HUMAN RESOURCE MANAGEMENT STRATEGIES THAT
INFLUENCE MILLENNIAL ENGAGEMENT AT THE WORKPLACE:
A CASE OF ONMOBILE GLOBAL LIMITED KENYA

BY
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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2017
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A Research Project Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2017
STUDENTS DECLARATION

I declare that this research project is my original work which has never been submitted to any other institution, university or college except the United States International University - Africa in Nairobi for the purposes of the award of academic credit.

Signed: _____________________________       Date: _______________________

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This research project has been prepared and presented for examination subject to my approval as the appointed University supervisor.

Signed: ______________________________       Date: _______________________

Stephen M. Nyambegera, PhD

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Dean, Chandaria School of Business
ABSTRACT
This study sought to examine Human Resource Management (HRM) strategies that influence millennial engagement at the workplace. The study was guided by objectives that were set to: determine the influence of job design in engaging the millennial workforce at the workplace, examine the influence of career management opportunities in engaging the millennial workforce at the workplace, and determine the influence of incentives in engaging the millennial workforce at the workplace while focusing on OnMobile Global Limited Kenya.

Descriptive research design was used to explain the strategies that the human resource (HR) department at OnMobile Global Limited can use to motivate its millennial employees. The population of this study consisted of all employees at OnMobile Global Limited who were 235 in number. This study used stratified sampling technique whereby, four sub-populations of the organization’s staff were selected. Simple random sampling technique was used to select the study sample. The sample size of the study was 70 employees. Primary data was collected through the use of questionnaires. Data analysis in the study was descriptive. Statistical Package for Social Science (SPSS) computer software was used for data computation. Data analysis included measures of central tendency like means and percentages. Measures of variability included standard deviations. Correlation analysis was used to determine the existing relationship between the study variables. Inferential statistics was used to examine the study variables. The data from the findings was presented in the form of figures and tables.

The study reveals that when employees work on a small part of a project, they were unable to identify with the finished project in terms of the effort they put, and they find themselves unfulfilled when doing standardized jobs where they cannot bring in their own ideas and knowledge to the job. The study also shows that employees find themselves fulfilled with modest contributions to the organization when they understand their job/work role and their overall contribution to the company’s mission, and preferred standardized job process that will help them know exactly when and where they have to do certain tasks and lower their mistakes on the job.
The study shows that employees have clear and concise plans that enable them to analyse potential career areas, and determine the skills, competencies, and knowledge necessary to advance their careers. From the study, it is concluded that, OnMobile Global does not have career development programs that enrich its employees’ skills and knowledge that would make them fit for future positions and emergent roles in the organization, and neither does it view training and development of employees as an instrumental role in maintaining employee satisfaction, engagement, and performance.

The study indicates that having a continuous training and development throughout a career will keep employees engaged with the company, and a pleasant working environment will facilitate employee engagement with the organization. Trust and justice elements are important to employees in terms of creating a pleasant working environment which will ultimately enhance their engagement as well as having flexible working hours. OnMobile Global employees do not use the work-life balance programs because of poor communication about the program availability and improper implementation, and there is subtle negative communication from managers and co-workers towards employees that used flexi-time programmes in their job.

The study has led to the conclusion that employees find jobs that are high in skill variety more challenging as this enhances their personal development and growth. It is further concluded that millennial employees find standardized jobs unfulfilling and they would rather work on jobs that require them to use their own ideas and knowledge. It is obvious from the study that employees are fulfilled when they make contribution to the organization. Further, appropriate administration on pay schemes such as pay rise would have a positive impact on employees in terms of engagement, and having stock options would increase the employees’ level of engagement in the company, and would improve job satisfaction. What has also come out clearly in the study is that having a continuous training and development throughout a career would keep employees engaged with the company, as well as a pleasant working environment. Trust and justice are also key elements to employees in terms of creating a pleasant working environment which would ultimately enhance their engagement as well as having flexible working hours.
This study recommends OnMobile Global management not to ignore the influence of job design and redesigning millennial employee engagement. The study recommends the management of OnMobile Global to implement training programs that would facilitate career development of its staff in order to maximize on their employees’ potential. The study recommends the organization to have a clear and concise communication of all millennial employee engagement programmes available, to ensure its employees make use of them.
ACKNOWLEDGEMENT

I thank the Almighty God, my provider for life, focus and the energy He gave me to complete this project. I am forever grateful for the great resources He has put in my life all of which have aided me through my education.

I would like to thank my husband, Alton Chakava, who has stood by me throughout my studies, supporting me and cheering me on. I am deeply indebted.

I sincerely acknowledge the help and guidance offered by my supervisor, Professor Stephen Nyambegera. I cannot forget my great friends and colleagues for the support and motivation they gave that kept me going even when I thought I was too faint. Finally, I acknowledge USIU for the platform they offered me and for every resource they provided that facilitated my research activities, not to mention the staff and management team at Onmobile Global Limited for the great support they offered me. Thank you. God bless you all.
DEDICATION

My husband Alton, daughter Ruby and son Manuel, you inspire me to be more, to be better.

This milestone is for you.
# TABLE OF CONTENTS

STUDENTS DECLARATION .............................................................................................................. ii
COPYRIGHT ..................................................................................................................................... iii
ABSTRACT ....................................................................................................................................... iv
ACKNOWLEDGEMENT .................................................................................................................. vii
DEDICATION ...................................................................................................................................... viii
LIST OF TABLES ............................................................................................................................. xi
LIST OF FIGURES .......................................................................................................................... xii

CHAPTER ONE ............................................................................................................................... 1
1.0 INTRODUCTION ......................................................................................................................... 1
  1.1 Background of the Study ........................................................................................................... 1
  1.2 Statement of the Problem ........................................................................................................ 5
  1.3 General Objective .................................................................................................................... 7
  1.4 Objectives of the Study .......................................................................................................... 7
  1.5 Significance of the Study ....................................................................................................... 7
  1.6 Scope of the Study .................................................................................................................. 8
  1.7 Definition of Terms ............................................................................................................... 8
  1.8 Chapter Summary ................................................................................................................... 10

CHAPTER TWO ............................................................................................................................... 11
2.0 LITERATURE REVIEW ............................................................................................................. 11
  2.1 Introduction ............................................................................................................................ 11
  2.2 Job Design and Millennial Employee Engagement ............................................................... 11
  2.3 Career Management Opportunities and Millennial Employee Engagement ....................... 16
  2.4 Incentives and Millennial Employee Engagement ............................................................... 20
  2.5 Chapter Summary ................................................................................................................ 25

CHAPTER THREE ........................................................................................................................... 26
3.0 RESEARCH METHODOLOGY ................................................................................................. 26
  3.1 Introduction ............................................................................................................................ 26
LIST OF TABLES

Table 3.1 Population Distribution ............................................................ 27
Table 3.2 Sample Size Distribution ............................................................ 28
Table 4.1 Cronbach Reliability Test for Work Stressor Factors ......................... 33
Table 4.2 Rating of Job Design and Millennial Employee Engagement ................. 37
Table 4.3 Correlations for Job Design and Millennial Employee Engagement .......... 39
Table 4.4 Model Summary for Job Design and Millennial Employee Engagement ........ 39
Table 4.5 Coefficients for Job Design and Millennial Employee Engagement ........... 40
Table 4.6 Career Management Opportunities and Millennial Employee Engagement .... 42
Table 4.7 Correlations for Career Management Opportunities and Millennial Employee Engagement ............................................................ 43
Table 4.8 Model Summary for Career Management Opportunities and Millennial Employee Engagement ............................................................ 44
Table 4.9 Coefficients for Job Design and Millennial Employee Engagement ........... 45
Table 4.10 Rating of Incentives and Millennial Employee Engagement ................ 46
Table 4.11 Correlations for Incentives and Millennial Employee Engagement ........... 48
Table 4.12 Model Summary for Incentives and Millennial Employee Engagement ........ 49
Table 4.13 Coefficients for Incentives and Millennial Employee Engagement ........... 50
LIST OF FIGURES

Figure 4.1 Response Rate ................................................................. 32
Figure 4.2 Gender .............................................................................. 33
Figure 4.3 Marital Status................................................................. 34
Figure 4.4 Age Bracket ................................................................. 34
Figure 4.5 Level of Education .................................................. 35
Figure 4.6 Years at OnMobile Global ....................................... 35
Figure 4.7 Job Designation .......................................................... 36
CHAPTER ONE

1.0 INTRODUCTION
1.1 Background of the Study

The notion of employee engagement has sparked widespread interest over the last decade (Saks & Gruman, 2011). While research findings vary slightly, most of these studies share a similar conclusion: that engaged employees seem to be an important source of organisational competitiveness (Teng, Huang & Tsai, 2014). Engaged employees are those who give full discretionary effort at work, and are highly vigorous and dedicated to their job, while disengaged employees are those who are motivationally disconnected from work, who do not have the energy to work hard and who are not enthusiastic at work (Bakker et al., 2008). By most accounts, employee engagement affects productivity, profitability, employee retention and customer services (Xanthopoulou et al., 2009). Even so, not much is offered in the current body of knowledge concerning how best to stimulate employee engagement (Bakker et al., 2007; Bakker & Schaufeli, 2008).

As a concept that has developed over time, engagement has been defined in numerous, often inconsistent, ways in the literature, so much so that the term has become ambiguous to many and it is rare to find two people defining it in same way (Zhang et al., 2012). Engagement is most often defined within the academic domain as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption (Schaufeli et al., 2002). More broadly, Kahn (2010) described engagement as the harnessing of people’s selves to their work, such that they fully invest their physical, cognitive, and emotional resources in their work roles. In essence, work engagement is manifested as energy, involvement and a focused striving towards the achievement of organizational goals (Macey & Schneider, 2008; Schaufeli et al., 2002). This definitions indicate engagement to be something given by the employee for the benefit of the organisation through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organisation’s goals and values (Zhang et al., 2012).

One of the most significant proposals for achieving employee engagement is to engage in Human Resource Management (HRM) programs, which generally refers to the activities of
organising work and managing people to achieve organisational goals (Zhang et al., 2012). A problem lies in the fact that Human Resource (HR) professionals and managers are constantly being confronted with the pressing challenge as to how they can engage the workforce. For instance, a recent study by a global consulting firm found that four employees out of ten are not engaged worldwide (AON Hewitt Report, 2015). Baby Boomers generation (born 1946–1964) seemed to be highly engaged in comparison to Generation X (born 1965–1978) and the Millennials (born 1979–present). These findings show that, the new generations of employees seem not to be as highly engaged as the earlier generations, and this poses a serious threat to the development of the workforce, particularly in developing countries (AON Hewitt Report, 2015).

Millennials have come into the work place with a new wave of energy never seen in other generations (Zhang et al., 2012). Millennials work a lot in teams and are technologically advanced and their social mind-set is at a totally different level in comparison to older generations (Horovitz, 2012). Buchanan (2012) states that, one of the characteristics of millennials, besides the fact that they are masters of digital communication, is that they are primed to do well by doing good, and he further states that, almost 70 percent are of the view that, giving back and being civically engaged are their highest priorities.

The unique characteristics of millennials demand a different strategic approach to the engagement of employees (Horovitz, 2012). Millennials are looking for more in life than “just a job” or a steady climb up the corporate ranks. They want to do something that feels worthwhile, they take into account the values of a company when considering a job, and they are motivated by much more than money (Buchanan, 2012). Millennials are attracted to employers who can offer more than merely good pay. That is not to say that pay is not important, since competitive wages made an employer more attractive to them. The biggest draw for millennials, though, is the opportunity for progression, which shows that the ambition and optimism of this generation is high (Zhang et al., 2012; Horovitz, 2012).

For millennials employee commitment is related to engagement (Buchanan, 2012). Employee commitment is a willingness to devote time and energy to fulfil job responsibilities and
usually includes the investment of both intellectual and emotional energy in the workplace (Teng, Huang & Tsai, 2014). The greater an employee’s engagement and commitment, the more likely they will deliver excellent - rather than ordinary – performance (Alfes et al., 2013). Studies by (Bakker & Demerouti, 2014; Robertson & Cooper, 2010; Alfes et al., 2013) show that employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages, including higher productivity and lower employee turnover. In tough economic times, maximizing the productivity of the workforce is more important than ever, and the HR department is uniquely positioned to lead the way by implementing a strategy to increase employee engagement (Bakker & Demerouti, 2014).

Employer practices such as job and task design, recruitment, selection, training, compensation, performance management, and career development strongly influence each employee’s level of engagement and commitment (Robertson & Cooper, 2010). Xanthopoulou et al. (2009) states that, done right, these HR practices can positively affect engagement, thus generating real value for the business. Robertson and Cooper (2010) also note that, decisions about engagement and commitment initiatives should be grounded in sound data that can be achieved from conducting a linkage research within the organization to yield customized advice highlighting specific HR practices that would most likely produce the best results. This study focuses on three HR practices that include: job and task design, career management opportunities, and incentives.

Job design also referred to as work design or task design is a core function of human resource management and it is related to the specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder (Mone & London, 2014). According to Gupta and Kumar (2013), job design provides enriched jobs with high meaningfulness, variety and autonomy to build trust and worker engagement. Both job enlargement - broadening the scope of an employee’s tasks - and job enrichment - providing more complex, enriching tasks - are important to motivating employees and keeping them engaged (Mone & London, 2014). Jobs that have variety, significance, autonomy and performance feedback would promote
internal motivation, personal responsibility and job satisfaction (Gupta and Kumar, 2013), all of which increase employee willingness to pursue both prescribed and voluntary work. Researchers have also identified social traits of work that help motivate employees. These include feedback from others, interdependence and willingness to get good feedback and support from co-workers (Mone & London, 2014).

