

Millennial Worker Retention Strategy; A Literature Study

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Abstract

Millennial workers are known to easily change jobs, tend to be free of expression, and want fast progress in careers and competencies, they dominate with a proportion of 56.1% of the total workforce. This study aims to reveal recommendations for retention strategies for millennial workers from recent studies. The method used is a systematic literature review of journal articles published in reputable international journals from the Emerald and SAGE Journals databases. The search results identified 9 journal articles relevant to the research objectives. The results of the study show that a competitive climate that values achievement, openness to express opinions, open opportunities to pursue careers and competencies, quality mentors, and appreciation for expression creates a culture in relevant corridors are a series of strategies that are seen as able to accommodate millennial workers to develop, last longer, and improve the competitiveness of company.

Keywords

retention; millennials; strategy



I. Introduction

The millennial generation, also known as Generation Y, was born after 1980 (Childs et al., 2015) until 1999 (García et al., 2019). According (visualcapitalist.com, Visualizing the World's Population in 2020 by Age Group), the millennial population in 2020 who are in the productive age reaches 29.9% of the world's total population and 56.1% of the total workforce. The data shows that the majority of workers are millennials. The characteristics of millennial workers are generally very dynamic in changing jobs and have a great interest in entrepreneurship (Hassan et al., 2019). Millennial workers also tend to be very independent and prefer flexibility in completing tasks (Pasko, Maellaro and Stodnick, 2021). In general, the characteristics of millennial workers are very different from the previous generation (generation X), who tend to like stable, procedural conditions, and think longer when deciding to change jobs (Torsello, 2019). Meanwhile (Gallup Consultant, 2021) released data that in the past year, 21% of millennial workers changed jobs, which is three times as many as non-millennial workers. The same report revealed that this phenomenon caused costs to turnover annual to reach US\$ 30.5 billion.

This phenomenon is typical of millennial workers, representing their characteristics that will continue to move until they get the desired position (Ertas, 2015). Good adaptability greatly influences the extent to which millennial workers are able to change jobs in a relatively short time (Zhao and Xu, 2020). Those who have low adaptability tend to stay in one position longer. Nonetheless (Gallup, 2021) notes that around 60% of millennial workers can change jobs quickly. This figure contributes positively to the high turnover of millennial workers.

The high turnover company avoid employee. Not only a matter of cost, but the stability of the company's performance is also an indicator that is very disadvantaged by turnover employees. However, it does not mean that the company does not require turnover employees. Under certain conditions, the company requires turnover employees

an effort to refresh the formation of the workforce. Turnover is Employeealso needed when the company requires new competencies that are not mastered by old employees (Hui et al., 2020). The homogeneity of the competence of the senior employees can also be the reason the company requires turnover in employee order to obtain a workforce formation that provides the company's competitiveness. The company tends to generate less cash, this is likely to affect the occurrence of earning management. Companies with high debt or leverage ratios tend to hold their profits and prioritize the fulfillment of debt obligations first. According to Brigham and Ehrhardt (2013), the greater the leverage of the company, it tends to pay lower dividends in order to reduce dependence on external funding. So that the greater the proportion of debt used for the capital structure of a company, the greater the number of liabilities that are likely to affect shareholder wealth because it affects the size of the dividends to be distributed. (Yanizzar, et al. 2020)

The issue of manpower or talent is not merely a matter of whether or not necessary turnover is employee. In many cases, employees who resign are often superior talents, even though the company relies heavily on them. A further impact is a decline in company performance. The tendency of millennial workers to change jobs more easily poses a challenge for companies in caring for their talents. Therefore, retention becomes increasingly important amidst the increasingly fluid turnover of millennial workers. Retention itself is defined as the company's efforts in caring for and retaining its best employees (Aruna and Anitha, 2015).

The purpose of this study is to reveal the development of research related to retention in millennial workers through a systematic literature review. It is hoped that the synthesis of the most successful strategies to assist millennial worker retention efforts can be revealed through this literature review.

II. Research Method

All journal articles analyzed in this study were drawn from Emerald and SAGE Journals. Emerald and SAGE Journals are reputable journal publishers widely recognized for their credibility. Article searches are conducted by accessing the respective website pages using the keyword "millennials retention".

The article to be analyzed focuses on the publications of the last five years. The identified journal articles will be scrutinized based on their suitability with the topic under study. The synthesis process was carried out in selected journals to find the core findings from recent studies related to retention in millennial workers. The focus of the research results that will be studied further is the retention strategy of millennial workers.

