MILLENIALS AND THE WORK PLACE ENVIRONMENT; CASE STUDY OF KENYA REVENUE AUTHORITY

BY

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________       Date: ___________________________

Beatrice Karugo (ID 637588)

This project has been presented for examination with my approval as the appointed supervisor.

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Dr. Juliana Namada

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ABSTRACT

The purpose of this research study was to determine the effects of Millennials in the work place environment, a case study of KRA. The specific objectives of the study were to examine the challenges faced by millennials, how their behavior affects productivity, their benefits in the workplace and the roles of millennials in the boardroom. The beneficiaries of this study was the management of KRA, management of other organizations dealing with/employing millennials and other researchers.

The study answered these questions and adopted a descriptive research design on a population of 80 employees within the KRA Training and Human Resource (HR) Department. Stratified random sampling was employed from which a sample of 38 employees was derived. To collect data from the sample respondents, closed-ended questionnaires were used. A five point Likert scale was employed in seeking responses for these questions. A response rate of 48% was realized. The Statistical Package for Social Sciences (SPSS) tool was used for data analysis, both descriptive and inferential statistics were used in the data analysis. Descriptive statistics included frequency distributions, Measures of Central Tendency was used, mean and standard deviations whereas correlation analysis were performed for inferential statistics. The data was then presented in form of tables and figures to communicate the patterns and to simplify the sample findings to the population.

The study found out there exists diverse challenges facing millennials at KRA, the analysis found out there exists generational conflict in the organizational hierarchy as well as intergenerational conflict at workplace. It was observed that millennials are willing to change jobs when new opportunities arises, this means high turnover. The study found out that millennials are focused on a job that will give them a comfortable life, they lack proper communication especially among other generations, desire of instant career growth. Further study found out there are benefits associated with millennials; they are the most technologically friendly generation, are good at multi-tasking, quick to learn and practice new ideas and support diversity and inclusion. The study also found out that they are loyal although liberals and can align themselves to team goals very easily.
On Effects of Millennials Behavior on Productivity, it was found out that millennials impatient behavior affect their productivity, millennials tech savvy behavior helps improve efficiency at work. The study also found out that millennials lack concentration at work, are addicted to social media applications, are indecisive, are sensitive about how others feel about them, and always want to be popular and liked.

The study hence confirmed that KRA millennials have distinct characteristics that sets them apart from other generation. They are tech savvy, adaptable, learner centered and are open to new ideas. Millennials lack formality especially on how they communicate to their supervisors, who see this as a disrespect. They will switch jobs when a new opportunity arises, it was also concluded that millennials work well in teams which enhances innovation at the organization. Millennials have shifted ways in which work get done in organization through their adaptability to new technology which has improved efficiency. It was concluded that it is a task on retaining millennials in organization, who have different work values and attitudes.

The study recommends that KRA should engage and involve the millennials in the major decision making, come up with effective strategies for engaging millennials on various organizational issues. There should be a change of systems, processes and a change in organizational culture in the workplace to accommodate this generation, who will form a bigger percentage of the workforce. Organizations need to have proper communication channel that allows for instantaneous feedback on millennial performance. KRA should leverage on key strengths held by millennials, should change their policies to accommodate millennials, and include flexibility schedule to accommodate work styles preferred by millennials. There should be millennials inclusivity in KRA board as they are influencing the market trends globally, and the lack of millennials in the boards may pose risks for businesses, regardless of their industry.
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DEDICATION

I dedicate this work to my family for their support and prayers.
LIST OF ABBREVIATIONS & ACRONYMS

CITs Communication, Information and Technologies
CSR Corporate Social Responsibility
HR Human Resource
KRA Kenya Revenue Authority
SPSS Statistical Package for Social Sciences
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

The millennials are bringing to the workplace environment a new type of work ethic and a very different perspective than that of their previous Baby Boomers, (Cahill & Sedrak, 2012). Millennials are facing many challenges at the workplace with their behaviors affecting their productivity (Cekada, 2012). Notably millennials have become loud complainers who are not shy to complain and whine publicly on what they feel the organizations should do right, and most of them have used social media as an avenue to communicate to who cares to listen about what they believe they are entitled to (McCann & Giles, 2006). No age group has generated more articles, books and blogs than our present crop of millennials. They have been saddled with more labels, clichés and stereotypes than any other cohort of professionals who have entered the workforce since the 21st century.

A generation has risen and taken the work force by storm, the millennials, members of this cohort are well educated, have high aspirations for themselves and their careers and a lofty sense that who they are and what they do matters (Marston, 2009). They love all things high-tech, have and expect instant connections, are highly optimistic and socially responsible. The millennials bring some tremendous skills and attributes to the workplace, which can at times be offset by perceived negatives of their generation (Cahill et.al, 2012). Generational experts have variously asserted that this group is self-driven, lazy, disloyal, disrespectful, entitled, self-centered, ambitious, socially responsible, and hard-working.

According to Joanne and Jan (2009), there is an invasion that has quietly occupied place in organizations all around the world. It has brought with it new conflicts, as the members of one generation to work alongside the members of two older generations. The millennials bring to the workplace high accomplishments and even higher expectations. As the millennials join the workforce, organizations are finding that their existing employees and managers are often puzzled and confused in trying to understand how the younger generation thinks and acts (Suleman et al., 2009). Their behaviors, their way of dressing, hair styles and their attitudes are becoming subject to scrutiny as they clash with existing corporate cultures.
Millennials will bring a new work style and a new perspective to the workforce, but unless organizations are keen and willing to adapt, they risk losing billions of dollars due unwanted turnover expenses and lost productivity (Meier et al., 2010). A recent Gallup poll found that Millennials desire a work-life balance that will allow them to balance between play and work (Ott, Blacksmith, & Royal, 2008). Millennial openly admit that the first priority is their personal relationships, followed by their career. Their colleagues from other generations may respond to millennials' work-life balance attitude with resistance. In particular, Baby Boomer coworkers in top leadership positions may constantly question millennials' commitment and loyalty to the organization, dismissing them as selfish or lazy (Raines, 2002).

According to Stuart et al (2008), Millennials are at odds with some members of the other generations, who perceive them as arrogant and unwilling to adapt to the corporate culture. Their trademark flip-flops and riped jeans, and preference for text messages rather than face-to-face communication are driving some older colleagues and managers ‘nuts’. In their subsequent interactions with millennials, coworkers may reflect discomfort, discontent, disrespect, or even distrust. Baby Boomer generation workers will never completely accept new colleagues who do not share the same work values and ethics (Vittal, 2012). While this might be true for any new employees, most millennials may remain marginalized by their older and senior coworkers, making it more difficult for millennials to earn trust, respect and credibility in workplace. This is especially problematic because low level of communicative support from supervisors in particular is associated with job turnover (Clampitt, 2005).

Millennials may not place as much value on work as their supervisors have, but they may find themselves accommodating the demands of the workplace and behaving more like Baby Boomers once they develop commitment to particular projects and goals (Scott et al., 2010). Millennials are a source of change in their organizations in several ways. First, engagement with senior workers may rebel against millennials and argue that it is their younger colleagues' turn sacrifice and to accept responsibility for performance outcomes: consonant with employees' use of communication for resistance to organizational practices (Ganesh et al., 2005). Millennials' push for work-life balance may attract the attention of management who may feel pressure to alter official discourses that normalize "workaholie" behaviors and villainize workers who take advantage of family leave policies (Kirby et al., 2002).
As Millennials enter the workplace, there is widespread speculation and concern about how their predispositions and behaviors, including their communication orientations and skills, will affect other organizational members and productivity, especially those of older Baby Boomer and Generation X cohorts (Cahill & Sedrak, 2012). These concerns focus on millennials' abilities to create functional work relationships with older employees and enhance organizational performance (McGuire et al., 2007). Questions have been raised on how management can best motivate millennials, as well as how their unique capabilities will translate to organizational commitment. Although recent economic conditions may cause them to be more compliant than earlier speculated, some contend that millennial characteristics may complicate, and disrupt, workplace interactions with members of other generations, thus negatively affecting coworkers and organizational processes (Koch, 2009).

There is a popular perception that millennials are impatient, self-important, and disloyal, among other unattractive qualities from an organizational viewpoint (Howe et al., 2007). Some organizations believe that for them to thrive and fully exploit millennials' unique capabilities, the organizational rules and policies must be altered. Some employers call millennials slackers, although they actually can be incredibly efficient, productive workers as long as their job is engaging and will help advance their careers (Jacobson, 2007). But if they find work boring and unfulfilling, they will be out through the closest exit. Such behavior causes bitterness among many employers, who complain such disloyalty and the resulting low retention rates (Gursoy et al., 2008).

According to O'Toole et al. (2006), differences in values between millennial and older generations of workers are affecting millennial negotiation and acceptance by incumbent workers. Their contrary experiences and values can affect their perspectives, their evaluation of coworkers, and their organizational expectations (Heinz, 2012). When millennial communicate and act according to their upbringings and values, others' assessments of them may reflect expectancy violations. According to expectancy violation theory, individuals are judged based on beliefs and contextual norms about suitable behaviors in given circumstances (Gursoy et al., 2008). When members violate others' expectations of appropriate behavior, others' attributions and responses toward that member are affected (Burgoon, Berger, & Waldron, 2000).
There are popular descriptions of millennials' admirable attributes from organizations' perspectives; they are more accepting of diversity than were past generations. They have capabilities with advanced communication and information technologies, have the ability to see problems and opportunities from fresh perspectives, and are more comfortable working in teams than were past generations (Tapscott, 2008). According to Joanne et al. (2009), young professionals have a great spirit of openness, are great team members, ignoring gender and racial biases to work with anyone to accomplish common goals. Millennials understand the value of working with a team and enjoy comradeship. They’re comfortable asking for advice and are used to getting quick feedback. Millennials seek to bring to an organization new ideas and new way of doing things. They bring collaboration, consumer-based fairness, better technology, enhanced professional development, and re-establish priorities (Gelbart et al., 2012).

Social Responsibility; millennials access to the world has sensitized them to how hard life can be for the less fortunate. They are involved in social causes, and often volunteer to try and help improve their community or the less fortunate (Sheehan, 2005). Millennials prefer working for organizations that are not only profit oriented, but also charity oriented, and they care about social issues. While they may not be writing big cheques to charities, philanthropy is important to this generation (McCrindle, 2006). They are most likely to spend more on products from companies that invest in social betterment, making them receptive to cause marketing. Giving is a socially monitored activity and this can be a good kind of peer pressure. Make giving and getting involved easy and share socially to appeal to them; tell Millennials why they should care and they will spread the word (Balda & Mora, 2011).

Millennials are multitaskers and have lived programmed lives, capable of learning several jobs simultaneously and performing them admirably. They will change careers many times, while retooling and recycling their skills. To retain them, smart employers will encourage them to try out different careers within the same company (Marston, 2009). The Millennials are a special generation, potentially the greatest generation ever. They are not pessimistic or vengeful rather, sober in their view of the world. They believe in technology and know they can transform themselves out of the mess they are inheriting.
They believe in entrepreneurship and collective action, and that each person can make a difference (Eric & Karl, 2008). Kenya Revenue Authority (KRA) was established by an Act of Parliament, Chapter 469 of the laws of Kenya, which became effective on 1st July 1995. The Authority is charged with the responsibility of collecting revenue on behalf of the Government of Kenya. KRA is headed by Board of Directors, consisting of both public and private sector experts, makes policy decisions to be implemented by KRA Management. The Chairman of the Board is appointed by the President of the Republic of Kenya, while the Commissioner General is appointed by the Minister for Finance.

KRA’s vision is to facilitate Kenya’s Transformation through Innovative, Professional and Customer-Focused, Tax Administration. This year KRA came up with their 6th corporate plan, which is aligned with key National Policy Objectives like the Vision 2030, Robust Revenue Mobilization. One of the highlights is people perspective with the key goals being: A professional, ethical and courteous workforce. Some of the key actions include: Promote internalization of Core Values, Revamp HR processes, Drive employee satisfaction – improve work environment, terms of service, promote ethical behavior, as well as rewards & sanctions, Implement Leadership Development Programme and Revamp Kenya School of Revenue Authority (KESRA) to support dynamic staff capacity building.

This study was stimulated by findings of, and reactions to, articles presented at peer-reviewed conferences and published in peer-reviewed journals in recent years regarding the millennials (Eisner, 2005). Sensing some changes as millennials entered employment; Prof. Eisner conducted a stream of research which found that those changes might be linked to a shift in the generations. That research focused largely on challenges of working with the millennials, and strategies to enhance their productivity. Millennials employees appear to present generational challenges for many employers.

Millennials find the ability to do work on their schedule very empowering, they enjoy having fun at work and realize the value of truly enjoying their jobs. They feel pressure to succeed and think others should be flexible with them when they want to negotiate resolving conflicts (Beekman, 2011).
1.2 Problem Statement

Stereotypes about millennials portray them as self-centered, unmotivated, disrespectful, and disloyal, contributing to widespread concern about how communication with millennials affects organizations (Hershatter & Epstein, 2010). One of the crucial concerns about millennials today is developing good working relationships with their colleagues (Woodall, 2004). However, millennials have brought into workplace immense benefits which can be used to enhance organizational performance and maximize productivity. Millennials care more about authenticity and institutional values because they are counting on working within organizations to drive change. Millennials have been found to report a greater number of job and organization changes than Generation X and Baby Boomers, suggesting that they may be prone to switch jobs if they are dissatisfied with aspects of work, this will greatly affect their productivity (Nicholas, 2009).

Howe et al. (2007) focused on recruiting; retaining and managing millennials as one of the biggest issues facing employers today. Myers and Sadaghiani (2010) concluded that millennials are likely to have different views about the world marketplace, and ways that communication and information technologies can be used to enhance organizational performance and productivity. On the other hand Ng et al. (2010) reported that millennials expect their first promotion in 15 months and an average of 63% increase in pay over 5 years, with no relation to academic performance, although they are the most learned generation. Latif et al. (2014) focused on the relationship between E-Social Networks and the Communication behaviors of millennials; he found out that millennials are aware of all the aspects of information technologies and the negative effects portrayed by electronic social networks provided by these technologies. Twenge et al. (2008) found out that millennials demonstrates higher self-esteem, narcissism, anxiety, depression and lower need for social approval, hence the term self-approved generation. Based on the glaring knowledge gaps identified, this study focuses on millennials and the work place environment in terms of challenges, benefits and their effect on productivity.
1.3 Purpose of the study
The purpose of this study was to determine the effects of Millennials and the workplace environment, at Kenya Revenue Authority.

1.4 Research Questions
1.4.1 What are the challenges faced by millennials at the work place?
1.4.2 What are the benefits of millennials to organizations?
1.4.3 How does the behavior of millennials affect their productivity?

1.5 Significance of the Study
1.5.1 Researchers and Academicians
The study hoped to be of great significance to other researchers since it was to act as a source of information on the impact of millennials in the workplace environment and therefore enrich the literature review of other related or similar studies.

1.5.2 Management of Kenya Revenue Authority
The study findings was to be of benefit to the management of KRA in understanding how they could incorporate millennials opinion, ideas and theories and implement any relevant proposed change within the organization. The findings of this study was elaborate to the organizational culture of KRA, which was critical in determining if any proposed change can be approved and adopted by the management in order to accommodate the unique capabilities of the millennials. This was to help in the future, for change management initiatives within the organization.

1.5.3 Management of KRA and other Organizations
The study was guided by the management of other organizations in discovering millennials strengths and create favorable environments that meet millennials employee needs and expectations.
1.6 Scope of Study
The study was specific on the Millennials and the workplace environment, at KRA. The study was carried out at KRA, Times Towers, Nairobi. The study targeted the millennials at all levels of management. The study was conducted between the months of October – April 2017.

1.7 Definition of Terms

1.7.1 Millennials (Generation Y)
Millennials or Generation Y are a group of people born between 1980 to 1994. This generation relies on technology to perform their jobs better; armed with iPhone, laptops, cellphones and other gadgets (Evans, 2011).

1.7.2 Generation X
This is the peer group that came before the millennials, they were born between 1965-1979. They are independent, self-reliant, diverse and global thinkers (Espinoza et al., 2010).

1.7.3 Baby Boomers
This is a generation that was between 1946-1964, are technologically challenged, aggressive and they are people pleasers as they try to please everyone (Espinoza et al., 2010).

1.7.4 Workforce
This refers to the total number of workers in a specific undertaking. The sum total of workers assigned to take clear tasks, either as individuals or as a group of individuals (Evans, 2011).

