceptionally well. Herzberg et al. (1959) upheld the conviction that when employee satisfaction is high, dissatisfaction decreases, which lessen poor performance. Intrinsic factors may aid in creating job satisfaction and improve the reduction of voluntary employee turnover in an organization.

The presence of the intrinsic motivator gains higher employee satisfaction and performance, whereas the removal of the extrinsic factor mitigates against dissatisfaction. Herzberg et al. (1959) noted in their study of accountants and engineers that motivation job satisfactions included options for advancement or development, stimulating work, acknowledgment, and responsibility. Researchers have found when work is not exciting it can significantly decrease employee drive and job satisfaction (Putra et al., 2016). Business leaders can be successful when they can encourage people to do things that they may not do without a reward.

Business leaders can learn to be mindful of job dissatisfaction that can isolate and cause employees to leave an organization voluntarily. Motivational factors such as friendship, accountability, and acknowledgment by managers can compensate for the lack of hygiene factors (Sears, Shi, Coberley, & Pope, 2013). Brymer and Sirmon (2018) found that elements of internal locus of control, diversity in the job responsibilities, and an opportunity for advancement in a career contributes to an employee plan to stay at an organization. Organizational business leaders can learn better methods to support job satisfaction and to understand how motivation is vital to the organization's success.

Intrinsic factors are associated with job satisfaction in employees based on their perception of the job. Slimane (2017) suggested that job satisfaction and job desirability are two of the most significant challenges managers are facing (Deepak, 2016). Job fulfillment is considered a direct precursor to an individual's intention to leave (Fernández-Ardèvol, Sawchuk, & Grenier, 2017). Herzberg identified some examples of intrinsic factors like recognition, advancement, and achievements.

Intrinsic motivation is an experience that is driven by internal rewards, while extrinsic motivation involves engaging in behavior influenced by external rewards. Kulchmanov and Kaliannan (2014) posited that intrinsic motivation would aid in pleasing employees when their job meets needs, such as growth, recognition, advancement, and responsibility. Employees can experience motivation and support to surpass production requirements when these motivation factors are present, which leads to personal growth (Kulchmanov & Kaliannan, 2014). When employees are motivated and satisfied with their jobs, they have less intention to leave an organization.

Herzberg claimed personnel that had high levels of performance developed intrinsic value, which created passion, stimulated them to take more demanding tasks, and showed a willingness to achieve maximum outcomes. Herzberg et al. (1959) concluded that employee development and progressions provided security, which positively impacts management through retention. Organizational leaders can show how they value employee contribution through recognition and advancement (Herzberg, 1966). According to Herzberg's two-factor theory, positive feelings towards employee recognition, promotion, and achievement satisfy employees' needs.

Organizational leaders can lessen the amount of employee turnover experienced if they can learn what drives employee turnover. Employee motivations are essential for leaders to understand because voluntary employee turnover can hurt employee drive, organizational success, and profitability (Gialuisi & Coetzer, 2013). It is vital to retain talent and for leaders to understand the reasons why employees voluntarily leave an organization because the cost of replacing a single employee is often higher than the employee's annual salary (Palanski, Avey, & Jiraporn, 2014). Leaders can improve their chances of retaining employees by having an understanding of employee needs and creating effective retention strategies.

Supporting and Contrasting Theories

Herzberg aimed at distinguishing factors that influenced the frequency of employee satisfaction and dissatisfaction. Herzberg discovered that two different groups of elements, motivation factors and hygiene factors, affect job satisfaction and dissatisfaction (Gardner, 1977). Herzberg theorized that the motivation factors that affected job satisfaction, with the need for growth or self-actualization included (a) achievement, (b) recognition, (c) the work itself, (d) responsibility, (e) advancement, and (f) the possibility for growth (Herzberg, 1966). In addition, the hygiene factors that led to a reduction of job satisfaction and the need to avoid unpleasantness included (a) company policies and administration, (b) relationship with supervisors, (c) interpersonal relations, (d) working conditions, and (e) salary (Herzberg, 1966). According to Herzberg's two-factor theory, motivation factors and hygiene factors have an inverse relationship, which means motivation factors are inclined to stimulate motivation when they are present, while hygiene factors are inclined to decrease motivation when they are absent.

Motivation is one of the central themes amongst some theorists who support and have conflicting views with Herzberg's two-factor theory. Maslow's (1943) hierarchy of needs, Alderfer's (1972) existence, relatedness, and growth (ERG) theory, McClelland's (1961) need theory, and Herzberg's (1966) two-factor theory are all examples of content theories, and Vroom's (1964) expectancy theory is an example of a process theory. Researchers can use content theories to explore what motivates people, as these theories focus on the internal attributes of a person, whereas researchers can use process theories to explore the logic of the individual in their choices and motivation, as these theories highlight the individual perception of the situation and their subsequent approach as a result of personal expectations (Isaac, Zerbe, & Pitt, 2001). Researchers can use the literature to explore how the various theories are connected or have a difference in philosophy.

Herzberg provided a short narrative on the importance of studying attitudes and job satisfaction, which indicated that researchers could begin to understand the increasing significance of needs and wants in human behavior. Herzberg's theory is similar to Maslow's needs hierarchy, but Maslow's hierarchy of needs includes a list of human needs in a pyramid order, where the fundamentals on the bottom of the pyramid must be satisfied before individuals can concentrate on the needs at the higher levels (Maslow, 1954). Maslow's (1954) hierarchy of needs included the following lists of needs: (a) physiological, (b) safety, (c) social, (d) self-esteem, and (e) self-actualization. Business leaders can use Maslow's hierarchy of needs to understand employees' needs and motivations better, allowing them to generate high productivity and job satisfaction.

McClelland used the need theory of motivation to explain how the need for power, achievement, and affiliation affect the way an individual is motivated. McClelland (1961) is not demanding that an individual is labeled into one of the three types of needs, but is stating that all of the needs affect an individual in varying degrees, which Herzberg (1966) expressed that an individual's needs are associated with employees' satisfaction or dissatisfaction with the job. Individuals will have different personalities depending on their dominant motivator (Tahir & Iraqi, 2018). Organizational leaders can incorporate McClelland's need theory in their retention strategies to aid in shaping a person's needs, as the combination of these three needs can influence an individual's motivation and success in a role.

Alderfer expanded on Maslow's hierarchy of needs by declaring that needs may change person to person, and it is realistic for individuals to revert to a lower level even though their needs in the regression level were satisfied in the past. Vroom (1964) explained the association between an individual's beliefs and motivation, where an individual will make conscious choices of specific behaviors over others with the expectation of a particular outcome. Nimri, Bdair, and Al Bitar (2015) explored Vroom's philosophy further and connected Herzberg's intrinsic and extrinsic motivation model. Although Herzberg has received support from other theorists, his philosophy on motivation and job satisfaction is still debatable.

Maslow's hierarchy of needs theory. Leaders can use motivational theories to aid in discovering the best tactics to use to retain employees. A considerable amount of investigation on factors that influence employee retention frequently applies to Maslow's (1954) hierarchy of needs theory. Clegg, Kornberger, and Pitsis (2016) posited that Maslow's theory had been a valuable theory to measure employee retention. Maslow's philosophy on employee retention is still generally recognized and influential in the corporate real estate industry.

Maslow established the hierarchy of needs theory to explore how individuals fulfill their needs in the workplace. Maslow developed five constructs to explain that people are driven to achieve individual needs and that some needs take priority over others (D'Souza & Gurin, 2016). Maslow (1943) defined a five-step paradigm that includes (a) physiological, (b) security, (c) love and belonging, (d) esteem, and (e) self-actualization, where the needs at the top materialize as individuals achieve the needs at the bottom. Organizational leaders can learn to understand the needs of their employees to aid in developing a better retention strategy.

According to Maslow, individuals propel over the same general needs and his method of motivating employees is similar to Herzberg's two-factor theory. According to Güss, Burger, and Dörner (2017), Maslow's (1943) hierarchy of needs and Herzberg's (1966) two-factor theories are similar because they both discuss that a particular set of needs must be experienced to appease employee behavior and keep it. Maslow (1943) uses the hierarchy of needs and Herzberg (1966) uses the hygiene and motivation factors to explain motivation. Organizational leaders could continue to find ways to motivate their employee by realizing that motivation is not a permanent attribute, but influences behavior and performance.

Maslow is more particular about classifying the themes of human need in his theory and incorporates less specific topics such as sentiments and other feelings. Herzberg's (1966) theory is more detailed about the physiological and physical things that must be present to produce motivation. Also, Haski-Leventhal, Kach, and Pournader (2019) noted that Maslow's central objective is to meet the needs of individuals so they can improve their mental state, whereas Herzberg's primary goal is for motivation to be the principle feeling among people. Organizational leaders can use both Maslow's and Herzberg's theories to understand better how employees and workplace motivation are essential factors of office behavior, even with their similarities and differences, these theories can be used to define motivational strategies in the workplace.

Alderfer's existence, relatedness, and growth (ERG) theory. Clayton Alderfer adapted Maslow's hierarchy of needs theory to three categories (a) existence, (b) relatedness, and (c) growth. Alderfer indicated that his approach does not require a specific order of needs to follow; he defends the idea that individuals can be at different levels concurrently (Norman, Gardner, & Pierce, 2015). Alderfer (1972) advised that if a person does not meet their needs in a particular category, then they can increase their attempts toward fulfilling their needs in a lower group. Organizational leaders can understand through Alderfer's expansion on Maslow's theory that employees have set goals and need managers to have effective strategies in place to achieve their objectives, which can reduce employee turnover intentions.

Employees' motivation is crucial for organizational leaders to understand to aid employees in improving their work ethics and overall performance. Crumpton (2016) suggested when leaders are aware of their work environment, it may assist in boosting employees' morale, productivity, stability, and reduce turnover intention. Leaders can use employee motivation to determine job performance and dedication (Wong & Wong, 2017). Leaders can learn to stabilize their employee turnover rates by becoming more knowledgeable about ways to identify when employees lack motivation due to a decrease in organization support, dedication, and trust.

McClelland's need theory. McClelland developed his approach to describe how the need for achievement, power, and affiliation influences an individual's actions in a management setting. McClelland describes motivation as a powerful desire to succeed

(Pindek, Kessler, & Spector, 2017). According to Güss et al. (2017), McClelland associated performance and motivation with a person's need for achievement. McClelland did not state that individuals must classify themselves to one of the three needs categories; instead, the motivation comes from all three areas in varying degrees and proportions.

McClelland explained how the three needs (a) achievement, (b) power, and (c) affiliation affect managers. McClelland and Burnham (2017) conducted workshops with various managers in US corporations and found that the managers fell into three motivational groups: (a) those who required a connection, (b) those with a need for success, and (c) those with a need for power through influence. McClelland and Burnham (2017) concluded that a person's balance of these needs create a profile that can be beneficial in defining a motivational model for these people. Leaders can use McClelland's need theory to recognize the different needs of employees and how that will explain their motivational habits, especially as it pertains to forecasting success in management.

McClelland's need theory and Herzberg's two-factor theory are similar because both theorists described high achievers as those individuals that show interest in motivators and lower achievers tend to be more bothered by hygiene factors. Although McClelland (1961) suggested that there are no lower-order needs, the need for achievement was not identical to Herzberg et al.'s (1959) motivators or Maslow's (1954) hierarchy of needs, but there are some similarities. The significant difference between Herzberg's two-factor theory and McClelland's need theory was McClelland's emphasis on socially acquired needs (McClelland, 1995). McClelland noted that individuals develop particular wants over time, which were formed by one's life experiences.

Researchers have revealed that there are two classifications of motivators, implicit motivators and explicit motivators. McClelland (1961) acknowledged three primary motivators that people learn through experience, which influences the person's motivation and value in the workplace (Rybnicek, Bergner, & Gutschelhofer, 2017). McClelland's (1961) key points are: (a) individuals who are motivated by achievement are influenced by the desire to excel in a task or situation, (b) individuals who are motivated by affiliation are driven by the need to create and maintain relationships, and (c) individuals who are driven by power are influenced by the desire to stimulate and inspire other people. Leaders can retain employees by understanding the breakdown of how to motivate employees based on their primary needs, for example, if leaders provide clear feedback and goals, it will attract those individuals that are driven by a high demand for achievement.

Vroom's expectancy theory. Vroom indicated in the expectancy theory that employees would pick specific actions over others with the expectation of a particular outcome. The expectancy theory is the principle that employees are motivated to perform in ways that achieve desired results (Nimri et al., 2015;Vroom, 1964). Vroom (1964) described motivation as a meaning behind a person's viewpoints regarding effort-to-performance relationships and the desirability of different work consequences. Organizational leaders can understand employee motivation based on how employees identify their work.

Herzberg focused on the internal needs of employees, where some factors cause job satisfaction and other factors cause job dissatisfaction. Herzberg et al.'s (1959) posited that job satisfaction and job dissatisfaction are not opposites, but influenced by a different set of elements compared to Vroom, who focused on the end product and the process of how the anticipated results controlled people's actions. Vroom presumes that an employee's behavior results from the expectancy of a decision (Malik, Butt, & Choi, 2015). The discussion of the expectancy theory is relevant to how leaders can retain employees with retention strategies by understanding that there is a connection between performance and effort.