Career management is the opportunity for the development of the employee’s skills and abilities and it can be linked to the level of engagement (Dash, 2013), processes for enhancing career growth and employee development are important to employee engagement (Cheese, 2014). Amongst these are career coaching conversations that clarify goals and aspirations and give the opportunity for identifying future roles and development opportunities. The career coaching conversation is about what employees want and therefore supports several other of the drivers of employee engagement including employee voice (Dash, 2013). Where the organisation has a clear talent strategy which shows future talent needs and career paths to address these then the cause of both talent management and employee engagement can be met (Cheese, 2014).

An incentive is something that motivates an individual to perform an action, it can be defined as an inducement or supplemental reward that serves as a motivational device for a desired action or behaviour (Hochberg & Lindsey, 2010). Incentives, either monetary or non-monetary incentives have been the main concerns for most employees (Zani et al., 2011). According to Herzberg’s Motivation and Hygiene theory, also known as the Dual-Factor theory, the sources of job satisfaction are called motivation factors, while factors contributing to job dissatisfaction are called hygiene factors (Smerek & Peterson, 2007). Hochberg and Lindsey (2010) state that employee satisfaction plays a major role on their engagement levels within the workplace. In Herzberg’s mind, hygiene factors will not improve employee’s commitment; only by achieving the motivation factors would create better commitment from the employees (Eveleth et al., 2011). This study focuses on the HRM strategies that influence millennial engagement at OnMobile Global Limited Kenya.
OnMobile Global Limited has been a pioneer in the Mobile Value Added Services (MVAS) industry and a market leader in the space ever since its inception 13 years ago. With services in 59 countries and 1800+ employees around the world, OnMobile has created a niche for itself in the Mobile VAS realm and is highly regarded as the ‘Partner of Choice’ by telecom operators around the world. The company was publicly listed in 2008 and has acquired Voxmobili (2007), Telisma (2008), Dilithium Networks (2010) and Livewire Mobile (2013) (OnMobile Annual Report, 2013).

OnMobile’s African Safari continues to be a resounding success, as more countries, more products and more local expertise continue to be added to their portfolio every day. From 8 countries last year, the company has extended its services to 14 countries and its team is exploring more promising opportunities in new countries. Nearly 95 million people across the African continent now have access to OnMobile’s technology and products, making their lives simpler, more informed and more musical every day (OnMobile Annual Report, 2016). The company offers content management, content aggregation and distribution, voice short codes, missed call alerts, multimedia push services, mobile search, ringtones, ringback tones (RBT), voice portals, music products, mobile radio, entertainment products like football, cricket, quizzes and gaming solutions, movies and a safety app called Help Me on Mobile (OnMobile Annual Report, 2013; 2016).

1.2 Statement of the Problem
This study focuses on three HR practices that influence millennials employee engagement that include: job and task design, career management opportunities, and incentives. Empirical evidence suggests that engagement is a distinct, unique, and valid construct (Seppala et al., 2009). Leading theorists in the employee engagement literature have emphasized the role of job design in fostering employee engagement. For instance, Kahn’s (2010) theory of engagement is rooted in Hackman and Oldham’s (1980) proposal that characteristics of jobs drive people’s attitudes and behaviours. In an ethnographic study, Alfes et al. (2013) found that when people were doing work that was challenging and varied, they were more likely to be engaged. Bakker and Demerouti’s (2007) Job-Demands-Resources (JDR) Model also emphasises the role of job design in generating engagement. Specifically, the model states
that physical, social, or organisational aspects of the job can be a source of engagement for people. This is because job resources reduce the pernicious effects of excessive work demands, foster the achievement of goals, and stimulate personal growth and learning (Bakker & Demerouti, 2014). There is some empirical work that has linked job design and engagement and this study aims to study the role of each job design characteristic and its influence on engagement.

According to Treuren and Anderson (2010) millennial employees tend to find meaning in their work and they are looking for work-life balance. In order to have a higher employee engagement, organizations nowadays are focus on training, succession plans and career development. Although these are costly to the organization, but when the employees able to work in a healthy and happy condition, there will be less medical leave from employees and the productivity might also increase (Angeline, 2011). According to Golshan and Omar (2011), the war of talent is considered as a critical human resource issue in the future and they found that many organizations tend to retain their talent as well as knowledge in their organizations. Therefore, organizations play an important role in understanding all the features and characteristic of millennials in order to engage those talented employees (Weyland, 2011). This is because the characteristics and capabilities of millennial employees are different from other generation workforce that would be able to provide competitive advantage over their competitors (Golshan & Omar, 2011).

Various forms of incentives have to be effectively developed and used by organizations to attract, motivate, and engage employees in achieving organizational goals (Pouliakas, 2010). There have been contrasting results attained by different researchers for instance, Zaidi and Abbas (2011) found that monetary incentives have greater impact on motivating employees. Contrastingly, other researchers stressed that non-monetary incentives brings greater impact on employee’s motivation and engagement (Zani et al., 2011; Sonawane, 2008). This study examined the human resource management strategies that influenced millennial engagement at the workplace with a key focus on OnMobile Global Limited Kenya.
1.3 General Objective
The general objective of the study was to determine the human resource management strategies that influence millennial engagement at the workplace with a key focus on OnMobile Global Limited Kenya.

1.4 Objectives of the Study
The objectives that guided the study were:

1.4.1 To determine the influence of job design in engaging the millennial workforce at OnMobile Global Limited Kenya.
1.4.2 To determine the influence of career management opportunities in engaging the millennial workforce at OnMobile Global Limited Kenya.
1.4.3 To determine the influence of incentives in engaging the millennial workforce at OnMobile Global Limited Kenya.

1.5 Significance of the Study
Many parties stand to benefit from this research study and some of the beneficiaries and the significance of this study to them has been highlighted in this section:

1.5.1 OnMobile Global Limited
Based on the findings, this study would be of importance to OnMobile Global Limited who would consider this research as a source of information for them in managing their millennial employees. The study forms a foundation where the organization may create better policies that may be guided by the information received from this study.

1.5.2 Organizational Policy Makers
The findings and recommendations of this study may be useful to policy makers as they may be equipped with the right information in as far as engaging the millennial employees is concerned. The findings from this study would also go a long way in guiding their advisory opinions to various organizations that are constantly getting flooded by millennial employees.
1.5.3 Future Scholars
This research builds further on the body of knowledge on the ongoing shift of human capital management from the old practices to the new which is more in tandem with business growth and success. The study forms a basis of research on Kenyan millennials and has offered the gaps that future scholars can explore.

1.6 Scope of the Study
This research used a triangulated approach that combined qualitative and quantitative approaches in the research methodology. The data was collected through questionnaires across a random sample population within one organisation, OnMobile Global Limited. The researcher carried out the whole study within a maximum period of four months ranging from January 2017 - April 2017.

The limitation of this research lied in its intended subjects; it was not certain that the millennial employees and their managers would entirely be honest in sharing their challenges and disquiets. Additionally since this research employed a small sample size within the same organization, the researcher had to be careful not to over generalise the findings but then again it was not clear where the demarcation of the generalisation fell.

1.7 Definition of Terms
1.7.1 Human Resource Management
Human Resource Management is the term used to describe formal systems devised for the management of people within an organization (Zhang et al., 2012). It can also be defined as the function within an organization that focuses on the recruitment of, management of, and providing direction for the people who work in an organization (Gupta & Kumar, 2013).

1.7.2 The Millennial Generation
Millennials (also known as Generation Y) are the demographic cohort following Generation X. There are no precise dates for when this cohort starts or ends; demographers and researchers typically use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years (Tzurek & Anderson, 2010).
1.7.3 Employee Engagement

Engagement is most often defined within the academic domain as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption (Schaufeli et al., 2002). More broadly, Kahn (2010) described engagement as the harnessing of people’s selves to their work, such that they fully invest their physical, cognitive, and emotional resources in their work roles.

1.7.4 Employee Commitment

Employee commitment is a willingness to devote time and energy to fulfill job responsibilities and usually includes the investment of both intellectual and emotional energy in the workplace (Teng, Huang & Tsai, 2014).

1.7.5 Job Design

Job design also referred to as work design or task design is a core function of human resource management and it is related to the specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder (Mone & London, 2014).

1.7.6 Career Management

Career management is conscious planning of one’s activities and engagements in the jobs one undertakes in the course of his life for better fulfilment, growth and financial stability (Dash, 2013). According to Dash (2013), it is a sequential process that starts from an understanding of oneself and encompasses occupational awareness. Cheese (2014) defines career management as the combination of structured planning and the active management choice of one’s own professional career.

1.7.7 Incentives

An incentive is something that motivates an individual to perform an action, it can be defined as an inducement or supplemental reward that serves as a motivational device for a desired action or behaviour (Hochberg & Lindsey, 2010). Zani et al. (2011) define an incentive as an
object, item of value or desired action or event that spurs an employee to do more of whatever was encouraged by the employer through the chosen incentive.

1.8 Chapter Summary
This chapter sets the foundation of the study by providing the background of human resource management strategies that influence millennial engagement at the workplace. The chapter also offers a brief history of the organization being studied and that is Onmobile Global Limited Kenya. The chapter has reviewed various studies that have been conducted on HRM strategies and has indicated the gap that would be filled by this study. The objectives, significance, and scope of the study have been defined as well as definitions of key terms used in the study. Chapter two discusses the literature review, chapter three presents the study methodology, chapter four presents the results and findings of the study, and chapter five presents the discussions, conclusions, and recommendations for the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This section offers the literature of the study on the human resource management strategies that influence millennial engagement at the workplace. The section has been guided by the study objectives that were: to determine the influence of job design in engaging the millennial workforce at the workplace, to examine the influence of career management opportunities in engaging the millennial workforce at the workplace, and to determine the influence of incentives in engaging the millennial workforce at the workplace while focusing on OnMobile Global Limited Kenya.

2.2 Job Design and Millennial Employee Engagement

Job design is the division of organization’s work among its employees. According to Bakker and Demerouti (2014) job design consists of three activities: specifying individual work tasks; specifying the method of performing the work tasks and combining work tasks into jobs for assignment to individuals (job content). According to Xanthopoulou et al. (2009), job design has three aims: first, to satisfy the requirements of the organization for productivity, operation efficiency and quality of product or service, and to satisfy the needs of the individual for interest challenge and accomplishment. Bakker et al. (2008) further state that, clearly, these aims are interrelated and the overall objective of job design is to integrate the needs of the individual with those in the organization.

The variables that measure the job design construct include; skill variety, task identity, task significance, autonomy, and feedback (Bakker & Demerouti, 2014). Schaufeli et al. (2002) view engagement as a positive, fulfilling work-related state of mind that is characterized by vigour, dedication, and absorption. According to Schaufeli and Salanova (2007), vigour is characterized by high levels of energy, the willingness to invest energy in one’s work and persistence in difficult times; dedication is characterized by high levels of work involvement and feelings of pride and challenge from one’s work (Mohsan et al., 2012; Smerek & Peterson, 2007); and absorption is characterized by deep concentration in one’s work the
sense that time passes quickly and one is reluctant to leave their work (Randy, Vivienne & Thomas, 2012; Mone & London, 2014).

2.2.1 Skill Variety
Skill variety is the degree to which a job requires a variety of different activities and involves the use of a number of different skills and talents of the employee (Lyons & Mattare, 2011). It can also be viewed as the range of duties and tasks involving different skills that the employee performs in his or her job (Hochberg & Lindsey, 2010). Jobs that are high in skill variety are seen by employees as: more challenging because of the range of skills involved (Mone & London, 2014); relieve monotony that results from repetitive activity; and gives employees a greater sense of competence (Lyons & Mattare, 2011).

Employees executing jobs with high skill variety require several skills and therefore need to be trained well (Hackman and Oldham, 1980). This expertise leads to perceived control over and understanding of the job and the corresponding environment (Bakker & Demerouti, 2014). According to Golshan and Omar (2011), millennials look for tasks that require skill variety that offers them understanding and controllability, as a result, the higher-implicit goal of autonomy can be fulfilled because personal development and growth is possible. Based on several skills and expertise, employees have the opportunity to demonstrate competence and accomplishment whereby the higher-implicit goal of achievement can be pursued (Horovitz, 2012). According to Golshan and Omar (2011), the tasks where millennial employees cannot fulfil their higher-implicit goal of achievement, due to standardization of routine tasks and the corresponding efficient performance, employees have the opportunity to focus on tasks which require high skill variety. Consequently, they have the opportunity to demonstrate competence and accomplishment (Horovitz, 2012).

2.2.2 Task Identity
Task identity is the degree to which a job requires completion of a “whole” and identifiable piece of work - that is, doing a job from beginning to end with a visible outcome (Schaufeli et al., 2002). Task identity can be viewed as the level of significance of a task in regards to the organization (Bakker & Demerouti, 2014). Along with combining tasks, work units could
be formed in order for people to fully understand why they are performing this job for the organization (Bakker et al., 2008). According to Horovitz (2012), when employees work on a small part of the whole, they are unable to identify any finished product with their efforts. They cannot feel any sense of completion or responsibility for the whole product. However, when tasks are broadened to produce a whole product or an identifiable part of it, then task identity has been established. For example, dress designers will have high task identity if they do everything related to making the whole dress (for example, measuring the client, selecting the fabric, cutting and sewing the dress, and altering it to fit the customer).

