

Research Report:

A qualitative research study to provide an in-depth understanding of Millennials and their perspectives on motivational factors used within the retail industry

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Research Methodology

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I hereby declare that the Research Report submitted for the Bachelor of Commerce Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education for degree purposes.

Abstract

Millennials have been identified to be the workers that will make up 35% of the global workforce by 2020 (Leng & Wong, 2017).

This research report aimed to describe Millennials, the newest generation of workers to enter the workplace. Currently, organisations have been identified to be making changes to existing frameworks and policies to accommodate for these “Millennials”. However, despite these changes, Millennials have been regularly identified to be leaving the organisation for another.

Whilst attempting to understand Millennials. This study together with the use of Herzberg’s motivation theory, aimed to generate an in-depth understanding of the Millennials using an interpretivist, qualitative approach. In particular, the study reviewed the motivation factors of a particular organisation to identify if this was a particular area as to why Millennials are leaving. For the collection of data, a semi-structured interview was used whilst Braun & Clark’s six step process of thematic analysis was used to analyse the data generated.

The findings revealed that if managers don’t provide the various identified factors that Millennials require, these can be potential areas as to why Millennials will possibly leave. It was also noted that other areas need to be researched to fully understand why Millennials are leaving.

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Introduction

Contextualisation

The contemporary work environment is transforming at a rapid pace. This is due to the use of advanced technology, increasing globalisation and the influx of a new generation of workers (Born & Drori, 2015). This study focused on the Millennials, the newest generation of workers.

Whilst the newest generation brings opportunities such as using new technologies and thinking innovatively, they have also been identified to bring challenges. These being requiring constant guidance, promotions and recognition (Hershatte & Epstein, 2010). This has ultimately put managers in a position of uncertainty of how to ensure these opportunities and challenges can be handled.

At the same time, the workforce now consists of three generations who each bring their own values and expectations which also creates potential workplace conflict (Friedell, Kyra; Puskala, Katrina; Smith, Morgan; Villa, Nicole, 2011). This means organisations are now facing the challenge of managing a Multi-generational workforce.

Organisations have started to make organisational changes to ensure the different values and expectations are provided for. However, despite these changes being made Millennials are leaving. This leads to a confusion amongst managers as to why Millennials are leaving. This is why the study was aimed at getting a better understanding of the Millennials through focusing on the motivational factors to see if this is an area that is possibly why organisations are not retaining Millennials (Campione, 2015).

Rationale

Managing Millennials has rapidly become a global topic in academic literature. Previous literature has identified that Millennials will make up most of the future workforce and therefore understanding them more is important (Born & Drori, 2015). Many publications have provided claims, but little academic research has been provided (Espinoza, 2012).

This study therefore tested the claims previously made to see if the perspectives of Millennials supported such claims.

This study has also focused on contributing to the business management field through generating more knowledge in respect of motivating millennials, as little research previously exists in this area. Another focus area was aimed at assisting the manager in understanding the Millennial's view on the motivational factors that were currently employed in order to identify the extent of satisfaction in the workplace. These results can now aid managers with a point of departure in understanding Millennials (Campione, 2015).

Also, it has been further identified that the generational differences can cause conflict to take place (Campione, 2015). For this reason, this study lastly aimed to generate a better understanding of the Millennials, so the previous generations of which managers come from can understand better the expectations that Millennials have. This understanding can now possibly allow for a better acknowledgement and support to be provided which could lead to less conflict occurring.

Problem Statement

The problem is despite the various organisational changes being made, managers are failing to retain Millennials (Campione, 2015) and they don't understand why. One potential reason could be because Millennials expectations are not fully being satisfied. This is a problem because Millennials will make up the future workforce and therefore their expectations need to be understood otherwise the future of the organisations could be at risk.

Purpose Statement

The purpose of this study was to describe the perspectives of Millennials in respect of motivational factors employed for managing Millennials in the workplace using a single case-study design.

The results consist of a discussion of themes to gain a deeper understanding as to whether the Millennials' were being motivated.

Research Questions

- How do the motivational factors used by managers motivate the Millennials in the workplace?
- What motivation factors are provided in the retail organisation?
- According to the Millennials does the motivational factors used by managers result in them feeling satisfied?

Research Objectives

- To determine how the motivational factors used by managers motivate Millennials in the workplace.
- To identify the motivation factors being used on Millennials in the retail organisation studied.
- To determine if Millennials are satisfied with the motivation factors used.

Literature Review

Review of Past Literature

The Current Multi-Generational Workforce

Before discussing the different generations that are found in today's workplace, the term generation must be defined. A generation is defined as a "group which can be identified by year of birth, age, location and significant events that create their personality" (Smith & Nichols, 2015, p. 39). Most researchers do agree that a generation can best be defined by significant shared experience such as wars or economic transitions which then impacts on personality, values and expectations of a generation (Bursch & Kelly, 2014). These are what then define and differentiate one generation from another (Campione, 2015; Deal, Jennifer J; Stawiski, Sarah; Graves, Laura; Gentry, William A; Weber, Todd J, 2013). For the purpose of this study, a generation will include a group of people who share birth years in common.

The current workforce consists of three generations dominating the workplace: The Baby Boomer, Generation X and the Millennials.

The Baby Boomer generation is classified as people born between 1943 and 1960 (Campione, 2015). They are called Baby Boomers because when the men returned from World War II, a large increase in birth rates followed. This generation is also considered one of the biggest generations to enter the workforce. They can be characterised as loyal, competitive and having a strong work ethic (Bursch & Kelly, 2014).

The next generation is the Generation X who include people born between 1961 and 1979 (Campione, 2015). This generation marks the period of a birth decline as this generation is smaller than other generations. They faced events such as recessions and an Aids epidemic (Bursch & Kelly, 2014).

The current generation of workers that are entering the workplace are referred to as the Millennials who are also called Generation Y or The Net Generation (Campione, 2015). This generation consists of individuals who are born between 1980 and 1995 (Bursch &

Kelly, 2014). The Millennials characteristics have been shaped by the internet as they grew up with it (ibid).

It was noted that there is an inconsistency among researchers regarding how best to classify the generations. This is evident as the boundaries of generational groups are defined by year of birth or age but there is no agreed upon classification of when one generation ends and a new one begins (Kraus, 2017). Millennials for example were defined to be born between 1980s and 2000s (Moon, 2014) or 1980s and 1995 (Stein, 2013). For this study, Millennials will be defined as the newest workers present in the workplace that were born between 1980 and 1999.

Next, the millennials importance will be discussed.

The importance of understanding Millennials

The Baby Boomer generation are slowly retiring which means as this generation retires more Millennials will enter the workforce as they are the next biggest generation after the Baby Boomers who will be able to fill these positions available (Kilber, Jennifer; Barclay, Allen; Ohmer, Douglas, 2014). This is evident as Millennials have been identified to be the workers that will make up 35% of the global workforce by 2020 (Leng & Wong, 2017). Due to this, the Baby Boomer generation needs to transfer their knowledge to the Millennials. Whilst this is not challenging enough, organisations are experiencing challenges in retaining Millennials as they are quitting their current jobs to join new organisations. Ng & McGinnis Johnson (2015) confirms this as they found that Millennials reported an average of six job changes before they reached 30 years old. Managers must therefore now learn more about these employees and their specific motivation factors to design policies and practices that motivate Millennials. This then will according to Campione (2015) ensure job satisfaction and stop Millennials from leaving. This will then further mitigate other problems such as lost productivity which can result in high turnover costs of which can make up to 25% of an employees annual salary (Jerome, Alicia; Scales, Michael; Whithem, Cliff; Quain, Bill, 2014; Nolan, 2015). This number is concerning because the rise in Millennials in the workplace could mean

this percentage could increase and therefore job satisfaction and motivation needs to be focused on which this study does.

Hulin & Judge (2003) as cited by Campione (2015) states that job satisfaction refers to a work attitude that involves an evaluative and emotional reaction to job and work environment characteristics. Job satisfaction therefore includes an evaluation of how people feel towards their job. This could be positive, negative or both. For this study, Hulin & Judge's definition of job satisfaction will be noted and applied. Lastly, the manager needs to also understand Millennials' values and expectations to ensure they are addressed to restrict conflict from occurring amongst generations because a lack of understanding their expectations exists (Smith & Nichols, 2015).

Expectations can be defined according to the Expectancy Theory which states that people are motivated by their conscious expectations of what will happen if they do certain things or are more productive as they believe their expectations will be realized (Web Finance Inc, 2018). For this study, the expectations will refer to the requirements or preferences that Millennials have which they believe managers should provide to them to ensure motivation. If manager's understand what motivates employees' behaviour, they then can provide motivational factors that contribute to employee welfare as well as the other factors that contribute to influence the employee. This study aimed to assist in achieving this understanding. This can only come to light through studying their characteristics and values, which will be discussed next.

Characteristics and Values of the Millennial Generation

There are various sources that discuss the positive and negative qualities that Millennials enquire.

Positive Qualities

Millennials are described as achievement-focused, confident individuals with high levels of self-esteem (Catano & Hines, 2015). This is evident as Millennials are not afraid to change jobs if they are not happy (Bursch & Kelly, 2014). This shows their optimism and

perseverance This also indicates that Millennials do value feeling satisfied (Murray, 2013; Smith & Nichols, 2015).

Millennials enjoy working in teams (Kilber, et al., 2014). This has been discussed as stemming from Millennials participating in sport teams which has now transferred into the workplace. Stein (2013) supports this statement but further discusses that Millennials like working in teams as they are more supportive of diversity as they were raised among diversity (Bursch & Kelly, 2014) whereas in comparison to previous generations they were not. Therefore, older generations don't enjoy working in teams as they don't know how to connect like Millennials do.

Millennials are also family-focused which explains their expectation of a work-life balance. This is said to stem from Millennials witnessing divorce first hand in their personal lives. This is why they have identified that a balance is required, and that work cannot be the central focus anymore (Campione, 2015). Similarly, Catano & Hines (2015) found that Millennials are likely to trade promotion opportunities and additional job responsibilities to achieve a work-life balance.

Millennials are the first generation to be born into a technologically based world. They constantly use technology such as their smartphones, laptops, and social media. Kraus (2017) agrees but further discusses that Millennials are not afraid of adopting new technology as they grew up with constantly developing and evolving technology. Thus, as more Millennials enter the workplace, the more technology will be integrated into work processes which will satisfy Millennials (Murray, 2013; Smith & Nichols, 2015).

