

Managing Changes In A Millennial Workforce

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Abstract: By the year 2020, millennials will form 35% of the global workforce (Manpower Group, 2016). With the transition in demographics, the environment becomes dynamic and accelerates in changing; transformation will need to occur to ensure organisational survival. Hence, the impact on millennial employee's motivation must be considered while devising plans for change. This article investigates how changes could affect employee's motivation and impact organisation's performance through analysing the relevance of conventional motivation theories. Both secondary quantitative and qualitative data are adopted in this research which includes surveys, journals, and reports. This article aims to help the organisations understand what drives the younger employees and the opportunity to overcome these challenges while implementing changes in a multi-generation workforce. Recommendations for managing motivation and change are provided (Barclays, 2016) (Mullins, 2013) (BCG Perspectives, 2015) (World Economic Forum, 2015).

Keywords: Motivation; Leadership; Change; Transformation; Performance; Millennial

JEL Classifications: J11, M12, M54

1. Introduction

Studies have shown that leadership plays a vital role in influencing an organisation's performance; leading change and affecting employee's morale as well as staff retention. Without the support from the organisation's staff and leaders, any grand strategy can still fail. Leaders who detach themselves and do not sufficiently manage the organisation can lead to declining performance and motivation; therefore creating an environment of uncertainty (Mintzberg, 2004) (Mullins, 2013). The accelerating technological advancements create a dynamic environment where all businesses have to continually evolve to ensure relevance and sustainability (McKinsey Global Institute, 2013) (World Economic Forum, 2016).

According to Deloitte's 2016 survey, one in four millennial employees will quit their current work to join a new organization (Deloitte, 2016). This result reflected does not bode well for companies with millennial forming one-third of the global workforce by the year 2020 (Manpower Group, 2016).

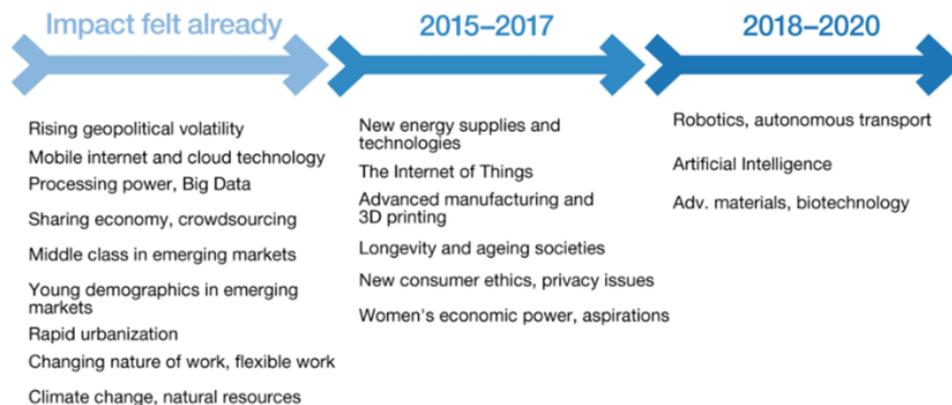


Figure 1. Time to impact industries business models (Source: World Economic Forum, 2016b)

There has been little research carried out with regards to the influence of millennial employee retention during an organizational change. To fully understand the implication of change to motivation, motivational theories will be applied to analyse the correlation between organisational change behaviour and employee motivation in a multi-generation workforce.

2. Employee Motivation, Motivational Theories During Change and Recommendation

2.1 Employee motivation

Motivation is a force behind individual's behaviour. It is based on the notion that each person will behave in a deliberate way to attain objective to satisfy needs (Mullins, 2013) (Latham, *et al.*, 2005).

High morale in an organisation will result in good teamwork, employee commitment, and high productivity. As presented in Table 1, using Herzberg's Two-Factor Theory, at the minimum, employees must be able to meet the first level of Physiological needs such as salary. Together with a safe and healthy working environment, the probability of a greater motivation in each employee can be achieved (Mullins, 2013). While executing change, Leaders need to understand the impact on these needs. Such as implementing cost cuts, instead of reducing salaries, the organisation could design incentives linked to Key Performance Indicators (KPI); a form of recognition if an employee meets the target set, hence creating a positive influence on its workforce.