A job with high degree of task identity allows employees to produce a whole and identifiable piece of work (Hackman and Oldham, 1980). This means, the job has a clear beginning and ending as well as a visible outcome. Employees who perform the overall job get the ability to bring in themselves and their expertise. Thus, they can fulfil their higher-implicit goal of achievement (Treuern & Anderson, 2010). In a standardized process, the job is changed so that a production of an own and identifiable piece of work is not possible anymore, millennial employees cannot bring in their own ideas and knowledge in the same extent as before the standardization. As consequence, the fulfilment of their higher-implicit goal of achievement is not possible (Golshan & Omar, 2011) which negatively influences their attitude towards an organization.

### 2.2.3 Task Significance

Task significance is the amount the job or task affects people either in the organization or in an external environment (Bakker et al., 2007). When an employee is performing a repetitive task, showing him or her the finished product and how his or her small piece may connect to a larger picture has the employee more motivated to perform the task, even if it is tedious and boring (Bloodworth et al., 2011). Even more modest contributions to an organization can be recognized as being important to the extent that employees understand the role of their jobs to the overall mission of the company (Golshan & Omar, 2011). The point is that employees should believe they are doing something important in their organization or society, or both (Bloodworth et al., 2011).
By performing a job with high task significance, employees have the opportunity to influence colleagues and their work (Golshan & Omar, 2011). Based on this influence, millennials can pursue their higher-implicit goal for status and achievement (Barrick & Mount, 2013). Process standardization supports employees in their striving for status and achievement because it serves as a template (Tregear, 2014) and therefore gives them support for their doing (Golshan & Omar, 2011; Tregear, 2014). Due to the importance of their jobs and the impact on others, it is necessary to perform a good job and avoid mistakes, and thus, a standard process helps millennials to know exactly when and where they have to do certain tasks (Tregear, 2014). So, the probability to miss something important or to make a mistake is reduced (Barrick & Mount, 2013).

2.2.4 Autonomy

Autonomy is the amount of flexibility the job provides to the individual in regards to scheduling and determining the process of carrying out procedures (Hakanen, Bakker, & Schaufeli, 2012). Employees with autonomy are given the freedom to decide the way their work gets done. Autonomy is associated with high meaning and responsibility while preforming tasks (Barrick & Mount, 2013). According to Kahn (2010), autonomy has been found that intrinsic motivation and job autonomy have a positive relationship. It is considered fundamental in building a sense of responsibility in employees. Hakanen, Bakker, and Schaufeli (2012) state that, although most employees are willing to work within the broad constraints of an organization, employees want a certain degree of freedom, and thus, autonomy has become very important to people in the workplace.

Millennial employees who have high autonomy in executing their job receive a certain level of freedom, independence, and discretion (Barrick & Mount, 2013). This freedom gives them the opportunity to plan and define the applied procedures to do their job. Based on that, their job is controllable and understandable (higher-implicit goal of autonomy) (Hakanen, Bakker, & Schaufeli, 2012). In addition, the employees can demonstrate their competence whereby they fulfill their higher-implicit goal of achievement (Barrick & Mount, 2013). Process standardization diminishes or even destructs a job’s autonomy, and in this instances, millennial employees have to adhere to standardized working routines (Tregear, 2014). Thus,
definitions about the execution of the job as well as applied procedures are no longer made by the employees and they cannot bring in their expertise anymore (Barrick & Mount, 2013), thus, their striving for autonomy and achievement is hindered (Tregear, 2014).

### 2.2.5 Feedback

Feedback is the degree to which an individual receives direct and well-defined information about the success of his or her performance of a job activity (Atwater, Brett, & Cherise-Charles, 2014). They further state that the primary goal of feedback is to reshape behaviour of employees. According to Horovitz (2012), employees need to have a clear concept of their performance for the organization in order for them to achieve it. Feedback helps millennial employees prioritize and manage behaviour across their work (Treuren & Anderson, 2010), and it is important to create a culture that allows employees to seek feedback because it helps with self-development and self-regulation (Horovitz, 2012).

Feedback can be positive or negative, but it is best when it is balanced appropriately. Feedback should occur frequently rather than be delayed until the annual evaluation meeting (Atwater, Brett, & Cherise-Charles, 2014). The only way employees can make adjustments in their performance is to know how they are performing now, not later (Treuren & Anderson, 2010). Feedback can come directly from the job itself, or it can be provided verbally by management or other employees (Atwater, Brett, & Cherise-Charles, 2014).

Millennial employees with a job that shows a high degree of feedback receive direct and clear information about their work, and based on the experienced knowledge about their results and performance, they are able to check their accomplishment and competences (Treuren & Anderson, 2010). Due to the comparison of perceived performance and actual performance (based on feedback), employees are able to adjust their competences and their accomplishment (higher-implicit goal of achievement) (Atwater, Brett, & Cherise-Charles, 2014). According to Barrick and Mount (2013), a standardized process provides more precise feedback. First, the employees know where they can receive feedback because there are clear accountabilities and responsibilities (Treuren & Anderson, 2010). Secondly, structured procedures within the standardized process give immediate feedback if the job is done in the
right way (Atwater, Brett, & Cherise-Charles, 2014). Consequently, employees are better able to gain knowledge about their own results and their striving for achievement is supported (Barrick & Mount, 2013).

2.3 Career Management Opportunities and Millennial Employee Engagement

Career management is the process by which individuals collect information about values, interests, and skill strengths and weaknesses (career exploration), identify a career goal, and engage in career strategies that increase the probability that career goals will be achieved (Treuren & Anderson, 2010). The career management process involves career exploration, development of career goals, and use of career strategies to obtain career goals. According to Wortley and Grierson-Hill (2013), career development is the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to shape the career of any given individual over the life span.

Seppala et al. (2009) suggest that career development is an ongoing process by which individual progress through a series of stages, each of which is characterised by a relatively unique set of issues, themes, and tasks. Kontodimopoulos, Paleologou and Niakas (2009) define career development as the outcomes emanating from the interaction of individual career planning and institutional career management processes. Mathauer and Imhoff (2012) state that, career development as an HR intervention program is not about promoting linear career progression upwards through a layered hierarchy of increasing responsibilities, financial rewards and more time spent at work. Alfes et al. (2013) state that, it is about helping employees to become change resilient, more secure in them and their future as the organisation adjusts to changing market situations while offering them career adaptability, planning, development, and advancement, while Woodruffe (2012) states that, it is about increasing employability that broadens the range of potential job roles open to the individual and extends the value of their staying with the employer.

2.3.1 Career Adaptability

Adaptability refers to the individual’s ability to negotiate new or changing environments (Savickas & Porfeli, 2012). According to Coetzer and Rothmann (2014), adaptability is
defined as an individual’s capacity, willingness and motivation to change. Against the backdrop of the changing world of work, adaptability and the individual’s response to change are the keys to success (James, McKechnie, & Swanberg, 2011). In the world of work, adapting to these changes is described as career adaptability (Rossier et al., 2013). Career adaptability as the attitudes, competencies, and behaviours that individuals use in fitting themselves to work that suits them. Career adaptability is therefore seen as the skills which will enable the individual to adapt to a variety of and changing environments (Savickas & Porfeli, 2012).

In general, it is expected that individuals who have better developed career adaptability skills are more likely to be engaged in their work (Rossier et al., 2013). Increased employee engagement is likely to result in positive organisational outcomes, such as reduced turnover, increased productivity as well as performance and overall wellness within the organisation (James, McKechnie, & Swanberg, 2011). This relationship between career adaptability and employee engagement, therefore, has important implications for organisations.

In the reality of the changing world of work where retaining human capital (millennials) is increasingly important to remain competitive in the global market, it is necessary to understand career adaptability and how it may impact employee engagement (Coetzer & Rothmann, 2014). Millennials who have developed career adaptability skills are enabled to deal with the changing work environment and therefore, career adaptability becomes a key skill to develop in organisations (Savickas & Porfeli, 2012). As employee engagement initiatives are primarily focused on organisational factors which influence engagement, focusing on career adaptability skills is likely to equip millennials to effectively deal with changes and increased job demands. In turn, career adaptability is developed as a personal resource which can influence employee engagement (Rossier et al., 2013).

### 2.3.2 Career Planning

Career Planning has been defined by Wrzesniewski and Dutton (2015) as the process of setting individual career objectives and creatively developing activities that will be achieved by them. Career planning is the employee’s counterpart to the organization’s overall HR
planning activity (Coetzee & Roythorn-Jacobs, 2012). It can be seen as a personal process consisting of three criteria: broad life planning, development planning, and performance planning (Wrzesniewski & Dutton, 2015). Employees are ultimately responsible for the development of their own career. This creates the awareness in them that they are responsible for their own career, and this awareness compels them to construct plans that will enable them to accomplish goals, analyse potential career areas, and determine if they possess the skills, competencies, and knowledge necessary to be considered as serious employees (Savickas & Porfeli, 2012).

According to Coetzee, Bergh and Schreuder (2010), career guidance is primarily concerned with the individual it also offers major social and economic benefits and these benefits justify the public investment in the area. Career planning for employees (millennials) yields their development and assures their stay with the organization in the long run (Wrzesniewski & Dutton, 2015). It also sweeps away the barriers which are stake for their intentions of prolonging their stay with their job (Coetzee & Roythorn-Jacobs, 2012). Savickas et al. (2013) states that, it also prepares them to cash the future opportunities as with wide range of support for their development, and they are encouraged to provide their potentials for the organizational efforts of achievement of their goals. According to Wrzesniewski and Dutton (2015), career planning assures the organizational intent of securing the jobs of their employees and the secured employees become more committed.

2.3.3 Career Development
Career development is seen as a structured approach used to help employees fulfil certain requirements of various positions within the organization throughout their career lifespan, considering organizational needs and requirements (Coetzee, Bergh & Schreuder, 2010). The purpose of career development is to enrich employees’ skills and knowledge in order to make them fit for future positions and emergent roles and responsibilities (Coetzee & Roythorn-Jacobs, 2012). Individual career development should emphasize the role of employees in honing their skills (Rossier et al., 2013). Employers should develop a framework for employees’ career development through psychological contract with their employees (Wrzesniewski & Dutton, 2015). This psychological contract should be a mutual agreement
between both parties regarding organizational and employees’ short and long-term development (Savickas & Porfeli, 2012).

Training and development of employees play an instrumental role in maintaining both employee satisfaction, engagement, and performance by using career development (Wrzesniewski & Dutton, 2015). Millennials focus on their education, skill development, training effectiveness criteria, and quality of work life (Treuren & Anderson, 2010). Because employee development is an essential part of organizational success, it is imperative for employers to find the best and most effective method to develop their employees’ skill and ensure that they have engaged their millennials (Xanthopoulou et al., 2009).

### 2.3.4 Career Satisfaction

Career is defined as a progress through a person’s life. It is an interaction of work roles over the span of one’s life for paid and unpaid work (Coetzer & Rothmann, 2014). Education, family work roles can help in identifying careers (Coetzee & Roythorn-Jacobs, 2012). Career satisfaction is related to having positive feelings about the work experiences of a person (Coetzer & Rothmann, 2014). Career can be affected by tenure, commitment level, development, education, promotions and skills (Bakker & Demerouti, 2014). Cheese (2014) found that career satisfaction can contribute in retaining workforce and can provide an opportunity to be future leaders. Career satisfaction is an emotional state of an individual resulting from aspirations, interests, employment and abilities (Coetzer & Rothmann, 2014).

Providing leave options, flexible work hours, child care facilities and support from family and organization can help to increase career satisfaction of employees (Rossier et al., 2013). When millennials are concerned a lot about their job and do not feel satisfied with the work, there may be a problem of stress. It can create disengagement and can lead to lower commitment level with the organization (Savickas & Porfeli, 2012). Understanding that millennials need favourable work environment and providing required resources for the job can decrease the stress level and increase their level of engagement (Coetzer & Rothmann, 2014). In the same way, less work stress and control over work is a significant predictor of career satisfaction. Therefore, those employees who do not face stress often and have work
autonomy are less affected by the imbalance of career satisfaction (James, McKechnie & Swanberg, 2011).

It is a challenge for companies these days to create a suitable environment for millennials and make them committed to organizational policies, goals and strategies (Wrzesniewski & Dutton, 2015). So, organizations should pay an active role in supporting millennials in their efforts to pursue their career goals and helping them achieve career success. Career success can be easier to achieve when employees are motivated and have a dynamic work situation and work environment (Coetzee & Roythorn-Jacobs, 2012). It is not only the responsibility of organization to provide career guidance, employees are more responsible for their careers (Coetzee, Bergh & Schreuder, 2010). They should understand the needs of the modern era and identify a career that is boundary less by acquiring new knowledge and skills (Savickas & Porfeli, 2012).

2.4 Incentives and Millennial Employee Engagement

Various forms of incentives have to be effectively developed and used by organizations to attract and engage employees in achieving organizational goals (Pouliakas, 2010). There have been contrasting results attained by different researchers. Zaidi and Abbas (2011) found that monetary incentives have greater impact on engaging employees. Contrastingly, other researchers stressed that non-monetary incentives brings greater impact on employee’s motivation and engagement (Zani et al., 2011; Sonawane, 2008).

2.4.1 Monetary Incentives

Monetary incentives can be defined as the ways of monetary return offered for service rendered by employees (Kyani, Akhtar & Haroon, 2011; Sorauren, 2010). Examples of monetary incentive include pay rise, bonus, and stock options (Mathauer & Imhoff, 2012). It can also be further explained as the amount paid to employees, either in the form of lump sum or monthly payment which makes individuals perceive as an immediate feedback of their efforts contributed (Al-Nsour & Jordan, 2012).
The two main monetary incentives are pay rise and stock option. Pay rise is significant because motivating and engaging employees through pay-for-performance has been a long-established management practice which has a significant positive impact on employees’ motivation (Zani et al., 2011). Stock option has become an important element of compensation policy in recent decades and a study conducted in United Kingdom (UK) showed that firms with employee option portfolios have higher implied incentives which ultimately exhibit higher operating performance (Hochberg & Lindsey, 2010).