1.7.5 Productivity
These are the number of items produced or the number of services rendered per unit of input. Efficiency of people, processes, systems, and machinery used in converting input into useful output (Pearce et al., 2009).

1.7.6 Performance Management
This is a strategic and integrated approach to delivering continuous success to organizations by refining the performance of the people and by increasing and developing the capabilities of teams and individual contributors (Armstrong, 2009).
1.7.7 Organizational Behavior
Organizational behavior is concerned with the study of the conduct and interaction of people in constrained or organized settings. It involves understanding people and predicting their conduct, and knowledge of the means by which their behavior is influenced and shaped. (Laurie, 2008).

1.7.8 Organization
Organizations comprise two or more people engaged in a systematic and coordinated effort, persistently over a period of time, in pursuit of goals which convert resources into goods and or services which are needed by consumers (Laurie, 2008).

1.7.9 Digital world
This refers to a world characterized by a vast use of technology to innovate, create, communicate, record, educate, and understand the society (Tapscott, 2009).

1.8 Chapter Summary
This chapter has looked at the background of the study, problem statement, research objectives as well as significance of the study notwithstanding the definition of terms and the scope of the study. The respondents in this study will be the millennial employees at the Kenya Revenue Authority headquarters which is located at Times Towers, Haile Sellasie Avenue, Nairobi. The findings of this study will be of benefit the KRA management team, the employees, and any future researcher who would base their study on either of the variables. In the subsequent chapter two, we shall be review the literature that will be used in this study whereas in chapter three we shall discuss that research methodology that will guide the collection and analysis of the primary data in this study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter focuses on literature review related to the effects of Millennials in the workplace environment. The first part will review literature on the challenges faced by millennials in the workplace, the second part will cover how the behaviors of millennials affect their productivity, and third and final part will cover the benefits that millennials bring to these organizations.

2.2 Challenges Faced by Millennials at the Work Place
There are several challenges which millennials face in the workplace. They appear to be deficient in key skills such as listening, communication, independent thinking, time management, team work, job commitment and good work ethic (Camille & Nicole, 2011). Millennials resort to extensive multi-tasking and tend to have a short attention span. They are simultaneously surfing the web, texting friends, listening to their iPods while also watching TV. Workplaces are being redefined and organizations are being pressed to adaptation as this new wave of workers inspire into business environments (Jacqueline, Rajesh, Sara, Donnie & Mitch, 2014). It is widely accepted that distinct generational experiences shape ethical ideologies and thus, ethical ideologies in turn affect the way people function in the workplace (Shaw & Fairhurst, 2008).

Millennials believe that their workplaces do not offer any factors important to them, like autonomy, fairness, empowerment and the chance for self-development. The supervisors they would like to work for are termed as humble, honest in feedback, willing to mentor, open and approachable and team-builders and players (Ann, 2016). This finding triggers questions about what type of organizations would value the millennials with their out of this world expectations and preferences rather than fearing, rejecting or avoiding them (Margie, 2013). The millennials has an expectation of constant feedback from friends, families and employers instead of trusting their own verdict. As millennials saw their parents and friends lose jobs in the 1980s and 1990s through downsizing, they are very skeptical of employers, unimpressed by authority and self-reliant in their orientation towards work (Crumpacker & Crumpacker, 2007).
In the workplace, millennials tend to favor an inclusive style of management; dislike slowness, and desire timely and constant feedback about work performance. It is a truly global generation, socially conscious and volunteer-minded, and is positioned to be the most demanding generation (Balda & Mora, 2011). A millennial is likely to perform best when her abilities are recognized and harmonized with challenging work that pushes her fully. Speed, accuracy, customization, and interactivity are likely to help keep millennials focused. Millennials are technologically able, highly knowledgeable and confident, but lack direction (Johns, 2003). At work, millennials prefers a high-profile job during initial stages of the career, and due to their ambitious and competitive nature, they enjoy challenges, and desire instant growth, career progression and recognition.

Millennials are not expected to stay at the same position for a long time. They yearn to learn different segments of the organization to see and fit in “the big picture” thereby making themselves valuable in the organization (Vittal, 2012). They lack loyalty towards their employers, and are prone to taking risks, which may allow them to job-hop frequently. Finding a way to express values is crucial among the millennials as they look for ways to establish a coherent and effective workforce. However, differences in values, perceptions and communication styles among generations can lead to conflict in the workplace (Heinz, 2012). There exists a digital divide between generation cohorts, between those with access to technology and those who do not (Ann, 2016).

Millennials have the desire to trust authority, what they want from their leaders are role models of behaviors that can be emulated, and admired, leading toward trust for those leaders. Millennials employees are creative, innovative, and self-confident (Espinoza, Ukleja, & Rusch, 2010). They like to share what they have learned through collaboration in small groups, and are eager for their work to make a difference and contribute to a larger movement for positive change (Shaffer, 2008). Millennial workers desire strong and solid relationships with their supervisors and colleagues, attractive remunerations, opportunities for development, recognition for high excellence work, and exposure to challenging assignments, flexible working schedules, and casual dress code in the workplace. Private sector companies with these benefits in place are likely to attract and retain millennial employees (Jacobson, 2007).
Millennials possesses a different attitude than their predecessors; the generation X and Baby Boomers. Organizations can change their human resource policies to adapt to the new workforce in order to draw in and retain the most talented generation cohort (Evans, 2011). In order to maintain a committed workforce from this generation, company policies need to be more flexible; this is because millennials are very focused on a balance between their personal lifestyle and professional career, and they feel there should not be a separator on these two (Gursoy, Maier, & Chi, 2008).

2.2.1 Communication with other Generations

Communication competence is a critical success factor for businesses in the future, however, this requires a broader understanding of communication. It is important that communications is viewed more broadly and seen as a function that cuts through and involves the whole organization, both internal communications within the organization and communications with stakeholders (Le Jeune, 2005). More and more businesses today depend for their success on communications, on interaction with customers, sponsors, partners and other stakeholders (Nando 2007). When people think about the global workforce, they imagine a multinational company that values cross-cultural communication and searches for the most effective global networking and production practices (Clampitt, 2005).

There are many factors that affect the global workforce and its approximate 3 billion workers, but one of the most important is effectively communicating across generations in the workplace. Communicating with individuals from multiple generations is bound to bring about certain stereotypes about the way each generation behaves, works, speaks, and thinks (McCann, & Giles, 2006). Many of these stereotypes involve the influx of millennials in the workforce. The millennial generation’s world is digital and has an inevitable effect on the way they communicate, they would rather communicate electronically than face-to-face or over the telephone (Bannon, Ford, & Meltzer, 2011). According to Nando (2007), finding the right channel or method of communication between millennials and other generations is a challenge to most of the organizations. Millennials prefer loss of formality in their communication, they communicate in snippets through instant messaging, texting, Facebook and e-mail. Quick and efficient communication is the way millennials choose to interact, not necessarily face-to-face.
Millennials are typically unaware of their non-verbal cues as a result, this generation tends to have more miscommunications between, co-workers and their supervisors, which causes generational clash (Suleman et al., 2011). Having grown up with the Internet, millennials are digital natives, this experience has shaped how they search for information, create ideas, solve problems, relate to others, and communicate. This technological eloquence and its effect on interactions with others and expectations on the flow of information may be at the root of some workplace conflict between millennials and Baby Boomers (Dan & Kip, 2014). Stuart and Lyons (2008) State that it’s hardly surprising that millennials have specific expectations about how technology is used in communication at the workplace.

Millennials expect the technologies that empower their personal lives to also drive communication, creativity and innovation in the workplace. Employer’s provision of state-of-the art technology is important to them when considering a new job, but they habitually use workplace technology alongside their own (Tapscott, 2008). Some employers are already adapting their IT policy to appeal more directly to millennials, for example offering a choice of smartphones as an employee benefit and actively encouraging business focused use of social media at the workplace (Martin, 2012). Millennials are always looking for feedback, possibly the most important distinction between them and their counterparts in other generations. This requirement of constant feedback can most likely be traced to a combination of two factors. Millennials have been raised in environments where they were constantly provided, and encouraged to seek, feedback, and they are accustomed to online interactions, where feedback is instant, leading them to want not only feedback, but also immediate feedback (McCann & Giles, 2006).

Millennials view feedback as essential for them to grow and self-manage their work later on, placing an even higher premium on feedback. In order to provide this feedback effectively, managers must place as high a premium on communication as millennials do. Make communication facilitates deeper and stronger relationships as well as providing a clear direction (Nando, 2007). The most important aspects of this communicative relationship is the millennials’ need for clear instructions from their managers, a desire that managers must always be cognizant with (Bannon et al., 2011). Millennials entering the workplace desire for open communication, more so than newcomers from previous generational cohorts (Gursoy et al., 2008).
Millennials will resent an organizational policy that information is communicated on a “need-to-know basis.” Regardless of their low-level positions, millennial workers feel a need to be kept in the loop of all necessary organizational information (George, 2008). Notwithstanding supervisors’ traditional preference for communication with other supervisors and managers more than with subordinates, as well as supervisors’ tendency to emphasize task instructions in their downward communication with subordinates more than socio-emotional content. Supervisors today are surprised by Millennials’ expectation that supervisors freely share information such as strategic plans while they are being formulated by higher management (McCann, 2006).

2.2.2 Lack of Loyalty

There's a good chance Millennials are eating away at a company's profit, not because of their inability to significantly contribute to the bottom line, but because of their tendency to switch jobs and increase turnover costs more than any other generation in today's workplace (Dr. Joanne & Dr. Jan, 2009). According to Patricia, Peter, and Akrur (2015), millennials are not committed to their employer, and are prone to taking risks, which may allow them to job-hop frequently. For millennials, corporate loyalty doesn’t necessarily bring rewards or even long term security in today’s economic environment. Millennials keep their eyes open for new opportunities even if they are not actively looking for a new job (Eisner, 2005).

This remarkable absence of allegiance represents a serious challenge to any organization where millennials now represent the largest segment of the workforce (Leila, Messarra, & Abdul, 2016). Millennials express little loyalty to their current employers and many are planning to leave their employers in the next five years, infect majority of millennials are changing jobs every 3 years. The reason for this is driven by a number of factors: they feel underutilized in the workplace and believe they’re not being developed as leaders. This absence of loyalty from millennials could have a serious impact to any business employing a large number of people from this generation (Alsop, 2008). Millennials have also expressed issues over businesses that have no ambition beyond profit nearly believe that the success of a business should be measured in terms of more than just its financial performance (Margie, 2013). Loyalty towards employers has decreased depending on how ‘new’ the generation is; the younger the generation, the least loyal the generation will be (Christie & Stephanie, 2015).
Millennials are thought to be a generation who are more apt to move from one opportunity to the next, and employers are having a hard time retaining these workers (Shaffer, 2008). Millennials are very loyal, they are just not loyal to a company, but to their bosses as well. Effective bosses are the number one reason why millennials stay at a job. Millennials have great respect for leaders and loyalty, but they don’t respect authority. The main reason millennials quit their jobs is because they’re dissatisfied with their bosses (Balda & Mora, 2011). Millennials’ lack of loyalty towards employers is understandable considering many have watched family members lose their jobs due to downsizings or outsourcing (Alsops, 2008).

Millennials see work as elective, if only to further their individual goals; they have a different meaning of loyalty than their predecessors and are sometimes described as self-centered. They are contentious to the structures of hierarchy widely accepted by generation X, and rather, expect more of a mentoring role from their supervisors (Leila et al., 2016). They would not mind leaving their employer if they find a better opportunity elsewhere. They expect to be included in intellectual talk and in management decision making (Mukundan et al., 2013). They respect positions and titles, and want a good relationship with their boss. This does not always mix well with generation X’s independent nature and hands-off style, and can cause generational conflict (Eric et al., 2009).

According to Suleman et al. (2011), workers are not afraid of changing jobs. The idea that the best way to grow financially and otherwise is to stay with one employer has been eroding to the point of extinction, where millennials are concerned. Millennials have lived well planned lives and are already quite capable of learning several jobs simultaneously and performing them admirably (Terri, Bobbie & Cheryl, 2009). Millennials will change careers many times. Reshaping and recycling their skills and talents is very common among them, to retain them, smart employers will encourage millennials to try out different careers within the same company (Espinoza, 2010). Millennials have witnessed their baby boomer parents coming home from stressed jobs, exhausted, falling asleep at the dinner table; and don’t want such lives for themselves (Margie, 2013). They are interested in a life with value and purpose, they do not aspire to what the baby boomers aspire to, they want something different.
People leave an organization for several reasons; while the older generations like the baby boomers retire, the younger workers and mostly the millennials often leave because they feel undervalued and underutilized (Smola, & Sutton, 2002). However, rather than allow millennials to permanently leave their companies, taking their talent and skills with them some employers are trying a new approach. These companies are focusing on recall rather than retention (Margie, 2013). Employers call former employees months after they leave the organization to invite them back if they are not satisfied with their new employment (Patricia et al., 2015). Millennials are likely to stay longer in an organization whose values, matches those of the individuals. Prospective employees will be attracted to these organizations and the current employees will stay longer.

2.2.3 Intergenerational Conflict

Intergenerational conflicts are the discord that comes up when the goals, interests, values of different persons or groups are incompatible, and they block one another’s attempts to achieve their objectives (Leila et al., 2016). Intergenerational differences are not only qualitative (based on a specific historical subjectivity) but quantitative as well (being born on a given date), but also their boundaries are not identifiable outside a specific context or a specific analytical view (Vittal, 2012). Generations depend upon and vary according to the particular realm of social reality being examined. While millennials have many good and unique qualities, they can also be aggressive and arrogant and need to learn some decorum. Baby boomers consider the millennial group is an eye-rolling, sighing and emotional group (Ann, 2016).

Organizational conflict may befall parties due to contradictory emotions about certain issues, limited resources, incompatible ideologies, different ideals, lack of proper communication, and workplace practices (Leila, Messarra, & Abdul, 2016). When communication goes awry and cues are misread, it is easy for shared values to manifest in different and inconsistent ways (Carless & Wintle, 2007). Shaped by significant events, societal tendencies, and their organizations culture, each generation develops its own unique perspective of what constitutes right and wrong behavior on the job. Businesses are not powerless against the forces of generational change and challenges faced by less experienced workers, they are just rigid and do not want to change to accommodate the millennials (Jacqueline, 2014).
Millennials have come of age during a time of technological change, globalization and economic disruptions (Martin, 2012). That’s given them a different set of behaviors and experiences than other generation cohorts. They have been slower to marry and move out on their own, and have shown different attitudes to ownership that have helped spawn what’s being called a “sharing economy (Kowske, Rasch, & Wiley, 2010). Millennial employees proved to be very different from their Baby Boomer and Gen X predecessors, they have unrealistic expectations, poor work-ethic, impatience and irritated by older employees. The previous generation annoyed millennials with their “Do it My Way” philosophy and weak grasp of technology. Millennials want to disturb the status quo and bring in creative and new ways of doing things (Noreen, 2015). This intergenerational conflict threatens to create havoc in the workplace as the younger generation begins rising towards upper management positions (Eric & Karl, 2008).

Unlike the previous generations, millennials have become a master set of negotiators who are capable of rational thought and decision-making skills at younger age (Alsop, 2008). They will negotiate with anyone; their bosses, parents, teachers and school administrators. Other older generations call this arguing, creating more tension with millennials (Nitya, 2016). Having grown up being bombarded by online advertisement, millennials tend to be skeptical about any promotional material. Whether buying products and services or considering employment, millennials are more likely to listen to their friends than being affected by marketing or public relations material (Eric & Karl, 2008). This makes both conventional marketing and employee recruitment practices often ineffective for them (Melissa, Elliroma, Whitney, & Leah, 2008).

According to Jacobson (2007), conflict creates a challenge for many managers, in today’s workplace, where millennials are concerned. These conflicts are likely to arise between individuals or generations because of differences in values, expectations, needs, and different personalities, which, in turn, could produce conflicting actions and preferences (Suleman et al., 2011). However, poorly managing such conflicts in the workplace can have adverse effects on the level and frequency of future conflicts and can negatively affect productivity, job performance, and organizational commitment (Eric et al., 2008). Workplace and generational conflict has also been shown to have a positive relationship with absenteeism and employee sickness. On the other hand, properly managing such conflicts has been shown to decrease stress, improve long-term relationships, and decrease emotional defensiveness (Leila, Messarra, & Abdul, 2016).
Each generation that enters the workforce introduces a unique set of motivations, unique forte and strengths to the workplace. A successful talent strategy can hinge on an organization’s understanding of what makes its employees tick in the same way that broader business strategy relies on an understanding differences between its many customer groups (John & Richard, 2009). Differences between generations can affect the way organizations recruit and form teams, deal with change, motivate, inspire, manage people, and boost productivity and service effectiveness. Achieving a more complete image of a talent pool requires companies to understand the generational composition of all their entire global workforce (Ott et al., 2008). Currently, one of the best ways to enable employees to perform optimally, at any age, is to know all about them, from a generational point of view (Ann, 2016).