Table 1. Herzberg’s Two-Factor Theory (Mullins, 2013)

Herzberg's Two-Factor Theory

Hygiene or Maintenance Factors	Motivators or Growth Factors
<ul style="list-style-type: none"> ● Job Security ● Salary ● Quality of supervision ● Working Conditions ● Company policies ● Interpersonal relationship 	<ul style="list-style-type: none"> ● Personal Growth and advancement ● Recognition ● Responsibilities ● Sense of Achievement

Original Source:(Mullins, 2013)

(Source: Researcher’s work, 2017)

If job cuts are necessary for a company’s survival, a transparent internal announcement on how layoffs will be carried out and the compensation schemes are vital for containing speculations from employees which will lead to further distrust.

Organisations will also need to revamp its training and development programme to retain talents. Such effort will portray a positive image of the company and encourage individual’s professional growth.

2.2 The relevance of the Maslow’s Hierarchy of Needs in a multi-generation workforce

Maslow's Hierarchy of Needs is a model that states each level starting from extrinsic needs must be satisfied before the next need becomes dominant (Mullins, 2013). During transformation efforts, organisations need to provide assurance to the employees and reduce uncertainty for levels 1, 2 and 3. With this assurance, the overall morale of the organisation will be stabilised; reducing negative impact to individual’s motivation.

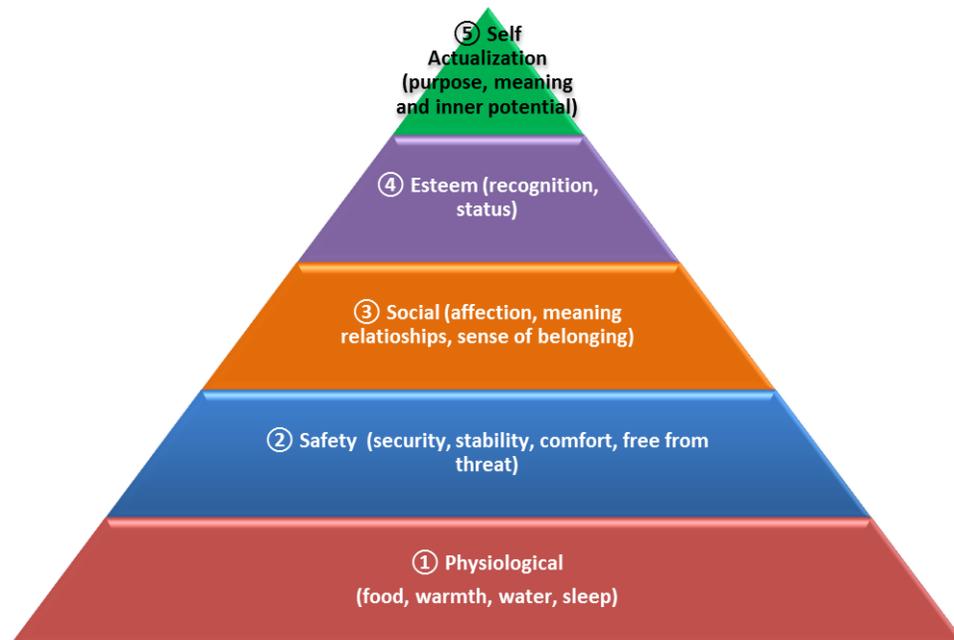


Figure 2. Maslow’s Hierarchy of Needs (Mullins, 2013)

However, as the millennial population increases, many senior employees will retire and make way for the younger generation. Therefore, it is crucial for organisations to understand what motivates Millennials and adapt to the demographical changes to achieve sustainability (Forbes, 2015) (Pew Research Center, 2016) (PWC, 2011) (USA Today, 2016).

The 2016 Deloitte Millennial Survey shows two in three Millennials foresee to resign from their current job by 2020 (Deloitte, 2016). As Millennials, primary motivations are intrinsic needs such as autonomy, meaningful work, and development of leadership, extrinsic motivations such as salary, though a basic requirement, is no longer the only driving factor. Figure 3 shows a mismatch between organisation's focus on tangible elements such as growth and profits while Millennial's primary concern is based on higher purpose such as a positive impact on people's lives.