2.4.1.1 Pay Rise
Pay characterizes how important the employee’s work is in the organization and how influential the employee is in the aspect of control. Pay represents a symbolic value that is reflecting the image of status and succession (Salimaki, Hakonen & Heneman, 2016). Pay-for-performance incentives differ across management levels according to their responsibilities and are structured to motivate and engage every employee (Chung, Bao & Shaw, 2016). The extent of job satisfaction is reflected through employees’ behaviour and productivity. A research in Greece found that increase in remuneration is the strongest motivating and engaging factor (Kontodimopoulos, Paleologou & Niakas, 2009).

The appropriate administration on pay schemes such as pay rise is believed to have positive impact on employees’ engagement with the company. It acts as a strong motivator to enhance employees’ efforts and performance (Burgess & Ratto, 2013; Swiss, 2015). Hence, it is critical to ensure that the company implements a fair pay policy (Zaidi & Abbas, 2011). Randy, Vivienne and Thomas (2012) also agreed that high pay could influence employees’ decision in employment acceptance and their intention to leave the job based on employees’ compensation preferences in Hong Kong and China.

2.4.1.2 Stock Option
Employee stock options are non-transferable rights to purchase shares in one’s company at a certain price (Hochberg & Lindsey, 2010). It is reported that stock options represent the largest component of executive pay in the United States (US) (Dunford, Oler & Boudreau,
2016). The options granted broadly to non-executive employee will also increase the engagement of employees (Hochberg & Lindsey, 2010).

It has been found that most American private sector employees have participated in shared capitalism which improves employment relations as the wealth of the employee is tied with the company (Blasi & Kruse, 2010). Stock option grants align the incentives of the worker with the value of the entire firm, rather than with his individual performance (Oyer & Schaefer, 2014). This is because stock options compensate employees for joint performance improvement, and thus employees can only share the rewards by contributing higher efforts (Hochberg & Lindsey, 2010). Stock option compensation policy may as well resolve agency problem among employees by allowing them to become part of the owners (Oyer & Schaefer, 2014). This will improve employees’ job satisfaction and thus enhance employee engagement (Blasi & Kruse, 2010). It also increases commitment of managers so as to effectively and efficiently manage company operations (Stakic, 2011).

2.4.2 Non-Monetary Incentives

Non-monetary incentives are non-cash benefits given by company to employees to retain, reward and motivate them for their excellent job performance (Woodruffe, 2012). Non-monetary incentives are deemed more valuable than monetary incentives as it shows respect and appreciation on employees’ accomplishment (Gale, 2012). In the research of Nelson (2011) which was conducted in the US showed that there is a strong bond of relationship between non-monetary incentives and employees’ job engagement.

Two main non-monetary incentives are training and development and pleasant working environment. These two non-monetary incentives are among the top preferences by millennials (Allen & Helms, 2012). Training and development is significant since global competition and uncertainties in economy have led to more emphasis on human capital development (Vemic, 2014). A research conducted in India showed that an organization that does not obtain knowledgeable human capital will be heading to self-destruction (Chand & Katou, 2014). Meanwhile, pleasant working environment is significant since employees today are demanding for workplaces that can balance the demands of their work and family.
life (Allen & Helms, 2012). A research conducted in Canada showed that a good working environment which increases job satisfaction can improve the productivity and engagement of employees (Appelbaum & Kamal, 2010).

2.4.2.1 Training and Development
Employees realize that they need to continuously learn and develop new skills in order to become more professional (Mohsan et al., 2012). More skilled, trained and qualified workforce is demanded by employers while employees are also looking for opportunities to grow (Warsi, Fatima, & Sahibzada, 2009). A research conducted in the US showed that continuous training and development throughout employees’ career keeps them more engaged with the company as this makes them feel secure and confident with the company (Lyons & Mattare, 2011).

Training and development program such as coaching has a positive effect on fostering employee engagement (Hakanen, Bakker, & Schaufeli, 2012). Coaching is an important source of support to employees by assisting them on work planning, offering advice as well as emotional support, and highlighting potential difficulties (Hakanen, Bakker & Schaufeli, 2012). In addition, self-confidence, self-efficacy and a “can do” mind-set within employees could also be developed through coaching (Latham et al., 2010). A research conducted in Pakistan showed that coaching can help employees to better understand at a deeper level of their struggle in the organization and take up a different position in the organization (Mohsan, Nawaz & Khan, 2011).

2.4.2.2 Pleasant Working Environment
A pleasant working environment is critical as strong employee engagement is depending on how well employees get along, interact and participate in the work environment (Lyons & Mattare, 2011). Trust and justice elements are important in creating a pleasant working environment which ultimately enhances employees’ engagement (Haque & Aslam, 2011). A research conducted in China showed that there are positive correlations between trust, justice and fairness components towards employee engagement as employees need to believe that
their contribution of energy and time will be evaluated and rewarded in fair and just basis (Wong, Ngo & Wong, 2012).

Flexible working hours provides employees with control over their working time, thus providing greater flexibility and could result in better performance, recruitment and retention of employees (Berg et al., 2014; Atkinson & Hall, 2012). It have been found that flexible working hours would result in reduced use of temporary employees (Wortley & Grierson-Hill, 2013; Bachmann, 2009) and lower sickness absence by employee (Bloodworth et al., 2011). In Japan, low birth rate and increase aging population have resulted in adoption of flexibility in working hours to ensure a balance between work and family (Bachmann, 2009).

A positive feedback from company could affect the entire socio-emotional environment in organization in creating a pleasant working environment (Atwater, Brett & Cherise-Charles, 2014). Thus, this will promote employee engagement and work performance (Schaufeli & Salanova, 2007). Successful feedback system within company will ensure trust between company and employees, providing support to employees, being sensitive to employees’ differences which could help promote and enhance employees’ engagement (Atwater, Brett & Cherise-Charles, 2014).

2.4.2.3 Work-Life Balance
Work-life balance is the ratio or difference that people perceive to be optimal between times spent working and time spent away from their work (Westerman & Yamamura, 2014). According to Myers (2010), Millennials desire a work-life balance that will allow them to balance play with work. Giving Millennials flexibility within their schedules would allow them to pursue the activities they enjoy outside of the work place while maintaining a high level of productivity. According to Westerman and Yamamura (2014), Millennials appear to want a work-life balance that offers flexibility in defining who they are within their job. Millennials present a challenge to managers who must train and motivate them in order to ensure their strengths become a benefit to the company.
In response to all of the attention from employees and the media, companies have begun to introduce many programs to help with work-life balance, such as, part-time work, job sharing, working from home, and allowing leave for education or family matters (De Cieri et al., 2015). Although many companies offer some work-life balance programs, many of these benefits are not being used (Nord et al., 2012). While some of the reasons include, poor communication about program availability and improper implementation (De Cieri et al., 2015), other factors include fear of how participation will affect an employee’s career (Nord et al., 2012). De Cieri et al. (2015) found that in 50% of the companies surveyed in Australia, fewer than 20% of the employees participated in work-life balance programs. While providing vacation time is probably the most common work-life balance program, many employees do not take full advantage of their vacation time.

Employees experience difficulties with work-life balance programs offered by organizations, specifically, telecommuting and a reduced work schedule (Nord et al., 2012). Millennials are mostly concerned about the incompatibility of the programs with existing practices of assigning work and assessing performance; feelings of isolation while working at home; and lack of true support from their immediate manager ((Nord et al., 2012). This last concern was experienced as subtle negative communication from managers and co-workers that reinforced the idea that participation in work-life balance programs was counter to the organizational culture (De Cieri et al., 2015), and perceptions about how much risk there is in using work-life balance programs (Nord et al., 2012).

2.5 Chapter Summary

This chapter has discussed in detail the job design and millennial employee engagement with elaboration on skill variety, task identity, task significance, autonomy, and feedback. The chapter has also focused on career management opportunities and millennial employee engagement by discussing career adaptability, career planning, career development, and career satisfaction of employees. The chapter has also discussed the incentives and millennial employee engagement through the elaborate discussion of monetary incentives (pay rise, and stock option), as well as non-monetary incentives (training and development, and pleasant working environment). The next chapter discusses the research methodology of the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter addresses the research methodology that was used in the study by discussing the research design, the population and sampling design, the collection methods, the research procedures, and the data analysis methods. The study cut across all the departments of OnMobile Global Limited.

3.2 Research Design
Descriptive research design is a study design used for defining, predicting and examining the associative relationship of study variables and consequently help in providing useful and accurate information to answer the questions based on what, when, where, how and who (Saunders, Lewis & Thornhill, 2012). In this study, descriptive research design was used to explain the strategies that the human resource (HR) department at OnMobile Global Limited could use to motivate its millennial employees. Descriptive analysis is obtained from a general class of non-experimental studies with the purpose of describing characteristics of a phenomenon as it is occurring (Sheth, Bhrambhatt & Macwan, 2009). Descriptive research design was used since it provided an insight into the research problem by describing the variables of interest, in this case, the characteristic trait of the millennial employees and their motivation. The study design was preferred since it offered the researcher the opportunity to conduct a survey. The design was also preferred because it aided in showing the present relationship between human resource management strategies (independent variable) and their influence on millennial engagement at the workplace (dependent variable).

3.3 Population and Sampling Design

3.3.1 Population
Population is used to reference the group of people, events, or things of concern that will be studied (Saunders, Lewis & Thornhill, 2012). Population forms the source of the sample to be studied (Cooper & Schindler, 2012). The population of this study was 235 in number. The target population included: senior management, operational managers, line managers, and regular employees. The population was distributed as illustrated in Table 3.1.
### Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Employment Level</th>
<th>Distribution</th>
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<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>Senior Management</td>
<td>20</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Operational Managers</td>
<td>50</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Line Managers</td>
<td>65</td>
<td>28</td>
<td></td>
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<tr>
<td>Regular Employees</td>
<td>100</td>
<td>43</td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>235</strong></td>
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### 3.3.2 Sampling Design

Sampling design includes the sampling frame, sampling technique and the actual sample size in a research (Cooper & Schindler, 2012). There are various means of obtaining data, including getting data from the whole population and thus a survey, or collecting data from a section of the population which should be a representation of the entire population, thus a sample (OECD, 2013).

#### 3.3.2.1 Sampling Frame

A sampling frame is the list of elements from which the sample is actually drawn and its purpose is to provide an outline of the particular members of the target population and where they will be selected from in order to participate in a study (Cunanan & Cruz, 2014). In this study, the sampling frame came from the official list of OnMobile Global Limited employees and it consisted of all levels of management, and regular employee. The sample frame was obtained from the HR department in the organization.

#### 3.3.2.2 Sampling Technique

Stratified random sampling is a method used to get a representative sample. In stratified random sampling, the population is classified into several sub-populations called strata and the items selected from each stratum constitute a sample (Sheth, Bhrambhatt & Macwan, 2009). This study made use of the stratified random sampling technique whereby, four sub-populations of the organization’s staff were selected. The four sub-populations were selected...
according to the positions of the respondents; senior management, operational managers, line managers, and regular employees.

For this research, the sample was selected through simple random sampling. Simple random sampling is a subset of a statistical population in which each member of the subset has an equal probability of being chosen (Cooper & Schindler, 2012). Simple random sampling technique was used in the study for two main reasons: it offered an unbiased representation of the population, and it offered all elements of the population an equal chance of being selected for the study.

3.3.2.3 Sample Size
Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Saunders, Lewis & Thornhill, 2012). The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample (Cooper & Schindler, 2012). Mugenda and Mugenda (2003) reckon that a sample of 30% of the accessible population as being sufficient. Therefore, the sample size of this study was seventy (70) as illustrated in Table 3.2. The small sample size was deliberate so as to ensure that the research process does not interrupt the normal running of work in the organization.

<table>
<thead>
<tr>
<th>Employment Level</th>
<th>Distribution</th>
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<tr>
<td></td>
<td>Population</td>
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<tr>
<td>Senior Management</td>
<td>20</td>
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<tr>
<td>Operational Managers</td>
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<td>Line Managers</td>
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<td>Regular Employees</td>
<td>100</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>235</strong></td>
</tr>
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</table>
3.4 Data Collection Methods
There are two types of data collection methods; these are primary and secondary data (Cooper & Schindler, 2012). This study used primary data. Primary data is defined as the original research where the data being collected is designed specifically to answer the research questions (Cunanan & Cruz, 2014). In this study, primary data was collected through the use of questionnaires, which meant that the study conducted a survey. The questionnaires were structured in nature, and contained structured questions. The questionnaire was closed ended to facilitate the use of quantitative analysis. The questionnaire included likert scale questions that were used to rate the opinion of respondents on the various statements with regards to the study variables.

The questionnaire was in five parts, with the first part capturing the demographic data of the respondents, second part captured the influence of job design in engaging the millennial workforce, the third part captured the influence of career management opportunities in engaging the millennial workforce, the fourth part captured the influence of incentives in engaging the millennial workforce, and the fifth and final bit included questions relating to employee engagement.

3.5 Research Procedures
Questionnaires were created and before they were finalized, the researcher sought content validation of the questionnaires from the supervisor. Afterwards, a pilot test was carried out to determine its validity and reliability. The pilot test was carried out through the administration of the instrument to 10 employees who were not included in the sample size. During this exercise, questions that were perceived to be vague were re-adjusted accordingly for clear communication in the actual data collection process, in accordance to the pilot test results, and thereafter, administered to the target population. The Cronbach Alpha test was used to test the reliability of the questions, and questions with a reliability of >0.7 were used.