2.2.4 Work Values
Various studies have validated the notion that work values vary across generations (Leila, Messarra, & Abdul, 2016). Understanding these generational differences helps businesses develop policies to suit the needs of each generation, which results in an inclusive workplace that recognizes and celebrates individual differences (Nitya & Anand, 2016). Work values can are the beliefs about the relative desirability of various aspects of work, (e.g. remuneration, autonomy, working conditions), and work-related outcomes (e.g. achievement, fulfillment, prestige) (Lisa et al., 2015). Work values predict choices and actions, direct behavior and affect an organization outcomes, such as judgment, decision-making, work effort, satisfaction, commitment and performance (Nitya & Anand, 2016).

Socio-economic conditions play a role in influencing generational difference in work values. Socialization theory and the scarcity principle are the two phenomena that explain this influence. In socialization theory an adult’s basic values reflect the socioeconomic conditions of his upbringing, childhood and adolescence (Nitya & Anand, 2016). The scarcity principle says that the greatest subjective value is placed on those socioeconomic factors that are in short supply during that specific generational cohort’s younger years (Noreen, 2015). Each generation is likely to develop a distinct value system based on the unique socioeconomic condition during their formative years. These value orientations remains relatively stable across the lifespan of the individual (Jacobson, 2007). These value systems distinguishes each generation’s feelings toward work and what they desire from work (Camille & Nicole, 2011).
Work value remains relatively stable from the start of adulthood, regardless of life-changing events like an economic turmoil (Howe & Strauss, 2007). The impact of generational influence on work values is greater than the effect of the recession, hence generational effects exist and operate to influence work values (Evans, 2011). Intrinsic work values are associated with finding meaning and interest in one’s work. Numerous studies have documented substantial differences among the generations in terms of core work values (Nitya & Anand, 2016). Millennials are looking for individual–organization fit, i.e. the compatibility between people and organizations that transpires when one entity provides what the other needs or they share similar fundamental characteristics or both. The relationship between a person and their work environment influences millennial attitudes, and behavior (Nitya & Anand, 2016).

According to Joanne et al. (2009), the relationship between value similarity and staff turnover intention can be explained by the attrition model. This model explains how individuals are attracted to organizations which match their individual, unique characteristics and seek employment with these organizations. Organizations in turn selects individuals who are most similar to them. According to Armstrong (2011), this theory, on when organizations and individuals are attracted to each other, it results in a job offer and acceptance. The employee remains with the job as long as the employer and employee remain mutually attracted. When this attraction reduces due to work reward discrepancy, then dissonance is introduced leading to high turnover intention (Raines, 2002).

The relationship between work value discrepancy and turnover intention is relevant for millennials due to their high career mobility. When compared to older generations, millennial employees have significantly lower commitment and higher turnover intention (Tulgan, 2009). One reason for their high career mobility is unmet expectations by the organization (Margie, 2013). When they do not get the swift rewards within the organization, millennials will move to an employer that offers greater incentives and opportunities. Therefore, the discrepancies between personal and organizational work values are expected to have several implications for turnover intention of millennials employees. Difference between personal and organizational work values is associated with turnover intention (Lisa et al., 2015).
2.3 Benefits of Millennials to Organizations

Millennial generation has is emerging as a powerful political and social force. They are smart, well learned and educated, open minded, confident, individualistic, self-reliant entrepreneurial and independent—politically, socially, and philosophically (James et al., 2012). At the same time, they are socially active, collaborative, team orientated and used to having proper structure in their lives as a result of the type of upbringing they have received (Glass, 2007). They are a caring generation, one that appears ready to put the greater good of the organization ahead of individual rewards (Eric & Karl 2008). Millennials believes that they have capabilities and potential to be great and they probably do. Their major influencing factors are; their parents, self-esteem movement, customer service movement, betting and technology and casual communication (Ann, 2016).

Millennials are redesigning and redefining the way work gets done. They are disrupting the status quo, and many are seeking purpose-driven work in their organizations (McGuire et al., 2007). They are looking into ways which they can make an impact not only in their organizations, but also in the society and the universe as a whole. Millennials are looking for the same things that young people have always wanted in a career: interesting work, financial security, stability, good prospects and a job they can take pride in. If employers are serious about retaining talent for the long-term they should start by getting the right people in the fold (James, Michael, & Samantha, 2012). There is a craze for recognition, and credit among the millennials no matter how small the effort they have put in the work (James et al., 2012).

Millennials will undoubtedly take advantage and extend the use of Communication Information and Technologies (CITs). Millennials comfort with new technologies suggests that they bring to the workplace potentially beneficial characteristics related to the use of communication and information technologies (Karen et al., 2010). Millennials’ interactions with others in the workplace may also change the way older generations, and millennials themselves, perceive and use CITs. Millennials could essentially be employee lead users of CITs, driving or supporting the implementation of workplace CITs and building competitive advantages for their organizations as a result of their intimate relationship and extensive experience with CITs. In effect, Millennials could become resident experts concerning CITs, offering their more senior colleagues opinions about what works, what can’t work, and how the organization can utilize CITs to improve operations and marketing (Stuart & Lyons, 2008).
Millennials are re-evaluating their life priorities and choose work that allows them to make their personal lives a priority (Hershatter & Epstein 2010). Given their higher levels of education, millennials are more likely to negotiate the terms under which they work, and demand work/life balance at every stage of their careers (Martin, 2012). The person with a high need for achievement is interested in money rewards or profits primarily because of the feedback they give him as to how well he is doing. The money reward is not the incentive to effort. Alternatively, the expectation of good remuneration and benefits may also reflect the sense of entitlement that persists among millennials. Howe (2002) used the term "ability performance nexus" to describe the disconnect between what millennials expect to achieve and what they are capable of achieving.

The millennial have the most significant behaviors when compared to any other generation in the workforce so far. Through the various digital platforms, millennials have gained a global mindset that has given them skills to perfect multitasking (Eric and Michael, 2009). They do not see their employers as content experts any longer because they can find any content information they seek online (Karen & Kamyab 2010). Millennials are confident, ambitious and achievement-oriented. They have high expectations of their employers, seek out new challenges and are not afraid to question authority. Millennials wants purposeful and meaningful work with a solid learning curve (Vijaya, 2013).

For millennials teamwork, mentorship, and collaboration between the experienced professionals and the youthful newcomers contribute to the energy and can-do attitude at the workplace. To retain and embrace talented millennials employees, and assure that they work well within the environment, the organization should develop several programs to ensure that members of all this generation stay engaged (Karen et al., 2010). Organization offer mentorship training program that helps managers assure their legacy and practice a more personal leadership style, while providing millennial mentees with a supportive environment that enhances career progression, growth, institutional knowledge, and visibility (Ng. et al., 2010). Technology facilitates the work-life balance millennials desire as it frees employees to work at a time and place that is convenient to them. Telecommuting has the additional advantage of being an environmentally friendly approach and is consistent with millennials affinity for technological solutions (Tapscott, 2008).
2.3.1 Diversity & Inclusion Benefits

Diversity and inclusion have long been common terms in corporate cultures across the globe, but when we really dive deep into what each of these terms mean to each generation, there are some outstanding contrasts (Jean & Stacy 2008). In defining diversity, millennials move well beyond the integration of demographic differences; they cite diversity as the blending of unique perspectives within a team, known as cognitive diversity. The millennial definition of diversity also encompasses the ability to combine different ideas, approaches and solutions to better overcome challenges and achieve business goals (Ann, 2016). Overwhelmingly, millennial definitions of diversity have a tone of possibility with differences in background, experiences, and style, a team is more likely to create innovative and groundbreaking products and services. Millennials frame diversity as a means to a business outcome that helps an organization attain her competitive advantage (Christie & Stephanie, 2015).

In the changing global demographics, workplace diversity is today's reality, rigid organizations that do not recognize this fact risk failure in the future. Managing diversity is a business issue, not a moral, social, or legal concern (Christie & Stephanie, 2015). The challenge is not creating a diverse workforce, but enabling and empowering one. It is about enlightening managers to persuade a diverse workforce to raise its productivity by utilizing all members to their fullest potential, thereby increasing profitability and efficiency (John, 2016). Millennials view diversity as the blending of different backgrounds, experiences, and perspectives within a team. They use the word to describe the combination of these unique traits to overcome challenges and achieve business goals (Ann, 2016).

Millennials may develop greater awareness of the world around them. During these experiences they are likely to have had exposure to cultural and organizational diversity, to have developed greater empathy for lower socioeconomic populations, and to become advocates for pressing societal issues (Pew Research Center, 2007). When millennials eventually enter organizations, as a result of these experiences they are likely to arrive with a wealth of experiences that may serve them well in their various organizational roles (John, 2016). They are more accepting of people from diverse nationalities, ethnicities and backgrounds, and potentially more comfortable and more skilled in interacting with them. These experiences and skills may generalize to helping millennials develop working relationships with colleagues, customers, and other stakeholders (Raines, 2002).
Millennials are characterized by more than just their age, embrace diversity more than previous generations and are more global-centric. As a group, they’re more racially and ethnically diverse than any previous generation (Tulgan, 2009). They value self-expression and artistic pursuits. For millennials, diversity and inclusion have a great impact on creativity, innovation, engagement, and business profitability (Camille & Nicole, 2011). Millennials are much more concerned with cognitive diversity, or diversity of thoughts, ideas, and philosophies, and in solving business problems through a culture of collaboration. For millennials, inclusion isn’t just about getting people of different creeds in a room (Christie & Stephanie, 2015), it is about connecting these individuals, forming teams on which everyone has a contribution, and capitalizing on a variety of perspectives in order to make a stronger business impact (Ann, 2016).

Millennials are unique in viewing cognitive diversity as essential for an inclusive culture that supports engagement, empowerment, and authenticity, and they’re rejecting current programs and frameworks organizations are using today to foster inclusiveness (Ann, 2016). Instead, millennials value inclusion as a critical tool that enables business competitiveness and growth, and as millennials flood leadership ranks, their perspectives will demand a shift in traditional diversity and inclusion models (Christie & Stephanie, 2015). For millennials, inclusion is the support for a collaborative environment that values open contribution from individuals with different ideas and perspectives that has a positive impact on business. Leadership at such an organization is transparent, communicative, and engaging (Jean & Stacy, 2008).

Diversity develops creativity, encourages the search for novel information and perspectives, leading to better decision making and problem solving. It improves the bottom line of companies and lead to unrestrained discoveries (John, 2016). In inclusion, millennials focus primarily and extensively on teaming, respecting a culture of connectivity, and using collaborative tools to drive business sustainability. For millennials, leaders and culture are supportive when they promote a collaborative and inclusive environment in which employees can see the impact of their work, understand the value they bring to the organization, and are recognized for their efforts (Christie & Stephanie, 2015). Millennials prefer an inclusive culture that leverages every individual’s passion, commitment, innovation, and elevates employee engagement, empowerment, and authenticity (Tulgan, 2009).
2.3.2 Technology Savvy Benefits

Millennials were raised during the dot.com boom, and have seen the development of MP3 players, YouTube, and smartphones as well as the impact of technology in all aspects of their lives from healthcare, transportation, banking, to communication (Jacqueline, Rajesh, Sara, Donnie, & Mitch, 2014). This generation has been, and continues to be, greatly shaped by the technological advances present during their childhood, college life, and into the workplace. Millennials are extraordinarily technologically savvy; they implement technologies and adapt them to suit their needs (Gibson, 2009). Millennials value and depend on technology to make their work easier and tend to become impatient with older, slower colleagues and expect immediate access to information through digital devices (Jacqueline et al., 2014).

Millennials, as digital natives, bring vital value to a work environment in the midst of a digital revolution. This has an inevitable effect on the way they communicate, millennials would rather communicate electronically than face-to-face or over the telephone (McCann, & Giles, 2006). It’s hardly surprising then that millennials have specific expectations about how technology is used in the workplace (Eric et al., 2009). Millennials expect the technologies that empower their personal lives to also drive communication and innovation in the workplace. Millennials feel that employer’s provision of state-of-the-art technology is important to them when considering a job. It is excellent as a business tool and for communicating with one’s colleagues and peers. It has been noted, however, that digital natives no longer favor e-mail as their main communication tool, they seem to prefer text messaging and instant messaging to e-mail (Martin, 2012).

Some employers (e.g. google, apple) are already adjusting their IT policy to appeal more directly to millennials, for example offering a choice of smartphones as an employee benefit and actively encouraging business intensive use of social media at work (Nando, 2007). It’s this relationship with technology that can be the catalyst for conflict between generations and this is also true to the workplace. An effective strategy and technologies to engage and retain these workers will be critical to the business’s bottom line (Nitya & Anand, 2016). Millennials will expect a workplace technology environment that embraces social networking, instant messaging, video-on-demand, and blogs. These social tools enables this generation to connect instantly, engage, communicate and collaborate with various generational cohorts and managers in ways that are natural to them, leading to improved efficiency and productivity across the organization (Norum, 2003).
Millennials are extremely comfortable with technology and are dissatisfied with disconnected or technologically inferior work environment. They tend to be wildly optimistic, holding a national sense of community and are the most connected generation ever due to cell phones, internet, social networks and their own technical savvy (Eisner, 2005). Millennials use their mobile devices and traditional internet to connect to retailers or brands, and engage in social networking using their mobile device. Millennial demonstrate significantly higher integration of interactive media. Using both mobile devices and traditional internet tools, millennials access online resources for both utilitarian and entertainment purposes. They have a significantly higher interactive connection with brands through their blogging activities and couponing behaviors (Marguerite, 2012).

Millennials are described as the first “high-tech generation” (Norum, 2003). They are digital natives (Bess & Bartolini, 2011), enthusiastic about technological advances. Indeed, it is the core role of technology in their lives that millennials view as a key differentiator between them and the previous generations (Pew Research Center, 2010). Of particular importance is mobile technology. Having grown up with these devices, millennials have been heavy users of cell phones and related mobile technology devices for texting, e-mailing, and accessing the Web and interactive media since childhood (Jacqueline, Rajesh, Sara, Donnie, & Mitch, 2014). We believe this has a cohort effect that will stay with millennials as they move through their life cycle (Pew Research Center, 2010).

Mobile technology pervades almost all aspects of millennials’ lives and influences their patterns of consumption (Young & Hinesly, 2012). “Steeped in digital technology and social media, they treat their multi-tasking hand-held gadgets almost like a body part,” 83 percent of millennials states that they even sleep with their cell phone by their side (Pew Research Center, 2010). This group also highly values their social networks (Hewlett, Sherbin, & Sumberg, 2009) and they have fused their social lives with their use of technology to bring them closer to their friends and family (Pew Research Center, 2010). Given the relevance of technology to millennials, and the importance of this generation to marketers, gaining a better understanding of the domain of mobile technology is of interest.
2.3.3 Teamwork & Group Dynamics Benefits

When considering the many ways that companies are organized to conduct work, it should come as no surprise to find a high reliance on teams. Whether this involves managers assigned to self-managed teams or shop-floor workers involved in self-directed teams, a group approach to work has become an integral part of the formal structure at most organizations (Robert, 2003). Adding to the debate between teams and effectiveness is the fact that few studies have established a clear connection between teams and higher performance, and even fewer have quantitatively assessed the impact of teaming on corporate performance (Leila et al., 2016). Millennials have a strong preference for collaboration to solve problems and grasp new opportunities. Millennials work in teams, in part because they perceive work to be more enjoyable and fun, but also because they like to avoid risks (Alsop, 2008).

Millenials brings to an organization team spirit where employees interact spontaneously or prompted by management's demand to reach a specific organizational goal. Self-directed teams are more likely to share knowledge, perform better due to cognitive and not affective reasons associated with small group working, which are highlighted in the organization behavior and human relations tradition of job design (Cekada, 2012). The cognitive dimension has been evidenced by workers organized in teams learning to use technology faster than workers who are not in organized teams (Dan & Kip, 2014). For collaboration to deliver value, it must integrate with organizational determinants, business processes and encourage tangible results across a dispersed, diverse workforce. Most essential work today is not attributable to a single staff member; it takes a team to achieve organizational success (Robert, 2003).