III. Results and Discussion

The search results for journal articles related to retention of millennial employees in the two databases journal resulted in 18 journals, consisting of 14 Emerald journal articles and 5 SAGE Journals journal articles. The following are the articles:

Table 1. List of Journal Articles Related to Retention of Millennial Employees

No	Article Title	Author	Publisher & Year of Publication
1.	<i>Employee development and retention of Generation-Z employees in the post-COVID-19</i>	Hasaranga Dilshan Jayathilake, Dazmin Daud, Hooi Cheng Eaw, Nursyamilah Annuar.	Emerald, 2021

	<i>workplace: a conceptual framework</i>	(Jayathilake <i>et al.</i> , 2021)	
2.	<i>Job characteristics and millennial employees' creative performance: a dual-process model</i>	Min Zhang and Yixuan Zhao (Zhang and Zhao, 2021)	Emerald, 2021
3.	<i>Colombian millennials at the workplace</i>	Juan Pablo Roman-Calderon and Diego René Gonzales-Miranda, Gustavo A. García, Oscar Gallo (Roman-Calderon <i>et al.</i> , 2019)	Emerald, 2019
4.	<i>Generation Y workers ; An empirical framework for cultural and organizational aspects</i>	Davide Torsello (Torsello, 2019)	Emerald, 2019
5.	<i>A study of millennials' preferred work-related attributes and retention</i>	Raymond Pasko, Rosemary Maellaro and Michael Stodnick (Pasko, Maellaro and Stodnick, 2021)	Emerald, 2021
6.	<i>Millennials in the workplace: perceived supervisor support, work-life balance and employee well-being</i>	Hamidah Nabawanuka and Emre Burak Ekmekcioglu (Nabawanuka and Ekmekcioglu, 2021)	Emerald, 2021
7.	<i>Understanding the achieving styles of Chinese millennials and implications on HRM policy A life course perspective</i>	Yixuan Zhao, Qin Xu (Zhao and Xu, 2020)	Emerald, 2020
8.	<i>Membership negotiation in the first workplace – Newcomers' experiences</i>	Sari Rajamaki and Leena Mikkola (Rajamäki and Mikkola, 2021)	Emerald, 2021
9.	<i>Will supply side policies work with Millennials?</i>	Louis J. Pantuosco and Danko Tarabar (Pantuosco and Tarabar, 2021)	Emerald, 2021
10	<i>Give and take? Knowledge exchange between older and younger employees as a function of generativity and development striving</i>	Ulrike Fasbender, Fabiola H. Gerpott and Dana Unger (Fasbender, Gerpott and Unger, 2021)	Emerald, 2021
11.	<i>Development of an organizational coolness concept from an examination of millennial perceptions of cool and uncool employer organizations</i>	Colleen Carraher Wolverton and Keith Credo (Carraher Wolverton, Credo and Matherne, 2021)	Emerald, 2021
12.	<i>Millennial managers: exploring the next generation of talent</i>	Nathan Gerard (Gerard, 2019)	Emerald, 2019
13.	<i>How participative management influences the female millennial knowledge worker</i>	Amy K.B. Paros (Paros, 2021)	Emerald, 2021

14.	<i>Perceptions of HR: an analysis of millennial and postmillennial insights</i>	Sarah M. Paukert and Russell P. Guay (Paukert, Guay and Kim, 2021)	Emerald, 2021
15.	<i>Job Mobility Among Millennials: Do They Stay or Do They Go?</i>	Khaldoun AbouAssi, Jasmine McGinnis Johnson, and Stephen B. Holt (Abouassi, McGinnis Johnson and Holt, no date)	SAGE, 2021
16.	<i>Retention Approaches of Millennial at Private Sector: Mediating Role of Job Embeddedness</i>	Md Mahamudul Hassan, Manimekalai Jambulingam, Elangkovan A/L Narayan, Sabrina Nushrat Islam and Awal Uz Zaman (Hassan <i>et al.</i> , 2021)	SAGE, 2021
17.	<i>Future of Work: An Empirical Study to Understand Expectations of the Millennials from Organizations</i>	Anjali Chopra, Priyanka Bhilare (Chopra and Bhilare, 2020)	SAGE, 2021
18.	<i>Mediating Role of Job Satisfaction on Turnover Intentions and Job Mismatch Among Millennial Employees in Bengaluru</i>	Chandan A. Chavadi, Monika Sirothiya and Vishwanatha M R (Chavadi, Sirothiya and M R, 2022)	SAGE, 2022

Source : Emerald, SAGE Journals.

Although all of the articles reviewed to discuss the phenomenon of millennial workers in companies, after an in-depth study, not all of them provide recommendations for specific retention strategies for managing millennial workers. In general, the essence of the findings and discussions of the 18 journal articles can be mapped into three groups of results. The first group of articles focuses on the findings and recommendations on retention strategies for millennial workers. The second group of articles generally discusses millennial worker behaviour in the workplace, including work rhythms and how they interact. Meanwhile, the third group of articles examines the role of supervisors in handling the behaviour and performance of millennial workers.