Before the study was initiated, the researcher spoke to the management of the organization in a bid to seek authorization and to request for support. This discussion was then formalized by a letter of request to the management, and an approval in writing was sought before carrying
out the study. The respondents were given five days to complete the questionnaires. The researcher kept a record of the instruments as handed out to the respondents in order to ensure that they were all collected.

3.6 Data Analysis Methods

Data analysis, also known as analysis of data or data analytics, is a process of inspecting, cleansing, transforming, and modelling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making (Cooper & Schindler, 2012). The data was prepared through coding, editing, and physical cleaning to ensure orderliness, legibility, consistency and minimal errors where there were any.

In this study, the general data analysis method was descriptive. Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of it (Saunders, Lewis & Thornhill, 2012). Descriptive statistics are broken down into measures of central tendency and measures of variability, or spread (Cooper & Schindler, 2012). Statistical Package for Social Science (SPSS) computer software was used for data computation. Data analysis included measures of central tendency like means and percentages. Measures of variability included standard deviations. Inferential statistics was also used to examine the study variables: correlation analysis was used to determine the existing relationship between the study’s variables, regression analysis was used to examine the extent of how the independent factors influenced the dependent variables. The regression equation used was as shown, and presentation of the findings was in the form of figures and tables.

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \]

Where \( Y \) = Millennial Employee Engagement

\( X_1 \) = Job Design

\( X_2 \) = Career Management Opportunities
\[ X_3 = \text{Incentives} \]

\[ \beta_i = \text{Coefficients of the independent variables, where } i=1,2,3 \]

\[ \varepsilon = \text{Error term} \]

### 3.7 Chapter Summary

This chapter has highlighted the research design used in the study, the population size and sampling design and the methods used to collect data. The chapter further looks at the analysis methods used in analysing of data to link the characteristics of the millennial employees to the factors that motivate them at the work place. The findings of this study have been discussed and presented in the next chapter.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents the study results and findings. The analysed data was been presented using figures and tables. The section was guided by the questionnaire results and brief discussions have been presented to explain the numerical figures presented.

4.2 Response Rate and Reliability Results

4.2.1 Response Rate
The researcher circulated 70 questionnaires to the target population and only 68 were retrieved. After data cleaning, and sorting, 5 were incomplete and were discarded. This left the study with 63 usable questionnaires for analysis. This gave the study a response rate of 90% which was above the research threshold and the results were as shown in Figure 4.1.

![Figure 4.1 Response Rate](image.png)

4.2.2 Reliability Results
A reliability test was carried using the Cronbach Alpha Test to for the study variables that included: job design factors, career management opportunity factors, incentive factors, and millennial employee measurement factors, and the results were as shown in Table 4.1. The threshold for the study was for coefficients that would be >0.7.
Table 4.1 Cronbach Reliability Test for Work Stressor Factors

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of Items</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Design Factors</td>
<td>10</td>
<td>-.734</td>
</tr>
<tr>
<td>Career Management Opportunity Factors</td>
<td>10</td>
<td>.846</td>
</tr>
<tr>
<td>Incentive Factors</td>
<td>11</td>
<td>.697</td>
</tr>
<tr>
<td>Millennial Employee Measurement Factors</td>
<td>12</td>
<td>.930</td>
</tr>
</tbody>
</table>

The Cronbach coefficient indicates that job design factors had negative, but significant influence on the reliability of the tool since their coefficient of -0.734 was above the required threshold. Career management opportunity factors had positive significant influence on the reliability of the tool since their coefficient of 0.846 was above the required threshold. Incentive factors had positive, but slightly insignificant influence on the reliability of the tool since their coefficient of 0.697 was below, but very close to the required threshold. Millennial employee measurement factors had positive significant influence on the reliability of the tool since their coefficient of 0.930 was above the required threshold. These results show that the questionnaire was reliable for the research study.

4.3 General Information

4.3.1 Gender

The researcher set out to determine the gender divide of the population and the results shown in Figure 4.2 indicates that, 52.4% were female and 47.6% were male. These results could be explained by the national demography that has more females.

![Figure 4.2 Gender](image)
4.3.2 Marital Status
The researcher set out to determine the marital status of the population and the results shown in Figure 4.3 indicates that, 63.5% were married, 23.8% were single, and 12.7% were divorced. These results show that the organization had more married employees, which would be a factor in their motivation.

![Figure 4.3 Marital Status](image)

4.3.3 Age Bracket
The researcher set out to determine the age bracket of the population and the results shown in Figure 4.4 indicates that, 41.3% were aged between 26-30 years, 23.8% were aged between 20-25 years, 19% were aged between 31-35 years, and 15.9% were aged between 36-40 years. These results show that the organization had young adults in employment, and they were the right population for this study that targeted millennials.

![Figure 4.4 Age Bracket](image)
4.3.4 Level of Education

The researcher set out to determine the level of education of the population and the results shown in Figure 4.5 indicates that, 60.3% had bachelor’s degree, 15.9% had graduate degrees, 12.7% had diplomas, and 11.1% had post-graduate degrees. These results show that the population had a good educational background meaning they would easily understand the study questionnaire.

![Level of Education Chart]

**Figure 4.5 Level of Education**

4.3.5 Years at OnMobile Global

The researcher set out to determine the number of years the population had worked for the organization and the results shown in Figure 4.6 indicates that, 52.4% had worked for 5-9 years, and 47.6% had worked for 2-4 years. These results show that the population had a good organizational background meaning they understood the organization’s HRM practices.

![Years at OnMobile Global Chart]

**Figure 4.6 Years at OnMobile Global**
4.3.6 Job Designation

The researcher set out to determine the job designation of the population and the results shown in Figure 4.7 indicates that, 47.6% were regular employees, 36.5% were line managers, 11.1% were operational managers, and 4.8% were senior managers. These results show that all job designations were considered and included in the study.

Figure 4.7 Job Designation

4.4 Job Design and Millennial Employee Engagement

4.4.1 Rating of Job Design and Millennial Employee Engagement

The respondents were asked to rate several job design factors using the scale: 1=Strongly Disagree, 2. Disagree 3. Moderately Agree, 4. Agree, 5. Strongly Agree and their results were as shown in Table 4.2. The resulting mean of >2.5 shows that job design factors were significant to millennial engagement, and the standard deviation of <1.5 shows that the difference in response was almost similar.

Table 4.2 that job design is used in the organization to integrate my personal needs and those of the organization as agreed to by 34.9% of the respondents, while the majority 54% were neutral. Employees find jobs that are high in skill variety more challenging because of the range of skills involved as agreed to by 71.4% of the respondents. Employees look for tasks that require skill variety because of my personal development and growth as agreed to by 95.2% of the respondents.
Table 4.2 Rating of Job Design and Millennial Employee Engagement

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>%</strong></td>
<td>11.1</td>
<td>0</td>
<td>54</td>
<td>34.9</td>
<td>0</td>
<td>3.13</td>
<td>.889</td>
</tr>
<tr>
<td><strong>Job design is used in the organization to integrate my personal needs and those of the organization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I find jobs that are high in skill variety more challenging because of the range of skills involved</td>
<td>0</td>
<td>0</td>
<td>28.6</td>
<td>34.9</td>
<td>36.5</td>
<td>4.08</td>
<td>.809</td>
</tr>
<tr>
<td>As an employee, I look for tasks that require skill variety because of my personal development and growth</td>
<td>0</td>
<td>0</td>
<td>4.8</td>
<td>90.5</td>
<td>4.8</td>
<td>4.00</td>
<td>.311</td>
</tr>
<tr>
<td>When I work on a small part of a project, I am unable to identify with the finished project in terms of the effort I put in</td>
<td>4.8</td>
<td>11.1</td>
<td>31.7</td>
<td>52.4</td>
<td>0</td>
<td>3.32</td>
<td>.858</td>
</tr>
<tr>
<td>I find myself unfulfilled when doing a standardized job where I cannot bring in my own ideas and knowledge to the job</td>
<td>0</td>
<td>0</td>
<td>4.8</td>
<td>84.1</td>
<td>11.1</td>
<td>4.06</td>
<td>.396</td>
</tr>
<tr>
<td>I find myself fulfilled with modest contributions to the organization when I understand my job/ work role and my overall contribution to the company’s mission</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>95.2</td>
<td>4.8</td>
<td>4.05</td>
<td>.215</td>
</tr>
<tr>
<td>A standardized job process helps me to know exactly when and where I have to do certain tasks and lowers my mistakes on the job</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>69.8</td>
<td>30.2</td>
<td>4.30</td>
<td>.463</td>
</tr>
<tr>
<td>As an employee, the need for a certain degree of freedom to do and plan my work schedule is quite significant to me</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>63.5</td>
<td>36.5</td>
<td>4.37</td>
<td>.485</td>
</tr>
<tr>
<td>Our organization uses feedback as a means to reshape the behaviour of employees</td>
<td>0</td>
<td>0</td>
<td>42.9</td>
<td>57.1</td>
<td>0</td>
<td>3.57</td>
<td>.499</td>
</tr>
<tr>
<td>As an employee, I need a job that has a high degree of feedback that is direct and clear on the information about my work, and based on the experienced knowledge</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>15.9</td>
<td>84.1</td>
<td>4.84</td>
<td>.368</td>
</tr>
</tbody>
</table>
Table 4.2 also shows that when employees work on a small part of a project, they are unable to identify with the finished project in terms of the effort they put in as agreed to by 52.4% of the respondents. Employees find themselves unfulfilled when doing a standardized job where they cannot bring in their own ideas and knowledge to the job as agreed to by 95.2% of the respondents. Employees find themselves fulfilled with modest contributions to the organization when they understand their job/ work role and their overall contribution to the company’s mission as agreed to by all the respondents. A standardized job process help employees to know exactly when and where they have to do certain tasks and lowers their mistakes on the job as agreed to by all the respondents. As an employee, the need for a certain degree of freedom to do and plan their work schedule is quite significant as agreed to by all the respondents. The organization uses feedback as a means to reshape the behaviour of employees as agreed to by 57.1% of the respondents. Employees need a job that has a high degree of feedback that is direct and clear on the information about their work, and based on the experienced knowledge as agreed to by all the respondents.

4.4.2 Correlations for Job Design and Millennial Employee Engagement

The researcher computed means for the job design factors into five main factors namely: skill variety, task identity, task significance, autonomy, and feedback. These factors were used in carrying out a Pearson correlation test against millennial employee engagement. A p value of <0.05 was used as the threshold for determining significant factors. The results were as shown in Table 4.3.

Table 4.3 shows that skill variety was a significant factor in millennial employee engagement (r=0.494, p<0.05). Task identity was a significant factor in millennial employee engagement (r=-0.533, p<0.05). Task significance was an insignificant factor in millennial employee engagement (r=-0.158, p>0.05). Autonomy was an insignificant factor in millennial employee engagement (r=0.149, p>0.05). Feedback was a significant factor in millennial employee engagement (r=-0.623, p<0.05).
Table 4.3 Correlations for Job Design and Millennial Employee Engagement

<table>
<thead>
<tr>
<th></th>
<th>Millennial Employee Engagement</th>
<th>Skill Variety</th>
<th>Task Identity</th>
<th>Task Significance</th>
<th>Autonomy</th>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennial Employee Engagement</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skill Variety</td>
<td>.494**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Identity</td>
<td>-.533**</td>
<td>-.429**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Significance</td>
<td>-.158</td>
<td>-.744**</td>
<td>.330**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.216</td>
<td>.000</td>
<td>.008</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autonomy</td>
<td>.149</td>
<td>.053</td>
<td>-.186</td>
<td>-.276*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>.243</td>
<td>.681</td>
<td>.144</td>
<td>.029</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback</td>
<td>-.623**</td>
<td>-.156</td>
<td>.165</td>
<td>-.269*</td>
<td>.063</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.223</td>
<td>.196</td>
<td>.018</td>
<td>.624</td>
<td></td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

4.4.3 Regression Model for Job Design and Millennial Employee Engagement

The researcher computed means for the job design factors into five main factors namely: skill variety, task identity, task significance, autonomy, and feedback. These factors were used to run the regression analysis, and the results were as shown:

Table 4.4 Model Summary for Job Design and Millennial Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.807</td>
<td>.650</td>
<td>.620</td>
<td>.26872</td>
</tr>
</tbody>
</table>

a. Predictors (Constant): Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback
Table 4.4 shows the results of the regression model summary for job design factors: skill variety, task identity, task significance, autonomy, and feedback (independent variables), and millennial employee engagement (dependent variable). The adjusted R square value for the model shows that 62% of the variance in millennial employee engagement could be explained by job design factors.

4.4.4 Regression Coefficients for Job Design Factors and Millennial Employee Engagement

The regression coefficients in Table 4.5 predicts the relationship between the variables: (skill variety, task identity, task significance, autonomy, and feedback) and millennial employee engagement as: $Y = 6.170 + 0.189 \text{ Skill Variety} - 0.365 \text{ Task Identity} + 0.211 \text{ Task Significance} + 0.129 \text{ Autonomy} - 0.888 \text{ Feedback}$

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1  (Constant)</td>
<td>6.170</td>
<td>2.839</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skill Variety</td>
<td>.189</td>
<td>.088</td>
<td>.333</td>
<td></td>
</tr>
<tr>
<td>Task Identity</td>
<td>-.365</td>
<td>.105</td>
<td>-.308</td>
<td></td>
</tr>
<tr>
<td>Task Significance</td>
<td>.211</td>
<td>.450</td>
<td>.077</td>
<td></td>
</tr>
<tr>
<td>Autonomy</td>
<td>.129</td>
<td>.088</td>
<td>.127</td>
<td></td>
</tr>
<tr>
<td>Feedback</td>
<td>-.888</td>
<td>.183</td>
<td>-.506</td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Millennial Employee Engagement

The regression coefficient indicates that skill variety had a positive and significant influence on millennial employee engagement, meaning, for every increase in skill variety, there would be an increase of 18.9% millennial employee engagement. Task identity had a negative, but significant influence on millennial employee engagement, meaning, for every increase in task identity, there would be a decrease of 36.5% millennial employee engagement due to the inverse relationship. Task significance had a positive, but insignificant influence on
millennial employee engagement, meaning, for every increase in task significance, there would be an increase of 21.1% millennial employee engagement. Autonomy had a positive, but insignificant influence on millennial employee engagement, meaning, for every increase in autonomy, there would be an increase of 12.9% millennial employee engagement. Feedback had a negative, but significant influence on millennial employee engagement, meaning, for every increase in feedback, there would be a decrease of 88.8% millennial employee engagement.