Vroom reflected on three beliefs: (a) valence, (b) instrumentality, and (c) expectancy. Valence is the affiliation the employees have with the results, instrumentality connects the results, and expectancy is the employee's level of confidence of the outcome (Vroom, 1964). According to Vroom (1964), the three beliefs affect employees' behaviors based on the outcome. Leaders can learn that employees will be more motivated based on the level of positive results, as negative results will decrease employee motivation.

The expectancy theory is different from Herzberg's two-factor theory because Vroom is driven on the consequence of the individual's motivation and not on the satisfaction of the individual's needs. Vroom divides the effort (which is the result of the employee's motivation), performance, and outcomes (Harris, Murphy, DiPietro, & Line, 2017). Wood, Logar, and Riley (2015) discovered that there is a relationship between extrinsic valence and motivation, but it is contingent on the employee's length of service.

Organizational leaders can influence employee performance by integrating expectancy, instrumentality, and valence in the office to improve employee retention.

Conclusion of Supporting and Contrasting Theories

Herzberg, Maslow, Alderfer, McClelland, and Vroom discussed some level of psychological needs such as achievement, recognition, responsibility, and advancement, but the main element that differentiates the two-factor approach is the view of expectation. Maslow's hierarchy of needs classifies five stages of individual needs, with the physiological need at the bottom of the pyramid and self-actualization at the top (Maslow, 1943). Alderfer proposed that three categories of needs motivate people and that these people can satisfy their needs regardless of the order or at the same time based on the circumstances (Alderfer, 1972). McClelland (1961) suggested that there are three central groupings of needs, and each person has a dominant motivator. Although each of the motivational theories cited added some meaningful value to the study, Herzberg's two-factor theory is the most relevant and my chosen conceptual framework. Leaders can implement these motivational theories if they want to improve employees' job satisfaction. Leaders can be more involved with their employee's quality of work, as the quality is a vital predecessor if leaders want to reduce dissatisfaction and safeguard a fulfilled and productive workforce.

Defining the Current Workforce

The workplace is becoming progressively diverse, with many organizational leaders making an effort to hire employees from different backgrounds. The United States has five generations of employees working together for the first time in history

(Al-Asfour & Lettau, 2014). The five generations in the workplace are traditionalists, baby boomers, Generation X, millennials, and Gen Z (Clark, 2017). Organizational leaders can take advantage of the diversity in the workplace by recognizing the benefits concerning the unique backgrounds and viewpoints of each generation, but leaders should also consider that the variation of employees can lead to misunderstandings and conflict within the workplace.

Researchers have discovered that each generation shares morals, ambitions, and attitudes that define and differentiate them from other generational groups. Gay, Lynxwiler, and Smith (2015) posited that the multiple generations within the workforce have diversified skill sets. Vasantha (2016) noted that diversity in the workforce has its pros and cons, as managers will have employees with a wide range of innovative ideas and skill set, on the other hand, diversified beliefs and decision-making tactics exist, which can cause conflict within the workplace. Business leaders can take advantage of the diversity of their employees and may consider the challenges created due to generational workplace diversity.

Researchers can explore how the flow in workplace diversity causes leaders to deal with generational differences in their office. Badley, Canizares, Perruccio, Hogg-Johnson, and Gignac (2015) explained how the combination of generations in the workplace raises challenges for managers. Leaders can create opportunities from the problems of workplace diversity by learning how each generational group shows their values and attitudes toward work (Vasantha, 2016). The differences in morale and expectations of each generation may be recognized by leaders when they are ready to tackle the challenges and adapt to the change. Leaders can implement change by strategically changing their outlook on how different age groups work, however, leaders may consider trying to alter their employees' work habits. Costanza and Finklestein (2015) affirmed when leaders recognize and understand the generational skills difference, it will create an effective way to motivate employees, which ultimately leads to a more productive and successful organization. Leaders can gain the skills of classifying their employees by generational groups to aid in understanding employee motivation and learn more about their shared ambitions, values, and attitudes that differentiate them from other groups to avoid voluntary turnover.

Traditionalists. The traditionalist generation is the oldest working group. Traditionalists were born before 1946 and are the smallest and oldest generational group of the work population (Clark, 2017). Al-Asfour and Lettau (2014) revealed that traditionalists are loyal to their organizations and their main principles include dedication, hard work, and respect for authority. In a progressively fast-paced work environment, leaders can appreciate and express their value to traditionalist workers and keep them engaged with new developments, but not overwhelm them with the latest technological trend.

Traditionalists were alive during moments such as The Great Depression and World War II (WWII), hence why this generation respects the calling to their country and their family, and are careful of new things. The traditionalists lived through financially hard times, which is one of the reasons this group tends to be very conventional penny-pinchers with a clear stance on faith, family, and their nation (Kleinhans, Chakradhar, Muller, & Waddill, 2015). Traditionalists' traits include reasonable, unbiassed, and skilled conversationalists, who are uncomfortable with direct and forceful support (Wiedmer, 2015). Traditionalists are loyal employees and bring their conventional management style to the workplace, where they prefer the top-down hierarchical structure and follow leadership decisions without question.

Baby Boomers. The baby boomers are the largest generation in the workplace but have begun to retire and transition their control to the next generation. The baby boomers were born between 1946 and 1964 and accounted for 45% of the workplace (Clark, 2017). Many of the associates of this generation continue to have a job into their late 60's and early 70's (Badley et al., 2015). Baby Boomers are one of the older generations in today's workforce, therefore to motivate this generation, leaders can give them leadership titles to match their responsibilities, as well as offer them opportunities to mentor their younger coworkers.

The baby boomers generation appreciate and value power and position. Baby Boomers are seen as a generation that challenges the laws, value recognition and growth, and are high achievers (Cucina, Byle, Martin, Peyton, & Gast, 2018). Holden and Moser (2017) noted that the baby boomer generation is considerably different from the other generational groups, such as Generation X and millennials, who are motivated by monetary means and high recognition, whereas baby boomers treasure their successes and their self-respect. Leaders can learn that when baby boomers feel respected and appreciated, they are beneficial in that they tend to be more loyal to their organizations and less inclined to resign.

Generation X. The Generation X group is born between the baby boomers and millennials generations. The individuals associated with the Generation X group were born between 1965 to 1981 and grew up during a time of social and political turmoil (Kleinhans et al., 2015). Generation X children saw their parents fight through the downsizing at corporations and spent more time alone while their parents became more career-driven (Wiedmer, 2015) that their early life experience of isolation and the significance of a career taught them the importance of being independent and entrepreneurial (Gilley, Waddell, Hall, Jackson, & Gilley, 2015). Organizational business leaders can learn that Generation X employees tend to be independent and adaptable to flexibility and change. Leaders can motivate these employees by understanding that results drive them; they desire recognition for hard work and prefer the flexibility of a work-life balance.

Millennials. Millennials are known to be self-centered, independent, and are taking over the workplace as the leading generation. Millennials employees were born between the years of 1981 and 1999 (Kleinhans et al., 2015) and have taken over the workplace as the dominant generation (Umamaheswari & Krishnan, 2016). Millennials seek opportunities for development and advancement within an organization and demonstrate remarkably few other dissimilarities in contrast to older generations' inclinations (Dimitriou & Blum, 2015). Millennials are not just working for the paycheck, but for also a shared purpose; therefore, leaders can create an essential purpose in their business as a means of attracting millennials.

The millennial generation has taken over the workplace, therefore it is vital that leaders in the current business organization quickly learn to understand and acknowledge them. The population of the millennial generation is about 71 million, which is the biggest generational group since the baby boomers (Martin & Ottemann, 2015). Millennials grew up in a quarrelsome economy enclosed by unprecedented terrorism and rapidly moving technology, are the most knowledgeable and independent cohort to date, and crave appreciation of their accomplishments (Anderson et al., 2016). One of the best ways to influence millennials is to appreciate their independence and yearn to continue learning, as they value competition, accomplishments, education, and acknowledgment.

Generation Z. Generation Z is the youngest cohort currently in the workforce, who do not know life without a cell phone or social media. Generation Z employees were born between the years 2000 to present (Kleinhans et al., 2015). Generation Z individuals were born into the age of technology, whereas prior generations had to figure out how to navigate and incorporate technology in their lives (Torre, Zatzick, Sikora, & Solari, 2018). Generation Z is the youngest and newest generation in the workforce and wants a position that can appease to their imaginative and tech-savvy characteristics.

Employee Motivation

Motivated employees are the driving force behind effective organizational management. Khan, Khan, and Zakir (2016) posited that less motivated employees negatively affect their colleagues and is a precedent to employee burnout. Leaders are accountable for improving employees and fostering successful teams while boosting each employee’s gifts for the betterment of the organization (Mikkelsen, Jacobsen, & Andersen, 2017). Leaders can learn how to motivate employees as the lack of employee satisfaction can lead to a higher level of absenteeism, higher turnover, reduced productivity, and a cut in organizational profits.

Business leaders who understand their diverse workforce can potentially control and use each generation's unique traits to their advantage. Generational cohorts are individuals who are born around the same time and have similar life circumstances, which is a factor in determining their attitudes, drives, morals, and perspectives (Fernández-Durán, 2016). Employees who are associated with each generational group based on similar events at similar ages acquire a sense of shared beliefs (Bailey, Madden, Alfes, & Fletcher, 2015). Successful business leaders use generational differences to increase team collaboration and improve productivity.

Successful leaders can foster the growing presence of a multigenerational workforce environment when they are conscious of the generational differences. Business leaders can have traditionalists team up with millennial or Generation Z employees to improve knowledge sharing (Clark, 2017). Johnson, Nguyen, Groth, and White (2018) noted that the younger generation could benefit from the older generation's institutional knowledge and the older generation, like the traditionalist and baby boomers, could work with the younger cohorts to become more familiar with technological advancement in the workplace. Managers must appreciate these generational variations to create strategies to motivate a multigenerational workforce.

Job Satisfaction. Some researchers and practitioners have tried to describe millennials, whereas other researchers have disputed the stereotypical generalization. Costanza and Finklestein (2015) focused on the stereotype that millennials are generally aware of their surroundings, but are pessimistic narcissists who dodge hard work and still live with their parents. Researchers can note that generational stereotyping is universal because it aids experts to formulate fast decisions about people (Campione, 2015). Corporate real estate leaders could face issues when using generational stereotyping in the workplace.

Corporate real estate leaders may identify what millennial employees require to satisfy their needs by understanding job satisfaction. Leaders can use Herzberg's two-factor theory to recognize an employee's interest and improve employee job satisfaction (Ozcelik, 2015). Organizational leaders measure employees' job satisfaction to confirm that employees will maintain or increase productivity (Hanaysha & Tahir, 2015). Leaders who can successfully pinpoint what improves millennial job satisfaction are potentially in a better place to strategically retain millennial` employees.

Employees can potentially receive job satisfaction through organizational and individual needs. Tarvid (2015) described job satisfaction as a top factor when employees consider leaving their organization. Employee retention increases when employee satisfaction increases (Cohen, Blake, & Goodman, 2016). Employees tend to work harder and stay at an organization longer when they are satisfied with their jobs.

Employees' attitudes change depending on the way they feel about a situation. Herzberg et al. (1959) defined job satisfaction as a factor that influences employee motivation. Gozukara and Çolakoglu (2015) maintained this theory by implying job satisfaction included the good and bad emotions employees had about the roles. Herzberg's intrinsic and extrinsic factors affect employee retention, which is why it is important the leaders understand the differences to improve retention and job satisfaction.

Employees who experience improved hygiene factors show a potential decrease in job dissatisfaction. Nolan (2015) suggested that work-life balance, the absence of meaningful work, and low salary were the principal sources of dissatisfaction for millennial employees. According to Chen, Sparrow, and Cooper (2016), most millennials do not anticipate unrealistic wages for their first role, but they place their highest priority on development opportunities. Business leaders can concentrate on motivating their employees successfully when they remove the factors that cause dissatisfaction.

Millennial employees tend to feel satisfied with their roles when work is meaningful and there is a clear indicator of how they can improve on their personal work goals. The ability to keep millennial employees require leaders to recognize the reasons these employees leave (Wilson, 2015). Boccuzzo, Fabbris, and Pacagnella (2015) noted that leaders could retain millennial employees by providing mentorship, rewarding innovation, and providing advancement opportunities and recognition. If leaders can listen to millennial employees' interests through surveying or conducting performance reviews, they will be better equipped to recognize shortcomings and improve on their job satisfaction.

Employee Retention Strategies. Leaders who can inspire and motivate employees can potentially experience a lower rate of voluntary turnover intentions. Organizational leaders must address millennials' interests and concerns to retain these employees (Kumar, Jauhari, Rastogi, & Sivakumar, 2018). Rahman, Akhter, and Khan

(2017) suggested that organizational leaders could propose more accommodating work hours, telecommuting options, or bonus floating holidays as opportunities to address millennials' work-life balance concerns. Millennials want to feel valued and appreciated at work, but also want the flexibility of a work-life balance. When leaders can strategize on how to make these slight changes, they may experience a lower rate of voluntary turnover intentions.

