MOTIVATIONAL FACTORS AFFECTING PERFORMANCE OF THE MILLENNIAL GENERATION IN THE INTERGOVERNMENTAL ORGANIZATIONS: A CASE OF THE UNITED NATIONS

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirements for the Degree of Master of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2018
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- Africa in Nairobi for academic credit.

Signed:........................................ Date:........................................

Winfred M. Kimotho – ID 633310

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

Signed:........................................ Date:........................................

Dr. James M. Ngari, PhD.

Signed:........................................ Date:........................................

Dean, Chandaria School of Business
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The purpose of this study was to determine motivation factors affecting the millennial generation in the intergovernmental organizations, case of United Nations. Specifically, the research sought to determine, to what extent career progression opportunities, employment benefits and competitive basic salary affect motivation of the millennial employees.

The study adopted a descriptive research design. The population of this study consisted of the millennial employees working for United Nations, on non-permanent employment basis. The population size was 1554 employees. Stratified random sampling was used, from which the stasas were considered. The sample size for the study was 310 respondents. Data collection was done with closed ended questionnaires and was analysed using Statistical Package for the Social Sciences (SPSS) version 21. Content validity was done to ascertain clarity and simplicity. Descriptive statistics such as mean and standard deviation was employed, at the same time inferential analysis was done using regression and correlation analysis to establish the relationship between the dependent and independent variables. The results of the questionnaires were presented using tables and figures.

The finding revealed that majority consider career progression opportunities before accepting any job offer. In addition, supervisor has had interest in their career progression. It was also revealed that millennials can reject a new job offers if awarded a job promotion with the current employer. A Pearson correlation analysis established a positive and significant relationship between the variables (p<0.05). The regression results showed that 20.3% of the variation in motivation was explained by the variations in career progression and the p value was significant (p<0.05).

Analysis of the second objective shows that in employment retirement benefits are important to stimulate individuals to work hard. Most of the respondents strongly agreed that they value health insurance benefits offered by the employer. The findings also show that education benefit offered by employer is important. A Pearson correlation analysis established a positive and significant relationship between the variables (p<0.05). The results of the regression analysis revealed that 38.8% of the variation in motivation was explained by the variations in employee benefits and the p value was significant (p<0.05).
The study revealed that good basic salary is a major driver for stimulation at work. Majority agreed that they would relinquish current position, if offered with another well-paid basic salary job. A Pearson correlation analysis established a positive and significant relationship between the variables (p<0.05). The results showed that 85.3% of the variation in motivation was explained by the variations in employee benefits and the p value was significant (p<0.05).

The study concluded that career progression opportunities is the main factor that millennial consider before accepting any job offer and job promotion is an encouraging factor in meeting the personal accomplishments. It was also concluded that retirement benefits, health insurance benefits offered by the employer and education benefit offered is important in influencing the millennial decision to accept current job. Finally, the study concluded that good basic salary is a major driver for stimulation at work and hardly do millennials accept a job promotion without a pay rise.

The study recommended that there is also a need to have a well formulated succession planning in the intergovernmental organizations to ensure continuity. Secondly, there is a need to offer benefits like retirement, health insurance and education benefit in order to attract and hold current employees although the terms and conditions should be reviewed as it plays a role in influencing the decision to accept current job. Lastly organizations need to have basic salary commensurate with the job done as basic salary influence millennials to accept current job, in addition job promotion should be accompanied with a pay rise.

This study was focused on establishing motivational factors affecting the millennial generation in the intergovernmental organization. The researcher recommends that other studies be conducted on the same subject area in governmental organizations so as to be able to determine variation in millenial motivation. Other researchers could carry out a similar research in other non governmental organizations other than the ones studied in this research and the results therefore used for comparisons.
ACKNOWLEDGEMENT

I would like to thank my heavenly father God for giving me wisdom to complete my research and for strength that kept me going even when it seemed so challenging.

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### ABBREVIATIONS AND ACRONYMS

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<tr>
<td>ERG</td>
<td>Existence, Relatedness and Growth.</td>
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<td>HR</td>
<td>Human resource</td>
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<td>IGOs</td>
<td>Intergovernmental organizations</td>
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<tr>
<td>PWC</td>
<td>Price water house Coopers</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNOCHA</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

According to the International Association for Human Resource Information Management (2003), the ability of organizations to overcome challenges of globalization in the 21st century depends greatly on the human resources. The Human Resources Managers in the 21st century are facing various challenges that are brought up by the resources arising from the demand of today’s businesses which are continuously evolving. With the occurring changes, the HR managers are forced to move with the trends in order to make their organizations to become the employers of choice (Roger & Joyce, 2014).