Semi-autonomous and self-managed work teams have become commonplace in organizations because they enhance innovation, increase productivity, and lowers personnel costs. Millennials entry is unexpected for these organizations because, they value teamwork and are accustomed to collaboration (Deloitte, 2009). Millennials report that working and interacting with other members of a team makes work more fulfilling and pleasurable (Alsop, 2008), in part, a consequence of group-based learning and project groups throughout their years in school, and often socialize in groups as well (Howe & Strauss, 2007). Millennial workers are likely to be actively involved, fully committed, and contribute their best energies to the organization when their work is performed in a collaborative workgroup or team.
Through teams, millennials are bringing to an organization the fundamental unit of performance improvement. Interactions within these long-standing teams foster trust-based relationships that are essential for transference of not only specific information, but also, more importantly, tacit knowledge that cannot be easily written down or explained. Tacit knowledge is the basis for high-value skills; it makes employees more valuable to organizations (Suleman et al., 2011). Additionally, the deep relationships that teams share create a productive environment for combining talents to push performance to levels greater than the sum of each individual’s part (Camille & Nicole, 2011). Fluidity within the organization helps millennials in teams connect with other teams in ways that enable improvements of techniques, leading practices to spread across the organization. This requires breaking down the silos of conventional organizational structures, but results in significant improvements in performance and enhance productivity (Vijaya, 2013).

In fact, millennials themselves may not yet realize that part of the effectiveness of self-managed teamwork, and what may be the dark side of teamwork, lies in the concertive control exerted by members within the group. Concertive control emerges when team members jointly develop their own control system (Barry, 2011). Control is negotiated and manifested through formal and informal team-based relations, causing members to develop a shared sense of responsibility for the team’s success. Group members come to believe they are empowered to gain compliance from other members, causing workers to conform to mutually agree upon norms (James et al., 2012). Millennials' attributes and expectations are likely to affect the development of workplace relationships with team and organizational members from other generations also have become crucial issue (Howe & Strauss, 2007).

Organizations have noted a downside to teams, and are beginning to encourage millennials to accomplish part of their work outside workgroup boundaries (Alsop, 2008). Millennials find excessive comfort in team-based direction, oversight, and decision making. If they can work in teams, they can avoid the risk associated with independent thinking and decisions. While it is true some types of decision making can be improved in group contexts, a group-reliant mentality does not foster individual growth and decision-making confidence, nor does it enable individuals to demonstrate their own creativity and ability. As most managers know, some decisions, even in millennials’ entry level positions, must be made quickly and without the benefit of group consensus (Gursoy et al., 2008).
2.3.4 Corporate Responsiveness Benefits

According to Le Jeune (2005), Corporate Social Responsibility (CSR) is a concept that suggests that commercial corporations have a duty to care for all their stakeholders in all facet of their business operation. CSR is closely linked with the principal of sustainable development which argues that enterprises should be obliged to make decisions based not only on the financial and economic factors (for example profits, returns of investments, dividend payments etc.) but also social environmental and other consequences (Le Jeune, 2005). Corporate Social Responsibility (CSR) occupies a prominent place on the global corporate agenda in today's socially conscious market environment (Eric et al., 2008). More than ever, companies are allocating substantial amount of their resources to various social initiatives, ranging from community outreach and environmental protection, to socially responsible business practices (Philip, 2003).

CSR as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce, their families, the local community, and society at large (Melissa, Elliroma, Whitney, & Leah, 2008). Social responsibility becomes a central part of the wealth creation process, which if managed properly should enhance the competitiveness of business and maximize the value of wealth creation to society. Millennials represent an increasingly generous and charitable generation, both at work and outside of work (Margie, 2013). Millennials engage with causes, their preferences is in volunteering, donating and advocating for issues they are most passionate about. They want to be involved with social good through company-sponsored initiatives like giving campaigns and company-wide volunteer days, millennials want to give, serve, inspire and make an impact (Tulgan, 2009).

Giving includes; attitudes and preferences for making charitable donations through formal workplace-giving campaigns and other donation drive. Millennials serves through employee volunteerism, including employee preferences, managerial attitudes and company volunteer actions (Shaffer, 2008). Finally, they want to inspire though exploring the relationships that influence employees and managers to volunteer and donate through company cause work. Millennials feel personally responsible for making a difference in the world (Marguerite, 2012). Individuals of this civic-minded generation not only believe it is their responsibility to make the world a better place, a majority of them believe that companies have a responsibility to join them in this noble cause and effort (Kowske et al., 2010).
The majority of Millennials wants to work for a company that cares about how it contributes to society and would refuse to work for a company that is not socially responsible (Noreen, 2015). Studies indicate that millennials are prepared to reward or punish a company based on its commitment to social causes (Noreen, 2015). They are also hard working, team-oriented, and place a high value on helping others and on addressing social problems. Millennials are volunteering in record numbers for various reasons, which include; diversity, altruism, influence from family and friends, and wanting to build resumes (Alsop, 2008). All these elements are causes for organizations to rethink their employee culture, especially regarding younger employees’ input into how the organization interacts with its external stakeholders. Workplace giving campaigns are a common way for companies to engage in cause work.

It’s important to note that millennial employees will donate to causes they feel passionate about, whether their company is involved with those causes or not. Millennials are attracted to organizations with successful CSR policies that not only seek to clearly benefit the organization but also, its stakeholders (Karen & Kamyab, 2009). Company-sponsored volunteering involves volunteer work, donating time or service for the benefit of a cause (Nitya & Anand, 2016). This element of company sanctioned cause work influences the company’s overall workplace culture. Company-sponsored volunteer work contributes to a company’s larger corporate responsibility. Millennial employees take part in workplace volunteer due to their passion for or interest in the cause, or because they are able to use their skills to benefit a cause. (Kowske, Rasch, & Wiley, 2010).

According to Tulgan (2009), millennials want to participate in an onboarding orientation process when they are first hired to better understand the volunteer opportunities their company offers. They are looking for recognition for service and participation in community project in and outside of work. Millennials wants organization where they can develop volunteer programs with peers and submit for corporate recognition of the outcome and impact, want a framework to design a custom skills-based volunteer opportunities with co-workers (Ann, 2016). Millennials should be put on advisory boards so they have a seat at the table and can offer insight into your company’s cause initiatives, create a level of a cause brand ambassador for the company to promote and engage co-workers to participate. Businesses should act as social machinery, what it takes inform of profits should be given in form of social contribution (Barry, 2011).
2.4 Effects of Millennials Behavior on Productivity

Eric et al. (2009) states that while millennials wouldn’t wish to work in a highly regimented and controlled environment, they understand the need accountability for actions and performance. Levels of job satisfaction are as equally high as elsewhere, where this is a feature of an organization’s culture, while loyalty is similarly unaffected by holding people to account (Bannon, Ford, & Meltzer, 2011). Employers need to meet individuals’ expectations of the workplace. The millennials views traditional approaches to the workplace as tedious, since they could have most likely performed the task more quickly and with less effort. These generational preferences can affect work dynamics and hinder the productivity and effectiveness, which is why it is important for managers to integrate processes that enhance generational differences into their strategic plan (Cahill & Sedrak, 2012).

A quality workforce is a source of competitive advantage, particularly salient in the competition for talent is the ability to attract qualified millennials (Glass, 2007). The job search literature establishes that, if companies want to attract millennials, they need to develop a better understanding of the expectations of these generation and know what job and organizational characteristics influence them during their job searches (Ott et al., 2008). The companies that have already been the most successful in attracting talented millennials, e.g. Google and Apple, are naturally innovative employers who are never restrained by ‘how things used to be done’ (Jacqueline et al., 2014). These companies are not specifically targeting millennials, but their culture, management style and approach to recruitment and retention naturally appeal to the millennial generation, hence able to take their pick of the best younger talent around (John, 2016).

Clearly, if any employee enjoys a particular job, he or she will be more likely to stay there longer (Kowske et al., 2010). For some employers, this is straightforward, as the nature of the work revolves around their employees’ interests and passion. This is not always the case, however, and employers clearly need productivity from their workers even if they are not pursuing their passions (Leila et al., 2016). There are still ways to create a more attractive work climate even in the absence of an organic and natural interest in the work, millennials success in the workplace lives or dies on whether or not it gets engaged (Shaffer, 2008).
At the workplace, millennials are looking at flexible working hours, overtime pay, bonuses. In the last century, previous generations restricted hours in the average workweek, which was once unlimited with no overtime pay (Ng. et al., 2010). Other generations also instituted fair labor laws that protected their children and punished harassment, with their basic needs been met. Now millennials want more: self-actualization, purpose, enjoyment, better remuneration and benefits (Alexander & Sysko, 2013). You could say it’s preposterous to expect these things, but we adjust. Millennials are criticized for being out of touch, but are actually so accustomed to the present reality that the other generations are ready to outdo (Barry, 2011). As the organizations expectations have evolved, so has work and probably for the better.

Millennials feel entitled to work that matters, training that helps them get better and flexibility to accommodate the demands of modern life. They feel that if they persist, their entitlement will instigate kinder, more mission-driven companies and better balance (Alexander & Sysko, 2013). Social progress and tension stems from millennials thinking they deserve what society and organizations think they don’t. Millennials puts emphasis on the social aspect of the workplace and want respectable colleagues and leaders. Millennials are said to have a desire to "save the world," and have high expectations for Corporate Citizenship and ethical behavior from their employers (Sweeney, 2006). We expect that few would want to spend their whole career with the same employer, and many would "jump ship" , mostly every 3 years, until they are 45, over the course of their careers in search of meaningful work, prioritizing lifestyle choices, and choosing employers with values more consistency to their own (Eric, 2009).

Millennials see work as elective, if only to further their personal goals; they have a different definition of loyalty than their predecessors and are sometimes described as self-centered. They are contentious to the systems of hierarchy widely accepted by generation X, and rather, expect more of a mentoring role from their supervisors (Leila, Messarra, & Abdul, 2016). They would not mind resigning from current employer when a better opportunity arises that offers an enticing package. They expect to be included in intellectual talk and in management decisions (Mukundan et al., 2013). They want a good relationship with their boss, which does not always mix well with generation X’s independent nature and hands-off style, and can cause conflict. (Hershatter et al., 2010).
2.4.1 Self-Management and Flexibility

For Millennials, flexibility represents the most essential aspect of self-management, as they have not grown accustomed to rigid schedules. For many, rigid hours are a higher deterrent than long hours, as they are comfortable working on weekends as long as they are afforded some flexibility during the week (Vijaya, 2013). Millennials are accustomed to working long hours, and while long hours can be unappealing, many millennials have accepted this as the status quo. However, they are still accustomed to a high level of freedom in their lives, and they look to maintain this freedom in their careers (Carless & Wintle, 2007). Millennials favor teamwork and prefer to follow directions as long as there is flexibility for them to get the work done in their own way (Jean & Stacy, 2008).

According to Prensky (2008) millennial-friendly environment may be fully digital, but it also needs to be comfortable and creative. Millennials expect to work hard, but they don’t want to sit in a bland cubicle all day. They will be drawn to organizations that offer an engaging, comfortable, and stimulating atmosphere that creatively blends work and life. In a knowledge economy, organizations seek to harness the knowledge, skills and experience of their employees; and to attract, retain and keep them motivated. To stay motivated, individuals expect work to have a purpose. Workplace flexibility can contribute to health and is considered to be a management tool based on “love” that is because the employee is mobilized through a personnel policy that creates a modern, attractive and family-friendly workplace (Melissa et al., 2008). While the benefits for employees are clear, for organizations it is a strategic issue, based on market competition and the potential reduction of employment costs (Vijaya, 2013).

If managers are clear with their directions, millennials will be able to work independently and self-manage. Managers must be sure to engage in active management without being overbearing. While this can seem contradictory at first, in reality, it is a matter of a subtle difference (Christine & William, 2014). Millennials crave hands-on management at the outset of a given task, but they want the freedom to be able to work on it alone once they have been provided with adequate instruction (Suleman et al., 2011). Millennials’ desire for a work-life balance into account, pointing out that Millennials value their non-work time, and while they want to enjoy work, they do not want it to dominate their lives; rather they want it to fund their lifestyle (Jean & Stacy, 2008).
An organization that encourages flexibility among its employees, and specifically the millennials enhances leadership capabilities for managing and collaborating across generations, and thereby enhancing management effectiveness and business performance (Robert, 2003). It also helps to create competitive advantages by helping millennials stay current on expected workforce composition, employee benefits options and preferences, and other competitive offerings to determine the best plans to attract, retain and motivate top talent among the millennials (Christine & William, 2014). Employer’s role should be to provide variety in work tasks and patterns as well as opportunities to learn the interesting aspects of even mundane tasks. Millennials may not see the benefits of their work without being explicitly shown, so employers must cultivate this engagement in the work (Nitya, 2016).

For millennials, there is no need for a strict separation of work from one’s personal life; the very language spoken in the workplace is being subjected to change (Stuart & Lyons, 2008). The majority of Millennials wish to have a flexible work schedule which integrates well into their lives, as they believe in finding work that is rewarding and inspiring. Millennials are mostly still growing up, meaning their style of socialization and work is bound to change as they will get more work and life experiences (Eric & Michael, 2009). They have, however, been called masters of change, as they are the generation who blurred the lines of learning, working and simply having fun. They are able to stay in touch at all times and can achieve great things with almost nothing (Le Jeune, 2005).

In career flexibility, millennials anticipates changing jobs frequently (every three years); they are looking for a new job with a new company at any given time. This potential fluidity in their careers may result from their expectations and values. Cruz (2007) explains that Millennials have shown a willingness to change organizations when they perceive new opportunities that may offer greater levels of appreciation. Lloyd (2007) explains that millennials associate less with the particular organization that employs them and more with the type of work which they perform, they are looking for something they will be passionate in doing and that will give them excitement.
2.4.2 Entitlement and Self-centered

According to Bannon, Ford, & Meltzer, (2011), some forms of entitlement among the millennials include; narcissistic and exploitive entitlement, which, are associated with manipulativeness, irresponsibility, grandiosity, neuroticism and anxiety. Such traits nearly always damage both the individual and the organization. However, entitlement isn’t always negative, despite its prevailing connotation; it simply means what an individual believes he or she deserves (James, Michael, & Samantha, 2012). Millennials are not only looking for basic needs, but they want more; self-actualization, purpose, enjoyment and benefits. Millennials aren’t demanding weird bonuses or unlimited time off. Instead, they feel entitled to work that matters, training that helps them get better and flexibility to accommodate the demands of modern life (Vijaya, 2013).

If they persist, their entitlement will instigate kinder, more mission-driven companies and better balance. Some kinds of millennial entitlement are indeed troubling, millennials feel like the world owes them something. But the type afflicting the majority may call the workplace to something higher (Howe & Strauss, 2000). Millennials feel entitlement isn’t all bad, but to the extent it corrodes productivity and a healthy work culture. Millennials place much more emphasis on their personal needs than those of the organization and tend to be uncomfortable with rigid corporate structures and turned off by information silos (Jean & Stacy, 2008). They expect rapid progression, a varied and interesting career and constant feedback. In other words, millennials want a management style and corporate culture that is markedly different from anything that has gone before i.e., one that meets their needs (Eric et al., 2008).

Millennials feels empowered and wants to make changes for the better. Early in their lives, they demonstrated concerns about others, about the environment and about global conditions (Ann, 2016). Occasionally, a feeling of empowerment becomes a desire for entitlement. Empowered millennials are drawn to companies that will help them get ahead. As employees, millennials want to be leaders of industry, technology, government, and the arts, and, reasonable or not, millennials expect to rise into leadership roles quickly and early (Howe & Strauss, 2007). Millennials want a flexible approach to work, but very regular feedback and encouragement. They want to feel their work is worthwhile and that their efforts are being recognized. And they value similar things in an employer brand as they do in a consumer brand (Smola et al., 2002).
Millennials in particular believe everything is negotiable, they make decisions through continuous trial and error, they want a voice in decisions that affect them, interact with all adults as peers. They expect and need praise along with feedback and will take silence as a way of disapproval (James, Michael, & Samantha, 2012). According to Jean and Stacy (2008), millennials are the highest maintenance workforce in history. They want feedback now, they want training now, they want recognition now, and they want to create the lifestyle they desire now. If managers can learn how to harness their energy and coach them effectively, these young employees have the potential to be the highest productive generation ever. They seek employment in workplaces that give them opportunities to make their mark, demonstrate leadership, and give back to society (Stuart & Lyons, 2008).