Employee motivation is a crucial factor in employee retention. Wang, Dong, Si, and Dou (2017) recommended that an employee's motivation is a vital factor to a profitable organization because it increases employee's morale, efficiency, and aids in creating a competitive edge for organizations in the market. A correlation exists between employee motivation and retention, and another connection between employee commitment to an organization and employee satisfaction (Kubica & Szarucki, 2016). Organizational leaders can mitigate an increase in turnover if they can provide competitive rewards and show interest in their millennial employees.

Branding is another retention strategy that has been known to attract millennial employees. Organization leaders can entice and retain millennial employees using internal branding (Ozcelik, 2015). According to Ozcelik (2015), human resources managers can integrate interior branding ideas into their strategies for staffing, performance management, and retention of millennial employees. Internal branding supports employees to enhance their brand mindset and responsibility and improves employee work retention.

Employees may decide to stay at an organization for a variety of reasons. Gordon

(2017) recommended that organizational success is contingent on proficiency, knowledge, and the abilities of the workers within the organization. Corporate leaders need to know how to stimulate and retain millennial employees for the critical success of an organization (Lub, 2015). Organizational leaders can learn that without a good retention strategy, employee turnover will continue to create issues for businesses.

Organizational leaders should develop employee retention strategies for the success of the business. Selden and Sowa (2015) noted that retaining employees is necessary to lessen the loss of knowledge when workers leave an organization. Organizations need to implement strategies for employee retention for stability, development, and commitment (Leu, Kinzer, Coiro, Castek, & Henry, 2017). Employee retention strategies begin with organizational leaders staffing the appropriate employees to sustain a successful business.

Employee Turnover

Employees leave organizations for various reasons, therefore it is important that corporate real estate leaders develop efficient retention strategies. Voluntary turnover is a challenge for leaders because researchers have found that it has various negative significances compared to involuntary turnover (Collini, Guidroz, & Perez, 2015). Cronley and Kim (2017) observed that voluntary turnover affects organizational culture, performance, and job satisfaction. Leaders can potentially minimize voluntary turnover by providing employees with consistent and ample support within the workplace.

Leaders may find measuring employee turnover beneficial when they want to assess reasons for voluntary turnover for strategic purposes. Organizational leaders are interested in learning more about employee turnover because of the cost associated with employees leaving the organization (Mathieu, Fabi, Lacoursière, & Raymond, 2015). Employee turnover can happen in any industry causing financial loss, a gap in experience and knowledge, and an undesirable effect on an organization's long-term performance (Al Mamun & Hasan, 2017). Organizational leaders may provide a higher caliber of employees that supportively affect the bottom line if they discover how to mitigate voluntary turnover.

Leaders can learn to recognize the factors that influence employee turnover to aid in maintaining stability in the workforce. Schlechter, Thompson, and Bussin (2015) noted that the choice to remain or depart involves evaluating costs and benefits; that is, if the existing value of the benefits related with exiting a role exceeds both the financial and psychological costs of changing jobs, employees may be motivated to change jobs. Various factors exist that may influence employee turnover (Nawaz & Pangil, 2016); some of these factors include organizational culture, working conditions, recognition and rewards, and career development. Leaders who are conscious of the reasons employees tend to leave an organization can develop strategies to prevent employee turnover.

Organizational culture. Organizational culture can have a significant effect on employee retention. Leaders can guide the organizational culture to support within the norms of the standard way employees act, communicate, and interact (Lyons, Schweitzer, & Ng, 2015). Organizational leaders can potentially have a better advantage of retaining an employee whose morals, development goals, and plans coincide with the organizational culture (Holtom & Burch, 2016). Employees whose goals align with their organizational culture may be more dedicated to the organization.

Organizational culture is important in reinforcing organizational commitment. Organizational commitment is a factor where the employee develops an emotional attachment to the organization (Hanaysha, 2016). Employees who dedicate themselves to a company can potentially exhibit loyalty and positivity within their role (Lyons et al., 2015). Leaders are more strategically prepared about employee turnover when they can recognize that a lack of organizational commitment can result in the employees deciding to leave their jobs.

Working conditions. Herzberg revealed in the two-factor theory that work condition is a hygiene factor for dissatisfaction. Manyisa and van Aswegen (2017) asserted that poor work environments lead to job dissatisfaction, low employee drive, and emotional fatigue. Herzberg et al. (1959) did not trust that hygiene factors motivated employees; however, they did feel that these elements must exist in an organization to keep employees content. Organizational leaders can retain existing employees by maintaining a conducive working environment.

Employees can display reduced productivity when hygiene factors, such as good working conditions, are not present. Employees may create meaning in their role when hygiene factors are not causing dissatisfaction (Korff, Balbo, Mills, Heyse, & Wittek, 2015). There is a lower level of employee turnover intention when employees are motivated, feel secure, and have no plan of leaving the organization (Bailey et al., 2015). Herzberg focused mainly on job enrichment. Leaders can be more cognizant of employees' feelings about their work conditions by keeping an open communication channel and supporting their needs to avoid voluntary turnover.

Recognition and rewards. Millennial employees want to feel appreciated and valued at an organization. Moreover, millennials strongly appreciate material and financial rewards, maintain a lower level of self-sacrifice, and display less concern for others compared to the older generations (Anderson et al., 2017). Millennials are an involved group that prioritize various factors compared to their older generational cohorts (Alhamwan, Bt Mat, & Al Muala, 2015); leaders can provide feedback through methods such as giving guidance, providing checklists, rewarding success and innovation, and establishing team environments to produce positive outcomes for organizations with millennials (Buttner & Lowe, 2017). Leaders can habitually show appreciation to their millennial employees by setting up a rewards systems that inspire great ideas from employees.

Organizations are facing the challenge of locating and retaining skilled employees due to other competitors' enticing rewards and benefits programs. Implementing a recognition and benefits program has become a must-have rather than a nice-to-have for an organization's net earning (Zhao, Ghiselli, Law, & Ma, 2016). Some researchers found that in organizations where employees are appreciated, the organization's employee results that includes measuring employee commitment, employee efficiency, and customer satisfaction, were higher than in establishments in which employee acknowledge rarely existed (Karatepe & Karadas, 2015). Leaders can learn that most employees place a natural emphasis on feeling important and empowered in an organization.

Career development. One of the key strategies leaders can use to retain millennials is career growth opportunities. Kucherov and Zamulin (2016) posited that millennials want opportunities for career development and an increase in their experience and skillsets. Employees who have a high level of career flexibility are more likely to reach greater career satisfaction, which may cause a lower level of employee turnover intention (Guan, Zhou, Ye, Jiang, & Zhou, 2015). Leaders can take advantage of their millennial employees drive to learn new skillsets by having a conversation with them about their career and development goals if they want to retain high-performing employees.

Herzberg posited employees achieve satisfaction by motivator factors such as recognition, advancement, and achievement. Low, Bordia, and Bordia (2016) found that the millennials value an engaging workplace, work-life flexibility, advancement, performance recognition, and opportunities to develop their skillsets. Employees who have the opportunity to increase their abilities are satisfied in their careers and promotable; promotable employees have less desire to leave an organization because they believe they have a higher chance to advance in their positions (Chan, Mai, Kuok, & Kong, 2016). Leaders can retain loyal and engaged millennials if they capitalize on their millennial employees' professional development.

Transition

Section 1 of this single case study began with the foundation and background of the problem. Millennials are a fast-growing population in the workforce, and business leaders could strategize how to motivate the millennial generation to avoid voluntary turnover that affects business performance. The next subsection of Section 1 included the problem statement that some corporate real estate organization leaders lacked effective strategies to retain skilled millennial employees. The purpose of this qualitative single case study was to explore the strategies that some corporate real estate organization leaders used to retain skilled millennial employees. The nature of the study included the reasons I selected a qualitative single case study. The other subsections of Section 1 included the research and interview questions, conceptual framework, operational definitions, assumptions, limitations, and delimitations, the significance of the study, and the review of the professional and academic literature.

In Section 2, I described the roles of the researcher and participants, expanded on the research method and design from Section 1, discussed the population sampling processes for this qualitative single case study, and discussed the significance of conducting ethical research. Also, data collection instruments, data collection techniques, data organization techniques, the process I took in data analysis, and reliability and validity of the study are in Section 2. Section 3 included my research findings and the value to the professional practice, the implications for social change, as well as the recommendations for action and future research, and my reflections of the doctoral study experience.

Section 2: The Project

The purpose of this qualitative single case study was to explore the strategies that some corporate real estate organization leaders used to retain skilled millennial employees. I explored strategies of business leaders in a corporate real estate organization, within the New England region of the United States who had successfully retained skilled millennial employees in their workforce. In Section 2, I describe my role as the researcher and my study plan components, including participants, research method and design, and population and sampling techniques. Also, I discuss the data collection procedures I used to ensure the reliability and validity of data, and the ethical steps I took to obtain Institutional Review Board (IRB) approval.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that some corporate real estate organization leaders used to retain skilled millennial employees. The targeted population consisted of five business leaders in a corporate real estate organization, within the New England region of the United States who had successfully retained skilled millennial employees in their workforce. The implication of positive social change included the potential to increase awareness of common issues related to employee retention for millennial employees. Additionally, organizational leaders may develop better strategies and employment opportunities for millennials to enhance their independence, adding to millennials' quality of life.

Role of the Researcher

It is vital for researchers to identify their role in the research development process to uphold objectivity in the study. In a qualitative study, researchers serve as the main instrument for data collection (Orange, 2016). I used the bracketing method to lessen the chance of misrepresenting the data by eliminating any predisposition that related to the identity and the experiences that come with my association with the millennial generation. Researchers use the bracketing method in qualitative research to mitigate the potentially damaging effects of preconceptions that may taint the research process (Tufford & Newman, 2010). I kept clear expectations while remaining unbiased during this study.

During my career, I had experienced the effects of turnover as an employee. The effects of turnover as an employee had influenced my personal lens. The participants of this study were business leaders in a corporate real estate organization where I was previously employed. As the primary researcher of this qualitative single case study, considering potential bias allowed me to avoid viewing data through a personal lens. Sinatra, Kienhues, and Hofer (2014) noted that researchers could understand other people's views when they can understand and accept their viewpoints and bias.

The qualitative case study design included activities that enabled accurate sampling and analysis. Researchers are required to establish rigor in the case study by providing enough details for the reader to understand the design (Hyett, Kenny, & Dickson-Swift, 2014). Reliable sampling and analysis processes contained member checking protocol to minimize bias. I minimized biases and conflict of interest with focused sample collections by directing attention on the objectives of the interviews (Miles, Huberman, & Saldana, 2014). I used an interview protocol (see Appendix A) with all participants to strengthen the data collection credibility and reliability. The role of the researcher included asking and interpreting data fairly, avoiding the traps of existing ideologies or preconceptions, staying adaptive to possible opportunities, having a firm understanding on the issues, and conducting research ethically (Yin, 2018). I provided a protocol to ensure that the participants in the study understood the intention, benefit, possible risks, and that they freely agreed to partake in the study (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). I mitigated conflicts of interest or ethical issues by following the ethical standards for collecting data as described in the *Belmont Report.* In this study, all knowledge was revealed and documented regarding present and past relationships with the participants.

Participants

Researchers use the qualitative study to describe and understand the research topic studied by capturing and connecting participants' experiences in their own words through interview and or observation. Researchers who use case studies can select participants based their knowledge about the population (Griffith, Morris, & Thakar, 2016). Robinson (2014) noted that the researcher must identify the participant eligibility requirements. I used the following criterion to determine the eligibility of the participants: business leader in a corporate real estate organization that had experience with millennial retention strategies and employed by the participating company.

Lovegrove, Hodson, Sharma, and Lanham-New (2015) stated that researchers could choose participants within the target population needed to explore the business problem. I confirmed credible and reliable data collection practice by ensuring the criterion were correct for selecting the participants, and the characteristics of the participants aligned with the research question. Consequently, Miller and Schertzer (2014) stated researchers can risk contending with participants' bias if participants did not meet the eligibility requirement.

My strategy for gaining access to participants included using professional network sites, such as LinkedIn, and emailing or calling the possible candidate based on personal contacts' referrals. To establish a working relationship with participants, I provided the interview protocol (see Appendix A) to provide clear directions and expectations of the case study for the research participants. Researchers and scholars should include a good overview to communicate to the reader the case study's purpose and setting (Yin, 2018). By providing the interview protocol, I sought to make the participants feel comfortable through the data collection process.

Research Method and Design

The purpose of this qualitative single case study was to explore strategies business leaders used to retain millennial employees. I selected the qualitative method with a single case study design to assist and guide this research. The following sections included the reasoning for selecting the research method and design for this study.