Negative qualities

Millennials are portrayed negatively as being impatient, disloyal and self-absorbed (Kilber, et al., 2014; Ng & McGinnis Johnson, 2015). The generations before the Millennials express these views as Millennials have just entered the workplace yet they are making greater demands. This could be why Millennials are portrayed as the "Look at Me" generation (Smith & Nichols, 2015, p. 41). Campione (2015) confirms this statement as she states that Millennials are known to be individualistic rather than team-oriented. However in another study Özçelik (2015) states that Millennials like to be

treated as individuals but also confirms that Millennials like to work in teams. Thus Millennials expect an individual approach to be applied to them, but they cannot be labelled selfish as they like to engage in social responsible activities such as non-profit work which confirms that they do have concerns for society (Bursch & Kelly, 2014; Jerome, et al., 2014; Kilber, et al., 2014).

Millennials have also been discussed as being difficult to interact with, due to their narcissism, sense of entitlement and constant need for guidance and feedback (Stein, 2013). Ng & McGinnis Johnson (2015) confirms this sense of narcissism as Millennials were found to expect a promotion within 15 months of starting their first job but at the same time to be provided with a work-life balance. This tends to frustrate other generations and further leads them to question Millennials commitment and dedication to the organisation (Smith & Nichols, 2015). In contrast to this Stein (2013) states that due to advances in technology, individuals are more empowered. This is evident in that app makers are now replacing specialists. Thus, this judgement for Millennials could be out of fear felt that Millennials do not possibly need the previous generations as they have adapted before and therefore could do it again. However, it has been noted that Millennials do crave the need for constant feedback from their managers. This clearly shows that managers are needed by Millennials (Kraus, 2017; Murray, 2013).

Ng & McGinnis Johnson (2015) found that Millennials high self-esteem can be viewed negatively because Millennials have heightened expectations. Stein (2013) confirms that this could be a future problem as there is a likelihood that not all their expectations can be fulfilled especially due to them having just entered the workplace. However, in contrast (Bursch & Kelly (2014) indicate that it is these expectations that show their optimism and how achievement-oriented they really are. Thus, whilst managers do admire Millennials high aspirations, they do misunderstand why the Millennials are unwilling to do this within the rules that they were governed. This is where the gap in understanding widens according to Jerome, et al., (2014).

In contrast to these negative stereotypes about Millennials Stein (2013) and Catano & Hines (2015) have acknowledged that Millennials are just adapting to their environment. This generation has different values and expectations because they have

grown up in an environment that offers more opportunities. This is possibly why Millennials seek newer opportunities more regularly than older generations as they have learnt to adapt to the changing world around them. This could indicate their greatness as a generation (Kilber, et al., 2014). Njoroge & Yazdanifard (2014) confirms this as they identified that employees needs are constantly changing and therefore organisations need to search for what these evolving needs are. This study aims to see what are the Millennials needs specifically in the retail industry are, to see if they have been identified by the managers and are being met.

Millennials in the workplace

Managers must understand that the values and characteristics of each generation need to be focused on, to ensure satisfaction in the current multi-generational workplace (Njoroge & Yazdanifard, 2014; Jerome, et al., 2014).

Millennials require meaningful work to be offered to them. They want to feel like they are contributing real value to the organisation as well developing their own skills further to ensure their career advancement opportunities can be realized (Ng & McGinnis Johnson, 2015). But to do this Millennials need to trust their managers. Catano & Hines (2015) states that Millennials do not have trust in their managers. This is evident in that Millennials have a low sense of job security in that their chances for working for only one organisation is rare (Born & Drori, 2015). This could be the reason why Millennials seek new employment opportunities more regularly. Other studies suggest Millennials move between jobs because they want to find fit between their own values and the organisations (Leng & Wong, 2017). They will constantly move until these needs are satisfied. Smith & Nichols (2015) confirms this as they discuss that organisations need to offer a sense of job security to ensure Millennials stay longer.

In addition to this Millennials were identified to not requiring constant authority to be provided by managers. Kilber, et al. (2014) states that Millennials are independent learners in that they like to discover things themselves and don't like to be told how to perform their task. Jerome, et al. (2014) confirms this as they stated that if managers try to control the whole task, the Millennials sense of ownership and responsibility of the job

will feel threatened thus causing them to become discouraged. This is why Kraus (2017) states that Millennials require an amount of autonomy and flexibility to be given.

Millennials have been discussed as finding difficulty in earning respect and credibility from the other generations in the workplace. Stein (2013) supports this as he found that Millennials face challenges in understanding others' points of view which is why they possibly cannot connect with other generations. However, also due to the many negative stereotypes that follow this generation this could also be why there is little trust or connection made with Millennials. Leng & Wong (2017) confirms this and state that the real problem could be because organisations are resisting to adapt unlike the Millennials and this is where the stereotypes have been created (Leng & Wong, 2017).

Millennials are digital natives. Due to growing up with the internet it has shaped how they search for information, solve problems and choose to communicate with others. This dependency on technology could be the cause of conflict. This is evident as managers were raised in hierarchical workplace environments where the flow of information was constrained. Whereas in contrast, Millennials expect information to be made freely available (Bursch & Kelly, 2014). In addition to this Millennials have been found to require access to their technology and social media to remain productive and happy (Canedo, et al., 2017). Jerome, et al. (2014) extended this view as they found that organisations can empower Millennials by providing them with effective information and communications technologies that assist in their work activities.

Another area of concerns in the workplace is that a difference in communication preferences exists. For example the Millennials are likely to communicate through sending an email or a text message instead of phoning or physically visiting that other employee. Millennials are then seen as disrespectful by older generations for engaging in non-traditional approved communication methods (Moon, 2014; Nolan, 2015). Thus, the current organisational policies could indicate a misfit that does not meet the Millennials needs (Catano & Hines, 2015). Therefore, the work policies need to be re-examined to incorporate the Millennials preferences more. This study, will identify if such areas are being considered by the retail organisation.

Strategies to retain Millennials

Due to Millennials continuously leaving, organisations need to develop strategies to retain Millennials for as long as possible. Various studies have provided tips or guidelines on how to retain Millennials which will now be discussed.

A potential source of dissatisfaction for Millennials is the lack of a work-life balance. A work-life balance can be defined as the employees spending sufficient time at work whilst also spending time on their personal interests such as hobbies (Gursoy & Lu, 2013; Özçelik, 2015). Managers alleviate this by allowing for some flexibility. This according to Kilber, et al. (2014) can ensure the employees feel empowered and happy which in turn will positively affect their productivity.

Another source of dissatisfaction is a lack of meaningful job duties. Managers can use internal branding to ensure the purpose of the work is understood. Internal branding can be defined as the organisational strategy that is employed to ensure intellectual buy-in (Nolan, 2015; Özçelik, 2015). This means Millennials job duties should be linked to the organisational objectives (Jerome, et al., 2014). This will show Millennials why their job is important and encourage commitment. Managers can further this by also providing continuous feedback and mentoring. By managers giving this feedback, this not only ensures the Millennials feedback need is addressed but it allows the Millennial to evaluate their progress and further develop a sense of autonomy and purpose in their job. Millennials will then feel meaningfulness in their jobs (Kilber, et al., 2014).

Another area of dissatisfaction could be a low enticement being offered to Millennials. This refers to the perks and benefits that are used to attract and retain the millennial. Nolan (2015) identified that Millennials are worried about unforeseen financial risk such as uncovered medical costs or having finance available in the long term. Stein (2013) confirms this as he found Millennials to be financially responsible as they have less credit-card debt than previous generations. However, he states that this could be because some of them still live at home and their parents take on the debt. Organisations need to be aware of such information to ensure the salary and benefit packages they provide, appeal to the employees' needs. Organisations can overcome

this area as well by meeting their need for career advancement by arranging workshops to develop soft skills (Özçelik, 2015). Organisation could support social responsible needs of Millennials by giving employees time off to volunteer at a charity of their choice, perhaps once a month. Lastly, organisations can provide other business perks such as free snacks and beverages to make the work environment more enticing. This will match the Millennials need for a fun and enticing environment (Jerome, et al., 2014). Kilber, et al. (2014) states that incorporating open workspaces and technology will also be useful.

Another area of dissatisfaction could be the management style employed. The true retention of Millennials lies with the manager as it is the manager that may set the work-life balance, internal branding, company benefits, career advancement and development is carried out (Campione, 2015; Nolan, 2015). People are said to leave their managers and not their jobs (Jerome, et al., 2014). This is why managers need to look past the common stereotypes of Millennials and create meaningful relationships with the Millennials through mentoring (Kilber, et al., 2014). Also, managers must use mentoring to transfer their knowledge to the Millennials to ensure they are prepared for future jobs (Bursch & Kelly, 2014).

In addition to this, another form of mentoring called reversed mentoring should be used to encourage cross-generation relationships (Nolan, 2015). This refers to where Millennial employees can serve as mentors to the older senior managers in teaching them technological skills. This can be beneficial as both parties can through the process learn new perspectives which could aid better understanding which overall could reduce conflict. Lastly, managers must also treat their employees as individuals through customizing their manager styles to their needs and talents.

Approaches to Studying Millennials

In three studies by Catano & Hines (2015), Kilber, et al. (2014) and Stein (2013) they all identified that generational differences are an important to study but it is important to acknowledge that not every person in a generation will fully reflect these values. Kraus (2017) confirms this as he states that by grouping individuals into generations to

describe their general characteristics, stereotyping takes place. He further acknowledges that every human being is an individual and therefore it cannot be assumed that people all think and act in the same way.

In addition to this, it has been noted that a fair amount of literature that has been written on Millennials are from trade magazines and practical articles. Whilst practitioners have provided insight into possible reasons why Millennials behave the way they do. All these views have not been backed up with any empirical evidence. It is for this reason that this study will focus on treating Millennials as individuals and assist in generating research to improve understanding of Millennials.

Also, the retail industry in this study will be used. The retail industry refers to an industry that is made up of companies that earn revenue through selling tangible products (Web Finance Inc, 2018). For this study, the same definition will be applied.