The 2011 PWC's survey also indicates millennial as being more selective in the choice of career, looking for work with development opportunities and a strong emphasis on work-life balance (PWC, 2011).

Above surveys results symbolise the mentality of this generation which will present a challenge to organisations that are resistant to adapt. Hence, it is necessary for companies to communicate how the organisation impacts the world positively to attract and retain young talents (Deloitte, 2016).



Figure 3. Millennials would prioritise the sense of purpose around people rather than growth or profit maximisation (Source: Deloitte, 2016)

Millennials are quick to leave the organisation once these fundamental needs are not satisfied. Hence, this model may lose its relevance to this generation's workforce (Benson, 2016) (Gasca, 2016) (Lebowitz, 2016) (The Washington Post, 2016).

2.3 Relevance of the McGregor’s Theory X and Y in a multi-generation workforce

Following the McGregor’s Theory X and Y, Millennials are similar to any other generation workforce; fitting into the X and Y category. However with higher educational standards, greater exposure to the online virtual environment and social networking, a situational approach will be more efficient. This method will include flexible supervision, and direct supervisors will need to build relationships with these employees to understand what motivates the individual; moving between Theory X and Y approach accordingly (Papp, 2016) (Pew Research Center, 2015) (Mullins, 2013).

Table 2. McGregor’s Theory X and Y (Mullins, 2013)

	Human Nature	Motivation and Rewards	Recommendation for Millennials
X	Theory X is based on the cynical view that people are lazy, shy away from work and individual goal orientated. Employees are thought to be less intelligent and need direct and constant supervision approach from management.	Work is not enjoyable, but basic needs must be fulfilled. By keeping employees fearful of demotion and losing their job will drive them to be productive.	Millennials have higher educational standards, exposure to the online virtual environment and social networking. Suggest:- <ul style="list-style-type: none"> • Flexible supervision approach.
Y	Theory Y is the opposite of Theory X and assumes people in this category are driven and enjoys work. These people are considered valuable assets to the company and do not require direct and constant supervision from management.	Work is enjoyable and offer challenges, growth and achievement. Theory Y employees are self-driven to attain their personal and social goals.	<ul style="list-style-type: none"> • Relationship building to understand what drives the individual. • Move between Theory X and Y approach accordingly.

Original Source:(Mullins, 2013)

(Source : Researcher's work, 2017)

2.4 Recommendations for Managing Millennial workforce motivation

2.4.1 What drives Millennials motivation and The Four Drives that Underlie Motivation

Unlike Marlow's Hierarchy of Needs where basic level needs to be attained before moving to the next need, The Four Drives that Underlie Motivation model shows a holistic approach encompassing the four basic needs; to acquire, bond, defend and create. It was discovered during research on companies and employees that Millennials look to fulfil all these requirements. They wish to gain certainly, well-being and experience in the ‘Acquire’ element and look towards connection and teamwork for ‘Bond’ element. ‘Defend’ involves protecting own assets, status and turf while ‘Create’ involved learning and explorations to express own identity. All these four needs are of equal importance; which would mean that Millennials are looking for balance rather than placing priority in one factor; such as salary before moving to the next (Harvard Business Review, 2008). The environment has a significant influence on Millennials with exposure to the internet at a young age peak their curiosity and helps educate them through exploration, interactions and exchanging information. On the downside, it could create idealism. However, from an organisation's perspective, the needs of the Millennials must be considered when implementing change and ensure a new pool of talents flows into the company; contributing to its growth and sustainability.