Research Method

I selected the qualitative research method for this study. The qualitative method was the most appropriate research method to provide a deep understanding of the research problem and use open-ended questions and interviews to gather data. Qualitative researchers use the method as a main data collecting tool and to access the thoughts and feelings of the research participants (Sutton & Austin, 2015). Additionally, the method used by qualitative researchers included, but are not limited to (a) how people experience aspects of their lives, (b) how individuals and groups behave, (c) how organizations function, and (d) how interactions shape relationships (Teherani, Martimianakis, Stenfors-Hayes, Wadhwa, & Varpio, 2015). The qualitative approach aligned with my goal because it focused on the events that transpired and on the outcomes of those events from the perspectives of those involved (Teherani et al., 2015). The qualitative researcher does not generalize their findings, but attempts to understand the meaning behind participants' response, which is why it was best suited for my study. I used the data from the interview responses of the participants to produce information that explained why business leaders use certain strategies to retain skilled millennial employees.

Quantitative researchers pursue numerical data that must be analyzed to help conclude a study (Albers, 2017). Sutton and Austin (2015) noted that quantitative research methods could be used to govern how many people undertake certain behaviors, yet qualitative methods can help researchers to understand how and why such behaviors take place. Conversely, the quantitative method would not provide the type of data needed to develop a thorough understanding of the phenomenon of strategies business leaders in corporate real estate organizations use to retain millennial employees. Quantitative researchers ground positivist philosophies based on a singular truth uncovered with the appropriate experimental methods (Teherani et al., 2015). Additionally, quantitative researchers gather and analyze numerical data using samples to test their hypotheses, rather than exploring phenomena (Barnham, 2016). I did not select the quantitative research method due to the requirement of gathering numerical data, which would only objectively explain the strategic experiences of the business leaders.

Mixed method research combines qualitative and quantitative research methods (Yin, 2018). Mixed methods research is the study of both qualitative and quantitative data and its integration, drawing on the strengths of both research methods (Guetterman, Fetters, & Creswell, 2015). Additionally, researchers using the mixed method require additional time due to the need to gather and analyze two different types of data (McKim, 2017). The quantitative method was not sufficient to address the research question in this study, because of the type of data needed to answer the research question and the essential focus on pinpointing strategies to retain millennial. The mixed method approach is not suitable for this study because the quantitative required the use of statistical and hypotheses testing. A qualitative case study was the most appropriate method for this study because it provided better communication between the interviewer and the participant than the quantitative or mixed method studies (Talbot, 2015).

Research Design

The four research designs considered for a qualitative study on strategies that business leaders used to retain millennial employees included (a) ethnography, (b) narrative, (c) phenomenology, and (d) case study. A research design is a set of processes used in collecting and examining measures of the problem from the original research question of the study. Alignment of the researcher's framework with the research approach and methods is essential to quality research design (Wright, O'Brien, Nimmon, Law, & Mylopoulos, 2016). A research design provided a logical plan for getting from the initial questions to be addressed to the conclusion. I chose the single case study design for my research because the design provided the flexibility to collect information about strategies to retain skilled millennial employees. Because of the goals of this research study, I selected the case study design.

Case studies classify as descriptive research because of the researchers' intent to describe an existing situation of a case. The case study researcher focuses on a case with specific characteristics, such as an individual or organization (Atmowardoyo, 2018). Yin (2018) noted that researchers use the case study design to explore phenomena with no clear set of results. The classification of data gathered during interviews provide an in-depth picture of the phenomenon while achieving a perception of the encounter in a real-life setting (Winters, Kool, Huijsman, & Klazinga, 2015; Yin, 2018). Additionally, case study researchers clarify the data gathered during interviews.

Ethnographic researcher seeks the meaning of a phenomenon from the perspective of the participants to explore shared meaning, culture, and behavior (Fusch et al., 2017).

Moreover, ethnographic studies may contain favoritism or bias from the researcher because the researcher explores the cultural interactions in the participant's daily lives (Kruth, 2015). Ethnography is a research design that allows the researcher to join the community under study, immersion of the researcher in the culture studied (Dao, Inglin, Vilpert, & Hudelson, 2018). This study did not require details of cultures or community groups; therefore, I did not choose ethnography for this study.

Narrative design is a multidimensional purposive communication from a teller to an audience (Wilner, & Ghassan, 2017). Researchers analyze narrative inquiries by reframing the story regarding its historical and cultural context (Thompson Long & Hall, 2018). Zaytoon (2017) stated that narrative design arranges past experiences in temporal order. Narrative design researchers gather information through storytelling, which is not suitable for my study. Additionally, narrative inquiries are not appropriate because the focus is on the lives of participants using oral history to obtain information.

Phenomenology was the last design I considered. Phenomenological study results show an understanding of the emotional and lived experiences of the participants through their stories (Rodger, Neill, & Nugent, 2015). Moreover, phenomenological researchers seek to explore individuals' emotional and lived experience to reveal how these individuals respond emotionally to their daily experiences and how the emotional experiences impact their lives (Dory et al., 2017). Phenomenological researchers focus on the rich narrative of some phase of experience described through language (Hall, Chai, & Albrecht, 2016). I did not select the phenomenology design because the goal of this study was to explore successful strategies, not lived experience.

Data saturation has gained widespread recognition as a methodological principle in qualitative research (Saunders et al., 2017). Researchers and scholars use data saturation terminology to show a thorough search of all relevant sources of evidence to ensure an adequate collection of quality information to sustain the study (Fusch & Ness, 2015). Data saturation occurs with the gathering of an appropriate amount of data with the stipulation of no new evidence will be presented (Fusch & Ness, 2015; Nelson, 2016). Additionally, the researcher achieves saturation when additional data do not lead to any new emergent codes or themes (Olshansky, 2015). Benoot, Hannes, and Bilsen (2016) noted that specific questions of the participant by the interviewer increases the chance of reaching data saturation. I achieved data saturation in my study by thoroughly interviewing the participants by asking specific questions until no new codes or themes appeared and analyzed all the data to confirm my findings will answer the research question.

Population and Sampling

During this study, I explored strategies that some corporate real estate organization leaders used to retain skilled millennial employees. I selected at least five interview participants within the New England region of the United States who had successfully retained skilled millennial employees in their workforce. The selected participants worked in the corporate real estate organization, had experience with millennial retention strategies, and worked at the participating company. By screening the candidates, this method assisted in correctly identifying participants to avoid issues later on in the case after the data collection process began (Yin, 2018). By including a purposive sampling strategy (Hoeven, Janssen, Roes, & Koffijberg, 2015), the researcher can select participants that aligned with the specific criterion of the study (Cleary, Horsfall, & Hayter, 2014).

The population sizes in case studies are dependent on the ability to obtain a rich description of the phenomena (Yin, 2018). The sample size for this qualitative single case study was at least five business leaders who met the criteria of successfully implementing strategies to retain millennial employees. The number of participants chosen were dependent on the business leaders who matched the eligibility requirements found in the organization. Defining a sufficient sample population for a case study led to a robust analysis (Kruth, 2015; Robinson, 2014). By providing both the population and sampling method of a study, it aided in the completion of a research study and add rigor and transparency (Robinson, 2014).

To reach data saturation, I explored all the data collected to certify the responses aligned with the research question. Additionally, if no new themes emerged from the participants during the data collection process of my study, this indicated data saturation. Data saturation occurs with the gathering of an appropriate amount of data with the stipulation of no new evidence will be presented (Fusch & Ness, 2015; Nelson, 2016). To achieve data saturation, a researcher can reasonably guarantee that further data collection will produce similar results (Saunders et al., 2017).

The interview protocol aided in the prework by setting expectations and preparing for the interview. The interview setting was in a neutral environment, where the participants were comfortable to speak freely. By allowing the participants to choose the environment for the interviews, it decreased disruptions for the duration of the interview (Thomas, 2015). I used face-to-face interviews with an option for participants to join their interview on Skype if the interviewee preferred and it was mutually agreed. Face-to-face interviews can show the personable side of a researcher. However, by providing Skype as an option, researchers remove the issue of limiting the range of participants to those who could only interview in person. McIntosh and Morse (2015) noted there are various ways to conduct personable interviews, whether it takes place through face-to-face situations or with other consultation tools such as phone and video conferencing. In a case study, the researcher has little control over the data collection setting. To interview participants, the researcher must cater to the interviewees' schedules and availability (Yin, 2018).

Ethical Research

Ethics involve the process of making decisions concerning what is right and wrong (Sng, Yip, & Han, 2016). A key concern in ethical research is confirming the anonymity and confidentiality of human subjects (Harriss & Atkinson, 2015). Research is the investigation of a phenomenon and the results must be ethical, reliable, legal, and socially trustworthy to be valuable (Tatebe, 2015). I was the main instrument involved in the data collection process for this qualitative study; therefore, I respected the rights of the participants in the study by abiding by the ethical guidelines for protecting their rights. Researchers protect the dignity of participants and the publication of information in the research by adhering to the ethical codes of conduct. Researchers must respect the rights of the participants in the study and adhere to ethical codes of conduct for protecting the rights of the human research participants (Roberts, 2015). Researchers must abide by rigorous ethical principles when conducting any study and must adhere to the minimum standards provided by the Belmont Report (Bromley, Mikesell, Jones, & Khodyakov, 2015). Researchers mitigate unethical research by maintaining integrity throughout the research project to prevent a need for further scrutiny. I abided by the standards established in the Belmont Report procedures by following the guidelines to protect the participant's privacy and confidentiality and upholding ethical research standards. The Belmont Report includes standards to aid the researcher to notify all participants about the confidentiality of the study (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). I ensured the ethical protection of the participants and the publication of information in my study by obtaining approval from the Walden University IRB before conducting any research (Approval No. 01-10-20-0731278), and I obtained a signed consent form through email from the participants.

Participants signed a consent form to participate in this study. Researchers use an informed consent form to document the specifics about the study and to assure the ethical standards in protecting participants (Patten & Newhart, 2017). The purpose of the consent form was to provide adequate information so that a participant can make an educated decision about whether or not to participate in the study. Informed consent is a requirement for the ethical conduct of human subject researchers (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Research participants must provide their permission to be part of a study before a researcher can collect data.

The informed consent data collection process and recruitment of participants for an interview began after I received approval from the Walden IRB. I sent electronic copies of the consent form to all individuals who agreed to participate in the study. Participants provided consent by replying *I consent* to the email containing the informed consent form. I aligned with the Belmont Report guidelines by providing each participant the following in the consent form (a) background information on the research purpose, (b) procedures, (c) risks and benefits, and (d) privacy and confidentiality policy. Also, the data was kept secure by electronically storing participant responses and information in password protected documents. A sequential coding system was used to specify the participant during the recorded interview to avoid using their real name, and data will be kept secure for at least 5 years.

Participants can accept or reject the invitation to be part of the research study without penalty. Most ethics boards that review research standards maintain that potential research participants have the firm right of withdrawal at any time and without giving any reason (Tatebe, 2015). I reminded participants that their participation in the study was voluntary. A participant could inform me of their intentions to withdraw by contacting me via telephone or email; once received, I would remove the participant from the participant pool and delete any data collected from the participant. There are no repercussions if the participant chose to withdraw from the study, even after the interview process, as mentioned in the interview protocol (see Appendix A). A small monetary gift can encourage participants who would not normally participate in agreeing to an interview and can increase the participant's responsiveness (Singer & Ye, 2013).

Participants received a $10 electronic gift card for participating in the study, which is not a significant amount to create coercion. I emailed all qualified participants a $10 electronic gift card for their time and efforts in contributing to increased awareness of common issues related to employee retention for millennial employees.

The IRB team is responsible for providing the ethical parameters for research and is the global system of institutional ethical control (Cross, Pickering, & Hickey, 2015). After receiving IRB approval for this study, I showed the IRB approval number on the final doctoral study to ensure that my study conformed to the policies and procedures related to ethical standards in research. I did not share the identities of the individual participants. A key factor in ethical research is safeguarding the anonymity and confidentiality of human subjects (Harriss & Atkinson, 2015). I did not use the participant's personal information for any purpose outside of this research project. The rights and safety of all participants are protected at all times during the research events (Wallace & Sheldon, 2015). A sequential coding system was used to specify the participant during the recorded interview to avoid using their real name (e.g., Respondent 1 and Respondent 2) for added security, in addition to electronically storing participants' responses and information in password-protected documents. Researchers can use aliases to protect the participant's identity in qualitative studies (Alcover, Rico, Turnley, & Bolino, 2017).

Data Collection Instruments

In this qualitative study, I was the primary instrument to gather and analyze data obtained during the study. Yin (2018) identified the researcher as the primary data collection instrument. I was the primary data collection instrument for my study. Researchers use semistructured interviews to decipher data, acquire data from participant's responses, and form conclusions from their findings (Elsawah, Guillaume, Filatova, Rook, & Jakeman, 2015). Semistructured interviews are a good choice when the interview protocol contains open-ended questions to encourage meaningful responses using the participant's familiarity. Researchers can seek an inclusive comprehension of the responses to the questions and can follow-up with additional questions using semistructured interviews (Fusch & Ness, 2015). I led and recorded either face-to-face or Skype video teleconference semistructured interviews and asked open-ended questions, following the interview protocol (see Appendix A) to explore corporate real estate organization leaders' strategies used to retain skilled millennial employees.