This industry is constantly being transformed. This is due to advances in technology which are changing the way people work, shop, buy and sell (Krawczyk, 2017). This is evident as 50.5% of South African Millennials use their phones to perform online shopping (Gfk, 2017).

To succeed in the future retail industry, the newest technology and the workforce that does not fear technology developments will be required. This study will review the retailer Lorays, to see if the same Millennial trends that apply from an American context occur in the South African context. This will close the gap where no research exists in terms of South African Retail Millennials being studied.

Millennials in South Africa

Millennials in South Africa have been described as people who appreciate diversity because they have been raised amongst a diverse set of races. Millennials in South Africa therefore indicate that they do support diversity (Duffett, 2015; Duffett & Wakeham, 2016). South African Millennials have also been identified to have more educational qualifications than previous generations as “89% of Millennials in 2016 were found to hold university or college degrees” (Deloitte, 2017). In the study by Gfk (2017)

they confirmed a similar percentage of 84% (Gfk, 2017). This indicates little knowledge of South African Millennials as well as specifically in the retail industry exists and therefore further studies are required.

Conclusion of Literature Review

Millennials are the newest generation to enter the workplace. They bring many different positive and negative characteristics and values that are influencing the traditional structured organisation. There are also two other generations which collectively join the Millennials in forming the current multi-generational workforce. This has the potential for conflict due to their many different qualities which management needs to control. Whilst all of this is occurring, Millennials are deciding to move to other organisations. This means not only are companies attracting Millennials but also losing them. This lack of retention in organisations can result in high turnover costs. According to the literature discussed Millennials are leaving because their expectations and values are not being considered. Organisations are only now starting to acknowledge that the factors that negatively affect Millennials job satisfaction include the existing organisational policies which need to be re-examined. Possible retention strategies such as workplace flexibility, internal branding, enticing business perks and customising management styles were discussed. However, these can only begin to take place if a better understanding of Millennials and their expectations are understood and noted. It was further identified that Millennials can differ between different countries as well as in industries. To add to the understanding, further research is required to identify more about different Millennials in other countries. Lastly, it can be concluded that Millennials are here to stay and regardless of the positive or negative views about them, they need to be acknowledged and provided for as they will make up the future workforce.

Theoretical Foundation: Herzberg's two-factor motivation theory

Frederick Herzberg identified the factors that cause job satisfaction were different to the factors that cause job dissatisfaction. This led Herzberg to create the two-factor model which consists of 2 sections: one looking at areas of satisfaction and the other looking at areas of dissatisfaction. The factors that cause work satisfaction were labelled motivator factors (Dartey-Baah & Amoako, 2011). These factors include work itself, achievement, recognition, responsibility and advancement (Smit, PJ; Cronje, GJ; Brevis, T; Vrba, MJ, 2011). The factors that cause work dissatisfaction were labelled hygiene factors. These factors include the organisation policy, the working conditions, the supervision, the interpersonal relationships and the salary (Dartey-Baah & Amoako, 2011). The model states that if all these factors listed are provided for then no dissatisfaction will occur. However, if they are not provided for, then dissatisfaction will occur. Herzberg also stated that these hygiene factors don't motivate employees but are seen as the foundation to start motivation in the workplace. If hygiene factors are only concentrated on, no motivation will occur as it is only the motivator factors listed above that can motivate employees (Smit, et al., 2011).

Herzberg's two-factor motivation theory is applicable to the study of managing Millennials as their basic expectations include wanting recognition, given challenging but meaningful tasks with responsibility, achievement and career advancement (Jerome, et al., 2014). These areas correspond with the motivational factors stated by Herzberg. This theory was applied by using both factors as a source to ask questions to the Millennials to identify if such factors are being practically used by Lorays.

Before this theory can be discussed further. The concepts of motivation and motivation factors need to be explained. Motivation is a force behind individual's behaviour (Leng & Wong, 2017). It involves each person behaving in a deliberate way to attain an objective to satisfy their needs (Njoroge & Yazdanifard, 2014). In this study, employee motivation would be studied. This involves a set of both environmental and intrapersonal factors that influence an employee's work behaviour (ibid). Next, a factor refers to an element that brings about certain results or effects (Web Finance Inc, 2018). Thus, the terms motivation factors refer to the elements that influences people to act or behave in a

particular way. These factors influence the persons willingness to do something which in this case would be work in the organisation. For this study, motivational factors referred to the elements that influence Millennials to behave in a particular manner.

To further discuss this theory, various literature has stated, organisations have commonly used rewards such as increased pay or bonuses to encourage high performance and motivation in employees. Whilst other literature has discussed that a salary is no longer the only driving factor as a higher purpose such as self-entitlement is also required (Leng & Wong, 2017). This study used the hygiene and motivation factors of Herzberg to see which factors were present and ultimately whether these provided motivation based on the Millennials feedback provided.

Herzberg's theory was beneficial as it involved focusing on the job-centred factors that are required to motivate employees. Also, this theory offered an explanation as to why money and working conditions have a limited influence in comparison to other factors (Smit, et al., 2011). This theory also encouraged the researcher to not be one-sided as both the factors were considered. Lastly through including both factors, the researcher was also provided with a framework to base the interview questions on and easily identify which factor belongs to which.

Research Design and Methodology

Research Design

Research Paradigm

A research paradigm refers to a set of beliefs, values and assumptions that a community of researchers have in common which influences how research is performed (Thomas, 2010).

For this study, Interpretivism has been selected as the Research paradigm.

Interpretivism refers to a social science study that involves the researcher performing research to understand and describe social actions or experiences of a phenomenon of interest (Thomas, 2010).

The characteristics of Interpretivism include the following:

It is a study of the social science. The reason this paradigm is referred to as a social science is because the reality of a phenomena which refers to the concept being studied is subjective. This means the knowledge and thoughts exist in the mind of the human being (Dictionary.com,LLC., 2018). To obtain this knowledge a human interaction is required to which this research paradigm allows. Also, this human interaction can only be generated through an in-depth examination which creates an understanding of the subjects' perspectives (du Plooy-Cilliers, 2014). For this study human beings (Millennials) were studied therefore making it a social science study.

These studies also don't want to generalise which means no statistical methods are used to test conformity. These studies involve accepting and observing uniqueness to understand these people, their social actions and how they are influenced by things that are happening in their environment (du Plooy-Cilliers, 2014). In this research study no, statistical methodology was used. The researcher rather focused on obtaining an in-depth understanding where uniqueness could be observed and interpreted to determine if Millennials were satisfied and therefore motivated. This uniqueness was valued as it was used to determine whether the motivation factors used in the organisation is viewed

as favourable or not which in turn will answer the research question which is how do the motivational factor used by managers motivate Millennials in the workplace? In the research sub- question, the study wanted to identify the particular organisations under review (Lorays) Millennial's opinions regarding the motivational factors provided and not all Millennials in all the Durban retail institutions for example which would involve generalising to which this study did not want to do.

The aim of these studies are to understand the phenomena through in-depth examinations. Also an in-depth understanding can be generated through observation which is performed through collecting data about the phenomena, making sense of the meanings and then drawing inferences (Thomas, 2010). In terms of this study, the researcher aimed to make sense of the phenomenon being Millennials and the motivational factors used in the retail industry by gaining an understanding of the Millennials opinions. The study therefore aimed to see the world through the eyes of the Millennials to see how they felt about the motivation factors and whether it was satisfying their expectations.

It can therefore be concluded that this research study matched all the characteristics of interpretivism and therefore is why interpretivism was used.

Research Approach

For this study, the nature of the research design was qualitative. The researcher chose this approach because the objective of the research study was to describe the motivational factors provided in the retail organisation and normally when the objective involves describing you will make use of qualitative methods (Davis, 2014). The study also involved an in-depth understanding generated from the Millennials' perspective. The term perspective indicated that it involved developing a understanding of the particular subjects thus making it a social science study. To ensure the perspective is properly understood, an interpretivism research paradigm should be used which normally involves a qualitative methodology.

The researcher chose a semi-structured interview to collect data from the subjects. This type of interview refers to an interview that involves asking open-ended question to

which the participants are given the opportunity to answer in their own words and not be conformed to select choices for example as in the case of close-ended questions.

These questions are normally quantitative in nature. A quantitative approach would be ineffective as it does not relate to the type of study the researchers wanted to perform which was an in-depth understanding and not an objective, statistical generalisation.

Thus, a qualitative approach was chosen to ensure the understanding of the motivation factors could be generated.

The time dimension for this study was a cross-sectional. The researcher chose a cross-sectional time dimension as a cross-sectional study has characteristics of being a study that takes place at a single point in time, does not involve manipulating variables and is used to describe what is happening now and not over an extended period (about.com, 2015).

This research study will be performed once and only one interview per participant was used and no variables were manipulated. This study therefore matched all the characteristics of a cross-sectional time dimension, which is why a cross-sectional time dimension was chosen.

Also, a case- study approach was used. This approach allowed for phenomena to be understood through the exploration within a real-world context (Creswell, J W; Ebersöhn, L; Eloff, I; Ferreira, R; Ivankova, N V; Jansen, J D; Nieuwenhuis, J; Piteresen, J; Plano Clark, V L, 2016). For this study, one retail organisation was selected.

The characteristics of a case study include focusing on a subjective experiential reality of a participant to discover what the unique perspectives of those who experience the phenomena are (Strydom & Bezuidenhout, 2014). This study aimed to obtain an understanding of what the Millennials perspectives were on the motivation factors used. Due to the studying requiring such characteristics, a case-study design was chosen

Lastly, a deductive line of reasoning was applied. This refers to when you start with a general statement and then apply it to a subject to which a conclusion is drawn about a subject (Boundless Communications, 2015). The reason this reasoning was selected as the Herzberg motivation theory and the common literature Millennial claims (general)

was used to determine what possible motivational factors were employed. These were then questioned to further determine if such factors were resulting in the Millennials being satisfied (specific).

Research Plan

Unit of Analysis

A unit of analysis refers to the nature of the population that is going to be studied (Emslie, 2015). For this study, individuals were studied (the Millennials).

Population

A targeted population refers to all the people or social artefacts that fall within the population parameters (Pascoe, 2014). For this study, this population was every Millennial working in the retail industry in Kwa-Zulu Natal. This population was widespread, this made it difficult to identify all the members, so an accessible population had to be selected. This refers to the portion of the targeted population that the researcher can reach to ask questions (Emslie, 2015). This population was every Lorays Millennial at Head office in Durban.