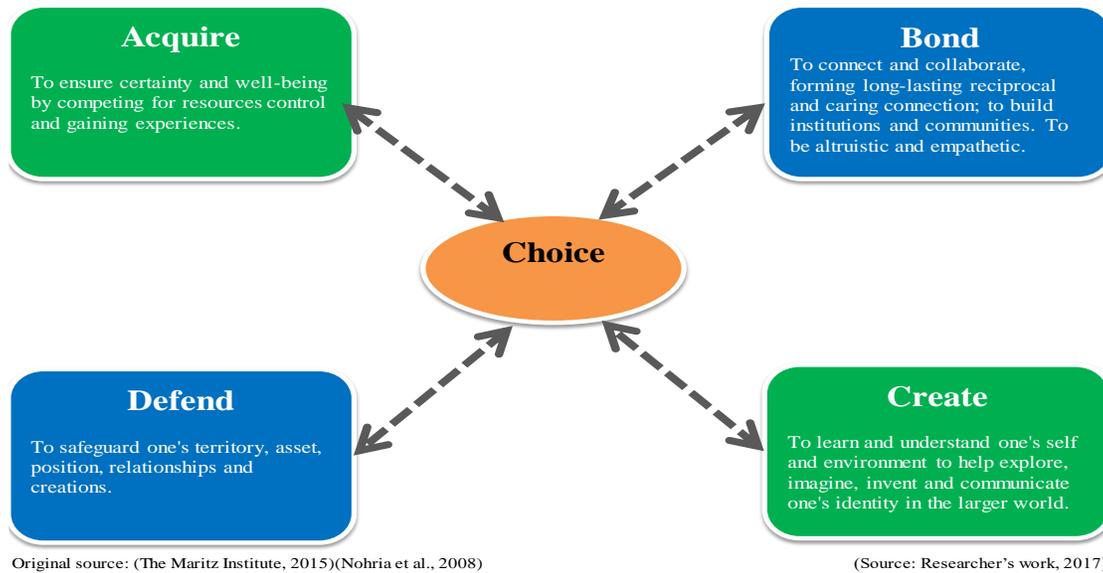


Figure 4. The Four Drives that underlie motivation (The Maritz Institute, 2015) (Original source: Nohria *et al.*, 2008)

2.4.2 Applying the Four Drives that underlie motivation

	Primary Lever	Actions
Acquire	Reward Systems	<ul style="list-style-type: none"> • Design a key performance indicator incentivizing good performance with higher commission and bonuses. • Performance must be clearly documented and quarterly communicate to an individual employee of results and expectations (if performance is below par). • Ensure company's average remuneration surpass competitors if employees perform well (Deloitte, 2016)(Nohria et al., 2008).
② Bond	Culture	<ul style="list-style-type: none"> • Promote Teamwork and regular gatherings to be encouraged in the organisation. • Hold regular weekly planners to update information and share best practices. This planners will encourage open communication and create a bond among Teams. (Forbes, 2016)
③ Comprehend	Job Design	<ul style="list-style-type: none"> • Create distinct roles with purpose and meaning. Existing roles could be improved with the creativity of titles and scope. • Allow participation of employees in the contribution of ideas in the organisation. (Nohria et al., 2008)
④ Defend	Performance-Management and Resource-Allocation Processes	<ul style="list-style-type: none"> • Clear, simple and transparent in communicating processes. • Be transparent in recognition, rewards and work allocation to promote trust. • Fair Treatment, do not practice favouritism in the organisation. (Deloitte, 2016)(The Center For Generational Kinetics, 2016)

Original Source: (Nohria et al., 2008) (Deloitte, 2016) (PWC, 2011) (The Center For Generational Kinetics, 2016)(Forbes, 2016) (Source : Researcher's work, 2017)

Figure 5. How to Fulfil the Drives That Motivate Employees (Nohria, *et al.*, 2008) (Deloitte, 2016) (PWC, 2011) (The Center For Generational Kinetics, 2016) (Forbes, 2016), and (Harvard Business Review, 2008)

Figure 5 illustrates how organisations could use The Four Drives that Underlie Motivation model for its employees. Based on the nature of Millennials' needs, companies will need to focus on the four primary levers. Clear and proper documentation of performance measurement must be communicated as this generation of employees want to receive feedback and understand if they are on the right track. As they are more collaborative in behaviour, teamwork is important to them. Millennials want to be of value to the organisation so a participative culture would help them achieve a sense of belonging and engagement. Last but not least, fairness and transparency place an important part in building trust with these young employees.

3. Techniques of Change Management

Transformation in organisations will need to occur and may include salary cuts and layoffs which are critical for the survival of the company. Hence it is necessary to understand the impact of change on employee's motivation and manage transformation in a sensitive and efficient manner. Through proper change management, the overall morale can be stabilised and with minimal negative impact to the company's performance. Below change models can be applied to ensure minimal impact to team's morale and individual employee's motivation.