To enhance the reliability and validity of the semistructured interviews, I used probing follow-up questions to elucidate the participants' responses, reviewed the transcripts, and prepared interview summaries for member checking with each participant. Researchers and scholars use member checking to improve the credibility of qualitative research by obtaining participant approval for using quotations or case studies, which is a good research practice (Thomas, 2016). I used member checking to verify that I had an accurate interpretation of each participant's responses, lessen the influence of my personal biases, and contributing to the reliability and validity of the discoveries. Researchers can use member checking as a quality control process to validate the precision, consistency, credibility, and strength of the data reviewed in any phase of the interview process (Harvey, 2015). I used appropriate case study protocol instruments to articulate the experiences from the business leaders' perspective on the research topic and to aid in achieving reliability and validity. The open-ended questions for this case study are available in Appendix B. Researchers use standardization to create and maintain rapport, which is meant to yield high-quality data by guaranteeing all participants are asked the same questions to minimize interviewer variance in measurement (Garbarski, Schaeffer, & Dykema, 2016). I used the interview questions to collect participants' data to ensure consistency and standardization.

Data Collection Technique

The primary data collection technique for this study was semistructured interviews. Interviews are an essential source of data collection for case studies (Ayaß, 2015; Yin, 2018). Mason (2017) posited that in semistructured interviews, researchers can acquire a meaningful interpretation of the participant's experience. The interview technique I used in this research was reliable and ethical. I used the interview protocol (see Appendix A) to conduct semistructured interviews for each participant. Greenwood (2016) noted to maintain the integrity of the data collection process, researchers will secure and safely store the privacy of the data. Yin (2018) stated when gathering data using semistructured interviews, researchers can ask standardized questions to simplify the assessment process of the participants' responses.

I used the interview protocol (see Appendix A) to guide the data collection process. The data collection process began after I received approval from the Walden IRB. Once I received approval from the IRB, I contacted my contact person at the partner organization, who then forwarded an invitation to all potential participants in the organization, regarding participation in the study. A consent form was provided via email to each participant to aid in clarifying the purpose, procedures, risks, and benefits of the study before the start of the interview. It is the researcher's responsibility to receive informed consent before interacting with the participant (Nusbaum, Douglas, Damus, Paasche-Orlow, & Estrella-Luna, 2017). I scheduled face-to-face or Skype video teleconference interviews with the participants who signed the consent form. I recorded, transcribed, and summarized all interviews in an interview summary report that I provided for each participant. I contacted each participant again to ask if they had follow-up data to provide during member checking to ensure the high quality of valid and reliable data.

Researchers use member checking to verify the participant's answers and to confirm the accuracy of data collected by following up with the participants (Iivari, 2018). I provided a summary of the interview report, including my interpretation of their responses to review and confirm. The member checking process continued in iterations until I did not receive any further feedback or changes from each participant. I received data saturation when the data collected from the participants display no new information or themes (Fusch & Ness, 2015; Walliman, 2017).

There are disadvantages and advantages to using semistructured interviews as a data collection technique. The advantages of using semistructured interviews as a data collection method are the ability to plan interviews in a more concentrated way that allows for direct interaction with the participant (Yin, 2018) and the opportunity to communicate or rephrase interview questions for immediate clarity and acceptability

(Marshall & Rossman, 2016). Additionally, participants can communicate their feelings and point of view in interviews (Gravetter & Forzano, 2018). The disadvantages to using semistructured interviews are that the analyzation and interpretation phases are timelier and costlier compared to online questionnaires and surveys (Cairney & St. Denny, 2015), and semistructured interviews are labor-intensive and require a skilled interviewer to manage the interview successfully (Winters et al., 2015).

Data Organization Technique

I recorded the interviews and used a notebook to capture data retrieved during the data collection process. An organized and structured researcher can sort and search through data while creating a reliable and insightful analysis, which remains grounded in the data (Gibbs, 2007). Researchers can use reflective journaling to assist with answering the many questions generated while conducting qualitative interviews during a study (Meyer & Willis, 2018). A significant part of the process of shifting from a mass of data to a final report is about organizing and maintaining track of the text.

I used a reflective journal to provide a supplementary understanding of the interview data, which contributed to the other collected data. I entered the recorded interviews and reflective journal logs into Microsoft Word and used Microsoft Excel to assist in organizing the data into codes and themes and presented the gathered data to begin checking for patterns. Organizing and maintaining track of the data is a precursor to the data retrieval and analysis processes (Zhang, Yao, Sun, & Fang, 2016). Researchers use software programs to transcribe, categorize, and organize data (Patterson et al., 2014). I maintained the electronic copies of the data in Microsoft Word and

Microsoft Excel on a password-protected USB drive. In addition, I maintained a locked safe in my office that will serve as the depository for the physical copy of the reflective journal, the electronic copies of the digital interview recordings, and the USB for 5 years. I am the only person who has access to the code for the safe and the password for the USB drive. Five years after my final study is approved, I will destroy all physical and electronic copies of data.

Data Analysis

Data analysis is an important component of a case study, where the researcher is in control of the data interpretation (Anyan, 2013). Different qualitative research designs require different data analysis processes (Fusch & Ness, 2015). According to Fusch and Ness (2015), data triangulation increases the accuracy of the study findings. Researchers use triangulation as the data analysis process for case studies (McIntosh & Morse, 2015). I used methodological triangulation to compare my findings. The four types of triangulation are (a) theoretical, (b) methodological, (c) investigator, and (d) data triangulation (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014). The notion behind methodological triangulation is that the merging of various methods upon a single conclusion better supports that conclusion than just one of those methods arriving at a conclusion (Heesen, Bright, & Zucker, 2016). I used methodological triangulation to contrast themes from the interview summaries, interview protocols (see Appendix A), a reflective journal, and the scholarly literature review.

I used the data from the interviews and the recordings for triangulation during the data analysis process using Yin's five-step process. Researchers can use Yin's five-step process to analyze qualitative data (Palinkas et al., 2015). Researchers who evaluate data by using Yin's five-step process are more likely to have valid findings acquired from qualitative data (Theron, 2015). Yin's five-step process includes: (a) compiling, (b) disassembling, (c) reassembling (and arranging), (d) interpreting, and (e) concluding (Yin, 2018). The first analytical phase is compiling, which is the organizing of the initial data (Crowe, Inder, & Porter, 2015). Researchers break down the compiled data in smaller parts during the disassembling phase (Bedwell, McGowan, & Lavender, 2015). Renz, Carrington, and Badger (2018) stated that when dissembling the data, themes and other commonalities emerge, which allows for coding. Yin (2018) noted that reassembling and arranging arise by connecting the same coding groupings. The interpretation phase occurs when the researcher creates descriptions and conclusions from the reassembled data (Yin, 2018). McCusker and Gunaydin (2014) stated that researchers discover a deeper meaning from the data during the interpretation phase. The last step of Yin's (2018) approach is an analysis of the findings, concluding the data analysis phase of the study.

A software program is a beneficial tool to aid researchers with data analysis and effective organization of grouped data by regrouping data into themes (Yin, 2018). For this study, I used an eight-step process recommended by Ose (2016) to explore the data. The eight steps are (a) collect the data, (b) transcribe the audio file using the Temi application into Microsoft Word, (c) prepare the Word document for coding by using Microsoft Excel to document key text for reference and review the data for duplication and manually verify for accuracy, (d) transfer the transcribed text from Microsoft Word to NVivo 12 Pro software, (e) code in NVivo 12 Pro software, (f) sort the data into a logical structure based on the coding referenced from Excel and manually reviewing the transcription, (g) sort the coding in logical themes, and (h) analyze the data. An easy method for systematic coding and structuring interview data based on basic functions in Word and Excel may be valuable to many researchers and scholars (Ose, 2016). Researchers can use Microsoft Excel for organizing, coding, and classifying data using the color and sorting features (Bree & Gallagher, 2016).

Researchers can complete data analysis manually or use data analysis software (Zamawe, 2015). I used Microsoft Word, Microsoft Excel, and NVivo 12 Pro software to organize the data into meaningful themes, patterns, and descriptions to answers the central research question: What strategies do some corporate real estate organization leaders use to retain skilled millennial employees. The use of triangulation aids in examining the data (Yin, 2018). Researchers can use the triangulation process to strengthen the analysis of the data through interpretation and reduction of researcher bias to ensure the truthfulness of all data (Black, Palombaro, & Dole, 2013). I used triangulation to pair the themes and interview responses with the requirements of the data analysis.

Researchers can use coding to categorize themes from the interview transcriptions to reach saturation that ensures the dependability, validity, and integrity of the study (Yin, 2018). Researchers can learn new themes in the literature by using triangulation and iteration of the thematic expressions and coded themes (Soares, Bastos, Rodrigues, Pereira, & Baptista, 2015). I used an Excel spreadsheet to show the data gathered from checking the patterns using the coding from the transcripts. Researchers can use qualitative content analysis to arrange concepts within qualitative data and identify its meaning (Bengtsson, 2016). I used Ose (2016) and Yin (2018) recommended data analysis steps to identify the themes related to effective retention strategies for skilled millennial employees.

The themes that developed as a result of the data analysis could be associated with current research studies and with my conceptual framework. Herzberg (1966) found two separate sets of factors, motivation and hygiene factors, influenced job satisfaction and dissatisfaction. The goal of using these themes was to govern the data's significance to the research. Researchers can use qualitative content analysis to evaluate the responses to open-ended interview questions in employee retention studies (Flinkman, & Salanterä, 2015). I used Herzberg's two-factor theory to ensure the conceptual framework was linked to the interview questions to answer the overarching research question by comparing the themes that emerge from this study. The final step of my analysis was to evaluate the data, examining the similarities between the themes that emerged from the study and Herzberg's two-factor, as well as identifying the strategies some corporate real estate organization leaders use to retain skilled millennial employees.

Reliability and Validity

Validity and reliability increase transparency and reduce opportunities to incorporate researcher bias in qualitative research (Singh, 2014). A qualitative researcher can focus on the validity and reliability of a study when planning, evaluating results, and assessing the quality of the study (Yin, 2018). The evidence of validity and reliability are requirements to ensure the integrity and quality of the research findings (Yin, 2018). I ensured the validity and reliability of this study by providing rigor in my approach. The terminologies used to denote the rigor of a qualitative research study are credibility, confirmability, transferability, and dependability (Wamba, Akter, Edwards, Chopin, & Gnanzou, 2015).

Reliability

Assessing the reliability of findings require researchers to make judgments about the dependability of the research in relation to the application and appropriateness of the methods undertaken and the integrity of the conclusions (Noble & Smith, 2015). Dependability concerns the faith an individual can have in the data obtained based on the consistency of the study's results over time (Noble & Smith, 2015). Dependability of the study denotes the consistency of the data attained by providing transparency during data collection, coding, and analysis, to confirm that readers have traceability to the findings (Wamba et al., 2015). Fusch and Ness (2015) advised that through the course of member checking, researchers can address dependability concerns and subsequently to increase the reliability of a qualitative study. Researchers can use existing literature research questions to demonstrate reliability and consistency (Yin, 2018). I ensured my study was dependable by validating the outcomes of the collected data using member checking and data triangulation, by demonstrating the thoroughness of the literature review in my study, and by using the suggestions of Noble and Smith (2015), Fusch and Ness (2015), and Yin (2018).

Validity

Validity in qualitative research means *appropriateness* of the tools, processes, and data (Leung, 2015). Furthermore, validity is an association between trustworthiness, legitimacy, transferability, and credibility to the research data (Leonidou, Christodoulides, Kyrgidou, & Palihawadana, 2015). Researchers can practice trustworthiness by convincing themselves and readers that their research findings are worthy of attention (Brooks & Normore, 2015). Researchers can enhance trustworthiness in a study by ensuring they can measure the data and apply triangulation using multiple data sources (Darawsheh, 2014). Validity is created by providing evidence of accurate data collection and findings, as well as the validation of the claims, insinuations, and conclusions found in research (Simpson & Quigley, 2016; Yin, 2018). I used the information suggested by Simpson and Quigley (2016) and Yin (2018) to ensured that this study met the requirements of validity and reliability.

Credibility. Credibility refers to the criterion in establishing the trustworthiness of the data and conclusions (Yin, 2018). Moreover, credibility is a process that involves participants examining the analysis and the results of the gathered information to evaluate whether the analysis and results are an accurate reflection of their lived experiences (Birt, Scott, Cavers, Campbell, & Walter, 2016). Researchers can use triangulation and member checking to establish credibility by maintaining objectivity during the study and confirming the researcher used hard evidence for the reported results (Anney, 2014). Munn, Porritt, Lockwood, Aromataris, and Pearson (2014) suggested that researchers can improve credibility in the study by providing strong, thorough data to address the research question. I used triangulation and member checking to ensure the credibility of this study. Researchers can use a triangulation strategy with multiple sources of data to provide credibility to a study (Yin, 2018). I used triangulation in this study by conducting semistructured interviews of several participants to ensure the data interpretations are credible. Iivari (2018) viewed member checking as a way to confirm whether the data analysis is consistent with the participants' experience. I provided each participant with a summary of their interview to review and member check to verify the truthfulness and accuracy of the interview to enhance the credibility of the study.