Population parameters refer to several people or social artefacts that share the same characteristics that consist of the same nature, size and uniqueness (Pascoe, 2014). For this study the parameters were:

- A Millennial
- A South African Citizen
- A Male or Female
- A Lorays Head Office Employee

Sampling

For this study, non-probability sampling was used. The was due to it being difficult for the researcher to identify who the entire populations and to gain access to the entire population. This is evident as there are many national retail organisations in South

Africa that have various branches all over Kwa-Zulu Natal in South Africa. Another reason non-probability sampling was chosen is because the focus was not on generalising results to the larger population which probability sampling involves (Creswell, et al., 2016; Pascoe, 2014).

There are six non-probability sampling methods that could have been used. For the purpose of this study, purposive sampling was used. This refers to a non-probability technique where the subjects are chosen to be part of the sample with a special purpose in mind. The researcher purposefully chooses these subjects as the researcher believes that some subjects are more fit for the research compared to other subjects (Creswell, et al., 2016; Explorable.com, 2008). This method also involves only drawing participants that meet the population parameters only (Pascoe, 2014) and this study will require only Millennials with the certain parameters identified earlier to be considered for the study.

The sample size for this study was four. The reason was to ensure that a reasonable and in-depth understanding on the motivation factors could be generated to ensure enough opinions could be obtained within the time limitation of six months. The sample size of six or three samples were originally considered but to ensure enough participants (Millennials) will be interviewed and considering the time limitation, the sample size of four was further chosen.

Data Collection Method

This refers to the method that the researcher uses to collect data. There are various data collection methods such as focus groups, interviews and questionnaires.

For this study, a semi-structured interview was used. This method was chosen as it allows the researcher to pose questions to the participants in a two-way communication process to learn more about their views (Harrell & Bradley, 2009).

The advantages a semi-structured interview is it allows open-questions requiring different levels of meaning to be performed (King, 2004). This study required different levels of meaning to be identified. Also using an interview participants accept the

method more easily due to being familiar with them. Lastly, this method brings flexibility to clarify a point if ambiguous answers were given (Strydom & Bezuidenhout, 2014). The disadvantages an interview brought were due to the process of carrying out the interviews and analysing the transcripts, this required long hours which made it highly-time consuming for the researcher (King, 2004). Also, data overload did take place as interviews generate huge amounts of data. However, the researcher overcome these disadvantages by accepting that this method would be time consuming but is required to ensure the in-depth understanding could be generated. The researcher also overcome the data overload by referring to the objectives of the study to guide what data should be considered important (Bezuidenhout & Cronje, 2014).

The researcher could of utilised other data collection methods but because they did not correspond with the research goal of generating an in-depth unerstanding of the Milllennials perceptions on the motivation factors employed, they could not be used. This is evident as in the case of field research, this method involves making observations of a phenomena in their natural environments. In this study observing the Millennials as they were motivated was not required and therefore did not met the research goal. Additionally, grounded theory could have been used as this involves developing a new theory because theories are scarce and in need of development. In this study, there are a few theories and concepts present but because the researcher objective did not involve developing a new theory this method could not be used. Lastly, focus groups was also not considered suitable as this involves a meeting of a small group of people discussing their experiences to which due to time constraints of this study this method could not be carried out (Strydom & Bezuidenhout, 2014).

All the interview questions were open-ended questions (du Plooy-Cilliers & Cronje, 2014). These types of questions allowed for the participant to share their individual views instead of restricting their views like close-ended questions do.

Participants were approached by the researcher through firstly getting permission from the Lorays' Manager. Once this permission was granted, the researcher then visited the head office and conducted the interviews. The Millennials interviewed were chosen for the sample because they met the population parameters and had been the first four to

freely consent to participate. The data collection period was performed on the 31st May 2018 in the meeting room at the Lorays Head office. The four interviews started at 9 am and ended at 1 pm. All the interviews were performed by firstly explaining the study and what the participants will need to do if they agree to take part in the study. They were then further briefed on areas such as if they decide to participate, how their identities will be protected through pseudonyms etc. Once all the areas of the information sheet and the two consent forms one for participation and another to audio record the interviews as found in the Annexure section was discussed, the participants then were asked to freely sign if they agreed to participate. Once all these formalities were performed, the interview process began. Each of the interviews were audio recorded on the researcher's cell phone. This resource was decided upon to ease the conversation and not make the Millennials feel nervous because of constant note taking. After all interviews were performed, the audio recordings were immediately saved on the researcher's computer. The researcher then also wrote notes to reflect the interviews. These were then stored and filed to be used together with the audio recordings for data analysis.

Data Analysis Method

Data analysis refers to process of organising data by structuring it and making sense of the data through identifying themes and patterns (Bezuidenhout & Cronje, 2014).

For this study, thematic analysis was used to analyse the data (Vaismoradi, et al., 2013). Thematic analysis involves a six-step process used to identify and interpret patterns of meaning across qualitative data (Clarke & Braun, 2014; The University of Auckland, 2018). The reason this method was chosen is because it could be applied to a wide variety of research questions about experiences or perspectives (ibid) to which this study did as motivation covers various areas and therefore such a method needed to allow for that. This allowed the researcher to get the interpretative analysis of the dataset.

The interviews were transcribed into texts which represented the responses provided from the Millennials in the completed interviews. The researcher has used deductive

codes which were prior codes developed before the data was examined (Creswell, et al., 2016). These codes were identified using the past literature on Millennials and Herzberg's two-factor motivation theory. The literature was used to identify what factors Millennials identified as being important. These were developed into questions such as question 2 which assessed the importance of accessibility to technology for Millennials. Herzberg's theory was also used to form various questions such as question 3 which asked if tasks given to the Millennials were challenging. This together with the rest of the questions overall required identifying if whether work itself and development is playing a positive role in the Millennials motivation. If the response were identified as positive, then it could be established that this area of satisfaction was being provided for. This lastly could indicate whether motivation in these aspects was taking place.

Before the data could be analysed, the data had to be transcribed and organised. In terms of organisation, each participants' texts were given an identifying pseudonym to ensure all the text could not be linked back to the participant (Creswell, et al., 2016). For this study, a pseudonym was used for each of the four participants. The participants real names were only known to the researcher and was not further disclosed to anyone. Also once the data set was transcribed word by word, the below thematic analysis process was used.

Braun and Clarke's thematic analysis approach involves a six-phase process (Clarke & Braun, 2014; Nowell, Lorelli S; Norris, Jill M; White, Deborah E; Moules, Nancy J, 2017; The University of Auckland, 2018):

Phase 1: Familiarisation with the data

This phase began with the researcher reading and re-reading the data transcribed to become familiar with the content. This phase also involved starting to identify and record potential interesting features of the data that may be relevant to the research question.

Phase 2: Coding

This phase involved generating labels (codes) that identify important features of the data that could be relevant to answering the research question. Next, the entire dataset was coded using these labels created. Once coding was complete, all similar labels across the participants dataset were combined on paper for a later stage of analysis.

Phase 3: Searching for themes

This phase involved examining the codes and combining data to identify potential themes. These themes referred to potential significant broader patterns of meaning. Next each combined data set was reviewed to see if the meaning in the dataset indicated the theme identified. The researcher also created a thematic map to make sense of the relationships with themes and the codes related to each theme. This can be found in the Annexure section.

Phase 4: Reviewing themes

This phase involved checking the themes against the combined dataset, to determine if they portrayed a story of the data and answer the research question. In this phase, themes were also refined through either splitting, combining or choosing to discarding the theme.

Phase 5: Defining and naming themes

This phase involved developing a detailed analysis through determining the scope and focus of each theme. This phase involved creating an informative name for each theme as well as selecting the data extracts to be used in the final report. Lastly, an analysis of each theme and how it clearly addressed the research question was built.

Phase 6: Producing the report

This final phase involved combining together the data extracts using the themes and contextualising these in relation to existing literature. This phase involved the final review of how themes were going to be presented and how literature would be integrated with these themes. This phase ensured a rich and complex story of the

analysis performed was created, to ensure to the reader the validity of the interpretations.

Thematic analysis was beneficial as it allowed for theoretically-flexibility. This means it was used within different frameworks of meanings required to answer different types of research questions (Clarke & Braun, 2014; The University of Auckland, 2018). This means this method did correspond with the data collection method, as both allowed for the same framework. Also, thematic analysis suits questions related to people's views and perceptions (The University of Auckland, 2018). Lastly, thematic analysis forces the researcher to take a well-structured approach to analysing data to produce an organised and detailed report (Nowell, et al., 2017). The only disadvantages found of thematic analysis were the lack of substantial literature available which may have caused the researcher to be unsure of how to carry out the analysis correctly (Nowell, et al., 2017). This disadvantage was eliminated as three sources of how to perform the analysis with an example was reviewed and was further used in guiding the researcher during the process.

Findings and Interpretations of Findings

Participants description

The findings were gathered from four participants who are referred to as Caleb, Clark, Jane and Sandra in this section. Also, the organisation where these participants work will be referred to as Lorays which is a South African retail consumer goods company. The organisation as well as the participants have been provided with pseudonyms to protect their real identities. The participants ages ranged from 23 to 26, their work experience ranged from one to four years and the participants were also diversified in terms of gender and race. Also, all participants did start on the management trainee program offered by Lorays and have since progressed to other job positions. Lastly, all four participants met all the parameters as specified in the population and sampling section of the report.

There were five main themes which emerged from the study. Each of these themes will now be discussed together with quotations from the interviews as a frame of evidence of the theme.

Discussion and analysis of themes

Theme 1: The Fun, Relaxed and Open Work Environment

A prominent pattern evident in the research was the terms 'open-plan' and 'relaxed'. A work environment layout, benefits and its policies are important areas in any business as these influences how work is carried out. According to Dartey-Baah & Amoako (2011) Millennials consider working conditions and organisation policies as important areas. This is because if these do not appeal to Millennials then dissatisfaction can be felt. This is possibly why Millennials could want to leave, to seek for more appealing working conditions. The participants identified that being provided with a fun, open-plan and relaxed work environment, makes the environment more enjoyable. The terms open-plan and relaxed office layout and the fun work benefits have been identified as sub-themes for this theme.