4.5 Career Management Opportunities and Millennial Employee Engagement

4.5.1 Career Management Opportunities and Millennial Employee Engagement Rating

The respondents were asked to rate career management opportunity factors using the scale: 1=Strongly Disagree, 2. Disagree 3. Moderately Agree, 4. Agree, 5. Strongly Agree and their results were as shown in Table 4.6. The resulting mean of >2.5 shows that career management opportunity factors were significant to millennial engagement, and the standard deviation of <1.5 shows that the difference in response was almost similar.

Table 4.6 shows that employees have developed career using goals, and career strategies to obtain career goals as agreed to by 87.3% of the respondents. OnMobile Global has increased their employees’ employability and has broadened their range of potential job roles as agreed to by 87.3% of the respondents. Employees have developed career adaptability skills to the organizational and job changes as agreed to by 87.3% of the respondents. The organization has low employee turnover, and has increased productivity and performance as a result of employee engagement as agreed to by 46% of the respondents, while 30.2% disagreed, and 23.8% were neutral. Employees have clear and concise plans that enable them to analyse potential career areas, and determine the skills, competencies, and knowledge necessary to advance their career as agreed to by 87.3% of the respondents. Career planning has yielded to employee development and assures them of their stay with the organization as agreed to by 52.4% of the respondents. The organization did not have career development programs that enrich employees’ skills and knowledge that makes them fit for future positions and emergent roles as disagreed to by 34.9% of the respondents, while 60.3% were neutral, and 4.8% agreed.
Table 4.6 Career Management Opportunities and Millennial Employee Engagement

<table>
<thead>
<tr>
<th></th>
<th>1 %</th>
<th>2 %</th>
<th>3 %</th>
<th>4 %</th>
<th>5 %</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>As an employee I have developed my career using goals, and career strategies to obtain my career goals</td>
<td>0</td>
<td>12.7</td>
<td>0</td>
<td>68.3</td>
<td>19</td>
<td>3.94</td>
<td>.840</td>
</tr>
<tr>
<td>OnMobile Global has increased my employability and has broadened my range of potential job roles</td>
<td>0</td>
<td>12.7</td>
<td>0</td>
<td>82.5</td>
<td>4.8</td>
<td>3.79</td>
<td>.722</td>
</tr>
<tr>
<td>As an employee, I have developed my career adaptability skills to the organizational and job changes</td>
<td>0</td>
<td>12.7</td>
<td>30.2</td>
<td>52.4</td>
<td>4.8</td>
<td>3.49</td>
<td>.780</td>
</tr>
<tr>
<td>Our organization has low employee turnover, and has increased productivity and performance as a result of employee engagement</td>
<td>0</td>
<td>30.2</td>
<td>23.8</td>
<td>46</td>
<td>0</td>
<td>3.16</td>
<td>.865</td>
</tr>
<tr>
<td>I have clear and concise plans that enable me to analyse potential career areas, and determine the skills, competencies, and knowledge necessary to advance my career</td>
<td>0</td>
<td>12.7</td>
<td>11.1</td>
<td>76.2</td>
<td>0</td>
<td>3.63</td>
<td>.703</td>
</tr>
<tr>
<td>Career planning has yielded to my development and assures me of my stay with the organization</td>
<td>0</td>
<td>23.8</td>
<td>23.8</td>
<td>52.4</td>
<td>0</td>
<td>3.29</td>
<td>.831</td>
</tr>
<tr>
<td>We have career development programs that enrich employees’ skills and knowledge that makes them fit for future positions and emergent roles</td>
<td>0</td>
<td>34.9</td>
<td>60.3</td>
<td>4.8</td>
<td>0</td>
<td>2.70</td>
<td>.557</td>
</tr>
<tr>
<td>OnMobile Global views training and development of employees as an instrumental role in maintaining both employee satisfaction, engagement, and performance</td>
<td>0</td>
<td>11.1</td>
<td>71.4</td>
<td>17.5</td>
<td>0</td>
<td>3.06</td>
<td>.535</td>
</tr>
<tr>
<td>As an employee of OnMobile Global, I have positive feelings about my work experiences as a person</td>
<td>0</td>
<td>0</td>
<td>23.8</td>
<td>76.2</td>
<td>0</td>
<td>3.76</td>
<td>.429</td>
</tr>
<tr>
<td>As an employee I look for a favourable work environment that provides me with the required resources for the job</td>
<td>0</td>
<td>0</td>
<td>11.1</td>
<td>88.9</td>
<td>0</td>
<td>3.89</td>
<td>.317</td>
</tr>
</tbody>
</table>
Table 4.6 also shows that, OnMobile Global did not view training and development of employees as an instrumental role in maintaining both employee satisfaction, engagement, and performance since majority of the respondents 71.4% were neutral, 17.5% agreed, and 11.1% disagreed. Employees of OnMobile Global have positive feelings about their work experiences as agreed to by 76.2% of the respondents. Employees look for a favourable work environment that provides the required resources for the job as agreed to by 88.9% of the respondents.

4.5.2 Correlations for Career Management Opportunities and Millennial Employee Engagement

The researcher computed means for the career management opportunities factors into four main factors namely: career adaptability, career planning, career development, and career satisfaction. These factors were used in carrying out a Pearson correlation test against millennial employee engagement. A p value of <0.01 was used as the threshold for determining significant factors. The results were as shown in Table 4.7.

<table>
<thead>
<tr>
<th>Millennial Employee Engagement</th>
<th>Career Adaptability</th>
<th>Career Planning</th>
<th>Career Development</th>
<th>Career Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennial Employee Engagement</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Adaptability</td>
<td>.612**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Planning</td>
<td>.380**</td>
<td>.651**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Development</td>
<td>.579**</td>
<td>.588**</td>
<td>.703**</td>
<td>1</td>
</tr>
<tr>
<td>Career Satisfaction</td>
<td>.520**</td>
<td>-.163</td>
<td>-.148</td>
<td>.448**</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)

Table 4.7 shows that career adaptability was a significant factor in millennial employee engagement ($r=0.612$, $p<0.01$). Career planning was a significant factor in millennial
employee engagement ($r=0.380$, $p<0.01$). Career development was a significant factor in millennial employee engagement ($r=0.579$, $p<0.01$). Career satisfaction was a significant factor in millennial employee engagement ($r=0.520$, $p<0.01$).

4.5.3 Regression Model for Career Management Opportunities and Millennial Employee Engagement

The researcher computed means for the career management opportunities factors into four main factors namely: career adaptability, career planning, career development, and career satisfaction. These factors were used to run the regression analysis, and the results were as shown:

Table 4.8 Model Summary for Career Management Opportunities and Millennial Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.943</td>
<td>.890</td>
<td>.882</td>
<td>.14960</td>
</tr>
</tbody>
</table>


Table 4.8 shows the results of the regression model summary for career management opportunities: career adaptability, career planning, career development, and career satisfaction (independent variables), and millennial employee engagement (dependent variable). The adjusted R square value for the model shows that 88.2% of the variance in millennial employee engagement could be explained by career management opportunity factors.

4.5.4 Regression Coefficients for Career Management Opportunity Factors and Millennial Employee Engagement

The regression coefficients in Table 4.9 predicts the relationship between the variables: (career adaptability, career planning, career development, and career satisfaction) and millennial employee engagement as: $Y = -6.356 + 0.613$ Career Adaptability $+ 0.387$ Career Planning $- 0.723$ Career Development $+ 0.212$ Career Satisfaction

44
Table 4.9 Coefficients for Job Design and Millennial Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-6.356</td>
<td>.554</td>
<td></td>
<td>-11.483</td>
</tr>
<tr>
<td>Career Adaptability</td>
<td>.613</td>
<td>.042</td>
<td>.976</td>
<td>14.608</td>
</tr>
<tr>
<td>Career Planning</td>
<td>.387</td>
<td>.062</td>
<td>.559</td>
<td>6.242</td>
</tr>
<tr>
<td>Career Development</td>
<td>-.723</td>
<td>.091</td>
<td>-.913</td>
<td>-7.954</td>
</tr>
<tr>
<td>Career Satisfaction</td>
<td>2.123</td>
<td>.146</td>
<td>1.171</td>
<td>14.565</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Millennial Employee Engagement

The regression coefficient indicates that career adaptability had a positive and significant influence on millennial employee engagement, meaning, for every increase in career adaptability, there would be an increase of 61.3% millennial employee engagement. Career planning had a positive, and significant influence on millennial employee engagement, meaning, for every increase in career planning, there would be an increase of 38.7% millennial employee engagement. Career development had a negative, but significant influence on millennial employee engagement, meaning, for every increase in career development, there would be a decrease of 72.3% millennial employee engagement due to the inverse relationship. Career satisfaction had a positive, and significant influence on millennial employee engagement, meaning, for every increase in career satisfaction, there would be an increase of 12.3% millennial employee engagement.

4.6 Incentives and Millennial Employee Engagement

4.6.1 Rating of Incentives and Millennial Employee Engagement

The respondents were asked to rate incentive factors using the scale: 1=Strongly Disagree, 2. Disagree 3. Moderately Agree, 4. Agree, 5. Strongly Agree and their results were as shown in Table 4.10. The resulting mean of >3.0 shows that incentive factors were very significant to millennial engagement, and the standard deviation of <1.5 shows that the difference in response was almost similar.
### Table 4.10 Rating of Incentives and Millennial Employee Engagement

<table>
<thead>
<tr>
<th>Description</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate administration on pay schemes such as pay rise would have a</td>
<td>0</td>
<td>12.7</td>
<td>0</td>
<td>46</td>
<td>41.3</td>
<td>4.16</td>
<td>.954</td>
</tr>
<tr>
<td>positive impact on me as an employee in terms of engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having a stock option in the organization would increase my level of</td>
<td>0</td>
<td>12.7</td>
<td>0</td>
<td>46</td>
<td>41.3</td>
<td>4.16</td>
<td>.954</td>
</tr>
<tr>
<td>engagement in the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having a stock option in the organization would improve my job satisfaction</td>
<td>0</td>
<td>12.7</td>
<td>0</td>
<td>34.9</td>
<td>52.4</td>
<td>4.27</td>
<td>.987</td>
</tr>
<tr>
<td>and enhance my engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having a continuous training and development throughout my career would</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>22.2</td>
<td>77.8</td>
<td>4.78</td>
<td>.419</td>
</tr>
<tr>
<td>keep me engaged with the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A pleasant working environment would facilitate my engagement with the</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>11.1</td>
<td>88.9</td>
<td>4.89</td>
<td>.317</td>
</tr>
<tr>
<td>organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust and justice elements are important to me in terms of creating a</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>23.8</td>
<td>76.2</td>
<td>4.76</td>
<td>.429</td>
</tr>
<tr>
<td>pleasant working environment which would ultimately enhance my engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having flexible working hours would provide me with control over my</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>41.3</td>
<td>58.7</td>
<td>4.59</td>
<td>.496</td>
</tr>
<tr>
<td>working time, thus result in better performance and my engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receiving positive feedback from company could promote my engagement and</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>41.3</td>
<td>58.7</td>
<td>4.59</td>
<td>.496</td>
</tr>
<tr>
<td>work performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I desire a work-life balance that will allow me to balance play with work</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>47.6</td>
<td>52.4</td>
<td>4.52</td>
<td>.503</td>
</tr>
<tr>
<td>I do not use the work-life balance programs because of poor communication</td>
<td>0</td>
<td>17.5</td>
<td>31.7</td>
<td>46</td>
<td>4.8</td>
<td>3.38</td>
<td>.831</td>
</tr>
<tr>
<td>about the program availability and improper implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a subtle negative communication from managers and co-workers</td>
<td>0</td>
<td>28.6</td>
<td>19</td>
<td>34.9</td>
<td>17.5</td>
<td>3.41</td>
<td>1.087</td>
</tr>
<tr>
<td>towards employees that are using flexi-time programmes in their job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4.10 shows that appropriate administration on pay schemes such as pay rise would have a positive impact on employees in terms of engagement as agreed to by 87.3% of the respondents. Having a stock option in the organization would increase the employees’ level of engagement in the company as agreed to by 87.3% of the respondents. Having a stock option in the organization would improve job satisfaction and enhance engagement as agreed to by 87.3% of the respondents. Having a continuous training and development throughout their career would keep employees engaged with the company as agreed to by all the respondents. A pleasant working environment would facilitate employee engagement with the organization as agreed to by all the respondents. Trust and justice elements are important to employees in terms of creating a pleasant working environment which would ultimately enhance their engagement as agreed to by all the respondents. Having flexible working hours would provide employees with control over their working time, thus result in better performance and engagement as agreed to by all the respondents. Receiving positive feedback from company could promote engagement and work performance as agreed to by all the respondents. Employees desire a work-life balance that will allow them to balance play with work as agreed to by all the respondents. Employees do not use the work-life balance programs because of poor communication about the program availability and improper implementation as agreed to by 50.8% of the respondents, 31.7% were neutral, and 17.5% disagreed. There is a subtle negative communication from managers and co-workers towards employees that are using flexi-time programmes in their job as agreed to by 52.4% of the respondents, 28.6% disagreed, and 19% were neutral.