Transferability. Transferability refers to the degree that the findings of the research can appropriately apply to other settings or population (Anney, 2014). Transferability is appropriately applied when a researcher can provide vivid explanations of all the research processes from data collection, the context of the study, and finalization of the report (Soares et al., 2015). I thoroughly described the framework of my research to assist the reader in being able to generalize my findings and apply them to other settings or population. In addition, I provided thorough descriptions of the research processes, the context of the study, and a final report to meet the requirements of transferability. A researcher can use software for qualitative data analysis to enhance the transferability of the qualitative data (Hays, Wood, Dahl, & Kirk-Jenkins, 2016). The portability of this study's results and findings to explore the strategies to retain skilled millennial employees has an application to numerous employer job motivation activities. To help ensure the transferability of prospective future research, I kept a reflective journal to assist with answering the many questions generated while conducting qualitative interviews, recording all interviews, and using Microsoft Word and Excel software to support the analysis of the data and assist in describing the context of the research study.

Confirmability. Confirmability refers to the degree to which readers evaluate that a researcher can substantiate the data in a study (Cope, 2014). Researchers can increase confirmability by explaining how to check data for accuracy during the study (Anney, 2014). Confirmability is the ability to demonstrate that the research data represents the participant’s answers and not the researcher’s biased perspectives (Hussein, 2015). The goal of this study was to provide information, without bias, that adequately reflects the participant's experiences. I used the information suggested by Cope (2014), Anney (2014), and Hussein (2015) to ensure confirmability by carefully listening and recording the data received during the interview. Furthermore, I inspected the transcript and provided a summary to each participant to guarantee that my notes coincide with the participant’s experiences.

Data Saturation. Data saturation occurs with the gathering of an appropriate amount of data with the stipulation of no new evidence will be presented (Fusch & Ness, 2015; Nelson, 2016). Researchers and scholars use data saturation terminology to show a thorough search of all pertinent sources of evidence to ensure an adequate collection of quality information to sustain the study (Fusch & Ness, 2015). To reach data saturation, I explored all the data collected from my interviews to certify the responses aligned with the research question. Additionally, I provided each participant a summary of their interview to review and member check to verify the authenticity and accuracy of the interview before beginning the data analysis process if no new themes emerge from the participants during the data collection process of my study. Data saturation occurs when the data results become repetitive and the collection of data does not produce additional relevant information (Malterud, Siersma, & Guassora, 2015). Achieving data saturation ensures the reliability and validity of the study. This indicated data saturation.

Transition and Summary

The purpose of this qualitative single case study was to explore the strategies that some corporate real estate organization leaders used to retain skilled millennial employees. In Section 2, I described my role as the researcher, described my study plan components, including participants, research method and design, and population and sampling techniques. In addition, I identified the processes I used to ensure the reliability and validity of data in this study, including the emphasis on dependability, credibility, transferability, confirmability, and data saturation. Section 3 will contain the findings of the completed research of this study, including the applicability of the findings concerning the professional practice of business, implications for social change, and recommendations for action and further research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore the strategies that some corporate real estate business leaders used to retain skilled millennial employees. Business leaders can implement employee retention strategies to aim at top talent (Corgnet, Espín, & Hernán-González, 2016). The data in this study came from conducting four onsite and one Skype video teleconference semistructured interviews with real estate business leaders located within the New England region of the United States. The participants in the study included business leaders in a corporate real estate organization who had successfully retained skilled millennial employees in their workforce. The five interviews took place in a comfortable location for the participants, which aided them to give detailed responses to the interview questions. A number of data emerged through the interviews, as each participant shared his or her experience on strategies that retained skilled millennial employees.

I built the data analysis on Yin’s five-phase cycle. Yin’s five-step process included: (a) compiling, (b) disassembling, (c) reassembling and arranging, (d) interpreting, and (e) concluding (Yin, 2018). I conducted interviews, transcribed the interviews, dissembled them into a logical coding structure, and arranged the codes into themes to follow the process. I imported the transcribed interviews into NVivo 12 Pro for coding.

Seven themes grouped into two main thematic categories emerged to answer the central research question. The overarching research question for this study was: What strategies do some corporate real estate organization leaders use to retain skilled millennial employees? I used the overarching research question to guide the data analysis of the participants' responses which resulted in seven themes. Next, I grouped the seven subthemes into two main thematic categories: environmental strategies for corporate real estate leaders to retain skilled millennials and employee relations strategies for corporate real estate leaders to retain skilled millennials. The environmental strategies used for corporate real estate leaders to retain skilled millennials were (a) flexible workspace or work arrangement, (b) technology, and (c) workplace amenities. The employee relations strategies used for corporate real estate leaders to retain skilled millennials were (a) building relationships with coworkers and managers, (b) compensation, (c) engagement, and (d) growth and development. The participants viewed employee retention strategies as best practices designed to strengthen the real estate organization's ability to attract and retain quality millennial employees.

Presentation of Findings

I conducted five semistructured interviews to explore the overarching research question for this study: What strategies do some corporate real estate organization leaders use to retain skilled millennial employees? The primary source for data collection was semistructured interviews, which I conducted to gain an understanding of the strategies used by five corporate real estate leaders to retain skilled millennial employees. I had a better understanding of employee retention strategies used by corporate real estate organization leaders based on the interview findings.

The consent forms were sent to the participants via email before the interviews. Participants responded to the seven semistructured, open-ended interview questions, and provided detailed responses regarding strategies some corporate real estate organization leaders used to retain a millennial workforce. The interviews took no more than 45 minutes, and I asked each participant to complete member checking by reviewing their transcribed interview responses to ensure the data collected accurately represented the interview once the interview was complete. I used the data from the interviews and the recordings for triangulation during the data analysis process; in particular, I used methodological triangulation to compare my findings. Heesen et al. (2016) stated that researchers could use multiple methods simultaneously when one is unsure about the reliability of any given method. The notion of methodological triangulation is the merger of various methods that forms a single conclusion better supports that conclusion than just one of those methods arriving at an answer (Abdalla, Oliveira, Azevedo, & Gonzalez, 2018). Moreover, Heesen et al. (2016) noted that if various methods produce the same answer, that answer is more reliable than it could have been by any single method. I used methodological triangulation to contrast themes from the interview summaries, interview protocols (see Appendix A), a reflective journal, NVivo 12 Pro software, and the scholarly literature review.

I identified each participant by using the alphanumeric codes Respondent 1, Respondent 2, Respondent 3, Respondent 4, and Respondent 5. I grouped the seven recurring themes that emerged from the analysis of data and the coding process into two main themes. The two main themes were environmental strategies for corporate real estate leaders to retain skilled millennials and employee relations strategies for corporate real estate leaders to retain skilled millennials (see Table 1). The two main themes and the participant's responses aligned with the conceptual framework, which was Herzberg's two-factor theory. Herzberg tried to get to the root of motivation in the workplace by asking employees to describe situations where they felt satisfied and cases where they were dissatisfied (Gong, Greenwood, Hoyte, Ramkissoon, & He, 2018). The essential strategies used by leaders to retain skilled millennials employees is shown in Table 1. The retention strategies that emerged were (a) flexible workspace or work arrangement, (b) technology, (c) workplace amenities, (d) building relationships with coworkers and managers, (e) compensation, (f) engagement, and (g) growth and development.

Table 1

Strategies Used to Retain Skilled Millennial Employees

Main Themes and Subthemes	No. of Sources	Frequency
Environmental Strategies		
Flexible Workspace and Work Arrangements	5	31
Technology	4	13
Workplace Amenities	3	7
Employee Relations Strategies		
Building Relationships with Coworkers and Managers	4	11
Compensation	2	4
Engagement	4	27
Growth and Development	5	12

Main Theme 1: Environmental Strategies

The first main theme that emerged from the analysis of the participants' responses was maintaining a positive environment within the organization. Working conditions are one of Herzberg et al.'s (1959) hygiene factors. Herzberg et al. (1959) posited that the factors associated with job dissatisfaction are called hygiene factors. Employees will not be dissatisfied nor satisfied when leaders address dissatisfactions (Katsikea, Theodosiou, & Morgan, 2015). Corporate real estate leaders in my study used Herzberg's hygiene factors to retain millennial employees.

Corporate real estate organizations that have an appealing work environment may retain millennial employees, who are attracted to workplaces that offer flexibility, provide technology to do their work effectively, provide workplace amenities, and positive work culture. Jadoo et al. (2015) stated working conditions could have a significant impact on the retention of all employees and inadequate working conditions could significantly increase job dissatisfaction. Schaumberg and Flynn (2017) noted that employees who liked their working environment were more prone to have increased job satisfaction and had less intent to leave a job. The participants in the interviews mentioned subthemes related to the workplace environment as retention strategies.

Flexible workspace and work arrangements. Respondent 1 discussed that the working environment includes the physical office and the work atmosphere. Hanaysha and Tahir (2015) stated that the work environment influenced employee behavior and satisfaction. Ferreira and Almeida (2015) suggested that organizations should emphasize on fostering a work environment that encourages employees and maintains employee motivation and positivity related to their roles in the whole organization. Corporate real estate leaders can implement successful strategies to create and retain skilled millennial employees by improving their workspace and work arrangements.

Corporate real estate leaders can reflect on the recommendation of Kolar, Skilton, and Judge (2016), who mentioned that building a work environment that encourages employee retention will result in an organization that operates efficiently and effectively. Respondent 1 stated, “A lot of it will be about work arrangements as regards to trying to make things as flexible as possible, so folks can balance work and life, which we feel are an essential component, especially to the millennial generation". Marshall, Mottier, and Lewis (2015) noted there is a higher chance that employees will feel satisfied with their jobs when they can complete work assignments, make progress with their personal work goals, and their business leaders can meet their work conditions. The commitment level of employees affects their plan to leave an organization, especially when employees like their position and their work environment.

Respondent 2 mentioned the importance of creating an attractive work environment to encourage employees to want to come into work. The power to keep employees involve leaders identifying the causes of voluntary turnover (Mathieu et al., 2015). Respondent 2 stated:

> We have been trying to create a good work environment for all of our employees, including millennials. We are trying to make the space that they come to a place that they want to come to, a place that they enjoy working at that draws them into the office.

Improving work conditions decreases job dissatisfaction (Herzberg et al., 1959), but leaders need to learn the motivation factors that will increase job satisfaction, which will influence employees to stay longer at an organization.

Respondent 3 stated, "If we gave everybody an average shoe, that wouldn't work. So why would we ask people to work in an average space? How do we tailor spaces to individuals or at least to a department?" Millennials are challenging what was considered normal with previous generations, from the environment to technology to lifestyle (Baker Rosa & Hastings, 2016). Organizational leaders recognize that an organization cannot continue to be competitive if the company continues to lose valued employees (Lim, Loo, & Lee, 2017). Respondent 3 added:

> I am personally of the mindset that the workplace is even more important because people aren't here all the time. So when they are here, it has to be that much more effective, that much more impactful, that much more of a positive experience because you have fewer hours to capture people.

Corporate real estate leaders might apply the findings of this study regarding implementing an environmental strategy to improve employee retention.

Respondents 4 and 5 discussed the importance of creating a flexible environment to improve employee retention. Respondent 4 addressed concerns from employees who considered leaving the organization by listening to their concerns, providing feedback, and implementing suggestions to retain the employees. Respondent 4 stated, “I haven't had any retention problems because I think we've been flexible or at least tried to make it work.” Lozano, Hamplova, and Le Bourdais (2016) noted that organizations could use flexible scheduling to improve employee retention. Respondent 5 mentioned that before the organization introduced flexible work arrangements, flexibility was one of the major issues. Respondent 5 stated, “From an overall HR cultural approach to attracting and retaining employees, we see engagement scores rise, and we see satisfaction with flexible work arrangements at 88%.” Employee job satisfaction influenced the work environment and work performance. Ferreira and Almeida (2015) found that employees with higher job satisfaction experienced increased flexibility, organizational loyalty, and creativity.

Employees can face unpredictable life events, and having the option of a flexible workspace or work arrangement can mitigate unforeseen retention issues.

Technology. Technology has aided in providing people with more flexibility in how they work than ever before, and some organizations realize its influence on job dissatisfaction. Herzberg et al. (1959) noted that employees are more affected by extrinsic hygiene factors such as salary, job security, position, physical working environment, company policies, and relationships on the dissatisfaction scale. Some organizations could consider how to lower employee job dissatisfaction by improving hygiene factors. Respondent 1 stated:

> We are looking for more things that are more meaningful to the employee. I certainly think work arrangements is number one on that list, but I think the main driver around that has been the advancement of technology to support it.