These terms were illustrated in the participants responses when describing the work environment.

Sandra: [...] Lorays is a pretty relaxed work environment, the offices upstairs everything is open plan with very little people having their own offices. So, I think that also lends to the whole feel of the organisation, where it is that open environment where everyone can communicate by walking over to anyone and just speak about anything. [...] the environment fosters the whole openness vibe.

Sandra's response indicates the work environment being relaxed and open-plan. She also indicates the layout of the office allows for easy communication and accessibility. This is also reflected by Caleb.

Caleb: [...] there's one thing that is very prominent about this building is everyone who is not a director which is nearly everyone in the building, they sit at I would say cubicles but not your typical cubicles because basically it's like a long desk with about eight different people. And there's slight dividers so it's your space [...] which is quite a reasonable amount. And it's very open plan. [...] so, it facilitates conversation so much because you can just turn and ask.

Jane: I think it is fun, I think it's different to other places, it's quite relaxed, so you allowed to enjoy your time [...] and you are allowed to interact with other people.

It is evident from these quotes that the participants enjoy the work environment. The biggest benefit provided by the open work environment is the accessibility it brings the Millennials in the freedom to be able to get into contact and communicate with any staff member. This is important because traditional work environment layouts normally consist of dividers which affect the flow of communication. This also affects the work environment's policy towards how departments can be reached and how communication flows. However, this work environment because of the open layout, the policy seems to allow for open access to all departments as well. This also links to Kilber, et al. (2014) finding that when an environment incorporates open workspaces, it makes the work environment more enticing (Kilber, et al., 2014). The responses from the participants support this idea.

It is evident from the information gained from the responses that the layout of the environment allows for interaction. The findings suggest Millennials in this organisation enjoy being allowed to socialize and be themselves. Jane's view is opposite to the findings suggested by Moon (2014) and Nolan (2014) who stated Millennials were discussed as requiring different communication preferences such as emailing or text messaging than physically communicating with other employees. This study, however found no need for different communication preferences but rather normal workplace communication methods were used. This could be perhaps due to the work culture being open-plan allowing for the accessibility and ease in physically being able to communicate more easily with other employees. Also, the participants indicated the environment openness allows for access to senior managers. This adds to the value and enjoyment of the work environment. Also, participants such as Clark reflected that this accessibility allowed to senior employees is valuable.

Clark [...] it encourages close contact with executives and senior CEO's and that sort of thing. And I find that very valuable.

When discussing does the environment provided suit you, all participants said it does but surprisingly, two participants also emphasised that although they enjoy the work environment, the openness does come with limitations.

Clark: I think with the open plan thing sometimes it's a bit tough because we have certain departments behind us and right across us, so sometimes we need like a quiet environment to focus [...] So sometimes that is a bit tough, you know just the noise levels.

Jane: I think it's quite distracting [...] I mean having no privacy is a problem, when you trying to kind of work on something or like trying to focus. [...] and it's so loud that you can't concentrate [...]

Clark and Jane both reveal that despite an open work layout facilitating communication and being appealing because of the accessibility it brings, the open-plan layout can be distracting and make it hard for employees to concentrate.

In addition to an open layout, Millennials were also identified to require fun business features that make the work environment more enticing (Jerome, et al., 2014). When discussing the work environment benefits, all the participants indicated that fun features are provided at Lorays. The Millennials all emphasized that the work benefits provided, make the environment more fun, convenient and appealing to work in.

Caleb: The Facilities make a huge difference. There is a gym downstairs. And what I really enjoy [...] I can miss traffic in the morning, because I come can early, gym and then work, so it's very convenient.

Clark: [...] the canteen, it's nice and conveniently placed, it's like home cooked meals that you can have, so it's not like you living on takeaways.

Caleb: I think a nice benefit is working for such a relaxed, well not relaxed but nice cultured company.

It is evident from the responses; the working conditions are appealing, and this is possibly why the Millennials are not dissatisfied. Despite these favourable conditions as identified by Smit, et al. (2011) these conditions provided are foundations to start motivation in the workplace and not factors that cause motivation. These are according to Herzberg theory what is labelled as hygiene factors. The next theme covers another hygiene factor including supervision and interpersonal relationships. This factor also need to be present to further build the foundation for motivation.

Theme 2: Development and Mentorship

Another prominent area identified was the need for skills development and managerial support and guidance. Millennials require these because they are relatively new or have little experience in the workplace. According to Leng & Wong (2017) managers need to transfer their knowledge to Millennials because they will be the future majority workforce. To ensure this development takes place and Millennials are prepared for future jobs, development and mentoring are required.

The Following participants indicated that skill development opportunities are provided to them.

Caleb: [...] when I told my boss I was interested. I was literally then signed up for every excel course that I could, it was like five or six different courses I did. Yeah, so if you want to learn something, they push for you to learn it.

Sandra: [...] I feel like where I have been sitting, I have learnt a lot. Also, the best thing that attracted me to this organisation was after a while you are allowed to rotate, so if you have grown enough in one space [...] you can move to another department [...] They do give you a chance to learn and grow. [...] I do feel, you have to initiate a lot of it though [...] So, I feel that the major change and improvement areas [...] would be just being more proactive [...] You should not have to push for it yourself.

Clark: [...] I think the nature of the company as well, like there are so many different divisions and you are exposed to different aspects in different parts of the business [...] your opinions are always open, you just have to say something and mention it to your manager. They will basically make it happen.

The above responses indicate development is occurring and there are opportunities for future development because rotation to other department areas is allowed. However, it was noted that in the responses, the Millennials indicated they had to initiate the development to ensure these opportunities are provided. This could be a potential dissatisfaction faced by Millennials.

Another important area indicated was good leadership and mentorship needs to be provided. Millennials value good relationships with their managers. This is because if such relationships are present, guidance and support are more likely provided which can further assist Millennials development.

Both Caleb and Clark described their managers as supportive. This could be why they feel free to share personal matters.

Caleb: I have a very good manager and good relationship [...] It is a very open relationship and even if I have something going on at home, I can just say tell them what's happening [...] and they are very understanding.

Clark: We have a very open relationship actually, I would share personal things with her and she will sort of share her personal things and just gives encouragement on a personal level. And keep its confidential [...] So ya, that's nice.

In contrast, Jane indicated she had an opposite closed-type of relationship with her manager.

Jane: uhm, it's not great. So, ya in terms of our relationship, it's kind of where I have projects and I kind of work and try do them on my own, just because I mean I don't really get guidance from my line manager [...]. So, it's not an open, close personal relationship [...]

Caleb: [...] the highlight working with him, is he sees you as a resource that he wants to develop within the company [...] So, his goal is for me to become a manager one day. And he's helping me get there even if it means leaving his team.

It is evident that open relationships with managers can allow for confidence to develop and result in closer relationships that can play a huge role in career development. If the relationship is positive, then the manager will more likely assist in the development.

Another important area identified was mentoring. Millennials requiring mentoring to further assist them in their development. Interestingly, three of the four Millennials indicated they did not feel mentoring was provided to them.

Jane: [...] no I don't think it's provided [...] And HR does not really stable this or that kind of structure where they say this is your mentor.

Sandra: Not in a formal sense where it is an actual mentoring relationship and the company does a lot of speaking of mentoring, but it is not something that is in place as yet, so it is just up to you to find that person that you regard as a mentor and build that relationship.

Clark: Not really, I wouldn't say mentoring or anything in that sense. I think it is more like, I do it on my own and if I have any questions then I go to her and ask for help. It's not like she will come and sit with me and take me through step by step like that.

Sandra furthers the discussion on the importance of mentorship.

Sandra: [...] you obviously don't have as much experience as your superior, so they can offer you a lot of guidance in terms of [...] these are the steps to take and these are the mistakes you need to avoid.

Managers can therefore play a major role in Millennials development. This is because it is the manager who has the overall influence in allowing for skills development and mentoring. Bursch & Kelly (2014) stated that mentoring is highly important because it provides the guidance Millennials need and only through this can development take place. This links to Herzberg's motivation factor being advancement which can only take place through development.

Theme 3: The Great 'Job Expectations'

Millennials are often described as having great job expectations. The two most common expectations include being provided with a challenging and rewarding task and the inclusion and usage of more advanced technology. Due to this, these two areas were identified as sub-themes.

Ng & McGinnis (2015) identified that Millennials require meaningful work to be provided to them to ensure they feel like they are contributing real value to the organisation as well as developing their own skills. Catano & Hines (2015) also stated Millennials are achievement-focused individuals. In the findings it was identified that the participants do require challenging tasks.

Caleb: [...] that's why I like it, the challenge. [...] It's such a broad, open book where you have the whole supply chain and you make it better however that is. Added to that is, we have acquisitions as well, [...] so as soon as you get a grasp on what you are doing, there is another business that is added onto there. And

there is never an end because as soon as you have an efficient supply chain, there are more things you can do [...] so I think it's quite rewarding.

Clark: [...] it's definitely challenging, [...] there's always something new like someone messed up at the production plant and you end up doing new things. It keeps it challenging in the fact like there's always something new. [...] for now, I am still learning and enjoying it, I'm not bored or anything like that.

Both Caleb and Clark indicated their tasks always involve a new feature which ensures their tasks do not become mundane where they feel bored. In contrast, Jane indicates that despite her job involving some changes her job is not challenging.

Jane: [...] the process we follow every day is the same, just a different category is worked on. So, it's not necessarily challenging when you understand what you need to do, it's kind of if you can do it once, you can do it again. [...] so, it's not too challenging I would say.

Based on the responses it indicates that Millennials do require challenging and rewarding tasks. This is required to ensure Millennials are not bored and possibly become demotivated. This links directly to Herzberg's theory regarding the motivation factors of work itself being a motivator factor that can motivate employees (Daartey-Baah & Amoako, 2011). Thus, if managers want to motivate Millennials in the workplace, challenging and rewarding tasks are required.

Another important expectation required by Millennials was the inclusion and usage of more technology. Millennials are described as digital natives who have a dependency on technology. According to Canedo, et al. (2017) Millennials require access to technology to remain productive and happy.

The Millennials indicated that they love technology and that it is important because it assists them in their job tasks. Also, that not much technological advancements are being implemented by the organisation.