Most of millennials values are driven by a sense of entitlement of rewards irrespective of their actual performance levels. Several studies attest to the fact that millennials have an increased sense of entitlement. Increased narcissism among members of millennial cohort is a major cause of this sense of entitlement (Twenge et al., 2008). Eric et al. (2008) also found that the career goals and expectations of millennials were unrealistic and disconnected between reward and performance. Consequently, heightened levels of entitlement can be problematic in the workplace, as it leads to conflict, abusive behavior, job frustration and low job satisfaction levels (Howe et al., 2007). This sense of entitlement is an important characteristic that causes millennial to perceive a mismatch between their expectations and rewards in their workplace.

Most organizations are run by older generations who have a conflicting value system and working styles with millennials. Additionally, millennials feel entitled towards organizational benefits which would cause them to perceive a mismatch between their values/expectations and the rewards that the organization provides (Eric & Michael, 2009). With multiple talents and abilities, millennials see themselves as superior to others, judging themselves more favorably and rating themselves higher on performance (Jean & Stacy, 2008). Millennials see themselves as indispensable beings with high expectations and a desire to be sought after.
2.4.3 Impatience of Processes

Millennials, by their own admission, have no tolerance for delays. They expect their services instantly when they are ready. They require almost constant feedback to know how they are progressing (Sweeney, 2006). Their worst nightmare is when they are delayed, required to wait in line, or have to deal with some other unproductive processes. Their desire for speed, accuracy and efficiency cannot be over-estimated. The need for speedy satisfaction, or as some believe instant gratification, permeates virtually all of their service expectations. Millennials wants instant feedback, may it be on performance or any other queries that pertains their work. If they do not get feedback on time, most of them will opt out and start looking for another job that will give them satisfaction and constant feedback on processes, and organizational systems (Symonds, 2010).

Millennials are interested in processes and services that work and speed their interactions. They prefer merit systems to others (Ott, et al., 2008). Millennials are furious when they feel they are wasting their time; they want to learn what they have to learn quickly and move on. Millennials have no tolerance for services that do not continuously and reliably work. In this competitive environment, millennials in the work place will go elsewhere if they do not get the desired results (Hershatter & Epstein, 2010). This leads to lack of trust by potential employers; who will regard millennials as job hoppers, hence no much productivity put in the organization as the millennials will not have fully settled to make any impact in the organization. Millennials are direct in the way they communicate, often to the point of appearing rude, especially from their supervisors. They believe that they are all above average to be average is really to be mediocre (Sweeney, 2006).

Millennials are impatient with long hierarchical structures, they are looking for fast results, and long processes makes them feel like they are being micro-managed when doing their duties (Dwyer, 2009). They are looking for ways which jobs and solutions can be found fast, without having to follow any long organizational procedures. They are likely to change systems to make them more flexible to suit the organization (Jerome, 2014). A rigid organization, which follows long processes, will have high labour turnover, caused by millennials. Millennials might lose their patience very quickly, and make a drastic decision like resigning without caring of serving a notice as stipulated by organizations. This will have an impact in any organization, as any project which is under the millennial will come to a halt (Alexander et al., 2013).
Millennials exhibit a thirst for instant gratification and quick fixes, a loss of patience, and a lack of deep-thinking ability due to what one referred to as ‘fast-twitch wiring. Brands seeking to target Millennials must understand the generation and why there is impatience, but on the other hand, must understand that the generation seeks real time feedback and solutions (Margie, 2013). If millennials feels they are not getting any value from a brand or from an employer, they will jump ship to the next brand and employer, this is evident in that majority of millennials lacks loyalty to a brand or to an employer (Eddy et al., 2010). Pew points out that the root source of much of the rapid behavior of impatience among millennials is hyper-connectivity (Pew, 2007).

The millennial generation wants to move a lot more quickly in positions than maybe the more previous generations. They’re constantly curious about what they can do next and are looking at rising up the ladder overnight (Noreen, 2015). They’re almost impatient about sitting in a job for any length of time, and they always wonder about the next opportunity, they are looking for instant results and gratification and a pat on the back after every small achievement (Ferri-Reed, 2010). So keeping talent at an organization is a real priority. Millennials are impatient with organizations which are bureaucratic, as they are looking for ways and means at which they will make an impact in the organization and leave a lasting legacy it’s very competitive hence organizations must think of ways to keep the millennials engaged, growing, learning, and excited (Nicholas, 2009).

Millennials hunger for action; hunger for whatever drives humanity further, and we want to help create a regenerative and lush present. Not in the future, or after 10 years of experience, but now. Want to make a global change and want to do it now (Dwyer, 2009). Millennials have something to prove; that they are impatient when the work is not done as per the set timelines. They are focused on getting the work done which they prefer minimal supervision. When a supervisor tends to snoop what a millennial is doing, they feel agitated and tend to do a mediocre work so as to proof a point to the supervisor (Kaifi et al., 2012). Millennials are lesser focused on the prime directive, and always aim to win. This is larger than winning in terms of personal career advancements and accolades; they want to drive perpetual change and innovation within in industries, marketplaces, and global issues and want to do that at speed and accuracy (Perry, 2010).
2.4.4 Social Identity and Selectivity

People have a natural desire to be accepted, have companionship, and be loved. According to social identity theory, individuals classify themselves and others into groups that are relatable to that individual. These separate groups include, race, gender, national origin, and age (Miller et al., 2013). Identity threats arise in many forms due to the inability to relate with some characteristics. Many relationships are built because two or more people naturally relate to similar interests, values, and morals. These relationships that are built boost self-esteem, and according to Maslow’s Hierarchy of Needs, fulfill the deficiency need level of being accepted and loved within a group (Avery, Derek, Patrick, & David, 2007).

The inability to relate to a person poses a threat, the varying views, characteristics, habits, and morals are generally viewed as unfavorable. Threats to one’s social identity cause disengagement and withdrawal from the out-group member and results in the lack of the psychological feeling of safety and value. In a work environment this could led to employee disengagement (Hershatter et al., 2010). Social identities arise from dynamic relationships and are important in intergroup and organizational development. Research has shown that demographic similarities foster greater perception of similarities in values and historical experiences that lead to greater unity within a group. Even in the work environment, a co-worker whose age is viewed as similar to one’s own age heightens identification with that co-worker, resulting in greater job meaningfulness, psychological safety, and work engagement (Avery et al., 2007).

Due to their social identity millennials expect to have a wide range of selection and a much greater array of product and service selectivity. They have grown up with a huge array of choices and they believe that such abundance is their birthright. This is a sea change in consumer behavior (Shaffer, 2008). Millennials feel less need to conform in their consumer choices to everyone else in their generation or to other generations. They desire ultimate consumer control: what they want, how and when they want it. Millennials are most unhappy with limited choices, they do make their choices in products and services, they expect them to have as much personalization and customization features as possible to meet their changing needs, interests and tastes (Symonds, 2010).
Employee choice will become a critical element in mobility strategy in the future, as employers recognize that different groups of workers have different needs and preferences. By adapting to the preferences and needs of different generations and groups of employees, organizations are likely to bring about a fundamental change in the assignment duration, package type and value (Humble, 2007). The millennial generation is leading the way and many employers have already modified their global talent mobility strategy specifically to appeal to this growing section of the workforce (Howe et al., 2000). Some organizations are offering millennials with the choice of international experience to new recruits straight out of college, and one company PwC is working with has tailored its international assignment strategy to millennials by making overseas’ assignments available earlier, before they have family ties, and for shorter periods (PwC, 2011b). With the choice of mobility, companies will have to figure out how to keep top-flight, high-level talent in the fold on a global scale.

Due to greater choices on work location among millennials job-hopping is fast becoming the norm. Due to globalization, organizations are losing key millennial talents (Hershatter et al., 2010). Millennials are jumping from one job to the other, this is causing high turnover in organization which in the lowers productivity (Symonds, 2010). Many millennials have made compromises to get themselves into the marketplace over the past few years, which means that the chances of them moving on once better times arrive is higher than normal. 38% Millennials said they’re on the lookout for new opportunities, while a further 43% said they were not actively looking, but would be open to offers (PwC, 2011b).

The consequences of social identity and having a choice in their workplace could mean that millennials will be a powerful generation of workers. They may be able to command not only creative reward packages by today’s standards, but also influence the way they work and where and how they operate in the workplace (Eddy et al., 2010). The employer brand and the ability to engage will be vital as employees identify by their own measures which organizations are desirable and which ones are not. This will make employers lose faith in the millennials and will not invest in them, e.g. in terms of long term training, as they seem not to have any ‘staying power’ in any organization (Alexander et al., 2013). Due to having a choice in the workforce, we could see the employer/employee dynamic shift dramatically; the millennials may call the shots in tomorrow’s world (Kaifi et al., 2012).
2.5 Chapter Summary

This chapter has looked at relevant literature which is considered necessary in helping to understand the research study. It has addressed critical review and highlighted the presentation and conceptual framework. In chapter three, we shall review the research methodology which will guide the analysis of the primary data.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a systematic description of the research methodology that was used to answer questions, described in chapter one of this research study. The methodology used in the research study include: research design, target population, sampling design and data collection and analysis procedures.

3.2 Research Design

Research design is the blue print that helps the investigator to come up with ideas on how to solve problems before the project is started (David et al., 2007). Descriptive study is the most appropriate for this study as it identifies the unique and diverse characteristics of a particular individual that exist in a given scenario. In descriptive studies, the researcher defined clearly, what he wanted to measure and found adequate methods for measuring it along with a clear population under study (Kothari, 2004). The study was the most appropriate as a complete and accurate information was obtained in the study and the procedure used was carefully planned.

3.3 Population and sampling

3.3.1 Population

Mugenda & Mugenda, 2008 described the population as a representation of all cases of people, objects or events that exhibits similar characteristics relevant to the purpose of a study. Target population is a set of individual’s universe with similar characteristics to which the researcher wish to make some inferences (Schindler, 2003). The target population represents the universe where the results of the study is generalized. This implies that the sample statistics are used to interpret the population parameters. In this case, the target population of the study was millennial employees within HR & Training Department at KRA.
Table 3.1 Target Population Size

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>10</td>
<td>8%</td>
</tr>
<tr>
<td>Training Department</td>
<td>30</td>
<td>25%</td>
</tr>
<tr>
<td>Recruitment Department</td>
<td>50</td>
<td>42%</td>
</tr>
<tr>
<td>KESRA</td>
<td>30</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: Author 2016*

### 3.3.2 Sampling Design

Sampling design is a design that specifies a plan for every possible sample and its probability of being drawn. Stratified random sampling design was used in this study to obtain a representative sample. (Mugenda O. & Mugenda A., 2008) point out that it involves dividing the population into heterogeneous job groups and then taking a simple random sample from each sub group.

#### 3.3.2.1 Sampling Frame

Sampling frame can be defined as the list of all elements from where the sample is drawn and is closely linked to the entire population (Kothari and Gard 2014). A sampling frame should be comprehensive and correct of the intended population. The list may be of geographical areas, institutions, individuals or other elements (Gill & Johnson, 2002). The sampling frame for this study was the list of KRA HR Training & KESRA employees in Kenya.

#### 3.3.2.2 Sampling Technique

Sampling technique used to select a sample or a representative of the total population (Kothari, 2004). Sampling involves picking elements from a population where conclusions about the entire population can be drawn (Cooper & Schindler, 2008). Stratified sampling technique will be applied so as to obtain a representative sample. Stratified sampling is where the population is divided into several sub-populations that are individually more homogeneous than the entire total population (Kothari, 2004).
Kombo and Tromps (2006), points out that stratified sampling involves the researcher dividing the population into heterogeneous job groups and then taking a simple random sample from each sub group. Non-probability sampling can also be referred to deliberate sampling. It is the sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being selected in the sample (Kothari, 2004). In Non-probability sampling, items for the sample are selected deliberately by the researcher. Using the stratified sampling technique, different strata are identified. Purposive sampling, specifically judgmental sampling technique was employed in determining the most suitable respondent to answer the research questions.

3.3.2.3 Sample Size

A sample size refers to subset of a population, i.e. the number of items to be picked for the research study (Kothari & Garg, 2014). The size of sample should be optimal. An optimal sample justifies the requirements of competence, unbiased representation, reliability and flexibility. Before deciding on sample size, researcher must determine the desired accuracy and adhere to the acceptable confidence level (Kothari, 2004). A good sample should have some proportional relationship to the size of the population from which it is drawn. Jackson, Thorpe, and Smith (2008) asserted that survey of the entire population is not necessary as the cost may be too high and the population is dynamic.

The sample size was determined based on probability sampling method where every sample of a given size in the accessible population has an equal chance of being selected (Mugenda O. & Mugenda A., 2008). The sample size is tabulated in the table below.

**Table 3.2  Sample Size Distribution**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>30</td>
<td>37%</td>
</tr>
<tr>
<td>Support Staff</td>
<td>40</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2016)*
3.4 Data Collection Methods

Data collection is the method of gathering and measuring information on targeted variables in a systematic manner. Questionnaires were used to obtain the primary data required for the project which was self-administered by the researcher in the field. Questionnaires are best suited for surveys (Saunder et al., 2007). This research employed a 5 likert scale in rating the various responses. The respondents were required to read, understand and tick an appropriate choice. The questionnaires were administered to the customers through an online survey so as to obtain more information and also obtain clarity of information obtained from the respondents. A questionnaire is the most suited for this study as it reduces bias error, has greater anonymity and it covered a wide geographic contact, that is, Kenya Revenue Authority employees across the country (Frankfort & Nachmias, 2005).

Descriptive research undertaken using surveys and fact-finding enquiries with questionnaires enabling the researcher to describe and identify the state of affairs in the study. The questionnaire was structured in four parts. Part 1 was provide general demographic characteristics and information of the responded. Parts 2, 3 and 4 answered the three research questions. A sample of the questionnaire is enclosed in the appendix.

3.5 Research Procedures

Research procedure is the step by step sequence used to select the participants of the study (Kothari & Garg, 2014). Before using this method, it is always advisable to conduct Pilot Survey for testing the questionnaires, a pilot study was done at KRA. The Pilot survey is the replica and rehearsal of the main survey. Such a survey, being conducted by experts, brings out the weaknesses of the questionnaires and of the survey techniques. From the experience and feedback gotten in the pilot test, improvement of the questionnaire is then effected. The research instruments designed was pre-tested to assess the effectiveness and validity of the tool and few amended done (Kothari, 2004). Collins and Hussey (2003) state that the pilot test provides a useful feedback mechanism on clarity, focus and intelligence of the questions administered to the respondents.
3.6 Data Analysis Methods
Is the process of inspecting and transforming raw data into a meaningful information in order to draw conclusion and give suggestions that aids in decision making. After the online survey, before analysis, all questionnaires will sufficiently be checked for reliability and verification (Frankfort & Nachmias, 2005).

Before processing the responses, the completed questionnaires was checked for completeness and consistency. The data was coded to enable the responses to be grouped into various categories. This research employed quantitative methods of analyzing data. In analysis, ratio scale was used in data measurement and both inferential and descriptive statistics was used to analyze the data. In descriptive statistics the research employed descriptive statistical tools frequencies, percentage, mean and standard deviation and use of graphs, pie charts and tables to present data. Multiple regressions in the third objective form of inferential statistics analysis was used. Data collected was analyzed using SPSS and will be later presented using correlation, this enabled the researcher to establish the significance of the responses.

3.7 Chapter Summary
This chapter’s objective was to provide a systematic description of the research methodology that will be used to answer the questions, the sample frame and size and the sampling design used to arrive at a representative sample for the case study. The chapter also described how the data was collected and the instrument through which the data was collected. Finally, the chapter presented the chosen data analysis techniques and the outcome presentation, which will be done in chapter 4.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents the results and findings of the study on the research questions with regard to the collected data from the respondents. The first section covers the background information with regard to the respondents; the second section covers the findings on the challenges faced by millennials at the work place. The third section covers the benefits of millennials to organization and the last section will analyze how the behavior of millennials affect their productivity.

4.2 Response Rate
The study sought to collect data from 80 KRA employees in HR Department using an online questionnaire. However, only 38 respondents filled the questionnaire with only 32 fully completing the questionnaires and proceeded to data analysis. This represents a response rate of 48%. The study sought to investigate the challenges faced by millennials, benefits and develop strategies to assist the organization work with the millennials.

4.3 Background Information
This section offers background information in regard to the respondents’ age, gender, education level, position held, and the number of years worked at KRA. This was put into perspective of the input it offers to the study as the variables help to provide the rationality behind the responses issued by the respective respondents.

4.3.1 Age of Respondents
The study established the age of the respondents, the figure 4.1 shows that 31% of the respondents were between the ages of 26-30, 25% of the respondents between 31-35 years, 22% between 26-40 years, with those above the age of 40, being 19%. And the remaining 3% being 20-25 years old.
The findings indicate that majority of the respondents were millennials, hence the right target group of the study. Majority of the respondents were at the age group of 26-35, hence understands and can relate with the issues they face in the workplace. The 19% of the respondents above the age of 40, helped in regard to the generational differences, and diverse behaviors among the generations in the workplace.