According to Henson (2002), HR managers have the obligation to make sure that organizations they work for become the employers of choice. Most employers’ objectives are to establish a place where employees want to work and remain working. HR therefore has a major responsibility to ensure that employees have a good working environment that makes them feel good about their working environment.

According to Burton (2012), motivation seems to be a simple function of management in books but in practice, it has proved to be challenging to most organizations. Sarma (2008) referred motivation as the process of creating organizational environments, which will impel employees to strive to attain company goals. He also went on to say that, motivation refers to the willingness of individual members to set and accept challenging goals and to take responsibility. Sarma also acknowledged that motivated employees always endeavours to look for better ways of doing a job and that employees who are highly motivated are very productive.

Motivation has been a major managerial issue for decades and since the Second World War, many researchers have explored the area, Dent, Holton and Rabbetts, (2010). Motivational process has therefore been based on a number of theories that have all attempted to expound broadly about it and these theories are said to have proliferated over the years (Armstrong, 2002).
Abraham Maslow, Frederick Herzberg, and Clayton Alderfer are some of the recognisable persons know to have used various models to explain motivation (Gomez & Mejia, 2010). Their theories sought to identify individual factors that lead individuals to behave in a certain way.

Maslow (1954) came up with the needs theory of motivation and he based it on the concept of a hierarchy of needs that starts from the physiological needs, safety needs, social needs, esteem and lastly the self-actualization, which is the highest need of them all. Maslow argued that the identified needs direct the way people behaves and they have to be fulfilled systematically in that the lower level needs must be met first before fulling the upper level needs. He therefore concluded that a need ceases to be a motivator once it is satisfied.

Herzberg (1987) on the other hand advanced further and came up with the two-factor model of motivation also known as the motivation hygiene theory. The theory concluded that the factors that led to job satisfaction were different from those that led to job dissatisfaction. Herzberg concluded that there are two factors that affect motivation; the motivators, which have a positive motivational effect, and the hygiene factors that on the other hand are known to have a negative motivational effect (Lewis, Packard & Souflee, 2001).

Alderfer (1972) came up with a simpler model and he summarized the employee needs can be grouped into three categories. These are; Existence, Relatedness and Growth. As a result, it is known as the ERG-Theory. Alderfer just like Maslow also arranged the three needs in a hierarchy whereby, Existence needs being the lowest level, Relatedness being at the middle and Growth need being the highest need. Interestingly, Alderfer in his view of motivation differed with Maslow in that he did not assume that needs must be fulfilled in a ranked manner as it is not necessary. Instead, he argued that it is possible for one or more needs to be running at the same time.

Employee motivation is important for every business since motivated workforces are more productive and works effectively towards achieving the organization goals (Boxall & Mackay, 2009). It is important for organizations to determine what motivates their employees before embarking on building a motivational strategy (Levenson, 2010). The
motivational factors identified will help to develop programs that will enhance motivation and retention of the employees in the organization (Sandhya & Kumar, 2011). However, different generations will be motivated by different things and therefore, focusing on a list of motivating programs will be of tremendous help. While some are motivated by monetary incentives, others will be motivated by rewards, promotion, recognition, and work life balance programs, among others (Burton, 2012).

Kupperschmidt (2000) profoundly defined generation as people that can be clustered within a definite range of ages, location, and important life occasions they encountered at critical developmental phases. Each generation has its own exclusive combination of experiences, proficiency, and anticipations (Zemke, Rainer, & Filipczak, 2000). The various identified generational differences are; Traditionalists [born 1900 – 1945], Baby boomers [born 1946 to 1964], Generation X [born 1965 – 1980] and Millennials [born 1981 – 2000], (Smola & Sutton, 2002).

Following the various demographic changes in the workforce, it has become probable for having a blend of the various generations working together in the same organizations (Hershatter & Epstein, 2010). With this in mind, it is imperative to understand the various generation variances and acknowledge the fact that the identified differences really exist.

Millennials, who are the subject of interest in this study, are also known as Generation Y, Echo Boomers or 24/7’s. A defining characteristic of the millennials is that they are highly influenced by technology since they are extremely fond of their devices (Tay, 2016). They are flexible as they do not regard having a defined work time, work place and they prefer their assessment being based on the results and not focusing the assessments on how, when or where they did it (Smola & Sutton, 2002). Smola also found out that millennials consider training as significant since acquiring new skills motivates them in achieving results instantaneously. This generation on the other hand, dislikes routine jobs and they consider such jobs as a waste of their time and energy (Hershatter & Epstein, 2010).

Moreover, with reference to career development, millennials are known to enter the workforce more experienced compared to other generations and they achieve this through seeking more work opportunities (Tay, 2016). In the event that the employer fails to
provide the growth opportunities they move on to seek it elsewhere. Interestingly, they are said to be one foot out of the door, as stated by a millennial survey conducted by Deloitte (2017), and such aspects among others are some of the factors influencing motivation of this fascinating generation.