Jane: I enjoy it, I mean obviously technology in the workplace is there to help you and to assist. So, I think you should rather embrace it that not. I mean I enjoy

using different kinds of technology. [...] so, it's just more programs, there's no really new technology.

Sandra: I do like using technology. [...] At the moment we don't have the most advanced technology, it's just the general Microsoft stuff that we use [...] there's nothing really new that we are doing.

Clark: I think the world is moving forward, it's becoming more automatic and automation in our industry is like key. [...] I think we need more development in technology.

It is evident from the above responses that Millennials do have an enjoyment for technology. Additionally, Clark raises an important consideration for the retail industry. This consideration links to Krawczyk (2017) finding that advances in technology are changing the retail industry and thus required. Lastly, as indicated, no new advancements are being implemented yet the Millennials are requiring them.

Theme 4: The Work-Life Balance

Millennials are family-oriented. Due to this an expectation of a work-life balance is required (Campione, 2015). To achieve a work-life balance, workplace flexibility is required. The participants indicated that flexibility plays an important role in keeping them at the organisation.

Caleb: Yes, absolutely, I think it makes me happier working here knowing that I can be flexible [...] And its ones of those things that keeps you staying at the place you are.

It is evident that work flexibility can provide more work satisfaction which makes it an important area for Millennials. Due to this, organisations need to continue reevaluating their flexibility they provide to ensure employees stay satisfied (Kilber, et al., 2014). If they provide this, Herzberg's motivation factor of making work itself better, the Millennials could be retained.

Theme 5: The Power of Value

The final theme evident from the information generated was value and how this term plays a big role in many aspects of the organisation. These aspects include the fit between personal values and organisational values, feeling valued and adding value. These areas have been identified as sub-themes. Leng & Wong (2017) found that Millennials portrayed value alignment as important factor in the organisation. It is for this reason that if alignment does not exist, this could be a reason why Millennials leave. The finding of this study indicated that there is a value alignment between Millennials personal values and the organisational values.

Caleb: [...] I am very ethical and I'm very religious as well, [...] so I feel like that's a huge thing and I would hate to be put in an ethical dilemma. But this company is so strict that it's nice, because you don't have to worry about getting into like a weird situation where you know like bribes and stuff which in South Africa is huge.

Clark: [...] respect, that's big, for myself personally and I think the fact that the company also makes an effort to say those are one of our values and if you not going to respect the person next to you, then it won't slide.

Based on the responses it can be stated that Millennials do consider value alignment a priority. In addition to this, Millennials also indicated they want to feel valued in the organisation. According to Leng & Wong (2017) Millennials have been discussed as finding difficulty in earning respect and credibility from the other generations in the workplace. However, the findings indicated Millennials do feel valued because managers ask for their opinion and for assistance in using technology (Caleb). Because Millennials are technology minded, this brings opportunities for Millennials to use their skills.

Caleb: [...] in a meeting, the executives will ask you because we are Millennials and younger, ask us do you see it like that or differently? [...] they want to know from us can we see a different way of doing things. And with technology, like they are often behind so it does help a lot on that side. [...]

Jane: [...] we kind of use to a lot of things being instant [...] so we think of things like that, so surely the way we think, the things will be, getting things done quicker [...]

This indicates Millennials do think differently which is why to get these ideas from Millennials, organisations need to perform factors that allow for Millennials to feel valued to which Caleb confirms.

Caleb: [...] feeling valued or feeling apart of getting something done, I really enjoy that aspect of my job. And I think as Millennials, we value that almost as much as we value getting paid.

Another interesting finding was the participants indicated they all hoped when they first started they would think of this big innovative idea that will add value and get the Millennial noticed.

Clark: [...] when I started, I always hoped that I would have a big break, that I could be the one that discovers this new thing that shoots our performance up to the roof. But ya, unfortunately, I've come to learn there's no silver bullet [...]

Jane: [...] when you are coming in, you think ah I'm just going to come up with these awesome ideas and everyone is going to love them. But I mean it's very difficult to try new things, get to change things and make a huge impact especially I mean in your role as you are not in an executive role or where you can make decisions.

Jane: [...] people also appreciate just being recognised and just being told well done [...] that's a huge thing that people forget [...] also I think a lot of people are sitting in a job thinking they are not making a difference or doing it properly because no one is saying anything [...]

It was identified that making big contributions are limited because of Millennials position in the company. However as pointed out by Jane, providing recognition can be a means to ensure Millennials feel valued. This is because Millennials are still developing and

thus require recognition of performance and goals achieved. However, the problem identified is managers are not providing this. This could be another area possibly affecting Millennials motivation.

Now that the findings and interpretation have been discussed. The next section will discuss how the trustworthiness of the findings were assured.

Trustworthiness and Rigour

The traditional concepts of reliability and validity are commonly used in quantitative research because they relate to the measurability of results. This ensures the results of the research can be trusted. To ensure the same in a qualitative research, different terminology is used to reflect trustworthiness. This can be upheld using the four dimensions of trustworthiness (Koonin, 2014). These four dimensions and how they were upheld in this study will now be discussed.

Credibility

This refers to how accurately the researcher has interpreted the data collected from the participants (Creswell, et al., 2016). The researcher ensured credibility by only interpreting the responses collected to make a description of the Lorays Millennials' perspective on the motivation factors provided. The researcher was not able to verify the interpretation with the participants due to time constraints, but credibility was ensured through being transparent and providing detailed data collection and analysis methods (Koonin, 2014).

Transferability

This refers to the findings identified in this study, being able to be used for another study which will result in achieving similar findings (Creswell, et al., 2016). The researcher ensured transferability through asking questions that referred to the motivational factors in a broad context. Thus, future studies can then in turn use the broad application of the motivation factor questions and apply them to other industries and organisations.

Dependability

This refers to the quality of the research process where integration will be performed throughout the study especially in the data collection method, data analysis and the findings concluded from the data (Koonin, 2014). The researcher achieved dependability through ensuring the thematic map developed as seen in the annexure was used when coding and analysing the responses. The researcher also followed the data collection and analysis precisely as identified and reported (Creswell, et al., 2016).

Confirmability

This refers to the extent that the data collected matches the findings as interpreted by the researcher (Koonin, 2014). The researcher achieved confirmability by ensuring the research process used was fully discussed in the methodology section. This was performed to ensure when other people review the research study to be able to examine the study by following the same process as discussed and lead to a generation of similar conclusions (Creswell, et al., 2016).

Conclusion

This final section brings the research to a conclusion by firstly responding to the research questions and then secondly offering recommendations for future research practices. In addition to this, the reflections and anticipated contributions of the study will then be highlighted and followed by the ethical implications and how they were addressed as well as the limitations within the study.

Summary of Findings

The findings and interpretation section has linked the findings to previous literature and used Herzberg's motivation theory. Also further discussions were made in terms of the broader context of the research problem. Although the findings and interpretation section has provided answers to the research questions, this section aims to draw key areas from these findings to answer the research questions more directly.

The study found that factors such as the working layouts and work benefits as well as supervision with good relationships are valuable to Millennials. These areas were covered in Themes 1 and 2. However, it was noted that as per Herzberg's theory these factors are only areas for the foundation for motivation and does not cause motivation. Despite these not causing motivation, these factors are still important because if these don't appeal to Millennials, dissatisfaction can be felt. This means no foundation for motivation will take place.

Additionally, in theme 3 it was noted managers can play a huge role in the development of Millennials. This supervision from managers is again another foundation factor to build motivation. However, to ensure motivation, Millennials need to be provided with skills development opportunities. This development then will allow for Herzberg's motivational factor of advancement to take place. Interestingly, it was identified by the Millennials interviewed in this study that there were development opportunities, but they had to initiate their development before it would take place. This can be another potential area of dissatisfaction because as described by the Millennials, they feel managers know better because of their experience and thus should assist and guide their development than the Millennials having to initiate it. Also, another important area

identified was mentoring. This is required by Millennials to ensure development which then can lead to the motivation factor advancement. Surprisingly, it was noted that in the organisation reviewed, no formal mentoring was provided. The Millennials indicated they had to find and create mentoring for themselves. This also can be another potential dissatisfaction area because as identified through mentoring managers can provide guidance which then can lead to further development. For this reason, managers have a major role in providing for these areas. Again, it was reminded that these areas need to be provided for, to ensure Millennials are prepared for the future jobs they will fulfil as noted in the literature review.

The next themes covered areas that related specifically to the research sub-question that asked what motivational factors are provided in the retail organisation?

According to Herzberg, the motivational factor of work itself can motivate Millennials. As found in the study, Lorays provides the Millennials with challenging and rewarding tasks that ensure they are kept stimulated. In contrast to this, one participant did indicate their job had become routine which is not good because if a Millennial feels bored, this can be another potential dissatisfaction area. Additionally, the Millennials confirmed another important area being their enjoyment and inclusion for technology in the workplace. These two areas were discussed in theme 3. These areas are important because if provided for, Millennials will feel motivated. This is because they related to Herzberg's motivation factor concerning work itself. These areas also ensure work matches Millennials expectations.

Furthermore, themes 4 and 5 also related to Herzberg's motivation factor of work itself. The findings indicated that if Millennials are provided with work flexibility they can have a work-life balance which further contributes to them feeling satisfied with their job. Also, an interesting finding identified was flexibility and how it can be an important factor for managers to provide to ensure retainment of Millennials. This is because Millennials highly value flexibility. It is for this reason Lorays and other organisations should evaluate their flexibility opportunities and possibly consider providing more flexibility.

Lastly, theme 5 identified the importance of value and how Millennials require alignment in their personal values and the organisations values. If there is not fit, this could be another potential area for dissatisfaction and could involve the Millennial leaving to seek a better fit. Additionally, Millennials were identified to consider feeling valued as well as being able to contribute value important. To ensure Millennials feel valued , organisations were identified as by the participants to continuously consider factors that will involve Millennials more. In Lorays, the managers were identified to involve Millennials through asking their opinions in meetings and for assistance in using technology. Another interesting finding was Millennials require recognition as a means of assurance that they are adding value. Organisations such as Lorays need to provide more recognition specifically to Millennials as noted this can be a means to notify Millennials, they are doing well which will motivate them further. Also, Millennials were identified to wanting to add value but because of their positions in organisations this can be difficult. To rectify this, again recognition needs to be provided. If organisations don't provide this, Millennials could be unaware of their efforts and possibly then feel dissatisfied.