3.1 Kotter's 8-Step Change Model

The Kotter's eight steps model involves a connection with the employees; explaining the reasons for the modification, the opportunities it could offer and the risk of maintaining the status quo. A team of key influential people within the organisation must be assembled to help build urgency and momentum through teamwork, empowering action and clear communication.

A strategy must be developed on how to execute the vision and conduct frequent communications to reinforce change. It is also important to identify and eradicate any obstructions which could impact change process; such as helping staff who resist change to see what's needed and reward those who embrace and make change happen. Create short-term achievable targets which can be achieved quickly and ensure quick successes are visible and celebrated to help boost morale and confidence. Each win will need to be evaluated for continuous improvement; building on the momentum achieved and develop ideas for continuous enhancement. Finally, it is important to articulate the connections between corporate success and new behaviours to anchor the change (Mullins, 2013).



Original Source:(Mullins, 2013)

(Source : Researcher's work, 2017)

Figure 6. Kotter's 8-Step Change Model (Mullins, 2013)

3.2 Jon R. Katzenbach's Technique for managing change

The technique created by Jon R. Katzenbach is based on the alignment of the organisation and its workforce's needs to form a logical, psychological engagement and connection. It also shows how companies should manage the balance between an organisation's objective and employee's motivational needs. The company will need to explain the reasons for the change, the impact, and benefits of this initiative as well as expectation from the employees. An open two-way communication will help the company, as well as its employee, understand what is important to both parties and through alignment achieve balance. Only through achieving equilibrium can companies achieve the desired results. This balance will help heighten the emotional commitment, build trust; strengthen employee engagement and contribute to improving performance and achieving results at new heights. It is necessary to be consistent to avoid ambiguity and monitor implementation continuously to track its development (Strategies for Managing Change, 2016) (Katzenbach, 2000).

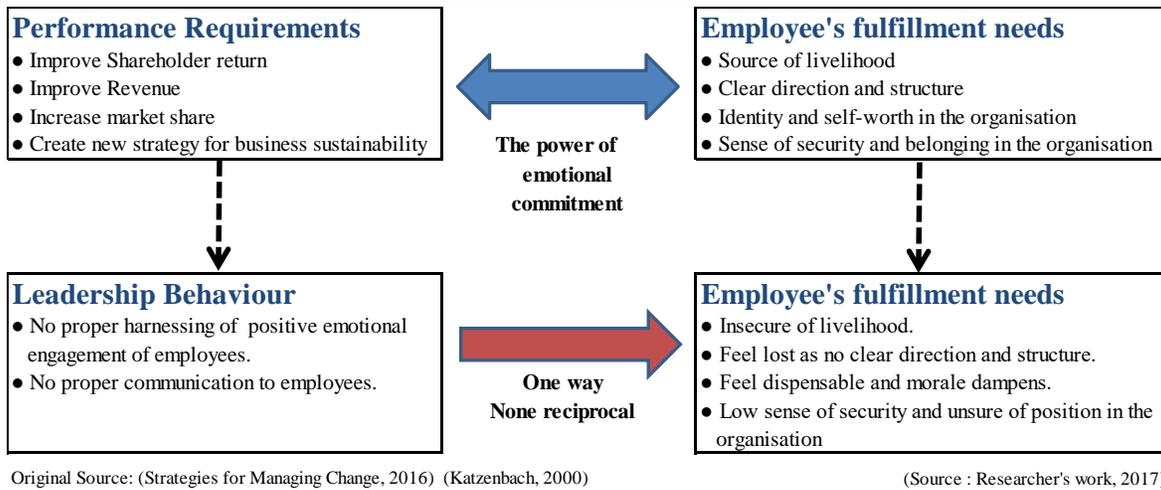


Figure 7. Jon R. Katzenbach’s Maintaining the critical balance (Strategies for Managing Change, 2016) (Katzenbach, 2000)

Figure 8 illustrates the achievement of top performance through balancing the five elements. It shows the need for equilibrium between organisation’s performance and employee’s emotional engagement, the source of energy, competency and the five balance paths. The source of energy could come from the industry, organisation’s leadership and the customers.