Globally, millennials are located in the world’s largest countries with greatest concentration in Asia, as revealed by the United Nations (UN) World Population report in 2015. From this report, countries with over 25 million millennials includes; Russia, China, USA, Brazil, India, Kazakhstan, Nigeria and South Africa among others. Countries with 10-24 million millennials includes; Algeria, Kenya, Argentina among others while countries with 5-9 million millennials includes; Canada, Australia among others. Therefore, there is need for the organizations to recognize the need of paying attention to this generation due to their demographics highlighted (UN, 2015).

Globally, millennials have sought employment in private, public and intergovernmental organizations (Shumaker, 2014). A private organization comprises of profit making organizations that are not owned by the government while public organizations are owned by the government. On the other hand, Intergovernmental organizations (IGOs) are organizations comprising of mainly sovereign states or member states. Examples of IGOs are; United Nations (UN), World Trade Organization and International Criminal Court among others (Tay, 2016).

Past global surveys on motivation of millennials only targeted those working on permanent basis in private and public organizations. PricewaterhouseCoopers (PWC) (2011) conducted a global survey on motivation of the millennials at work in August 2011. The survey targeted millennial employees who were only on permanent employment basis, from private organizations. The survey did not focus on non-permanent (contract) employees neither did it target public nor IGOs. It’s findings indicated that 52% of the respondent were motivated by opportunities for career progression, 44% by competitive basic salaries, & 31% by good employment benefits package, among other motivating factors surveyed. Deloitte conducted a similar global survey on millennials in 2017, targeting millennials working predominantly in large private-sector organizations on permanent employment basis. Findings indicated that 63%, 59% & 42% of the respondent were motivated by opportunities for career
progression, competitive basic salaries & good employment benefits package respectively.

Another global survey by Manpower Group (2016), carried out a similar survey but the target population was the permanent employees in public organizations. Findings indicated that 52%, 58% & 67% of the respondent were motivated by opportunities for career progression, competitive basic salaries & good employment benefits package, respectively. These findings necessitated a research to be carried out that will establish the extent to which career progression opportunities, good employment benefits package & competitive basic salary can affect motivation of millennial employees on non-permanent employment basis in the IGOs, with reference to the United Nations.

UN is an organization with a global representation currently made up of 193 Member States as stated in the report (UN, 2015). The UN workforce is made up of two categories of employees; these are permanent and non-permanent employees. The non-permanent employees include consultants and individual contractors who are engaged by the organization to provide services that are short term by nature. On the other hand, permanent employment refers to employment on continuous basis and without a pre-determined time limit

1.2 Statement of the Problem
Motivating millennials has been a major challenge facing organizations in the 21st century (Shumaker, 2014). Different forms of organizations have different terms of employment, resulting to variable factors of motivating employees (Pinder, 1998).

The United Nations conducted a HR survey in 2017. The drive of the survey was to improve the delivery of UN programmes by enhancing employee performance across all employee generations, through encouraging a culture of high performance, personal development & continuous learning. Sixty-four percent (64%) of the respondent working for this organization stated that they were less motivated. Moreover, the survey indicated that 67% of the entire workforces are millennials. It also revealed that seventy five (75%) of the millennials generation employees are on non-permanent employment basis while the rest are on permanent employment. Some of the motivational factors surveyed
included; career progression opportunities, equal opportunities, international opportunities, flexible working arrangements, employment benefits packages, training & development opportunities, competitive basic salary, among others (UN, 2017).

The motivational challenges paused by the non-permanent millennial employees have resulted to high turnover rates of the millennial generation employees. The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), in 2015 acknowledged that it had faced the lowest staff retention in relation to the other United Nations (UN) bodies due to the difficulties in maintaining millennial employees, then employee turnover standing at 39% thus affecting the delivery of the United Nations mandate (UNOCHA, 2015). It is with this background information that influenced to undertake a study to determine motivation factors affecting the non-permanent millennial generation employees in intergovernmental organizations (IGOs), case of the UN.

1.3 Purpose of the Study
The purpose of this study was to determine motivation factors affecting the millennial generation in the intergovernmental organizations.

1.4 Research Questions
1.4.1 To what extent do career progression opportunities affect motivation of the millennial employees?
1.4.2 To what extent does employment benefits package affect motivation of the millennial employees?
1.4.3 To what extent does competitive basic salary affect motivation of the millennial employees?