Majority of the respondents were between the ages of 26-35, this is an indicator that KRA are open to the millennials and their diverse views on work culture, values their innovative ideas and are willing to twist their culture in order to accommodate them. KRA is open to the positive changes that millennials are bringing, their tech savvy culture which has simplified processes and offered long term solutions to the organization.

4.3.2 Millennial Respondents
The study sought to establish the intergenerational respondents. From the findings, majority of the respondents were millennials at 66%, while 34% were drawn from other generations.
With majority of respondents being millennial at 66%, the target group of the study was reached. Individuals in different generations are diverse, they nevertheless share certain thoughts, values, and behaviors because of the shared events. The respondents from millennials and other generations helped bring these diversity out. This is an indicator that KRA’s employees are evenly distributed and hence there is intergenerational inclusivity among her employees. This shows that KRA are keeping up with the new emerging market trends, and putting into considerations of the same. KRA is encouraging the youth on matters taxes, e.g. where one can use the itax app from a phone to file her returns, this in return helps improve efficiency as well as helping KRA achieve her target.

### 4.3.3 Gender of Respondents

The study sought to establish the gender distribution of the respondents. From the findings the male respondents constituted 66%, while female respondents constituted 34%. This is an indicator that there could be gender biasness in the study as majority of the respondents were male.

**Figure 4.3: Gender Respondents**
The findings in figure 4.3 indicates that KRA has implemented the one-third gender rule as stipulated in the constitution. This shows that the organization is an equal employer and does not discriminate against gender. With majority of the respondents being male, this shows there is flexibility in terms of work shared, as men are more flexible, can work longer hours, can work in any remote region and can have frequent overnight travel for work assignments without interfering with families. This flexibility helps improve work efficiency and improves productivity.

4.3.4 Education Level of Respondents

The study sought to establish the level of education of the respondents. The study reveals that majority (50%) of the respondents were degree holders, 38% had masters, 3% had doctorate and 6% had diplomas.

Figure 4.4: Education Level of Respondents

<table>
<thead>
<tr>
<th>Highest Level of Education</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
<tr>
<td>Doctorate</td>
<td>3%</td>
</tr>
<tr>
<td>Masters</td>
<td>38%</td>
</tr>
<tr>
<td>Bachelors</td>
<td>50%</td>
</tr>
<tr>
<td>College Diploma</td>
<td>6%</td>
</tr>
</tbody>
</table>

The findings in figure 4.4 shows that with most of the respondents being holders of degree and masters, this means that the organization places value on education and academic progression. The academic qualifications is an indicator that majority of KRA employees possess the skills needed in their area of expertise, hence able to comprehend and come up with innovative ideas and solve solutions to problems and able to make amicable decisions. This also means employees are able to set up policies and come up with strategies that help improve work performance at KRA.
### 4.3.5 Years of Experience at KRA

This study sought to establish the number of years worked at KRA. 1-3 years was 15%, 4-6 years 19%, 7-9 years 19%, while majority (44%) had been in KRA for over 10 years.

**Figure 4.5: Years of Experience**

![Years of Experience](chart.png)

The findings in figures 4.5 shows that 44% of KRA staff have been with the organization for over 10 years, this is an indicator that most of the respondents knew the company well and are experienced to give the information required. This is also an indicator that KRA offers job security, job satisfaction, employee engagement, better working environment, employee growth, recognition, and has a culture that encourages creativity and innovation and KRA are able to retain employees hence lowering the recruitment costs. This makes the employees loyal and committed to the organization and her goals.

### 4.3.6 Position of Respondents

The study sought to establish the position held by respondents; Majority of the respondents are general staff at 31%, supervisors at 25%, middle management at 28% and senior management at 6%.
The findings in figure 4.6 indicates that the response rate was at 31% in general staff or in lower cadre. This is an indicator that majority of the respondents (millennials) are still in the lower cadre of the job or at entry level, hence their voice or views are not considered when it comes to decision making as representative is low, there is need for millennials inclusivity in the top management as they will make the biggest cohort of employees upon retirement of baby boomers. Millennials are also changing the market trends, will shape the organizational strategies and organizational culture, and hence need to appoint them in senior management positions.

4.3.7 Cross Tabulation between Highest Level of Education and Number of Millennial Respondents

The results in table 4.1 show that majority of the respondents were Millennials who have a Bachelor’s degree. These were represented by 14 of the 32 respondents who answered the questions. This group was followed by respondents from other generations who have a Master’s degree. This was represented by 7 of the 32 respondents who answered the question. Millennials who have a Master’s degree were 5 of the 32 respondents who answered the two questions.
Table 4.1: Cross Tabulation between Highest Level of Education and Number of Millennial Respondents

<table>
<thead>
<tr>
<th>Highest Level of Education * Are you a millennial? Cross tabulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you a millennial?</td>
</tr>
<tr>
<td>College Diploma</td>
</tr>
<tr>
<td>Bachelors</td>
</tr>
<tr>
<td>Masters</td>
</tr>
<tr>
<td>Doctorate</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Total Responses</td>
</tr>
<tr>
<td>Total Non-Responses</td>
</tr>
<tr>
<td>Responses</td>
</tr>
</tbody>
</table>

The findings on table 4.1 indicate that millennials are keen on learning and development in order to further their careers. This shows that millennials have additional expertise in their particular areas, hence able to make major decision in the organization, they should be included in board room meetings as they will be at the helm of the organization with exit of their predecessor generations.

4.3.8 Cross Tabulation between Length of Time at the Organization and Number of Millennial Respondents

The results in table 4.2 show that majority of the respondents were from other generations who have been at their work for over 10 years. These were 10 of the 32 respondents who answered the two questions. Millennials who have been at their work place for 7 to 9 years were 6 of the 32 respondents who answered the questions while Millennials who have been at their work place for 4 to 6 years were also 6 of the 32 respondents who answered the two questions.
Table 4.2: Cross Tabulation between Length of Time at Work and Number of Millennial Respondents

<table>
<thead>
<tr>
<th>Length of Time at Work * Are you a millennial? Cross tabulation</th>
<th>Are you a millennial?</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Below 1 year</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>1-3 yrs</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>4-6 yrs</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>7-9 yrs</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>10 yrs &amp; above</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Total Responses</td>
<td>21</td>
<td>11</td>
</tr>
<tr>
<td>Total Non-Responses</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>38</td>
</tr>
</tbody>
</table>

The findings in table 4.2 indicates that majority of millennials who responded have been in the organization below 7 years. If millennials are not given an opportunity to advance or if their efforts are not recognized within the organization, they are likely to hop jobs or employees who offer what the current employer is not willing to offer. Millennials are looking for an organization that fosters learning and development, respect, better quality of life and better compensation. KRA should seek for retention strategies on how to keep the millennials more engaged, in order to have millennials stay longer in the organization, this will help in business growth and continuity.

4.3.9 Cross Tabulation between Position at Organization and Number of Millennial Respondents

According to table 4.3, majority of the respondents were Millennials who have been at their place of work as general staff. These were 10 of the 32 respondents who answered the two questions. Respondents from other generations who are in middle level management came in second as they were 5 of the 32 respondents who answered the question. 4 of the 32 respondents who answered the questions were Millennials who have been at their work place as supervisors while another 4 of the 32 respondents were respondents from other generations who have been at their work place as supervisors. The study also shows that 2 of the respondents were respondents from other generations who have been at their work place as senior management level.
Table 4.3: Cross Tabulation between Position at Work and Number of Millennial Respondents

<table>
<thead>
<tr>
<th>Position at Work</th>
<th>Are you a millennial?</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>General Staff</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Supervisor</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Senior Management</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Total Responses</td>
<td>21</td>
<td>11</td>
</tr>
<tr>
<td>Total Non-Responses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings in table 4.3 shows that there are no millennials in the Top Management Team at KRA, this shows there is lack of intergenerational inclusivity and considerations when it comes to matter of decision making, lack of learning about millennials unique needs, lack of inclusivity even in matters of new ideas and new market and organization trends of doing business and running organizations. There is lack of diverse representation in the board room hence a disconnect at the millennial marketplace, the organization is not able to define and view the world from millennials lenses, this indicates that there is a shrinking talent pool when it comes to recruitment in the top management team.

4.4 Millennium Challenges at Workplace

The first objective of the study was to examine the challenges faced by millennials at the workplace. The table below presents the findings on how respondents regarded various challenges associated with millennials. Measures of Central Tendency was used to analyze the millennials challenges at the workplace.
Table 4.4 Millennial Challenges at the Workplace

<table>
<thead>
<tr>
<th>Challenges</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials share specific beliefs that set them apart</td>
<td>28</td>
<td>3.75</td>
<td>1.236</td>
</tr>
<tr>
<td>Millennials have poor work ethics</td>
<td>28</td>
<td>2.36</td>
<td>.989</td>
</tr>
<tr>
<td>There exists generational conflict in the organizational hierarchy</td>
<td>28</td>
<td>3.64</td>
<td>1.026</td>
</tr>
<tr>
<td>Millennials have little respect for authority</td>
<td>28</td>
<td>2.57</td>
<td>1.260</td>
</tr>
<tr>
<td>Willing to change jobs when new opportunities arises</td>
<td>28</td>
<td>4.11</td>
<td>1.449</td>
</tr>
<tr>
<td>There exists Intergenerational conflict at workplace</td>
<td>28</td>
<td>3.64</td>
<td>1.193</td>
</tr>
<tr>
<td>Millennials are deficient in listening skills</td>
<td>28</td>
<td>2.71</td>
<td>1.213</td>
</tr>
<tr>
<td>Millennials are deficient in communication skills</td>
<td>28</td>
<td>2.79</td>
<td>1.134</td>
</tr>
<tr>
<td>Work values are closely connected to motivation</td>
<td>28</td>
<td>3.36</td>
<td>1.471</td>
</tr>
<tr>
<td>Millennials are not loyal to their work</td>
<td>28</td>
<td>2.64</td>
<td>1.062</td>
</tr>
</tbody>
</table>

Table 4.4 indicates that the respondents are willing to change jobs when new opportunities arise had the highest mean at 4.11, hence the increasing job turnover among millennials at the organization. There exists millennial challenges at work place with a majority agreeing that millennials share specific beliefs that set them apart from other generations, with a mean of 3.75. There exists generational conflict in the organizational hierarchy with a mean of 3.64, respondents felt that work values are closely connected to motivation at 3.36. Millennials have deficiency in listening skills had a mean of 2.71, this means half agreed to the statement, while the other half did not agree to the same. Millennials are deficient in communication skills had a mean of 2.79, meaning half of the respondents agreed to this statement while the other had disagreed to the same. However, respondents did not agree that millennials have poor work ethics, whose mean was 2.36, Millennials have little respect for authority had a mean of 2.57, this means that respondents did not agree to this statement.

The respondents work values are closely connected to motivation had the highest standard deviation at 1.471, this as further to mean, this means there are many outliers. Millennials deficient in listening skills had a standard deviation of 1.213, this means that the respondents did not agree with the statement. Millennials are deficient in communication skills had a standard deviation of 1.134, meaning the respondents did not agree to this statement. Most respondents agreed that there exists intergenerational conflict at the workplace with a standard deviation of 1.193.
This means that the three factors are the most challenges that employees face at workplace. The study shows that respondents did not agree that Millennials have poor work ethics, and this particular challenge had the lowest standard deviation at 0.989, meaning the respondents disagreed to this statement.

**Figure 4.7: Millennials Challenges at the Workplace**

According to the results in table 4.7, there exists millennial challenges at work place with a majority agreeing that there exists generational conflict in the organizational hierarchy. 32% of the respondents strongly agree that Millennials share specific beliefs that set them apart, while 36% agrees on the statement with 11% disagreeing on the statement. 11% of the respondents agree that Millennials have poor work ethics while 50% were in disagreed on the same. 21% of the respondents strongly agree that there exists generational conflict in the organizational hierarchy, 36% agreed on the same, 32% of the respondents were neutral while 11% disagreed on the same. 7% of the respondents strongly agree that Millennials have little respect for authority, 21% agree, 15% neutral, while 57% disagree on the statement. 61% of the respondents strongly agree that millennials are willing to change jobs when new opportunities arises, 21% agree on the same while 18% disagree on the same. 29% of the respondents strongly agree that there exists intergenerational conflict at workplace, 29% agree on the same, 28% of the respondents were neutral, while 14% disagreed on the same.
7% of the respondents strongly agree that millennials are deficient in listening skills, 25% of the respondents agree to the statement, 15% were neutral, while 53% disagreed on the statement. 7% of the respondents strongly agree that millennials are deficient in communication skills, 25% of the respondents agree to the statement, 15% were neutral, while 53% disagreed on the same. 29% of the respondents strongly agree that, work values are closely connected to motivation, while 25% agree on the same, 17% of the respondents were neutral, while 29% disagreed on the same. 4% of the respondents strongly agree that millennials are not loyal to their work, 21% of the respondents agreed on the same, 21% were neutral, while 54% of the respondents disagreed on the same.

4.5 Benefits of Millennials

The second objective of the study was to examine the benefits associated with millennials. Table below presents the findings, with regard to the respondents view on millennial benefits at the work place. Measures of Central Tendency was used to analyze millennial benefits.

<table>
<thead>
<tr>
<th>Benefits</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials supports generational diversity</td>
<td>25</td>
<td>3.72</td>
<td>1.275</td>
</tr>
<tr>
<td>Millennials supports generational inclusion</td>
<td>25</td>
<td>3.56</td>
<td>1.193</td>
</tr>
<tr>
<td>Millennials are great at multitasking</td>
<td>25</td>
<td>3.96</td>
<td>.978</td>
</tr>
<tr>
<td>Millennials work well in teams</td>
<td>25</td>
<td>3.72</td>
<td>1.061</td>
</tr>
<tr>
<td>Millennials have strong independent minds</td>
<td>25</td>
<td>3.68</td>
<td>.988</td>
</tr>
<tr>
<td>Millennials have transformed the work culture</td>
<td>25</td>
<td>3.68</td>
<td>1.069</td>
</tr>
<tr>
<td>Millennials feel a personal responsible to make a difference</td>
<td>25</td>
<td>3.68</td>
<td>1.069</td>
</tr>
<tr>
<td>Millennials are actively involved in volunteering</td>
<td>25</td>
<td>3.28</td>
<td>1.208</td>
</tr>
<tr>
<td>Millennials have state of the art technology at workplace</td>
<td>25</td>
<td>3.64</td>
<td>1.221</td>
</tr>
<tr>
<td>Millennials are the most technologically friendly generation</td>
<td>25</td>
<td>3.92</td>
<td>1.441</td>
</tr>
</tbody>
</table>

The results in table 4.5 indicate that there are benefits that are associated with millennials that sets them apart from other generations. The respondents work well in teams with the highest mean of 3.72. This means that most of the respondents agree that millennials are great at multitasking with a mean of 3.96, and they are technologically savvy at a mean of 3.92. Most respondents with a mean of 3.68 agreed that millennials have strong independent minds, have transformed the work culture, and feel a personal responsible to make a difference.
Respondents felt that millennials work well in team and are accommodative to other generations with a standard deviation of 1.275, this deviates further from the mean. This is an indicator that the respondents agree to the statement. The respondents agree that they have transformed the work culture, have strong independent minds and that they have a personal responsibility to make a difference in the organization, with a mean of 1.069. Millennials are great at multi-tasking has a standard deviation of 0.978, this means it is closer to the mean, hence an indicator that respondents agree to the statement. Millennials have strong independent minds has a standard deviation of 0.988, this is closer to the mean, an indicator that most respondents agree to this statement.

The respondents agreed that there are many benefits associated with millennials which has redefined the way gets done at KRA; they work well in teams, are motivated to have and leave an impact on their organizations, and are very comfortable with communication technologies. These benefits enables coworkers to forge and sustain productive relationships within organizations.

**Figure 4.8: Benefits Associated with Millennials**
The results in table 4.8 indicate that there are benefits that are associated with millennials that sets them apart from other generations. 32% of the respondents strongly agree that millennials supports generational diversity, 36% of the respondents agree on the same, 12% were neutral, while 20% disagreed on the statement. 24% of the respondents strongly agree that millennials supports generational inclusion, 36% agree on the statement, 16% were neutral, while 24% disagree on the statement. 36% of the respondents strongly agreed that millennials are great at multitasking, while 32% agreed on the same, 24% were neutral, while only 8% disagreed on the statement. 28% strongly agreed to that millennials work well in teams, 32% agreed to the same, 24% were neutral, while 16% disagreed to the statement. 24% of the respondents strongly agree that millennials have strong independent minds, 32% agreed on the same, 32% were neutral, while 12% disagreed on the same. 28% of the respondents strongly agreed that millennials have transformed the work culture, 28% agreed on the same, 28% were neutral, while 16% disagreed on the same.