According to Respondent 1, technology influenced productivity and business efficiency. The findings show that the increase in technology has changed employees' work methods, mainly because employees can now work from anywhere.

Some millennial employees expected accessibility to technology because it is now readily available. Respondent 2 mentioned the importance of keeping up with technological trends to attract and retain millennials. "We try to have the right technology knowing that a lot of these millennials have grown up in an advanced technology setting for their whole life between phones and computers." Respondent 5 had a similar view and noted, "We try to recognize that the way people worked has changed. Employees can use technology at home that is far more advanced than the technology they experienced in the workplace, and they have become more vocal about it." Corporate real estate leaders recognized that some millennials expect the technologies they use at work to perform similar to the technologies used in their everyday life.

Respondents 3 had a similar opinion to Respondents 1, 2, and 5. The advancement of technology has led leaders to develop strategies to attempt to keep up with employees' expectations. Respondent 3 stated:

> The employees appreciate the right technology in the conference room, for example. We have a user base that expects it to be ubiquitous, and it's not just the expectation, but every six months, something else is possible. So things that we could never have conceived of before are possible.

These findings support Rahman et al.'s (2017) view that organizational leaders could propose more accommodating work hours, telecommuting options, or bonus floating holidays as opportunities to address millennials' work-life balance concerns. The precious commodity of time has powered the growth of telecommuting.

Workplace amenities. Comfortability in the workplace is a necessity, when designing an efficient work environment is more than just a trend. Respondent 1, 3, and 5 mentioned appealing amenities as a strategy used to retain millennials. Respondent 1 said that organizations would spend a lot of time on amenities. "We certainly have looked at amenities in regards to free coffee, for example, which we provide at all our offices. At some of the bigger facilities or large campuses, we have health service provision and physical therapy." Coffee seems to be the center of vitality in some organizations. millennial employees prefer options in the workplace (Tews, Michel, Xu, & Drost, 2015).

Herzberg explained in the two-factor theory that poor hygiene factors decrease employee job satisfaction. Employees can display reduced productivity when hygiene factors, such as the right working conditions, are not present. Respondent 3 believed the availability of amenities was essential to attract and retain employees. Employees may create meaning in their role when hygiene factors are not causing dissatisfaction. Respondent 5 stated, “Amenities and services that delight” are some of the motivation factors that are effective in retaining millennial employees. Creating a safe and healthy work environment is one of the strategies used to maintain retention (Harmon, Kim, & Mayer, 2015). Herzberg believed that hygiene factors must be present in an organization to decrease dissatisfaction, but did not motivate employees. The absence of hygiene factors could cause employee dissatisfaction and result in voluntary employee turnover.

Main Theme 2: Employee Relations Strategies

The second main theme that emerged from the analysis of the participants’ responses was developing employee relations strategies within the organization. The subthemes that emerged from the interviews with the participants related to methods used for corporate real estate leaders to retain skilled millennials were (a) building relationships with coworkers and managers, (b) compensation, (c) engagement, and (d) growth and development. The majority of the subthemes are motivation factors that could lead to job satisfaction. Herzberg et al. (1959) posited that motivation factors could lead to job satisfaction because of the individual’s need for growth and self-actualization. Motivation factors are intrinsic to the job and lead to positive attitudes towards the job because they satisfy the employees’ need for growth or self-actualization (Herzberg, 1966). The findings of this study support Herzberg's two-factor theory that corporate real estate leaders used Herzberg's motivation factors to retain millennial employees.

Building relationship with coworkers and managers. Leaders can facilitate a supportive relationship with employees built on trust to achieve performance goals and improve retention. Organizations that emphasize the importance of employees' morale create a positive correlation between maintaining performance and reducing voluntary turnover (Larkin, Brantley-Dias, & Lokey-Vega, 2016). Herzberg et al. (1959) noted the importance of extrinsic factors like relationships with others to decrease dissatisfaction. Hygiene factors do not motivate employees but reduce job dissatisfaction if present. Respondent 1 called the "secret sauce of building relationships, affinity relationships." Respondent 1 discussed how to maintain relationships as the work environment is changing, and there are more telecommuting employees. "The affinity relationship is about having that face to face social interaction with someone, how you build that trust and credibility. We are going to have to find ways to duplicate that if you are not in the office."

Respondent 2 discussed the importance of comradery in a team. Kiruthiga and Magesh (2015) discovered that work relationships, work setting, and company policies had a significant impact on employee loyalty and turnover. Respondent 2 stated, "The younger folks on our team like the work that they do and the comradery that they have with the other people on the team." In this finding, the established comradery in the team reduced job dissatisfaction. The millennial generation prefers social interaction and a sense of belonging like the other generations in the workforce. Respondent 5 stated, "Millennials need to occasionally come to the office for bonding if they tend to work remotely." Respondent 4 discussed generalization across generations and said:

> I think it is individuals, and I have a hard time thinking of it in terms of a group. I believe there are generational patterns, but I think if you are too focused on generalizing, you lose people because you have to make sure that you are looking at the individual.

Compensation. Employing and retaining top talent has long been a strategy of many successful companies. The better your team, the better your bottom line. Millennial employees may not react as anticipated to financial motivations and rewards. Maier, Tavanti, Bombard, Gentile, and Bradford (2015) stated that despite developing research on millennials' money-oriented values, several findings show that millennials prefer stimulating and meaningful work with opportunities for development and advancement, quality managers, and a flexible work schedule than compensation.

Respondents 1 and 2 both discussed compensation as the quick gain to decrease job dissatisfaction. The use of compensation as a strategy for the retention of millennial employees had the lowest frequency (see Table 1). Various factors influence why employees rate the importance of specific motivation and hygiene factors differently. But, the findings show that compensation is not the most effective retention strategy; therefore, leaders should learn to observe the competitive environment and best practices that other organizations use to entice and retain millennial employees.

Employee Engagement. Employee engagement relates to the level of commitment and connection an employee has with an organization. Yadav and Katiyar

(2017) said effective employee engagement procedures could be a powerful means to gain sustainable competitive advantage. Barker and Waters (2019) noted that low levels of job satisfaction could lead to many undesirable outcomes on the stability of operations, the quality of management service, organizational commitment, and engagement. Corporate organizational leaders should identify effective factors that improve the level of job satisfaction and learn to understand the cause of lower levels of job satisfaction to help reduce turnover.

Corporate real estate leaders are responsible for ensuring that their department runs cost-effectively while supporting employee engagement. Four participants expressed that having supportive leadership, open communication, including employees in some of the decision-making process, and sharing information can increase employee engagement to build a more productive work environment. Kumar et al. (2018) said when an employee is satisfied and committed to their organization, he or she will reveal no turnover intentions. Herzberg et al. (1959) posited that improving the motivator factors increase job satisfaction, and improving the hygiene factors decrease job dissatisfaction. Respondent 1 discussed the importance of considering the employee when management makes real estate decisions.

> You want to be wary of the impact on the employee experience. The age-old balance for any real estate executive is control cost, but do no harm to the employee experience because it is one thing of retaining them, but you want to attract that talent too.

Leaders learned that transparency and support in an organization could improve employee engagement.

Corporate real estate leaders realized that employee engagement increased when they listened to their employees' opinions and suggestions for improvement. Respondent 3 discussed that millennials want to feel like their viewpoints matter and that they are valued and contributing to their organization. Respondent 3 explained the excitement encountered when her team asked a millennial how he felt about the change. "I think just that, meant a lot. He had a chance to voice his opinion, and people were genuinely listening, which could influence some outcome in the future." Lu and Gursoy (2016) found when millennials are not motivated, they jump ship. Organizational leaders should recognize effective motivators on job satisfaction.

Engaged millennials, especially skilled and top talent, are willing to hit the ground running and take on more challenges and responsibilities. Rigoni and Nelson (2016) noted that engaged employees are rare because only 15% of engaged employees exist worldwide; the majority of the global workforce reluctantly go to work and do not have the passion or energy for their jobs. Respondents 4 and 5 discussed the strategy of attracting and retaining employees by providing an experience. Respondent 4 mentioned that organizations need to offer more flexibility to attract and retain employees.

> I think trying to make the company less formal, knowing that the younger generation coming out of college do not want to put on a suit or drive into the city to find a parking spot. It is expensive to live here. I think trying to attract people to come into the city is tough, especially for people who are recently out of college. So trying to make the company attractive to them has been one of the

strategies.

Respondent 5 had a similar experience and added, “I think if people have a sense of belonging, they are much more likely to be engaged and to stay with the company longer.” Employee engagement is key to maintaining organizations’ stability, vitality, and profitability (Tian & Gamble, 2016). Engagement and Retention of employees were essential to an organization’s success and existence.

Employee engagement was a strategy used by real estate business leaders to improve employee retention. Breevaart, Bakker, Demerouti, and van den Heuvel (2015) said when leaders engage employees, employees will be passionate and stimulated about their job. All four research participants mentioned the importance of leaders engaging millennial employees to reduce turnover. These findings were consistent with the literature. Herzberg et al. (1959) discussed that improving the motivator factors, such as engaging and recognizing employees, will increase job satisfaction. Employee engagement was a sign of employee devotion and showed commitment to the organization.

Growth and Development. Engaging employees with work that was rewarding and stimulating provided employees with a sense of growth and accomplishment. All participants agreed that a motivator for millennials is to feel challenged. Respondent 1 mentioned, “We have lost people that I genuinely would have hoped could stay, but they wanted a different challenge.” Herzberg et al. (1959) stated that motivators derive from factors built into the job itself, such as responsibility, achievement, growth, and recognition. Bloomberg (2019) posited that people want to feel challenged, and people need to know that there is career growth here. Bloomberg (2019) added that millennials are not loyal to their companies, but they are loyal to the things that are valuable to them. Respondent 1's remark, "The loyalty from the employer is not there yet. I think the millennial generation is okay with that too because they think, I am here to get the best for me," adds support to the existing research. Researchers can learn that one of the millennials' goal is to grow into the best person they can be, but also have passion in their job.

Respondent 2 discussed millennial employee motivation related to growth and development. Respondent 2 said:

> millennials will typically stay at jobs less, even if there are a lot of good perks and benefits there. They are looking to advance their career, and if they don't find those opportunities at their current office or job, they have no hesitation to look somewhere else.

Mathieu et al. (2015) stated that job satisfaction was an individual yearning for growth and development. Organizational development programs equipped employees with skills to meet corporate objectives.

Respondent 3 mentioned that a career path is vital for retention. "Are there opportunities, or am I going to be doing the same thing for ten years until somebody retires?" Respondent 2 aligned with Respondent 3 response related to the need for a clear career path to retain millennial employees. Respondent 2 said, "There are programs in our organization that take college students and rotate them through different jobs to try and expose them." Herzberg (1966) posited that real happiness seemed to need some achievement of psychological growth. Respondent 4 discussed how millennials thought differently about development and growth compared to the older generations. Respondent 4 said:

> I think when I came into this role 15 years ago, it was, you had to earn your chops. Leaders provided you with small projects, and you had to prove yourself to receive a bigger project. Millennials are going to ask for a bigger project, and they are going to want it, and if they do not get it, they will probably leave.

Some corporate leaders find that employee development is a way to keep their employees motivated at work to mitigate voluntary turnover.

A good strategy to retain millennials is to hire and promote from within the organization. Herzberg et al. (1959) posited that achievement is one of the motivator factors that increase job satisfaction. Respondent 5 said that millennials tend to leave when they do not receive career and development opportunities. Respondent 5 mentioned, "The organization has made a lot of investments in how we develop people. We implemented LinkedIn Learning, which means the employees can really focus on a lifetime of learning."   Fugener, Pahr, and Brunner (2018) stated the lack of advancement in an organization could increase an employee's choice to leave the organization. All participants expressed that leaders used growth and development strategies to retain skilled millennial employees.

Application to Professional Practice

One of the common goals of an organization is to be high-performing, which requires an engaged workforce. Business leaders in corporate real estate organizations use current research findings to develop and implement strategies some corporate real estate leaders use to improve millennial employee retention. The voluntary turnover of millennial employees affects most business organizations since millennials represent the largest generation in the United States labor workforce (Fry, 2018). This research applies to the sustainability of corporate real estate organizations because the objective of this study was to explore the strategies that some corporate real estate organization leaders used to retain skilled millennial employees.

Corporate real estate leaders who understand the factors that influence millennial motivation and retention could achieve business success. Employee retention strategies can vary from organization to organization, but usually include an investment in their asset, in particular the employee experience. Engaged employees often represent a significant worth to an organization. In organizations with highly engaged teams, profitability improved by 21%, productivity by 20%, absenteeism decreased by 41%, and there was 59% less turnover (Harter, Schmidt, Agrawal, Plowman, & Blue, 2016). The findings of this study may prove helpful to corporate real estate leaders who have been unsuccessful in implementing strategies to improve millennial employee retention. Also, the findings of this study may inspire corporate real estate leaders to change their current employee retention. Corporate real estate leaders might apply the recommendations from this study to create strategies needed to improve millennial employee retention. The two-factor theory was the lens used in the findings. The two-factor theory representation in the findings showed that when leaders improved the motivator factors, job satisfaction increased, and when the hygiene factors were improved, job dissatisfaction decreased.