In reference to the sub-question: according to Millennials, does the motivational factors used by managers result in them feeling satisfied? The motivation factors such as Theme 3, the challenging and rewarding tasks as well as the inclusion and usage of technology in work, the Millennials in Lorays did indicate satisfaction with the tasks provided to them. However, they did also indicate a requirement for more technological investment. In theme 4 , motivation factors such as work flexibility and theme 5, the importance of value, the Millennials indicated both flexibility and value alignment are satisfactorily being exercised. Additionally, in terms of feeling valued, the Millennials indicated their opinions and technological skills are often asked which makes them feel valued and thus satisfied, However, they did indicate recognition is needed to better acknowledge they are contributing which in turn will ensure they feel more valued. Thus, despite a few areas requiring improvements, it can be stated the Millennials of Lorays did indicate cohesively the motivation factors provided to them, do ensure they feel satisfied.

Lastly, due to the sub-questions both being satisfactorily answered, it allows for the main research question: How do the motivational factors used by managers motivate Millennials in the workplace? This answer can be indicated by stating that if all the factors identified in this study and specifically the challenging tasks, technology inclusion, workplace flexibility and the skills development are provided for, together should all ensure Millennials are motivated.

Thus, as indicated by this study, there are various factors that need to be provided for by organisations. These factors include both hygiene and motivational factors as per Herzberg's motivation theory. Additionally, the findings found if any factor is not satisfactorily provided for, it can result in the Millennials feeling dissatisfied causing them to potentially consider leaving. Lastly, it must be noted, despite the knowledge identified, further areas and studies are required to further continue to generate information to better understand why Millennials are leaving.

Implications of findings for future practices

From some of the insights gained during the study, a few other possible research studies could be undertaken to better understand Millennials as well as the motivational factors required to motivate Millennials in a South African context. Firstly, with a longer time frame, a bigger sample size of millennials in an organisation can be interviewed to generate a more in-depth insight, also an additional area could be to interview managers as well to better understand motivation from their perspective and to identify what the managers views are on Millennials and their job expectations. Finally, future research could utilise focus groups to explore Millennials and their motivation factor requirements through focusing on findings such as mentoring or workplace flexibility to further identify the affects these specific areas can really have on motivating Millennials.

Reflections on the Research Process

It is evident from the findings that there are specific motivation factors that Millennials value. These factors need to be provided to ensure Millennials feel motivated. Thus, the findings of the study were satisfactory successful and insightful. Additionally, the

participants all offered open and in-depth feedback which not only generated the in-depth insight which was the purpose of the study but made the analysis process worthwhile and interesting for the researcher.

Now that the research questions, the implications of findings for future practices and the reflections on the research study has been discussed. The next section will discuss the heuristic value which refers to the anticipated contributions of the study.

Anticipated Contributions

To the body of knowledge

As identified in the literature review, a gap in knowledge on the literature of South African Millennials does exist. This is due to previous studies having been conducted in various other international countries. This was rectified through conducting the study in the Durban Area in Kwa- Zulu Natal which is a province found in South Africa. This study it is hoped, created knowledge on South African Millennials which could in turn start closing the gap.

To the field of business management

This study aimed to understand what motivational factors were present and how they are currently motivating Millennials. Thus, the practical application of motivation which is a business management focus area was applied in the hope to create more practical knowledge.

In the final conclusions of the report, both the ethical considerations and the limitations will now be discussed.

Ethical Considerations

The researcher identified that ethics are important as the research study could of potentially affected many different stakeholders. Therefore, the researcher carefully considered all possible ethical issues to ensure the research study was performed ethically. These ethical issues included:

The Participants

Informed consent

This involved the issue of participants being unaware of taking part in a research study or having not freely consented to participate (Bricki & Green, 2009). This was rectified by drafting a consent letter that states in writing what is being studied and what the participants had to do if they wanted to participate.

Dealing with sensitive information and confidentiality

This involved the issue of generating sensitive information and ensuring protection in the form of identification or access to responses (Bricki & Green, 2009). This was upheld by saving the audio recordings of the interviews on the researcher's desktop with a password key and pseudonyms known only to the researcher was created. Also, the actual organisation name that was studied was provided with the pseudonym, Lorays to ensure further confidentiality.

The Researcher

Falsifying and misusing information

This refers to the researcher possibly changing the data to ensure the results do indicate what the researcher initially predicted or using the data collected for other reasons without receiving participant's consent (du Plooy-Cilliers, et al., 2014). Another area of concern could be the researcher was untruthful in presenting the data (Thomas, 2010). The researcher performed the study ethically by analysing the data as transparently described and presented the concluding findings irrespective of the results. Also, the researcher abided by the conditions given in the participant consent form in that data collected process. The data collected was only used for the research study and no other reasons. Lastly, the researcher committed to anonymity to the organisation and its participants and this was also honoured.

Limitations of the study

This refers to the constraints or limits of the research study (Enslin, 2014). For this study, the constraints were:

Time limitation

This research study had a time limitation of six months as the research study started on the 13 February 2018 and the deadline for the conclusion was the 10 July 2018. This time limitation limits the amount of information that could be collected. The researcher overcome this limitation by performing a once off, cross-sectional study.

Accessibility limitation

The research study had an accessibility limitation caused by the budget and time limitations as these affected the accessibility to interview various Millennials in the Durban area. Also, the managers of the retail organisations had to give consent before interviewing was allowed. The researcher overcome these limitations by focusing on one retail organisation and ensuring managerial permission was granted first. This permission can be found in the Annexure section.

Response limitation

The participants could have limited their responses in that they did not fully disclose their actual opinion due to being worried that managers will be briefed on the responses given. The researcher overcome this limitation by ensuring confidentiality was applied. To further prove this, the research had pledged confidentiality in the participant consent form and in the Researchers own code of conduct. These documents can both found in the Annexure section.

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Annexures

A. Information sheet for participants

To whom it may concern,

My name is Gareth Smith and I am a student at Varsity College, Durban North Campus. I am currently conducting research under the supervision of Ajith Ramgoon. My topic will review Millennials and the motivational factors used to motivate Millennials in the retail industry. I hope that this research will enhance the understanding of Millennials and the motivational factors required to ensure Millennials are motivated in the workplace.

I would like to invite you to participate in my study.

To explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer below, so that you can make an informed decision about whether to participate.

If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because you are classified as a Millennial and you have first-hand experience and knowledge of how it feels to be a Millennial in the retail industry. If you decide to participate in this research, I would like to interview you to gain an in-depth- understanding of the motivational factors currently used in motivating you as a Millennial.

You can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Your work at Lorays is separate from this research. Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct

risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your work experience as a Millennial in the retail industry. Please note if you do decide to participate but find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

Your identity will be protected at all times. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, only my supervisor and I will have access to these recordings. Nobody else, including any staff at Varsity College will have access to your interview information. I would like to use quotes when I discuss the findings of the research, but I will not use any recognisable information in these quotes that can be traced back to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will compile summaries to be included in my research report, which is a requirement to complete my Bachelor of Commerce Honours in Business Management Degree. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Gareth Smith

[REDACTED]

[REDACTED]

The contact details of my supervisor are as follows:

Ajith Ramgoon

[REDACTED]

[REDACTED]

Thank you for your time in reading this and I hope to have your contribution in the conduct of this research study.

Kind regards,

Gareth Smith

B. Consent form for participants

I, _____, agree to participate in the research conducted by Gareth Smith regarding the Motivational Factors of Millennials in the retail workplace.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

C. Consent form for audio-recording

I, _____, agree to allow Gareth Smith to audio record my interviews as part of the research on the Motivational Factors of Millennials in the retail workplace.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The audio recordings will be stored in a password protected file on the researcher's computer.
3. Only the researcher and the researcher's supervisor will have access to these recordings.

Signature

Date

D. Interview questions for participants

1. How would you describe your work environment?
2. To what extent is the use of the latest office technology taking place in your organisation?
3. Would you describe the tasks given to you as challenging?
4. Are you given opportunities to improve your skills?
5. How would you describe your relationship with your manager?
6. Is mentoring from your manager important to you and your career?
7. How important is a work-life balance to you?
8. What workplace benefits are important to you?
9. Would you describe your personal values and the organisations values as being aligned?
10. Would you support this statement: 'Millennials want to know they are adding organisational value'?

E. Researcher's Code of Conduct

- All data generated from the Millennials must be kept confidential.
- All participants must be informed of the purpose of the study and how the information collected will be used.
- No participant must be forced to participate in the research study but must rather freely want to participate.
- A Millennial that wants to participate must be provided with a consent form and have signed it before allowance to participate in the study is granted. The researcher must create and record this consent form.
- All participants' responses must be respected and should not be changed in anyway.
- The information provided by respondents must not be revealed to the organisation's manager. Only an overview of the results can be presented but in a manner that ensures no identification of the participants.
- The researcher must create no harm to the participants even if it is non-physical or even unintentional.
- All information collected from the participants must be for research purposes and should not be given to any third parties. The only exception is the overview of the interpreted information as stated in the above point.
- The researcher must aim to reduce bias in the data collection and data analysis stages by looking for the perspectives of the Millennials and presenting them as described. If the views are positives or negative, they will be indicated to ensure the aim of the study to generate an understanding of the perspectives of the Millennials on the motivation factors is achieved.
- The researcher must use a research method that is appropriate for the study and will not cause harm through the method chosen.
- The researcher must act with integrity to ensure the research is performed ethically and can be regarded as credible.

- The researcher must aim to be honest by not deceiving and performing any of the ethical issues identified under the Ethical considerations section.

Signature

Date

F: Gatekeeper's permission letter

[REDACTED]

23 April 2018

Gareth Smith
[REDACTED]

[REDACTED]
[REDACTED]
Westville
3629
South Africa
[REDACTED]

Dear Mr Smith

PERMISSION TO CONDUCT RESEARCH

[REDACTED] welcomes Gareth Smith to do a research study on our organisation.

Gatekeeper's permission is hereby granted to you to conduct your research at [REDACTED] towards your postgraduate studies, provided ethical clearance has been obtained. We note the title of your research project is:

"A qualitative research study to provide and in-depth understanding of Millennials and their perspectives on motivational factors used in the Retail industry."