28% of the respondents strongly agreed millennials feel a personal responsible to make a difference, 28% agreed on the same, 28% were neutral, while 16% disagreed on the statement. 20% of the respondents strongly agree that millennials are actively involved in volunteering, 20% agree on the same, 36% were neutral, while 24% disagree on the statement. 28% of the respondents strongly agree that millennials have state of the art technology at workplace, 32% of the respondents agreed on the same, 24% are neutral, while 16% disagreed on the statement. 52% of the respondents strongly agree that millennials are the most technologically friendly generation, 20% agree on the statement, 8% were neutral, while 8% disagreed, and 12% strongly disagree on the same.

4.6 Effects of Millennials’ Behaviors on Workplace Productivity
The third research objective focus on how the behavior of millennials affect their productivity. The table below presents the findings with regard to how the respondents view the millennials behavior portray at work place.
Table 4.6: How Behaviors of Millennials Affect Their Productivity

<table>
<thead>
<tr>
<th>Behavior</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials tech savvy affects efficiency at work</td>
<td>25</td>
<td>3.52</td>
<td>1.295</td>
</tr>
<tr>
<td>Millennials self-centered behaviour affects their productivity</td>
<td>25</td>
<td>3.32</td>
<td>1.108</td>
</tr>
<tr>
<td>Millennials casual attitude enhances their productivity</td>
<td>24</td>
<td>3.17</td>
<td>1.167</td>
</tr>
<tr>
<td>Millennials feeling of entitlement affects their efficiency</td>
<td>24</td>
<td>3.00</td>
<td>1.142</td>
</tr>
<tr>
<td>Millennials impatient behavior affects productivity</td>
<td>25</td>
<td>3.32</td>
<td>1.249</td>
</tr>
<tr>
<td>Millennials ambiguous attitude affect productivity</td>
<td>25</td>
<td>3.48</td>
<td>1.046</td>
</tr>
<tr>
<td>Millennials flexi time affect work motivation</td>
<td>25</td>
<td>3.40</td>
<td>1.118</td>
</tr>
<tr>
<td>Millennials proactive behavior affect efficiency at work</td>
<td>24</td>
<td>3.63</td>
<td>1.135</td>
</tr>
<tr>
<td>Millennials off-work relationships with co-workers affect productivity</td>
<td>25</td>
<td>3.56</td>
<td>1.227</td>
</tr>
<tr>
<td>Millennials emphasis on work-life balance affect their productivity</td>
<td>25</td>
<td>3.20</td>
<td>1.225</td>
</tr>
</tbody>
</table>

The results in table 4.6 shows that respondents agree that the proactive behavior of millennial affect work efficiency with a mean of 3.63, this means that there is an increase in team performance and in the overall job performance. The respondents agree that the off-work relationship with coworkers affect productivity with a mean of 3.56, hence there is increase in team work, improved working environment. Respondents agree that tech savvy among millennials affect efficiency with a mean of 3.52, this means that there is more engagement with work and lack of disruptions from colleagues and more concentration on the tasks.

Millennials off-work relationships with co-workers affect productivity has a standard deviation of 1.227, it deviates further from the mean. This means majority of the respondents do not agree to the statement. According to the respondents work-life balance affect productivity with a standard deviation of 1.225, deviates further from the mean, hence may outliers. This means that there is increase in productivity, reduces employee turnover and the recruitment costs. Flexi time affects motivation and productivity at the work place, respondents with a standard deviation of 1.18 agree to this. This means the organization should come up strategies on Flexi time policy, if employee performance and productivity is to change. Millennials ambiguous attitude affect productivity and has a standard deviation of 1.046, this means that it is closer to the mean and that most of the respondents agree to this statement.
4.7 Correlations of Millennial Behaviour and Productivity

Table 4.7: How Behaviors of Millennials affect their Productivity Correlations

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
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<td></td>
</tr>
<tr>
<td>2</td>
<td>.722**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>.681**</td>
<td>.607**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>.559**</td>
<td>.369</td>
<td>.349</td>
<td>1</td>
<td></td>
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<td></td>
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<td></td>
</tr>
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<td>5</td>
<td>.398</td>
<td>.173</td>
<td>.348</td>
<td>.481*</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>.483*</td>
<td>.579**</td>
<td>.430*</td>
<td>.582**</td>
<td>.403</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>.497*</td>
<td>.342</td>
<td>.462*</td>
<td>.540**</td>
<td>.600**</td>
<td>.447*</td>
<td>1</td>
<td></td>
<td></td>
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<td>8</td>
<td>.055</td>
<td>.088</td>
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<td>.159</td>
<td>.227</td>
<td>.065</td>
<td>.390</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>-.329</td>
<td>-.375</td>
<td>-.483*</td>
<td>-.130</td>
<td>-.224</td>
<td>-.304</td>
<td>-.126</td>
<td>.140</td>
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**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

KEY
1. Millennials are self-centered
2. Millennials are whiners
3. Millennials project a casual attitude
4. Millennials are Spend thrift
5. Millennials feel entitled
6. Millennials are narcissist
7. Millennials are impatient
8. Lays great emphasis on work-life balance
9. Lays great emphasis on family relationships as first priority
10. Millennials have ambiguous attitudes
11. Millennials behaviour on productivity

The results on table 4.7 indicate, there is a very strong positive linear correlation between proactive behavior among millennials and Millennials flexi time affect work motivation, where r is 0.823:p≤ 0.01. The study therefore confirms that there is need to come up with flexi working schedule to accommodate millennials preferred working schedule, KRA should then do away with the traditional working hours, as this will help improve productivity.
There is a significant and strong positive linear correlation between Millennials ambiguous attitude affect productivity and Millennials tech savvy affects efficiency at work, where r is 0.608:p≤ 0.01. KRA should therefore invest in state of the art technology to enable millennial employees achieve and produce quality work and improve efficiency. This is an indicator that KRA Millennials proactive behavior affect efficiency at work and Millennials ambiguous attitude affect productivity where r is 0.654:p≤ 0.01. KRA should therefore have strategies that encourages a proactive environment as this will help millennials thrive and improve organizational efficiency and productivity. There is significant and very strong positive linear correlation between millennials are whiners and, millennials are self-centered, where r is 0.722**:p≤ 0.01. This means millennials employees are more firm and able to make major contributions to the organization, hence KRA should embrace them and give them space to contribute with diverse ideas.

There is somewhat strong correlation between millennials are impatient, and millennials are whiners where r is 0.342. There is a weak relationship between that the millennials have ambiguous attitudes and millennials feel entitled, where r is 0.121. This means millennials are willing to work and put in more effort to climb career ladder, KRA should give millennials a chance to proof themselves. There is no significance level between that millennials great emphasis on work-life balance and millennials are self-centered, where r is 0.055. The study shows that the organization should not worry about millennials self-centered behavior as it has no importance to their preferred work life balance way of life.

There is Inverse relationship between that millennials lays great emphasis on family relationships as first priority and millennials project a casual attitude, where r is -.483*. There is no relationship between that millennials have an ambiguous attitude and millennials are whiners where r is -.009. This shows that the organization should not put in any resources trying to change the millennials attitude. There is no relationship between millennials lays great emphasis on work-life balance and millennials project a casual attitude, where r is -.119. This is an indicator that KRA should not invest on training millennial employees on attitude change as it has no impact on productivity.
4.8 Chapter Summary

This chapter gives the results and findings of the challenges, benefits and behaviors of millennials and workplace environment. The results indicated that teamwork and collaborations, technological savvy and has contributed to the benefits of millennials in the workplace. The challenges include job hopping which increases the organizations recruitment costs, lack of loyalty to the organization which has a correlation to turnover, and generational conflict in organizational hierarchy.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents summary of the findings, discussion, conclusions and recommendations following the objectives of the study. It draws the conclusions from the discussion of findings, recommendations, and suggests further areas of study based on the specific objectives.

5.2 Summary
Lately, millennials have been given all sorts of labels including arrogant, unable to adopt to corporate culture, being self-centered and being overly tech savvy, hence affecting their performance (Clampit, 2005). The purpose of the study was to determine the effects of Millennials and the work place environment, at Kenya Revenue Authority. The research questions sought to explore the challenges faced by millennials at the work place, the benefits of millennials to organizations and whether the behavior of millennials affect their productivity.

The purpose of the study was to assess the millennials and the work place environment, at KRA. The research questions sought to explore the challenges faced by millennials at the work place, the benefits of millennials to organizations and how the behavior of millennials affect their productivity.

The study sought to answer these questions by studying the population which comprised of management, support staff at KRA, Training and HR Department, from which a sample of 38 employees was sought with the collected data by use of structured questionnaire which was analyzed quantitatively to come up with the insights that inform the study questions. In data analysis, descriptive statistics and frequency distributions were used to analyze the quantitative data. SPSS data analysis tool was used to interpret the findings. Mean, standard deviation, correlation and other data analysis techniques were used to determine the different views the respondents had on the millennials and the work place environment of the organization.
The general findings are that Millennials are seeking for workplace environment where they can learn and be challenged, and where their decisions are taken into consideration. The study found out that there are various challenges associated with millennials. The respondents are willing to change jobs when new opportunities arise had the highest mean at 4.11, hence the increasing job turnover among millennials at the organization. Millennials share specific beliefs that are different from other generations, with a mean of 3.75. There exists generational conflict in the organizational hierarchy had a mean of 3.64. The respondents felt that work values are closely connected to motivation at a mean of 3.36. Millennials deficiency in listening skills had a mean of 2.71, this means half agreed to the statement, while the other half did not agree to the same.

The study found out that benefits associated with millennials sets them apart from other generations, 52% of the respondents strongly agree that millennials are the most technologically friendly generation, 20% agree on the statement on the same. 32% of the respondents strongly agree that millennials supports generational diversity, 36% of the respondents agree on the same, 12% were neutral, while 20% disagreed on the statement. The respondents work well in teams with the highest mean of 3.72. This means that most of the respondents agree that millennials are great at multitasking with a mean of 3.96, and they are technologically savvy at a mean of 3.92. Most respondents with a mean of 3.68 agreed that millennials have strong independent minds, have transformed the work culture, and feel a personal responsible to make a difference.

The study found out that the respondents agree that the proactive behavior of millennial affect work efficiency with a mean of 3.63, this means that there is an increase in team performance and in the overall job performance. The results on table 4.7 indicate, there is a very strong positive linear correlation between proactive behavior among millennials and Millennials flexi time on work motivation, where r is 0.823:p≤ 0.01. There is a significant and strong positive linear correlation between Millennials ambiguous attitude on productivity and Millennials tech savvy affects efficiency at work, where r is 0.608:p≤ 0.01. This is an indicator that KRA Millennials proactive behavior affect efficiency at work and Millennials ambiguous attitude affect productivity where r is 0.654:p≤ 0.01.
5.3 Discussion

Millennials in the work place dislikes being micro managed and do better with flexi working hours. Making them feel motivated at work requires policy review to accommodate also the non-millennials. Millennials can do anything for money and do not march the education they claim to possess in terms of work ethics and grasping of work related issue.

5.3.1 Challenges Faced by Millennials at the Work Place

Millennials appear to be deficient in most key soft skills such as listening, communication, independent thinking, time management, team work, job commitment and good work ethic (Camille and Nicole, 2011). They have redefined Workplaces and organizations are being pressed to adapt as this new wave of workers inspire into business environments (Jacqueline, Rajesh, Sara, Donnie & Mitch 2014). Leaders have widely accepted that distinct generational experiences shape ethical ideologies which in turn affect the way people function in the workplaces (Shaw & Fairhurst, 2008).

This study found out that there exists generational conflict in the organizational hierarchy as well as intergenerational conflict at workplace. 32% of respondents strongly agree that there are specific beliefs that set millennials apart from other generation, 61% of millennials are willing to change jobs when new opportunities arises, this means high turnover and a high cost of recruitment, retention of the millennial employees.

The study found out that there exists millennial challenges at the work place with a majority agreeing that millennials share specific beliefs that set them apart from other generations, with a mean of 3.75. However, respondents did not agree that millennials have poor work ethics, whose mean was 2.36, Millennials have little respect for authority had a mean of 2.57, this means that respondents did not agree to this statement.

Millennials are very loyal, they are just not loyal to a company, but to their bosses as well. Effective bosses are the number one reason why millennials stay at a job. Balda & Mora, (2011), millennials have great respect for leaders and loyalty, but they don't respect authority, this statement on respect of authority contradicts the study conducted at KRA, whose staff respects authority according to the respondents.
The study further confirmed the previous findings that millennial generation’s world is digital and this has an inevitable effect on the way they communicate, millennials would rather communicate electronically than face-to-face or over the telephone (Bannon, Ford, & Meltzer, 2011). Millennials have deficiency in listening skills had a mean of 2.71, this means half agreed to the statement, while the other half did not agree to the same. Millennials are deficient in communication skills had a mean of 2.79, meaning half of the respondents agreed to this statement while the other had disagreed to the same. According to Nando (2007), finding the right channel of communication between millennials and other generations is a challenge to most of the organizations, as millennials prefer loss of formality in their communication. In career flexibility, millennials have shown a willingness to change organizations when they perceive new opportunities that may offer greater levels of appreciation, Lloyd (2007).

There exists generational conflict in the organizational hierarchy with a mean of 3.64, respondents felt that work values are closely connected to motivation at 3.36. The study confirmed previous findings that each generation that enters the workforce introduces a unique set of motivations and strengths to the workplace, (John & Richard, 2009). Differences between generations can affect the way organizations recruit and build teams, deal with change, motivate and manage people, and boost productivity and service effectiveness.

Gaining a more complete picture of a talent pool requires companies to understand the generational composition of their entire global workforce (Ott et al., 2008). The impact of generational influence on work values is greater than the effect of the recession, hence generational effects exist and operate to influence work values (Evans, 2011). Millennials are looking for person–organization fit, i.e. the compatibility between people and organizations that occurs when at least one entity provides what the other needs. The relationship between a person and their work environment influences millennial attitudes, behavior and other person-level (Nitya & Anand, 2016).
5.3.2 Benefits of Millennials to Organizations

Millennials are looking for means of adding value to an organization hence seeking for meaningful work and a solid learning curve (Vijaya, 2013). They are intelligent, confident, collaborative, team oriented with a highly digital, tech savvy and with a global mindset that has given them skills to perfect multitasking (Eric and Michael, 2009). They no longer see their employers as content experts any longer because they can get the information they seek on the web (Karen and Kamyab, 2010). Millennials are confident, ambitious, and achievement-oriented; with a high expectations from their employers. They seek out new challenges and are not afraid to question authority.

The results in table 4.8 indicate that there are benefits that are associated with millennials that sets them apart from other generations. 32% of the respondents strongly agree that millennials supports generational diversity, 36% of the respondents agree on the same. The study further confirmed Tulgan, (2009) findings, that Millennials are characterized by more than just their age, embrace diversity more than previous generations and are more global-centric. As a group, they’re more racially and ethnically diverse than any previous generation. For Millennials, diversity and inclusion have a great impact on innovation, engagement, creativity, and business profitability (Camille & Nicole, 2011). Millennials are much more concerned with cognitive diversity, ideas, and philosophies, and in solving business problems through a culture of collaboration. For millennials, inclusion isn’t just about getting people of different creeds in a room (Christie & Stephanie, 2015), but also connecting these individuals, forming teams on which everyone has a say, and capitalizing on a variety of perspectives for a stronger business impact (Ann, 2016).

36% of the respondents strongly agreed that millennials are great at multitasking, while 32% agreed on the same. 28% strongly agreed to that millennials work well in teams, 32% agreed to the same, 24% were neutral, while 16% disagreed to the statement. Further study found out that millennials report that working and interacting with other members of a team makes work more pleasurable (Alsop, 2008), in part, a consequence of group-based learning and project groups throughout their years in school, and often socialize in groups as well (Howe & Strauss, 2007). Millennial workers are likely to be more actively involved, fully devoted, and contribute their best efforts to the organization when their work is performed in a collaborative workgroup.
24% of the respondents strongly agree that millennials have strong independent minds, 32% agreed on the same, 32% were neutral, while 12% disagreed on the same. 28% of the respondents strongly agreed that millennials have transformed the work culture, 28% agreed on the same.