4.6.2 Correlations for Incentives and Millennial Employee Engagement
The researcher computed means for incentive factors into five main factors namely: pay rise, stock option, training and development, pleasant working environment, and work-life balance. These factors were used in carrying out a Pearson correlation test against millennial employee engagement. A p value of <0.05 was used as the threshold for determining significant factors. The results were as shown in Table 4.11.
Table 4.11 Correlations for Incentives and Millennial Employee Engagement

<table>
<thead>
<tr>
<th></th>
<th>Millennial Employee Engagement</th>
<th>Pay Rise</th>
<th>Stock Option</th>
<th>Training &amp; Development</th>
<th>Pleasant Working Environment</th>
<th>Work-Life Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennial Employee Engagement</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay Rise</td>
<td>.633**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stock Option</td>
<td>.729**</td>
<td>.986**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>-.483**</td>
<td>.084</td>
<td>-.063</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pleasant Working Environment</td>
<td>.270*</td>
<td>.484**</td>
<td>.531**</td>
<td>-.025</td>
<td>.846</td>
<td>1</td>
</tr>
<tr>
<td>Work-Life Balance</td>
<td>-.360**</td>
<td>-.343**</td>
<td>-.320*</td>
<td>-.004</td>
<td>.415**</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

Table 4.11 shows that pay rise was a significant factor in millennial employee engagement (r=0.633, p<0.05). Stock option was a significant factor in millennial employee engagement (r=0.729, p<0.05). Training and development was a significant factor in millennial employee engagement (r=-0.483, p<0.05). Pleasant working environment was a significant factor in millennial employee engagement (r=0.270, p<0.05). Work-life balance was a significant factor in millennial employee engagement (r=-0.360, p<0.05).

4.6.3 Regression Model for Incentives and Millennial Employee Engagement

The researcher computed means for the job design factors into five main factors namely: pay rise, stock option, training and development, pleasant working environment, work-life
balance. These factors were used to run the regression analysis, and the results were as shown:

**Table 4.12 Model Summary for Incentives and Millennial Employee Engagement**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.978</td>
<td>.956</td>
<td>.952</td>
<td>.09570</td>
</tr>
</tbody>
</table>


Table 4.12 shows the results of the regression model summary for incentive factors: pay rise, stock option, training and development, pleasant working environment, and work-life balance (independent variables), and millennial employee engagement (dependent variable). The adjusted R square value for the model shows that 95.2% of the variance in millennial employee engagement could be explained by incentive factors.

**4.6.4 Regression Coefficients for Incentive Factors and Millennial Employee Engagement**

The regression coefficients in Table 4.13 predicts the relationship between the variables: (pay rise, stock option, training and development, pleasant working environment, and work-life balance) and millennial employee engagement as: $Y = -0.463 - 3.578 \text{ Pay Rise} + 4.035 \text{ Stock Option} + 0.925 \text{ Training \\& Development} - 0.668 \text{ Pleasant Working Environment} + 0.045 \text{ Work-Life Balance}$

The regression coefficient indicates that pay rise had a negative, but significant influence on millennial employee engagement, meaning, for every increase in pay rise, there would be a decrease of 57.8% millennial employee engagement due to the inverse relationship. Stock option had a positive and significant influence on millennial employee engagement, meaning, for every increase in stock option, there would be an increase of 3.5% millennial employee engagement. Training and development had a positive, and significant influence on millennial employee engagement, meaning, for every increase in training and development, there would be an increase of 92.5% millennial employee engagement. Pleasant working
environment had a negative, but significant influence on millennial employee engagement, meaning, for every increase in pleasant working environment, there would be a decrease of 66.8% millennial employee engagement due to the inverse relationship. Work-life balance had a positive, but insignificant influence on millennial employee engagement, meaning, for every increase in work-life balance, there would be an increase of 4.5% millennial employee engagement.

Table 4.13 Coefficients for Incentives and Millennial Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>-0.463</td>
<td>-7.832</td>
<td>-1.122</td>
<td>0.266</td>
</tr>
<tr>
<td>Pay Rise</td>
<td>-3.578</td>
<td>8.865</td>
<td>-16.429</td>
<td>0.000</td>
</tr>
<tr>
<td>Stock Option</td>
<td>4.035</td>
<td>9.426</td>
<td>17.768</td>
<td>0.000</td>
</tr>
<tr>
<td>Training and Development</td>
<td>0.925</td>
<td>0.713</td>
<td>9.426</td>
<td>0.000</td>
</tr>
<tr>
<td>Pleasant Working Environment</td>
<td>-0.668</td>
<td>-0.655</td>
<td>-10.950</td>
<td>0.000</td>
</tr>
<tr>
<td>Work-Life Balance</td>
<td>0.045</td>
<td>0.063</td>
<td>1.431</td>
<td>0.158</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Millennial Employee Engagement

4.7 Chapter Summary

This chapter has presented the study results and findings of the study. The section has presented the response rate, the reliability test results, and the influence of job design, career management opportunities, and incentive factors on in engaging the millennial workforce at OnMobile Global Limited Kenya. The section used Pearson correlations to determine significant factors of the independent study variables, and inferential statistics was used to present the existing relationship between the independent and the dependent study variables. The next chapter presents the study discussion, conclusion and recommendations.
CHAPTER FIVE
5.0 DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction
This chapter concludes the study by presenting the summary of the study findings, the study discussions, the study conclusions, and the study recommendations for improvement and those for further research.

5.2 Summary
This study sought to examine Human Resource Management (HRM) strategies that influence millennial engagement at the workplace. The study was guided by objectives that were set to: determine the influence of job design in engaging the millennial workforce at the workplace, examine the influence of career management opportunities in engaging the millennial workforce at the workplace, and determine the influence of incentives in engaging the millennial workforce at the workplace while focusing on OnMobile Global Limited Kenya.

Descriptive research design was used to explain the strategies that the human resource (HR) department at OnMobile Global Limited can use to motivate its millennial employees. The population of this study consisted of all employees at OnMobile Global Limited who were 235 in number. This study used stratified sampling technique whereby, four sub-populations of the organization’s staff were selected. Simple random sampling technique was used to select the study sample. The sample size of the study was 70 employees. Primary data was collected through the use of questionnaires. Data analysis in the study was descriptive. Statistical Package for Social Science (SPSS) computer software was used for data computation. Data analysis included measures of central tendency like means and percentages. Measures of variability included standard deviations. Correlation analysis was used to determine the existing relationship between the study variables. Inferential statistics was used to examine the study variables. The data from the findings was presented in the form of figures and tables.

The study showed that when employees work on a small part of a project, they were unable to identify with the finished project in terms of the effort they put, and they found themselves
unfulfilled when doing standardized jobs where they could not bring in their own ideas and knowledge to the job. The study also showed that employees find themselves fulfilled with modest contributions to the organization when they understand their job/ work role and their overall contribution to the company’s mission, and preferred standardized job process that would help them know exactly when and where they have to do certain tasks and lowers their mistakes on the job.

The study revealed that employees had clear and concise plans that enabled them to analyse potential career areas, and determine the skills, competencies, and knowledge necessary to advance their careers. From the study, it can be concluded that, OnMobile Global did not have career development programs that enriched its employees’ skills and knowledge that would make them fit for future positions and emergent roles in the organization, and neither did it view training and development of employees as an instrumental role in maintaining both employee satisfaction, engagement, and performance.

The study showed that having a continuous training and development throughout a career would keep employees engaged with the company, and a pleasant working environment would facilitate employee engagement with the organization. Trust and justice elements are important to employees in terms of creating a pleasant working environment which would ultimately enhance their engagement as well as having flexible working hours. OnMobile Global employees did not use the work-life balance programs because of poor communication about the program availability and improper implementation, and there was subtle negative communication from managers and co-workers towards employees that used flexi-time programmes in their job.

5.3 Discussions

5.3.1 Job Design and Millennial Employee Engagement

The study showed that job design is used in the organization to integrate employee’s personal needs and those of the organization. These results are in agreement with Xanthopoulou et al. (2009), who state that, job design has three aims: first, to satisfy the requirements of the organization for productivity, operation efficiency and quality of product or service, and to
satisfy the needs of the individual for interest challenge and accomplishment. Bakker et al. (2008) states that, clearly, these aims are interrelated and the overall objective of job design is to integrate the needs of the individual with those in the organization.

The study showed that employees find jobs that are high in skill variety more challenging because of the range of skills involved. These results are in agreement with Mone and London (2014) who state that, jobs that are high in skill variety are seen by employees as: more challenging because of the range of skills involved.

The study showed that employees look for tasks that require skill variety because of their personal development and growth. These results are in tandem with Golshan and Omar (2011) who state that, millennials look for tasks that require skill variety that offers them understanding and controllability, as a result, the higher-implicit goal of autonomy can be fulfilled because personal development and growth is possible.

The study showed that when employees work on a small part of a project, they are unable to identify with the finished project in terms of the effort they put in. These results are in tandem with Horovitz (2012) who notes that, when employees work on a small part of the whole, they are unable to identify any finished product with their efforts. They cannot feel any sense of completion or responsibility for the whole product.

The study showed that employees find themselves unfulfilled when doing a standardized job where they cannot bring in their own ideas and knowledge to the job. These results are in agreement with Golshan and Omar (2011) who state that, in a standardized process, the job is changed so that a production of an own and identifiable piece of work is not possible anymore, millennial employees cannot bring in their own ideas and knowledge in the same extent as before the standardization. As consequence, the fulfilment of their higher-implicit goal of achievement is not possible (which negatively influences their attitude towards an organization.)
The study showed that employees find themselves fulfilled with modest contributions to the organization when they understand their job/work role and their overall contribution to the company’s mission. These results are in agreement with Golshan and Omar (2011) who state that, even more modest contributions to an organization can be recognized as being important to the extent that employees understand the role of their jobs to the overall mission of the company.

The study showed that a standardized job process help employees to know exactly when and where they have to do certain tasks and lowers their mistakes on the job. These results concur with Tregear (2014) who states that, due to the importance of their jobs and the impact on others, it is necessary to perform a good job and avoid mistakes, and thus, a standard process helps millennials to know exactly when and where they have to do certain tasks.

The study showed that employees’ need for a certain degree of freedom to do and plan their work schedule is quite significant. These results concur with Barrick and Mount (2013) who state that, millennial employees who have high autonomy in executing their job receive a certain level of freedom, independence, and discretion. This freedom gives them the opportunity to plan and define the applied procedures to do their job.

The study showed that the organization uses feedback as a means to reshape the behaviour of employees. These results are in agreement with Atwater, Brett and Cherise-Charles (2014) who state that, the primary goal of feedback is to reshape behaviour of employees.

The study showed that employees need a job that has a high degree of feedback that is direct and clear on the information about their work, and based on the experienced knowledge. These results are in tandem with Treuren and Anderson (2010) who state that, millennial employees with a job that shows a high degree of feedback receive direct and clear information about their work, and based on the experienced knowledge about their results and performance, they are able to check their accomplishment and competences.
5.3.2 Career Management Opportunities and Millennial Employee Engagement

The study showed that employees have developed career using goals, and career strategies to obtain career goals. These results are in agreement with Wortley and Grierson-Hill (2013) who state that, career management process involves career exploration, development of career goals, and use of career strategies to obtain career goals.

The study showed that OnMobile Global has increased their employees’ employability and has broadened their range of potential job roles. These results concur with Woodruffe (2012) who states that, it is about increasing employability that broadens the range of potential job roles open to the individual and extends the value of their staying with the employer.

The study showed that employees have developed career adaptability skills to the organizational and job changes. These results are in tandem with Rossier et al. (2013) who state that, employee engagement initiatives are primarily focused on organisational factors which influence engagement, focusing on career adaptability skills is likely to equip millennials to effectively deal with changes and increased job demands.

The study showed that the organization has low employee turnover, and has increased productivity and performance as a result of employee engagement. These results are in agreement with James, McKechnie and Swanberg (2011) who state that, increased employee engagement is likely to result in positive organisational outcomes, such as reduced turnover, increased productivity as well as performance and overall wellness within the organisation.

The study showed that employees have clear and concise plans that enable them to analyse potential career areas, and determine the skills, competencies, and knowledge necessary to advance their career. These results are in tandem with Savickas and Porfeli (2012) who state that, career development creates the awareness in employees that compels them to construct plans that will enable them to accomplish goals, analyse potential career areas, and determine if they possess the skills, competencies, and knowledge necessary to be considered as serious employees.
The study showed that career planning has yielded to employee development and assures them of their stay with the organization. These results concur with Wrzesniewski and Dutton (2015) who state that, career planning for employees (millennials) yields their development and assures their stay with the organization in the long run.

The study showed that the organization did not have career development programs that enrich employees’ skills and knowledge that makes them fit for future positions and emergent roles. These results differ with Coetzee and Roythorn-Jacobs (2012) who state that, the purpose of career development is to enrich employees’ skills and knowledge in order to make them fit for future positions and emergent roles and responsibilities.

The study showed that OnMobile Global did not view training and development of employees as an instrumental role in maintaining employee satisfaction, engagement, and performance. These results differ with Wrzesniewski and Dutton (2015) who state that, training and development of employees play an instrumental role in maintaining both employee satisfaction, engagement, and performance by using career development.