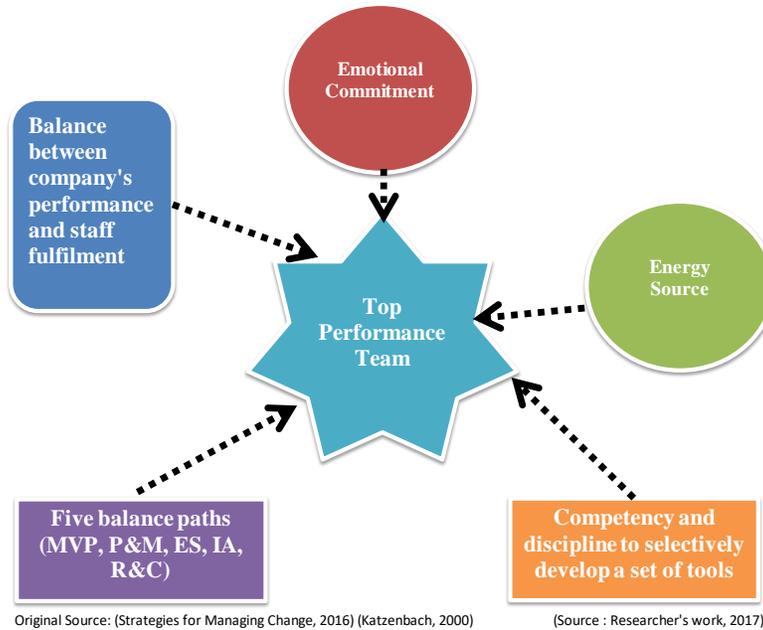


Figure 8. Aligning the Hearts and Minds of Your Employees (Strategies for Managing Change, 2016) (Katzenbach, 2000)

Table 3. Five balanced motivational paths abbreviations and explanations
(Strategies for Managing Change, 2016) (Katzenbach, 2000)

Abbreviations	Explanation
MVP	Organisation's mission, value and pride
P&M	Organisation's procedures and measurements
ES	Organisation's entrepreneurial spirit
IA	Organisation's individual acquirement
R&C	Organisation's recognition and celebration

Original Source: (Katzenbach, 2000) (Strategies for Managing Change, 2016)
(Source : Researcher's work, 2017)

Table 4. Five balanced motivational paths (Strategies for Managing Change, 2016)
(Original source: Katzenbach, 2000)

Composite summary of five paths

Path	Conditions	Sources of Energy	Applied approaches
MVP	Rich history, noble purpose, value-driven leadership	Magnetic leaders, compelling legacy, Impossible dreams	Broader pictures, true value of people, articulating what matters most, purposeful selection
P&M	Behavioural consistency, clear measures, mature marketplace, continuous improvement	Unrelenting customers, dynamic marketplace	Performance transparency, distribution leadership broadly
ES	High-risk, high-reward opportunities, employee “ownership” potential	Magnetic leaders, impossible dreams, dynamic marketplace	Widespread opportunities, distribution leadership broadly, purposeful selection
IA	Highly ambitious individuals, individual growth and achievement of prime importance	Unrelenting customers, dynamic marketplace	Articulating what matters most, performance transparency, purposeful selection, widespread opportunities
R&C	Work is not intrinsically stimulating, monetary rewards are constrained, unskilled labor	Magnetic leaders, compelling legacy, dynamic marketplace	True value of people, generating collective energy, meaningful recognition and rewards

3.3 The four key factors with DICE framework

The four key factors with DICE framework is a systematic conceptual structure used to ascertain the probability of success in an organisation’s transformational initiatives. As shown in Table 5, by applying the four key factors; duration, integrity, commitment and effort followed by the DICE framework which involves computing the scores of each element in Tables 6, 7 and 8 during change initiatives; the lower the result, the better. This model aids the company in stabilising overall morale and ensures a smooth transition (Harvard Business Review, 2005).