I grouped the implementation strategies discussed by Respondents 1, 2, 3, 4, and 5 into two main themes: (a) environmental strategies for corporate real estate leaders to retain skilled millennials and (b) employee relations strategies for corporate real estate leaders to retain skilled millennials. The environmental strategies used for corporate real estate leaders to retain skilled millennials were (a) flexible workspace or work arrangement, (b) technology, and (c) workplace amenities. The employee relations strategies used for corporate real estate leaders to retain skilled millennials were (a) building relationships with coworkers and manager, (b) compensation, (c) engagement, and (d) growth and development. The organizational strategies discussed by the participants could help leaders decrease voluntary turnover.

Corporate real estate leaders could apply the findings of this study to understand what factors caused some millennials to be satisfied and dissatisfied with their jobs. Herzberg et al. (1959) noted that poor hygiene factors decrease employee job dissatisfaction, and motivating factors increase employee job satisfaction. Leaders who could learn to recognize these factors in their workforce will be more informed and able to lessen millennial employees' voluntary turnover. The findings from main theme 1 revealed that it is critical for millennial employees to like the work itself and environmental factors can affect their motivation to stay at a job. Millennials' turnover costs are contingent on an organization’s ability to meet the needs of flexibility, technology, and workplace amenities. Organizations measured employees’ job satisfaction to confirm employees either upheld or increased productivity (Hanaysha & Tahir, 2015). Millennial employees job satisfaction affected both work performance and the work environment. Corporate real estate leaders could have effective strategies to retain millennial employees with favorable working conditions and provide awareness of issues encountered in the workplace to mitigate a decrease in productivity.

Employee relations strategies improved job satisfaction. Corporate real estate leaders can apply strategies related to building relationships with coworkers and managers, compensation, engagement, and growth and development to influence employees' job satisfaction. Leaders who do not listen to their employees or build a healthy relationship could face turnover challenges (Lloyd, Boer, Keller, & Voelpel, 2014). Additionally, leaders should implement strategies and engage millennials consistently. Low et al. (2016) found that millennials valued work-life flexibility, an engaging work setting, acknowledgment of performance, and opportunities to grow and develop professional skills. The participants of the study revealed that motivation resulted when millennials felt valued and a voice in some decisions. The findings within this study could help corporate real estate leaders engage employees effectively to strengthen their relationship, trust, and ultimately reduce turnover in the organization. Organizations could use the findings to develop and spread job embeddedness in their millennial employees to increase retention rates and reduce the overhead costs associated with turnover. Retention of an organization's most valuable asset, the employee, could aid corporate real estate leaders in effectively meet their targets and objectives.

Implications for Social Change

The findings of this qualitative single case study had several implications for social change. The implications of the social change in this study on strategies that corporate real estate leaders used to retain skilled millennial employees based on the findings were related to (a) flexible workspace or work arrangement, (b) technology, (c) workplace amenities, (d) building relationships with coworkers and managers, (e) compensation, (f) engagement, and (g) growth and development. Organizational leaders could increase millennial employees' retention rates by understanding the strategies used to improve and satisfy this generation (McGinnis Johnson & Ng, 2016). Business leaders may adjust their management style and motivational strategies to ensure the millennial generation remains within the organization (Ozcelik, 2015). Corporate real estate leaders may consider better engagement with the millennial generation to understand the strategies used to retain skilled employees to mitigate an increase in turnover cost and decrease in performance.

Organizational leaders may develop better strategies and employment opportunities for millennials to enhance their independence, adding to millennials' quality of life. Anderson et al. (2016) noted that the millennial workforce is a critical part of the modern workplace. The millennial workforce has become the largest working generation, so it is essential that leaders understand and focus on retention and recruiting strategies (Durocher, Bujaki, & Brouard, 2016). Corporate real estate leaders could have a constructive influence on society using the strategies based on the findings to encourage positive social change, including the potential to increase awareness of common issues related to employee retention for millennial employees.

Recommendations for Action

I offer suggestions for action to corporate real estate leaders, who lack strategies to retain skilled millennial employees, to review the results of this study. The research participants in this study were successful in implementing strategies that contributed to the retention of skilled millennial employees. Newly existing or future corporate real estate leaders might implement the recommendations from this study to improve millennial employee retention. Corporate real estate leaders could evaluate which themes of retention strategies work best for their organizations to retain skilled millennial employees after they consider their organizations' specific business objectives, financial strength, and competitive environment.

Themes and subthemes about strategies corporate real estate leaders used to retain skilled millennial employees emerged from my analysis of responses from the research participants. I grouped the seven recurring themes into two main themes: environmental strategies for corporate real estate leaders to retain skilled millennials and employee relations strategies for corporate real estate leaders to retain skilled millennials. The environmental strategies used for corporate real estate leaders to retain skilled millennials were (a) flexible workspace or work arrangement, (b) technology, and (c) workplace amenities. The employee relations strategies used for corporate real estate leaders to retain skilled millennials were (a) building relationships with coworkers and managers, (b) compensation, (c) engagement, and (d) growth and development. The successful implementation of employee retention strategies is essential to an organization's stability, growth, and revenue (Dhanpat, Madou, Lugisani, Mabojane, & Phiri, 2018). Corporate real estate leaders who have high millennial turnover rates could benefit from implementing some of the strategies recommended in this qualitative single case study.

I recommend that new, existing, or future corporate real estate leaders develop and implement various environmental strategies. All research participants expressed the importance of flexible workspace and work arrangements to improve employee retention. Respondent 1 discussed the importance of a diverse workforce and wanting to be able to support employees that have challenges coming into the office as a way to continue to retain top talent. Respondent 3 stressed the importance of establishing a suitable work environment for employees, noting that leaders should recognize how vital it is for employees to be in the best environment so they can do their best work. All participants in this study identified the significance of creating a space that employees want to come to, an organization that they want to go to, and a place that they enjoy working at to retain these skilled employees.

I recommend that new, existing, or future corporate real estate leaders develop and implement employee relations strategies. Employee relations is the utilization of human resources and the experience and expectations of employees in the workplace (Kim, Tam, Kim, & Rhee, 2017). In this study, I learned the value of corporate real estate leaders' ability to identify, adapt, and implement particular elements of employee relations that would motivate employees to stay at an organization longer because they are satisfied with their jobs. I recommend that corporate real estate leaders build relationships with their employees, compensate when appropriate to show appreciation, listen to employees' suggestions and insights for improvement as an engagement effort, and identify opportunities for growth and development. All participants in this study indicated that the recommendations based on the findings were important and relevant to retain skilled millennial employees successfully.

The application of successful strategies could contribute to real estate organizations by improving employee retention, which can support daily operations. Bode, Singh, and Rogan (2015) noted that the continued retention efforts to extend the employee's longevity at an organization could cost the organization money, but the cost is small when compared to replacement. High employee turnover is costly for organizations (Zheng, Molineux, Mirshekary, & Scarparo, 2015). I recommend that corporate real estate leaders review the recommendations in this study to aid in implementing retention strategies for skilled millennials in their organization.

Findings from this study may be beneficial to corporate real estate individuals and organizations. This study will be published and available on the ProQuest database. Corporate real estate leaders could access this study through the Proquest/UMI dissertation database. I will disseminate the findings by networking with business leaders, community stakeholders, and academic professionals to support opportunities for enhanced training and development as it relates to millennial employee retention strategies. Additionally, I will provide a copy of the findings to the organization gatekeeper and participants of this study.

Recommendations for Further Research

The purpose of this qualitative single case study was to explore the strategies that some corporate real estate organization leaders used to retain skilled millennial employees within the New England region of the United States. I used a sample size of 5 business leaders in a corporate real estate organization who had experience with millennial retention strategies and were employed by the participating company. The findings of the study were limited to the 5 participants' knowledge and expertise in one organization. The research scope was limited to 5 participants in one organization of the United States. Therefore, future research could expand the number of participants to enhance the findings of this study and explore how other corporate real estate organizations in different regions of the United States used retention strategies to mitigate millennial voluntary turnover to enhance the generalization of the findings.

My conceptual framework for understanding the findings was Herzberg's (1966) two-factor theory. Researchers use a conceptual framework to support the path of research and ground it firmly in its constructs (Naim & Lenka, 2018). Researchers can expand on the results of this study by conducting a qualitative study using a different conceptual framework to explain the findings.

A quantitative study is a recommendation for future research to uncover the connection of this study's findings with improving millennial employee retention. Quantitative analysis is a method of research that relies on measuring variables using a numerical system. Albers (2017) noted that researchers examined these variables using a statistical model and reported on the relationships and connections of these variables. Researchers could conduct a quantitative study in future research to analyze the statistical relationship between millennial turnover rates and retention strategies such as flexible workspace and work arrangements.

Reflections

The Walden University Doctor of Business Administration (DBA) program was challenging, but a worthwhile experience. The most challenging part of the process was balancing a full-time job, family, and school throughout the program. One of the main reasons I decided to pursue my doctoral degree was to position myself for future business success. I felt this degree would open the door for more opportunities to advance in my career as well as help guide me to new untouched wonders. There were many times along the journey that I met a roadblock, feeling discouraged, frustrated, and wanting to give up. However, the support received from my family and chair helped me remember my *why* and I was able to overcome the obstacles and resumed focus.

I was the primary data collection instrument of this study. Yin (2018) identified the researcher as the primary data collection instrument. As the primary data collection instrument of this study, I mitigated any opportunities to influence the findings from the interviews with personal bias. During my career, I had experienced the effects of turnover as a millennial employee. I used the bracketing method to lessen the chance of misrepresenting the data by eliminating any predisposition that related to my identity as a millennial and my experiences. The prevention of my personal bias was essential to mitigate influencing the results of the research.

Interviewing the participants was a great experience. The participants were supportive and compliant during the interviews by answering all the semistructured questions candidly. I was surprised about the openness of the participants' responses, as I assumed the quality of the responses from the participants would be a limitation of the study. The research participants were willing to share their knowledge and experiences and provided enough data to analyze the findings from the interviews. The completion of this study supported my preconceived notion that some corporate real estate leaders could benefit from successful strategies used to retain skilled millennial employees.

Conclusion

Millennial employees are the largest generation in the United States workforce. Corporate real estate leaders should learn to understand what motivates this group to avoid voluntary turnover that will cause a decrease in productivity. Buzeti, Klun, and Stare (2016) noted the importance of business leaders controlling and decreasing voluntary employee turnover to hold onto loyal and efficient employees to increase performance, efficiency, and profitability. Some corporate real estate leaders in the New England region of the United States have implemented strategies that have proven successful in retaining skilled millennial employees through the conceptual framework of Herzberg's two-factor theory.

Corporate real estate leaders have successfully retained millennial employees by implementing environmental or employee relations strategies. The themes aligned with the conceptual framework of this study and have suggestions for social change, future research, and application to professional practice. Corporate real estate leaders lacking strategies used to retain skilled millennial employees could evaluate their organization's strengths and objectives to decide which of these evidenced retention strategies might be effective for their organizations to retain skilled millennial employees.

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Appendix A: Interview Protocol

I will use the interview protocol with all participants to strengthen the data collection credibility and reliability. The goal of this interview is to answer the research question on strategies corporate real estate organization leaders use to retain skilled Millennial employees.

I will complete the following steps during each interview.

1. The interview will commence with an overview of the research topic, the purpose, and the time required for the interview.
2. Thank the participant for accepting the invitation to participate in the interview.
3. Present a copy of the emailed consent form to the participant, review the contents of the form with the participant, and ask the participant if they have any more questions before moving to the next step.
4. Explain that their participation is voluntary and that they can withdraw from the study at any time, even after the completion of data collection.
5. Provide my contact information to the participant in case a participant chooses to withdraw from the study.
6. I will use a sequential coding system to specify the participant during the recorded interview to avoid using their real name. For instance, I will give each participant an identifying alias, such as Respondent 1and Respondent 2. I will explain that I will be the only person with access to the real name of the participant and the data obtained from the interview will be associated with the alias to ensure confidentiality.

7. When the participant is ready, I will start to record the interview. The interview will begin with open-ended questions, including additional follow-up questions if there is a need to probe to expand on the participant's responses.
8. After the end of the question period, I will remind the participant that I will provide a summary of the interview report, including my interpretations of their responses to review and confirm.
9. I will end the interview and thank the participant for taking the time to participant in the study.

Appendix B: Interview Questions

1. What specific strategies do you use to retain skilled millennial employees?
2. How do your millennial employees respond to your strategies?
3. What factors and conditions led to the development of your strategies to retain skilled millennial employees?
4. What millennial turnover issues has your organization experienced?
5. What key strategies did you learn from millennial employees during their exit interview?
6. What motivation factors are effective at retaining millennial employees in your organization?
7. What additional information would you like to share about the methods and processes used in retaining skilled millennial employees?