The study showed employees of OnMobile Global have positive feelings about their work experiences. These results are in tandem with Coetzer and Rothmann (2014) who state that, career satisfaction is related to having positive feelings about the work experiences of a person.

The study showed employees look for a favourable work environment that provides the required resources for the job. These results are in tandem with Coetzer and Rothmann (2014) who state that, understanding that millennials need favourable work environment and providing required resources for the job can decrease the stress level and increase their level of engagement.

**5.3.3 Incentives and Millennial Employee Engagement**

The study showed that appropriate administration on pay schemes such as pay rise would have a positive impact on employees in terms of engagement. These results are in agreement
with Burgess and Ratto (2013) and Swiss (2015) who state that, the appropriate administration on pay schemes such as pay rise is believed to have positive impact on employees’ engagement with the company. It acts as a strong motivator to enhance employees’ efforts and performance.

The study showed that having a stock option in the organization would increase the employees’ level of engagement in the company. These results are in tandem with Oyer and Schaefer (2014) who state that, stock option grants align the incentives of the worker with the value of the entire firm, rather than with his individual performance.

The study showed that having a stock option in the organization would improve job satisfaction and enhance engagement. These results concur with Blasi and Kruse (2010) who state that, stock option compensation policy will improve employees’ job satisfaction and thus enhance employee engagement.

The study showed that having a continuous training and development throughout their career would keep employees engaged with the company. These results concur with Lyons and Mattare’s (2011) research conducted in the US that showed that continuous training and development throughout employees’ career keeps them more engaged with the company as this makes them feel secure and confident with the company.

The study showed that a pleasant working environment would facilitate employee engagement with the organization. These results concur with Lyons and Mattare (2011) who state that, a pleasant working environment is critical as strong employee engagement is depending on how well employees get along, interact and participate in the work environment.

The study showed that trust and justice elements are important to employees in terms of creating a pleasant working environment which would ultimately enhance their engagement. These results concur with Haque and Aslam (2011) who state that, trust and justice elements
are important in creating a pleasant working environment which ultimately enhances employees’ engagement.

The study showed that having flexible working hours would provide employees with control over their working time, thus result in better performance and engagement. These results are in agreement with Berg et al. (2014) and Atkinson and Hall (2012) who state that, flexible working hours provides employees with control over their working time, thus providing greater flexibility and could result in better performance, recruitment and retention of employees.

The study showed that receiving positive feedback from company could promote engagement and work performance. These results were in agreement with Atwater, Brett and Cherise-Charles (2014) who state that, positive feedback from company could affect the entire socio-emotional environment in organization in creating a pleasant working environment. Schaufeli and Salanova (2007) state that, this will promote employee engagement and work performance.

The study showed that employees desire a work-life balance that will allow them to balance play with work. These results are in tandem with Myers (2010) who state that, millennials desire a work-life balance that will allow them to balance play with work.

The study showed that employees do not use the work-life balance programs because of poor communication about the program availability and improper implementation. These results concur with De Cieri et al. (2015) who state that, work-life balance programs are not being used because of poor communication about program availability and improper implementation.

The study showed that there is a subtle negative communication from managers and co-workers towards employees that are using flexi-time programmes in their job. These results concur with De Cieri et al. (2015) who state that, lack of use of work-life balance include concerns of experienced as subtle negative communication from managers and co-workers.
that reinforced the idea that participation in work-life balance programs was counter to the organizational culture.

5.4 Conclusions

5.4.1 Job Design and Millennial Employee Engagement
The study concludes that job design was used by OnMobile Global Limited to integrate employees’ personal needs and those of the organization. Employees find jobs that are high in skill variety more challenging because of the range of skills involved and tasks that require skill variety because of their personal development and growth. The study concludes that when employees work on a small part of a project, they were unable to identify with the finished project in terms of the effort they put, and they found themselves unfulfilled when doing standardized jobs where they could not bring in their own ideas and knowledge to the job. The study also concludes that employees find themselves fulfilled with modest contributions to the organization when they understand their job/ work role and their overall contribution to the company’s mission, and preferred standardized job process that would help them know exactly when and where they have to do certain tasks and lowers their mistakes on the job.

5.4.2 Career Management Opportunities and Millennial Employee Engagement
The study concludes that employees have developed career using goals, and career strategies to obtain career goals, and OnMobile Global had increased their employees’ employability and had broadened their range of potential job roles. Employees had developed career adaptability skills to the organizational and job changes, and the organization had low employee turnover, which had increased its productivity and performance. The study concludes that employees had clear and concise plans that enabled them to analyse potential career areas, and determine the skills, competencies, and knowledge necessary to advance their careers. From the study, it can be concluded that, OnMobile Global did not have career development programs that enriched its employees’ skills and knowledge that would make them fit for future positions and emergent roles in the organization, and neither did it view training and development of employees as an instrumental role in maintaining employee satisfaction, engagement, and performance.
5.4.3 Incentives and Millennial Employee Engagement

The study concludes that appropriate administration on pay schemes such as pay rise would have a positive impact on employees in terms of engagement, and having stock options would increase the employees’ level of engagement in the company, and would improve job satisfaction. The study concludes that having a continuous training and development throughout a career would keep employees engaged with the company, and a pleasant working environment would facilitate employee engagement with the organization. Trust and justice elements are important to employees in terms of creating a pleasant working environment which would ultimately enhance their engagement as well as having flexible working hours. OnMobile Global employees did not use the work-life balance programs because of poor communication about the program availability and improper implementation, and there was subtle negative communication from managers and co-workers towards employees that used flexi-time programmes in their job.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Job Design and Millennial Employee Engagement

From this study it is recommended that OnMobile Global management does not ignore the influence of job design and redesigning millennial employee engagement. The management needs to unleash the talents and motivations of all its employees if it aims to achieve peak performance. This could be achieved through the creation of favourable behaviours such as trusting employees by giving them autonomy to make their own decisions.

5.5.1.2 Career Management Opportunities and Millennial Employee Engagement

The study established that the organization did not have career development programs that enriched employees’ skills and knowledge and it did not view training and development of employees as an instrumental in maintaining both employee satisfaction, engagement, and performance. The study recommends the management of OnMobile Global to implement training programs that would facilitate career development of its staff in order to maximize on their employees’ potential as well as increase their engagement of millennial employees.


5.5.1.3 Incentives and Millennial Employee Engagement

OnMobile Global employees did not use the work-life balance programs because of poor communication about the program availability and improper implementation, and there was subtle negative communication towards employees that used flexi-time programmes. The study recommends the organization to have a clear and concise communication of all millennial employee engagement programmes available, and to ensure that those taking advantage of these programmes are not victimized to ensure its employees take full advantage and stay engaged.

5.5.2 Recommendations for Further Studies

This study focused on determining the human resource management strategies that influence millennial engagement at OnMobile Global Limited Kenya. It looked at 3 variables of HRM strategies that included: job design, career management opportunities, and incentives. The scope was limited in nature and thus further research needs to be conducted within the organization to determine other HRM factors that influence millennial engagement at the workplace. Secondly, similar studies need to be conducted in other organizations to examine how these above discussed factors influenced millennial engagement in other companies.
REFERENCES


APPENDICES
APPENDIX I: COVER LETTER

United States International University – Africa,
P.O. Box 14634 – 00800,
Nairobi – Kenya.

Dear Respondent,

RE: PERMISSION TO PARTICIPATE IN MY RESEARCH STUDY.
I am a graduate student at the United States International University – Africa pursuing a Masters of Business Administration program. I am conducting a research on “Human resource management strategies that influence millennial engagement at the workplace: A case of OnMobile Global Limited Kenya”. The results of this study will be instrumental determining effective and efficient strategies that can be used to influence millennial employees at the workplace.

Kindly note that this is an academic research study and the information you give will be used for academic purposes only. Your anonymity and confidentiality is assured since this research will strictly adhere to the university’s policy with regards to academic research. Kindly take time and respond to the attached questionnaire.

Yours Sincerely,

Maryanne Nyang’ori.
APPENDIX II: QUESTIONNAIRE

Kindly provide responses to the questionnaire and answer them truthfully. Note you’re your response will be treated with utmost confidentiality and you ARE NOT required to offer your name. Kindly respond to all the questions appropriately.

PART A: General Information

1. Kindly indicate your gender.
   Male ( )    Female ( )

2. Kindly indicate your marital status.
   Single ( )    Married ( )    Divorced ( )

3. Kindly indicate your age bracket.
   20-25 Years ( )    26-30 Years ( )    31-35 Years ( )    36-40 Years ( )
   41 Years and Above ( )

4. Kindly indicate your level of education
   O-Level ( )    A-Level ( )    Diploma ( )    Bachelors ( )    Post-Graduate ( )
   Graduate ( )

5. How long have you worked with OnMobile Global Limited?
   Less than a Year ( )    2-4 Years ( )    5-9 Years ( )    10 Years and Above ( )

6. Kindly indicate your job designation.
   Senior Management ( )    Operational Managers ( )    Line Managers ( )
   Regular Employees ( )
**Part B: Job Design and Millennial Employee Engagement**

7. Kindly rate how job design influences millennial engagement at the workplace using the following statements. Rate the statements using the scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree.

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<th>Statement</th>
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<tbody>
<tr>
<td>Job design is used in the organization to integrate my personal needs and those of the organization</td>
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<tr>
<td>I find jobs that are high in skill variety more challenging because of the range of skills involved</td>
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<tr>
<td>As an employee, I look for tasks that require skill variety because of my personal development and growth</td>
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<td>When I work on a small part of a project, I am unable to identify with the finished project in terms of the effort I put in</td>
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<td>I find myself unfulfilled when doing a standardized job where I cannot bring in my own ideas and knowledge to the job</td>
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<td>I find myself fulfilled with modest contributions to the organization when I understand my job/ work role and my overall contribution to the company’s mission</td>
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<td>A standardized job process helps me to know exactly when and where I have to do certain tasks and lowers my mistakes on the job</td>
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<td>As an employee, the need for a certain degree of freedom to do and plan my work schedule is quite significant to me</td>
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<td>Our organization uses feedback as a means to reshape the behaviour of employees</td>
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<td>As an employee, I need a job that has a high degree of feedback that is direct and clear on the information about my work, and based on the experienced knowledge</td>
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8. Kindly rate how career management opportunities influences millennial engagement at the workplace using the following statements. Rate the statements using the scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree.

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<th>Statement</th>
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<tbody>
<tr>
<td>As an employee I have developed my career using goals, and career strategies to obtain my career goals</td>
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<tr>
<td>OnMobile Global has increased my employability and has broadened my range of potential job roles</td>
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<tr>
<td>As an employee, I have developed my career adaptability skills to the organizational and job changes</td>
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<td>Our organization has low employee turnover, and has increased productivity and performance as a result of employee engagement</td>
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<td>I have clear and concise plans that enable me to analyse potential career areas, and determine the skills, competencies, and knowledge necessary to advance my career</td>
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<td>Career planning has yielded to my development and assures me of my stay with the organization</td>
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<tr>
<td>We have career development programs that enrich employees’ skills and knowledge that makes them fit for future positions and emergent roles</td>
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<tr>
<td>OnMobile Global views training and development of employees as an instrumental role in maintaining both employee satisfaction, engagement, and performance</td>
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<td>As an employee of OnMobile Global, I have positive feelings about my work experiences as a person</td>
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<tr>
<td>As an employee I look for a favourable work environment that provides me with the required resources for the job</td>
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**Part D: Incentives and Millennial Employee Engagement**

9. Kindly rate how incentives influence millennial engagement at the workplace using the following statements. Rate the statements using the scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree.

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<th>Statement</th>
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<tr>
<td>Appropriate administration on pay schemes such as pay rise would have a positive impact on me as an employee in terms of engagement</td>
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<td>Having a stock option in the organization would increase my level of engagement in the company</td>
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<tr>
<td>Having a stock option in the organization would improve my job satisfaction and enhance my engagement</td>
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<tr>
<td>Having a continuous training and development throughout my career would keep me engaged with the company</td>
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<td>A pleasant working environment would facilitate my engagement with the organization</td>
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<td>Trust and justice elements are important to me in terms of creating a pleasant working environment which would ultimately enhance my engagement</td>
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<td>Having flexible working hours would provide me with control over my working time, thus result in better performance and my engagement</td>
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<td>Receiving positive feedback from company could promote my engagement and work performance</td>
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<td>I desire a work-life balance that will allow me to balance play with work</td>
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<td>I do not use the work-life balance programs because of poor communication about the program availability and improper implementation</td>
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<td>There is a subtle negative communication from managers and co-workers towards employees that are using flexi-time programmes in their job</td>
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Part E: Measurement of Millennial Employee in terms of Job Engagement

10. Kindly rate how you feel the organization has engaged you at the workplace using the following statements. Rate the statements using the scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree.

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<tr>
<td>I understand the strategic goals of the organization</td>
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<td>I know what I should do to help the company meet its goals and objectives</td>
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<tr>
<td>I can see a clear link between my work and the company’s goals and objectives</td>
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<tr>
<td>I am proud to be a member of OnMobile team</td>
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<td>I am happy at work</td>
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<td>I would refer someone to work at OnMobile Global</td>
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<td>I have a clear understanding of my career and promotion path in the organization</td>
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<td>Working at OnMobile Global Limited gives me a great work-life balance</td>
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<td>I feel valued at my workplace</td>
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<td>I frequently receive recognition from my managers and supervisors</td>
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<td>My feedback is considered and taken seriously by management</td>
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<td>If given the chance, I would reapply for my current job</td>
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THANK YOU