Table 5. The Four Key Factors that determine the outcome of any transformation initiative
(Source: Harvard Business Review, 2005)

Factors	Explanation	Merit
Duration	Slow down the pace of change and avoid last minutes announcement which requires change with immediate effect.	<ul style="list-style-type: none"> ● Allow time for employees to digest and adapt to change. ● Allows time for evaluation of results.
Integrity	Consistent, clear and transparent communication on roles, responsibility and accountability. Identify the right leader who could influence and carry out change efficiently.	<ul style="list-style-type: none"> ● Build employee's trust and believe that organisation will care of its employee's interest. ● Employee has a clear direction and knows what to expect.
Commitment	Tap on the senior leader who has a direct influence on employees or a well-respected leader to manage and help explain the changes.	<ul style="list-style-type: none"> ● Explain objective and why the changes need to be carried out. This will help garner the support of leaders who can directly influence employee and ensure smooth implementation.
Effort	Understand how much work it entails for employees on top of their usual responsibilities. Try to remove some less critical regular work or keep the extra work as minimal as possible.	<ul style="list-style-type: none"> ● This will help create less resistance and pressure on its employees.

Original source: (Harvard Business Review, 2005)

(Source: Researcher's work, 2017)

For Duration, the scores are computed based on how regular the projects are reviewed. The shorter the period will mean a lower score. Integrity assesses leader's capability and employees' level of competence as well as motivation. The higher the level of competence, the lower the points accorded. The Commitment factors are subdivided into Senior Management and Local-Level commitment. The Senior Management commitment measures the effectiveness of communicating the need for change. If the communication is effective, one point will be allotted. Local-Level commitment measures the readiness of employees to embrace changes; enthusiasm will be awarded one point. The last element Effort measures how much effort is required for employees to administer the changes. For less than 10% increase in extra work, one point will be awarded.

After adding up the scores, the points will be plotted on the template in Table 7, and the results can be assessed based on the range of scores below. A sample of score sheet is attached in Table 8.

Table 6. Sample of DICE Framework to evaluate transformation initiatives using the Four Key Factors (**Source:** Harvard Business Review, 2005)

Factors	No.	Duration	Score
Duration - D	1	Less than two months	1 Point
	2	Two to four months	2 Points
	3	Four to eight months	3 Points
	4	More than eight months	4 Points
Factors		Quality of leader leading project	Score
Integrity - I	1	Highly competent and respected leader with a team of motivated, knowledgeable employees task to dedicated minimum 50% of the time for the project.	1 Point
	2	In between of 1 and 3. the Senior leader more neutral.	2 to 3 Points
	3	None of above	4 Points
Factors		Senior leaders actions and communications	Score
Senior Management Commitment - C	1	Regular, convincing and consistent communication of the reasons, benefits and importance of project success. Sufficient resources were dedicated to change initiatives.	1 Point
	2	In between of 1 and 3.	2 to 3 Points
	3	None of above	4 Points
Factors		Employee commitment level	Score
Local-Level Commitment - C	1	Employees eager to take on project	1 Point
	2	Employees are just willing to take on project	2 Points
	3	Employees reluctant or strongly reluctant to take on project	3 to 4 Points
Factors		Percentage of increased effort to implement project	Score
Effort - E	1	Less than 10% extra work by employees	1 Point
	2	10% to 20% extra work by employees	2 Points
	3	20% to 40% extra work by employees	3 Points
	4	More than 40% extra work by employees	4 Points

Formula : $DICE\ Score = D + (2 \times I) + (2 \times C1) + C2 + E$
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Scores	Zone	Illustration
7 to 14 Points	Win	High probability of success.
15 to 17 Points	Worry	The risk to success on the rise.
Above 17 Points	Woe	High risk to project. Beyond 19 points not likely to succeed.

Original source: (Harvard Business Review, 2005)

(Source: Researcher's work, 2017)

Table 7. DICE Framework template to evaluate transformation initiatives using the Four Key Factors (Source: Harvard Business Review, 2005)