The conditions for allowing the study to be performed on our organisation are that the organisation's name will not be used anywhere in the study and will thus remain confidential. In addition, any participants from the organisation that are interviewed must be briefed on the purpose of the study and agree to participate by signing an informed consent form.

[REDACTED]
Yours sincerely
[REDACTED]

Group Talent Acquisition Manager

[REDACTED]

G. Ethical Clearance letter



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4 May 2018

Student name: Gareth Smith

Student number: 13001036

Campus: IIE Varsity College Durban North

Re: Approval of Bachelor of Commerce Honours in Management Proposal and Ethics Clearance

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

Your research proposal posed no significant ethical concerns and we hereby provide you with ethical clearance to proceed with your data collection.

There may be some aspects that you still need to address in your proposal. If this is the case, feedback will be provided to you in writing. You will need to address these aspects in consultation with your supervisor.

In the event of you deciding to change your research topic or methodology in any way, kindly consult your supervisor to ensure that all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued in such instances.

We wish you all the best with your research!

Yours sincerely,



Ajith Ramgoon
Supervisor

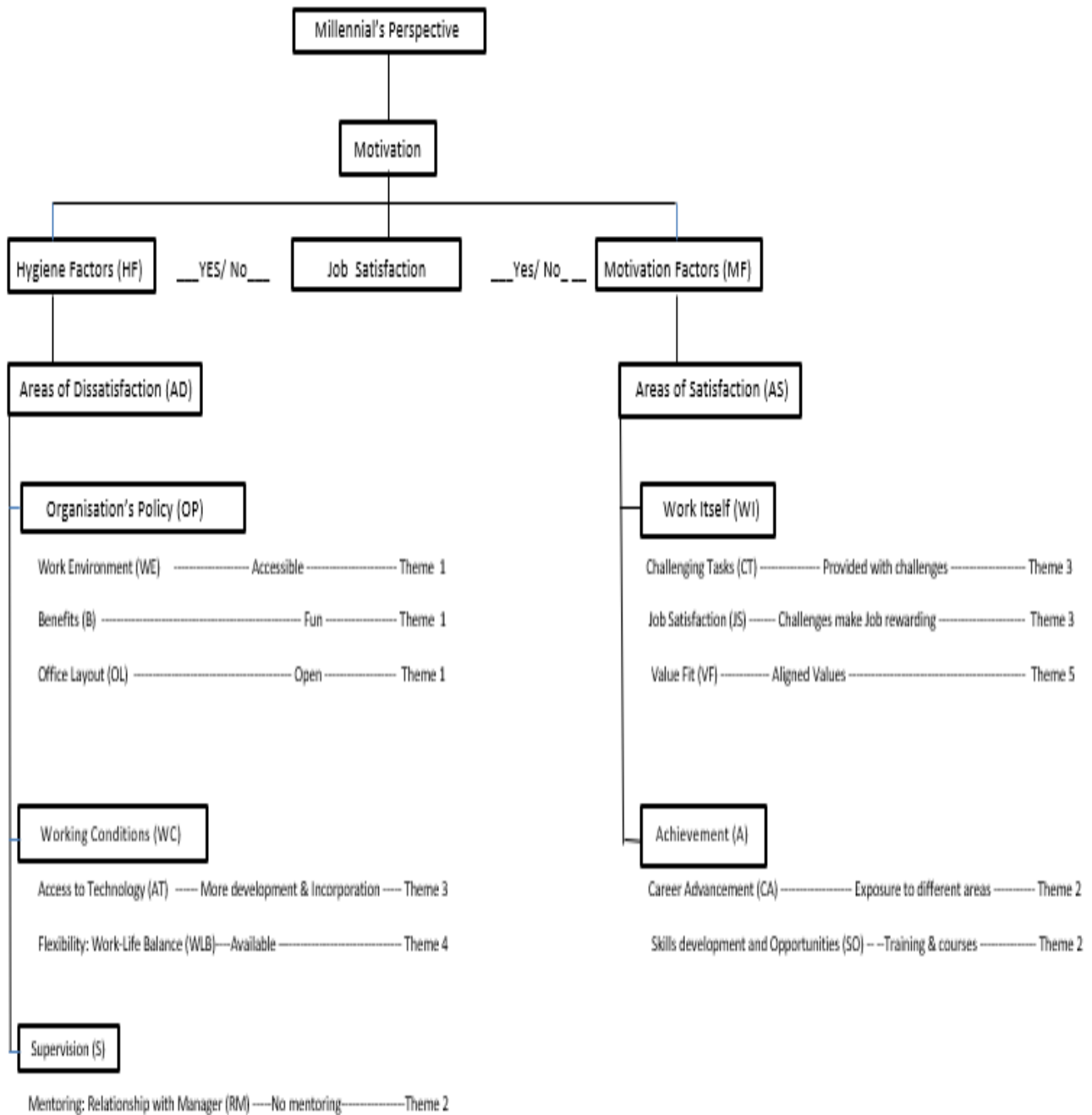
Leigh de Wet
Campus Postgraduate Coordinator



Directors: RJ Douglas (UK), JDR Oesch (non-executive), A Isakidis (non-executive) Company Secretary: C Koopman

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H. Thematic Map



Appendix G: Thematic Map Figure 1: A diagrammatical representation of hierarchal conceptual framework or coding scheme that was used for this research study.

I. Originality Report



Research Report:

A qualitative research study to provide an in-depth understanding of Millennials and their perspectives on motivational factors used within the retail industry By: Gareth Smith Student number: 13001036 Supervisor: Ajith Ramgoon Research Methodology RESM8419P Research Report Bachelor of Commerce Honours in Management The Independent Institute of Education Words: 14835

1 I hereby declare that the Research Report submitted for the Bachelor of Commerce Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education for degree purposes.

Contents Page Introduction Contextualisation. 6 Rationale. 6-7 Problem Statement. 7 Purpose Statement. 1 7-8 Research Question. 8 Research Objectives. 8 Literature Review Review of Past Literature. 9-19 Theoretical Foundation. 20-21 Methodology Research Design Research Paradigm. 22-23 Research Approach. 23-25 Research Plan Unit of Analysis. 25 Population. 25 Sampling. 2 25-26 Data Collection Method. 26-28

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Activity 5.3.2: Submitting your final report

Gareth Smith on Mon, Jul 09 2018, 3:23 PM

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Submission ID: 645fe8b9-cc18-465c-9ee8-
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Gareth Smith Report ...

Word Count: 14,801
Attachment ID: 220585444

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Citations (9/9)



1 Another student's paper



J. Final Research Report Summary Document

TITLE: A qualitative research study to provide an in-depth understanding of Millennials and their perspective on motivational factors used in the retail industry.

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendations
To determine how the motivational factors are motivating Millennials	How do the motivational factors employed by managers motivate Millennials in the workplace?	Millennials are the newest generation to enter the workplace, yet organisations are also losing them. They bring different characteristics and values to which adaption is needed. They will make up almost half of the	Born & Drori Bursch & Kelly Campione Catano & Hines Dartey-Baah & Amoako Espinoza Friedell, et al., Jerome, et al., Kraus Leng & Wong Nolan Smith & Nichols Stein	Theme 1: The Current Multi-Generational Workforce Theme 2: The importance of understanding	Paradigm <i>Interpretivism</i> Epistemology <i>To understand and describe the Millennials experience of the motivational factors used in the workplace.</i> Ontology	Qualitative	Semi-structured Interview, Case Study	<i>Informed consent- This will be rectified by drafting a consent letter that will require signage to ensure consent.</i> <i>Dealing with sensitive information and confidentiality- The information collected was analysed using a pseudonym known only by the researcher and saved with a password key on the researcher's computer to prevent</i>	<i>Millennials value specific motivation factors such as challenging and rewarding tasks, mentoring to ensure development and workplace flexibility. Motivation can only begin if Hygiene factors exist and are</i>	<i>Use a bigger sample to get more insights. Interview managers to get their perspective of Millennials and their expectations. Employ focus groups as research method to explore</i>
						Population				
						Population Parameters				

		workforce by 2020.		Millennials Theme 3: Characteristics and Values of the Millennial Generation (Positive and Negative Qualities) Theme 4: Strategies to retain Millennials Theme 5: Approaches to Studying Millennials	<i>Reality is a social construction as it is created through human interaction. This makes it subjective to each Millennials' social actions and experiences.</i> Axiology <i>Uniqueness is valued. The ultimate aim was to openly discuss the Millennials perspective of the situation (motivation) and to analyse the situation to provide insight into the way this particular group of people (Millennials) make sense of motivation in the retail organisation.</i>	organisation) Employee		<i>accessibility or identification. Falsifying and misusing information- The researcher will be transparent through describing data collection and analysis methods and signing a code of conduct.</i>	<i>provided. Organisations need to provide for all these factors otherwise Millennials will not be motivated.</i>	<i>mentoring or work-life balance and why it is valued. Investigate other areas besides motivation to see possible reasons for Millennials leaving.</i>
Research Problem	Secondary Questions/ Hypotheses / Objectives	Key Concepts	Key Theories			Sampling	Data Analysis Method(s)	Limitations	Key Contribution	
<i>Managers are facing the challenge of retaining Millennials.</i> <i>Managers are not fully understanding their expectations and what motivational factors are required from organisations to ensure satisfaction.</i>	<i>What motivational factors are provided in the retail organisation?</i> <i>According to Millennials, does the motivation factors used by the managers result in them feeling satisfied?</i>	<i>Millennials</i> <i>Motivation Factors</i> <i>Expectations</i> <i>Job satisfaction</i> <i>Retail Industry</i>	<i>Herzberg's Two-Factor Motivation Theory By Frederick Herzberg</i>			Non-probability Sampling method: Purposive Sampling Sample Size 4	Unit of Analysis Individuals – The Millennials Data Analysis Method(s) <i>Thematic Analysis</i>	<i>Due to a Time limitation of six months, the accessibility and response limitation in requiring consent and ensuring confidentiality, the Sample size selected had to be small. Also, the results could not be applied to all Millennials in retail organisations as the results were only specific to the organisation studied (Lorays).</i>	<i>To generate more knowledge on motivating Millennials in the workplace and identify areas to further investigate to retain Millennials. To Business management -the contribution hoped to explore the concept of motivation and applying it to an organisation context.</i>	