Millennials are extremely the most comfortable generation with technology and are dissatisfied with disconnected or technologically inferior work environment. They tend to be wildly optimistic, holding a tribal sense of community and are the most connected generation ever thanks to cell phones, internet, social networks and their own technical savvy (Eisner, 2005).

The study further confirmed Noreen, (2015) findings that majority of Millennials wants to work for a company that cares about how it contributes to the well-being of the society and would decline to work for a company that is not socially responsible. Studies indicate that Millennials are prepared to reward or punish a company based on its commitment to social causes.

5.3.3 Effects of Millennials Behavior on Productivity

Millennials have a feeling of entitlement which affects their productivity; entitled to work that matters, training that helps them get better, as well as flexibility to accommodate the demands of modern life. (Alexander and Sysko, 2013). Social progress and tension stems from millennials thinking they deserve what society and organizations think they don’t. Millennials emphasize the social aspect of the workplace and want good coworkers and supervisors. They have a desire to "save the world," and are likely to have high expectations for social responsibility and ethical behavior on the part of their employers (Sweeney, 2006).

The results in table 4.6 shows that respondents agree that the proactive behavior of millennial affect work efficiency with a mean of 3.63, this means that there is an increase in team performance and in the overall job performance. The respondents agree that the off-work relationship with coworkers affect productivity with a mean of 3.56, hence there is increase in team work, improved working environment. The study confirmed that millennials want a good relationship with their boss, which does not always mix well with generation X’s independent nature and hands-off style, and can cause conflict, (Hershatter et al., 2010).
Respondents agree that tech savvy among millennials affect efficiency with a mean of 3.52, this means that there is more engagement with work and lack of disruptions from colleagues and more concentration on the tasks. The study further confirmed Norum (2003) findings that millennials are described as the first “high-tech generation”, they are digital natives (Bess & Bartolini, 2011), enthusiastic about technological advances and are dissatisfied with disconnected or technologically inferior work environment. It is the core role of technology in their lives that millennials view as a key differentiator between them and earlier generations (Pew Research Center, 2010). According to the respondents work-life balance affect productivity with a standard deviation of 1.225, deviates further from the mean, hence many outliers.

The results on table 4.7 indicate, there is a very strong positive linear correlation between proactive behavior among millennials and Millennials flexi time on motivation, where \( r = 0.823; p \leq 0.01 \). There is a significant and strong positive linear correlation between Millennials ambiguous attitude on productivity and Millennials tech savvy on work efficiency, where \( r = 0.608; p \leq 0.01 \). The study further confirmed previous research that an effective strategy and technologies to engage and retain these workers will be critical to the business’s bottom line (Nitya & Anand, 2016). Millennials expect a workplace technology ecosystem that includes social networking, instant messaging, and video-on-demand. These social tools will enable this generation to instantly connect, engage, and collaborate with cohorts and managers in ways that are natural to them, leading to better productivity across the enterprise (Norum, 2003).

KRA should therefore invest in state of the art technology to enable millennial employees achieve and produce quality work and improve efficiency. This is an indicator that KRA Millennials proactive behavior affect efficiency at work and Millennials ambiguous attitude affect productivity where \( r = 0.654; p \leq 0.01 \). There is significant and very strong positive linear correlation between millennials are whiners and, millennials are self-centered, where \( r = 0.722^{**}; p \leq 0.01 \). This means millennials employees are more firm and able to make major contributions to the organization, hence KRA should embrace them and give them space to contribute with diverse ideas.
Millennials feel entitled to work that matters, training that helps them get better and flexibility to accommodate the demands of modern life. If we persist, our entitlement will instigate kinder, more mission-driven companies and better balance (Alexander & Sysko, 2013). The study further confirmed, Carless & Wintle, (2007) findings that millennials are still accustomed to a high level of freedom in their lives, and they look to maintain this freedom in their careers. Millennials favor teamwork and prefer to follow directions as long as there is flexibility for them to get the work done in their own way (Jean & Stacy, 2008).

According to Prensky (2008) millennial-friendly environment may be fully digital, but it also needs to be comfortable and creative. Millennials expect to work hard, but they don’t want to sit in a bland cubicle all day. They will be drawn to organizations that offer an engaging, comfortable, and stimulating atmosphere that creatively blends work and life. Most of millennials values are driven by a sense of entitlement of rewards irrespective of their actual performance. Several studies attest to the fact that millennials have an increased sense of entitlement. Increased narcissism among members of millennial cohort is a major cause of this sense of entitlement (Twenge et al., 2008).

The study confirmed that millennials wants instant feedback, may it be on performance or any other queries that pertains their work. If they do not get feedback on time, most of them will opt out and start looking for another job that will give them satisfaction and constant feedback on processes, and organizational systems (Symonds, 2010). Millennials are impatient with long hierarchical structure, they are looking for fast results, and long processes makes them feel like they are being micro-managed when doing their duties (Dwyer, 2009). They are looking for ways which jobs and solutions can be found fast, without having to follow any long organizational procedures. They are likely to change systems to make them more flexible to suit the organization (Jerome, 2014). Millennials have a different definition of loyalty than their predecessors and are sometimes described as self-centered. They are contentious to the systems of hierarchy widely accepted by generation X, and rather, expect more of a mentoring role from their supervisors (Leila, Messarra, & Abdul, 2016).
5.4 Conclusions
Millennials have distinct and unique characteristics that makes them stand out from the other
generation cohorts. Millennials have been socialized with unprecedented levels of attention
and praise especially from their parents, hence expect the same in the workplace. This has led
to unrealistic expectations at work, a high need for praise, and frequent job hopping as well as
laying a strong emphasis on material rewards with a low concern for others.

5.4.1 Challenges Faced by Millennials at the Work Place
Among the challenges associated with millennials are stereotypes which depicts them as
disloyal, disrespectful, egoistic, self-absorbed, narcissist, spoilt and a generation who lacks
decorum and decency in communication. Millennials lack formality especially on how they
communicate to their supervisors, who see this as a disrespect not only to them but also to the
authority and the structure.
Organizations are having a challenge on attracting and retaining millennial talents, they have
different values and attitudes, and make different career decisions than other previous
generation cohorts. Millennials are prone to switching jobs if they are dissatisfied with their
current employer. Millennials will change jobs when offered a competitive pay increase,
meaningful work, and personal growth.

Organizations lack flexibility to accommodate work styles preferred by millennials. Millennials who are physically challenged are looked down upon. They are not accorded the
respect they deserve and this really puts them down especially in a work setting. Society should
change their mindset about millennials living with disability. Millennials thrive well in a high
charged environment. All they need is the right mindset, right tools and the right people to
work with. Millennials are remunerated lowly based on their age rather than their qualifications
and ability to deliver on the job, they are also not given opportunities to develop further in their
career.
5.4.2 Benefits of Millennials to Organizations

Millennials have transformed organizations in a very big ways; they have shifted ways of communication to use of technology, shaped the way work is done to changing organizational culture. They are better skilled with technology, diverse, more educated, value family and accommodative to other generations. Based on the findings from the study above, millennials are more connected to technology than any other previous generation, which makes them more efficient than any other generation. Millennials work well in teams, they are looking for self-managed work teams for collaboration, as they enhance innovation, generation of new ideas, improve productivity and efficiency. They are committed to organizations and contribute more efforts when they work in teams.

Millennials are loyal although liberals and can align themselves to team goals very easily, they are flexible, have energized efforts, easily adapt to new technology, and are Jack of all trades which is very good in an organization. They are not limited to anything, they can perform in all other areas i.e. In ICT to Customs, Marketing, Training Millennials are good in time management and keeping deadlines. They are more innovative and creative at work and are willing to learn, be coached and mentored. Millennials tend to work longer hours, are highly productive in an IT related working environment due to their love or addition to technology, respond quickly and timely to problems, hence able to bring new ideas that incorporate technology in problem solving situations. Millennials are sharp, have an open mind, always eager and ready to learn.

5.4.3 Effects of Millennials Behavior on Productivity

With majority of millennials willing to change jobs when the opportunity arises, this will adversely affect any organization seeking to employ millennials or employing millennials as it has to come up with retention strategies, to keep this generation longer in organization. Millennials have different work values, attitudes, and ideologies about workplace, relations with supervisors, culturally diverse, means of communication and methods of performing duties. These behaviors can be viewed by organizations as opportunities rather than obstacles, supervisors should seek to understand millennials, rather than criticizing their different work ethics. Supervisors should seek to support and encourage millennials, in order to encourage them to be more involved and committed to their work.
The study found out that millennials impatient behavior affect their productivity, millennials tech savvy behavior helps improve efficiency at work. Millennials lack of concentration at work, are addicted to social media applications, which can affect their productivity, either positively or negatively. They have an impatient attitude, are indecisive, faddist, are sensitive about how others feel about them, and always want to be popular and liked. Herding in groups, have no clear boundary between work life and family life, and they tend to mix work and life. The study found out that millennials work without care to know what their input is in the whole production chain which in effect slows down the whole process. Millennials attitude affects performance at work place, their faddism behaviors affect the constancy and efficiency in production.

Millennials suffer many distractions at the workplace, like being indecisive which affects their decision making in the organization. When Indecision creeps in they get paralyzed. Millennials prefer spending much time with family, and advocate to work at home when possible, inhibiting teamwork hence reduced productivity.

Work setting is a sensitive environment, bringing attitude, feelings, self-centered behaviors and all those negative mentality can really affect an employee performance; they love technology which boosts their performance positively. Millennials have too much concentration on personal career growth, their focus on the results is paramount to processes of getting ahead. They have can do attitude and less worried about failure; and perceive failure as a part of learning. Their outgoing makes it easy to interact and network for business, and their group and mob psychology also affects their behaviour at work place.

5.5 Recommendations

The organization should engage and involve the millennials in the major decision making, come up with effective strategies for engaging millennials on various organizational issues, set up a proper communication channel with proper feedback mechanism.
5.5.1 Recommendations for Improvements

5.5.1.1 Recommendations on Challenges Faced by Millennials at the Work Place

It can be concluded that there is need for change in work styles, wants and needs of this generation, need for responsive change in the workforce, including how supervisors lead the millennials. Need for focus on change of systems, processes and a cohesive culture in the workplace to accommodate this generation. Organizations need to have proper communication channel that allows for instantaneous feedback on millennial performance. Organizations should come up with proper feedback mechanisms, millennials like instant feedback on their performance, create a culture that caters for millennials values. Openness in communication between the millennials and other generations will aid in problem solving. Need to have enhanced interaction between millennials and their supervisors, which will solidify their working relationships with co-workers.

Millennials should be given more responsibilities in order to create a sense of attachment with the organization which will help minimize premature turnover. Millennials to be fairly remunerated based on their credentials rather than age rather and ability to deliver on the job, give opportunities to develop further in their career by offering scholarships and mentorship programs.

5.5.1.2 Recommendations on Benefits of Millennials to Organizations

Leverage on key strengths held by millennials, organizations to change their policies to accommodate millennials, have flexibility schedule to accommodate work styles preferred by millennials. Create an environment that motivates millennials through knowledge building opportunities.

5.5.1.3 Recommendations on Effects of Millennials Behavior on Productivity

Organizations should come up with programs for behavior change, adjustments, and align individual goals with organizational goals. Society should change their stereotypes regarding millennials and view them as colleagues rather than unreliable individuals just because they have different opinions. KRA should change her mind set about millennials living with disability and come up with ways of accommodating them and making their work easier through additional facilities that cater for the disabled.
5.5.2 Recommendations for Further Research

This was a case study and therefore was very limited in scope to only one organization and therefore suggests further study to be undertaken across various organizations; both private and public sectors. Further research on effects of coworkers’ relationship with millennials and how this affects the organizational performance and effective strategies of managing intergenerational workforce to enhance productivity, and Impact of corporate governance among working millennials. A research should be carried out on whether an organization should change their strategies, culture and policies in order to accommodate millennials.
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Appendix 1: Letter of Introduction

9 March 2017

Dear Respondent,

RE: MILLENIALS IN THE WORK PLACE ENVIRONMENT; CASE STUDY OF KENYA REVENUE AUTHORITY

I am a graduate student at the United States International University pursuing a degree in Masters of Business Administration (MBA) Strategic Management option. I am undertaking a research in fulfillment of my graduate project. I am conducting a study on effects of millennials in the work place environment: A Case Study of Kenya Revenue Authority.

Given your professional placing in a similar environment to my papers’ area of interest, I hereby request for your assistance in filling the attached questionnaire that will facilitate me to prepare and complete the research project. All the information provided herein shall be treated with ultimate confidentiality. On completion of my paper, I will be honored to do a presentation on my findings and recommendations to your organization.

I look forward to your cooperation and feedback.

Yours sincerely

Beatrice Karugo
0734-911547
APPENDICES

Appendix 2: Data Collection Instrument

Are you a millennial (Born between 1980 – 1994)  Yes {   }  No {   }

SECTION 1: GENERAL INFORMATION
1. Indicate your gender
   Male {   }
   Female {   }

2. What is your highest level of education?
   College Diploma {   }
   Bachelors {   }
   Masters {   }
   Doctorate {   }

3. What is your age group?
   20-25 years {   }
   26-30 years {   }
   31-35 years {   }
   36 – 40 years {   }
   Above 40 years {   }

4. For how long have you worked at KRA?
   Below 1 year {   }
   1-3 years {   }
   4-6 years {   }
   7-9 years {   }
   10 years and above {   }

5. What is your position at KRA?
   a. Senior Management {   }
   b. Middle level Management {   }
   c. Supervisor {   }
   d. General staff {   }
   e. Other (Please specify) ____________________________________________

SECTION 2: Millennial Challenges at Workplace

Using a scale of 1 – 5, please tick the value corresponding to your personal opinion for each statement.

6. Please tick the choice that you feel suits your situation from the choices provided

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<td>3 There exists generational conflict in the organizational hierarchy</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>4 Millennials have little respect for authority</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5 Willing to change jobs when new opportunities arises</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>6 There exists Intergenerational conflict at workplace</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>7 Millennials are deficient in listening skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>8 Millennials are deficient in communication skills</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>9 Work values are closely connected to motivation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10 Millennials are not loyal to their work</td>
<td>1</td>
<td>2</td>
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</tr>
</tbody>
</table>

What other challenges are associated with millennials?
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SECTION 3: Benefits of Millennials

7. Please tick the choice that you feel suits benefits associated with millennial at KRA

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Millennials supports generational diversity</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 Millennials supports generational inclusion</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3 Millennials are great at multitasking</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4 Millennials work well in teams</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5 Millennials have strong independent minds</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6 Millennials have transformed the work culture</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>7 Millennials feel a personal responsible to make a difference</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8 Millennials are actively involved in volunteering</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>9 Millennials have state of the art technology at workplace</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10 Millennials are the most technologically friendly generation</td>
<td>1</td>
<td>2</td>
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</tr>
</tbody>
</table>

What other benefits are associated with millennials?

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SECTION 4: Millennials Workplace Behavior

8. Please tick the choice that you feel best describes millennials behavior at KRA

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Millennials are self-centred</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 Millennials are whiners</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>3 Millennials project a casual attitude</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>4 Millennials are Spend thrift</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5 Millennials feel entitled</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6 Millennials are narcissist</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7 Millennials are impatient</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8 Lays great emphasis on work-life balance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9 Lays great emphasis on family relationships as first priority</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10 Millennials have ambiguous attitudes</td>
<td>1</td>
<td>2</td>
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</tr>
</tbody>
</table>

What other behaviors do millennials portray?

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SECTION 5: Effects of Millennials’ Behaviors on Workplace Productivity

9. Please tick the choice that you feel suits how millennials behaviors affect productivity

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>Not at all</th>
<th>Small Extent</th>
<th>Moderate Extent</th>
<th>Great Extent</th>
<th>Very Great Extent</th>
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</thead>
<tbody>
<tr>
<td>1  Millennials tech savvy affects efficiency at work</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>2  Millennials self-centred behaviour affects their productivity</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3  Millennials casual attitude enhances their productivity</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>4  Millennials feeling of entitlement affects their efficiency</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5  Millennials impatient behaviour affects productivity</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6  Millennials’ ambiguous attitude affect productivity</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>7  Millennials flexi time affect work motivation</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>8  Millennials’ proactive behaviour affect efficiency at work</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>9  Millennials off-work relationships with co-workers affect productivity</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>10 Millennials emphasis on work-life balance affect their productivity</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
</tbody>
</table>

How else do the behaviors of millennial affect their productivity?

Thank you