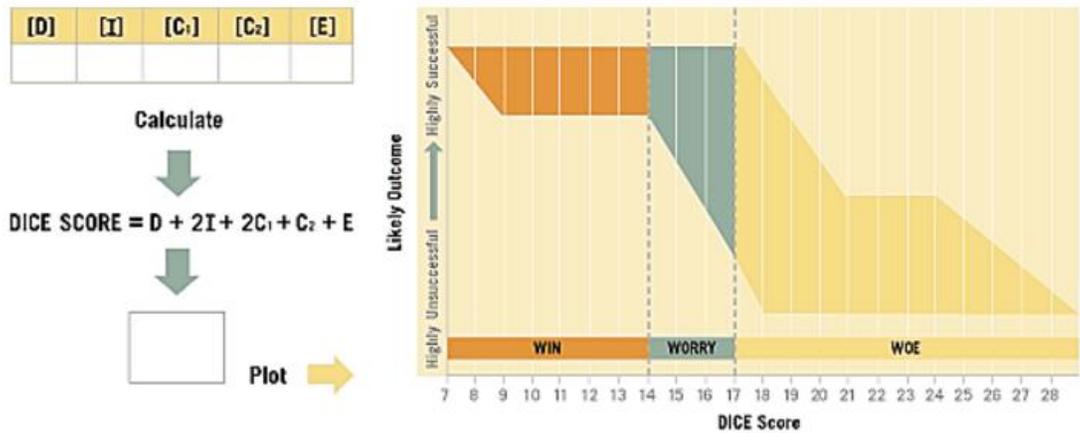
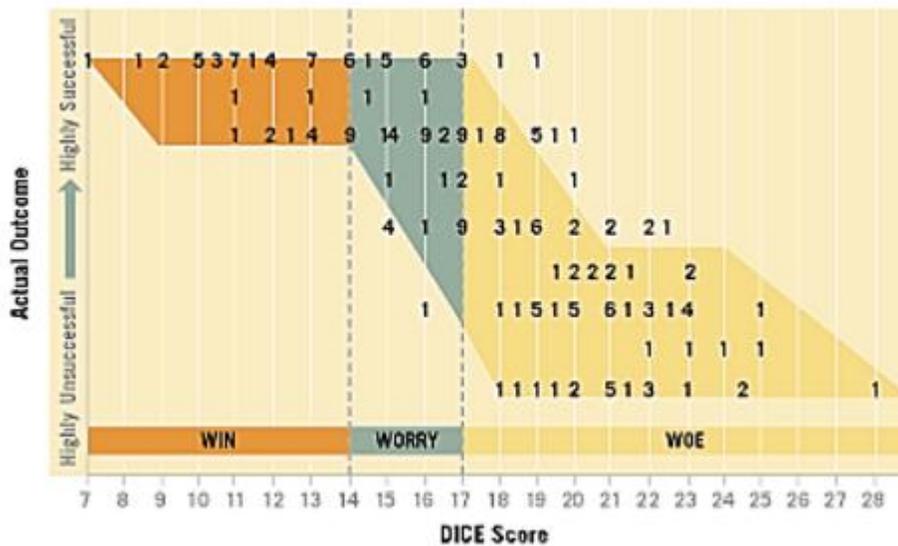


Table 8. Sample of DICE Framework to evaluate transformation initiatives using the Four Key Factors (Source: Harvard Business Review, 2005)



4. Concluding Remarks

Changes in external environment determine the need for organisations to adapt and transform to ensure long-term survival. However, changes are often challenging and can cause the decline in morale, affecting individual employee's motivation. To prevent declining morale, leaders need to understand what motivates the employees and build trust by being visible, accessible, consistent and authentic. Besides applying the recommended models, Leaders must exhibit the behaviour that influences positive results, with the competency to communicate effectively and build a conducive work environment. With heightened morale, there will be a less negative impact on individual motivation. Once this is achieved, the transition through change will be less disruptive and more efficient.

While there is an abundance of research and surveys on millennial employees and ways to entice them to join the organisation and retain them, there are limited data with regards to retention of Millennials during an organizational change.

Practical implications for Employers

The older generation is retiring, giving way to the younger generation which will include Millennials and in the near future, Centennials also known as Generation Z (Exposito, 2017). Hence, it is crucial for companies to understand how to manage change in a way that has a positive impact; ensuring low attrition rate.

Theoretical implications

Although millennial workforce is a popular research topic in the recent years, little attention has been given to effects of organizational change on these younger employees. This research is the first attempt to gain some perspectives of this generation which will contribute to the field studies of organizational behaviour and human resource management.

This article will serve as a basis for future research as with increasing innovation; it is expected that more disruption will occur in the future, triggering the need for organisational change. New models and frameworks may emerge, providing a practical approach to develop and evaluate millennial retention strategies.

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