Of the three groups of articles, this study focuses on topics relevant to the findings of the first group, namely retention strategies for millennial workers. This group consists of 9 journal articles. The following are the articles and core findings that were identified:

Table 2. List of Journal Articles Providing Recommendations for Millennial Employee Retention Strategies Recommendations for Retention Strategies

No	Article Title	Author	Retention Strategy Recommendations
1.	<i>Employee development and retention of Generation-Z employees in the post-COVID-19 workplace: a conceptual framework</i>	Hasaranga Dilshan Jayathilake, Dazmin Daud, Hooi Cheng Eaw, Nursyamillah Annuar. (Jayathilake <i>et al.</i> , 2021)	Democratizing employee learning, in the sense that employees can apply for training according to competency demands. Forming millennial employees to become intrapreneurship within the company. Employees are given the freedom to convey ideas related to company development.

2.	<i>Job characteristics and millennial employees' creative performance: a dual-process model</i>	Min Zhang and Yixuan Zhao (Zhang and Zhao, 2021)	Millennials prefer inclusive leaders. The results show that millennial talent performance is better when leaders are more inclusive.
3	<i>Generation Y workers ; An empirical framework for cultural and organizational aspects</i>	Davide Torsello (Torsello, 2019)	Millennial employees are given the freedom to form their own culture. For example, the company provides freedom to dress while working as long as it is considered polite.
4.	<i>Understanding the achieving styles of Chinese millennials and implications on HRM policy A life course perspective</i>	Yixuan Zhao, Qin Xu (Zhao and Xu, 2020)	Management should create a competitive and open environment. This provides a clear and measurable career map for millennial workers. In an effort to pursue this career path, millennial workers still need to be given guidance, especially in terms of planning.
5.	<i>Give and take? Knowledge exchange between older and younger employees as a function of generativity and development striving</i>	Ulrike Fasbender, Fabiola H. Gerpott and Dana Unger (Fasbender, Gerpott and Unger, 2021)	Millennial workers tend to look at senior competencies before they accept knowledge transfer. Therefore, it is very important to place a competent supervisor to handle millennial workers.
6	<i>How participative management influences the female millennial knowledge worker</i>	Amy K.B. Paros (Paros, 2021)	Millennial workers generally like the existence of a feedback procedure from employees to company management.
7.	<i>Perceptions of HR: an analysis of millennial and postmillennial insights</i>	Sarah M. Paukert and Russell P. Guay (Paukert, Guay and Kim, 2021)	Hierarchical superior-subordinate relationships are not very favoured by millennial workers. They tend to be more comfortable being considered friends by their superiors, even though the workflow continues in a hierarchical manner.
8.	<i>Future of Work: An Empirical Study to Understand Expectations of the Millennials from Organizations</i>	Anjali Chopra, Priyanka Bhilare (Chopra and Bhilare, 2020)	Millennial workers have high expectations of their mentors within the company. When they find a mentor who is less than competent, they are less likely to stay with the company any longer.
9	<i>Mediating Role of Job Satisfaction on Turnover Intentions and Job Mismatch Among Millennial Employees in Bengaluru</i>	Chandan A. Chavadi, Monika Sirothiya and Vishwanatha M R (Chavadi, Sirothiya and M R, 2022)	Millennial workers demand an increase in their competency and career achievements in a relatively short period of time. Therefore they like the atmosphere of a company that values achievement objectively.

Source: Emerald, SAGE Journals.

The nine journal articles provide recommendations for various retention strategies. There are similar recommendations from (Paukert, Guay and Kim, 2021) and (Zhao et al., 2019) where millennial workers do not like the hierarchical relationship between superiors and subordinates, they prefer bosses that are inclusive and open. However, millennials expect supervisors who have strong competencies (Chopra and Bhilare, 2020) and will first see the extent of the quality of their superiors before deciding to accept knowledge transfer (Fasbender, Gerpott and Unger, 2021). Other findings highlight the demands of millennials who want career progress and competency achievement to be very suitable in a corporate climate that accommodates and rewards achievement (Chavadi, Sirothiya and M R, 2022), in line with retention strategy recommendations from (Zhao and Xu, 2020) which suggest creating healthy competition within the company. Several other strategic recommendations are more focused on an atmosphere of freedom and openness within the company, such as giving millennial workers the freedom to create their own culture (Torsello, 2019), providing a channel to provide feedback for the company (Paros, 2021), and providing opportunities for employees to attend training. According to the needs and interests of the employees themselves (Jayathilake et al., 2021).

IV. Conclusion

Millennial workers who increasingly dominate the proportion of employees in the company require special handling in the creation of company competitiveness and the development of millennial talent itself. The old, old-fashioned and procedural methods are not suitable for millennial workers, they can even become a systemic virus that will entrap the potential of the company as well as its employees. The synthesis of literature studies related to millennial worker retention strategies recommends a number of techniques that can be applied in companies. A competitive climate that values achievement, openness to expressing opinions, opening up opportunities to pursue a career and develop quality mentors, and rewards for expression creates a culture in the relevant corridors. Increase the competitiveness of the company.

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