1.5 Significance of the Study
1.5.1 United Nations and other Intergovernmental Organizations
The study hoped to be of great significance to the United Nations as well as other IGOs. Through gaining an understanding of millennials, this study provided information that can enable them to possibly come up with motivational policies and strategies for the millennials and enable them to create a competitive advantage over other sectors.
1.5.2 Human Resource Managers
The study findings was to be of benefit to the Intergovernmental Organizations HR managers, as they would get to understand the factors that affect motivation of millennials, specifically those on non-permanent jobs. They incorporated the factors identified into the organizations and resulted to making sensible decisions when managing the millennials. This would eventually result to high productivity of these millennials, as they would find a favourable working environment that understands their needs and withstands their way of life.

1.5.3 Researchers & Academicians
The study also benefits other researchers and academicians, as it provided valuable information on factors affecting motivation of the millennials in IGOs. It provided them with insight to build on this knowledge an even advance this research by identifying other factors not mentioned in this study.

1.5.4 Policy Makers
The policy makers in the intergovernmental organizations also benefited from this study as it helped them to think of ways and methods of attracting and retaining the millennial generation in those organizations.

1.6 Scope of the Study
The study focused on motivational factors affecting the millennial generation in non-permanent employment at United Nations agencies, with global and regional headquarters in Nairobi Kenya. Data collection was carried out between the month of September and November 2017.

One of the limitations foreseen in this study was the unwillingness of the respondents to provide information. The researcher endeavoured to overcome this limitation by assuring the respondents that the information provided, was going to be used for academic purposes and would be handled with utmost confidentiality.
1.7 Definition of Terms

1.7.1 Motivation
Motivation refers to “a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behaviour and to determine its form, direction, intensity, and duration” (Pinder, 1998, p. 11).

1.7.2 Millennials
This is the generation born between 1980 & 2000 now entering employment, they are also known as Generation Y or the Net Generation, it is a generation that directly follows Generation X (Shumaker, 2014).

1.7.3 Intergovernmental Organizations
These are entities composed mainly of sovereign states. They include the international non-profit organizations or multinational corporations (Fearon, 2013).

1.7.4 Generation
These are people that can be clustered within a definite range of ages, location, and important life occasions they encountered at critical developmental phases (Kupperschmidt, 2000).

1.7.5 Baby boomers
Generation born between 1946 and 1964 (Smola & Sutton, 2002)

1.7.6 Generation X
People born between 1965 and 1980 (Smola & Sutton, 2002)

1.7.7 Generation Y
This is the generation born in the 1980s and 1990s, encompassing mainly the children of the baby boomers and typically perceived as increasingly familiar with digital and electronic technology also known as the millennials (Evans, 2011).

1.7.8 Career Progression
The process of advancing ones job from one level to another, climbing the corporate ladder (Lammintakanen & Kivenen, 2012).
1.7.9 Employment Benefits
Employee benefits refer to other reward package provided in addition to the usual wages and salaries (Armstrong, 2007).

1.7.10 Basic Salary
This is a fixed amount of money paid to an employee by an employer to compensate them for the work done. It excludes benefits, bonuses or any other forms of payment from the employer, (Heathfield, 2016).

1.8 Chapter Summary
This chapter focused on the background of the study & outlined the purpose of the study, which focused on determining factors affecting motivation of the millennial generation. The chapter also brought forward the statement of the problem that identified the various research gaps. It further relayed the research questions, the significance of the study, the scope as well as the definitions of terms.
Chapter 2 covers the literature review presenting a review of the literature related to the problem and purpose of the study. It is structured according to the research questions to ensure relevance to the research problem. Chapter 3 presents the research methodology while chapter 4 presents the results and findings and chapter 5 looks at conclusions, discussions and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews the extent to which literature on employee motivation is discussed globally with a specific focus on millennials. It reviews employee motivation based on the research questions that is; to what extent does career progression opportunities affect motivation of the millennial generation? To what extent do employment benefits affect millennial employees? Finally, to what extent does competitive basic salary affect motivation of the millennial employees? A Chapter summary shall be provided at the end.

2.2 Career Progression Opportunities on Millennials Motivation

2.2.1 Overview on Career progression

In the recent years, organizations have established the need to come up with a comprehensive and integrated approach of managing people. The change has therefore brought about the organizations concern towards paying more attention towards career development of its human resource following the identified relationship between career and organizations commitment (Garavan, 1990).

McGuire (2014) established that many definitions of careers have been offered over the years each capturing important aspects of how work activities help to fashion an outline of experiences which shape how individuals define themselves and how they come to be regarded by others. Noe (2008) described career progression as characterized by a sequence of promotions or upward moves in the organizations during an employees work life. On the other hand, Sullivan (2009) defined career progression as an individual’s work related and other relevant experiences, both inside and outside of people that span the course of a person’s life.

In the past, career progression was associated with the fortunate ones in the society and the indications of success were job titles, salary increments, and moving up the rank. Employees who were termed as loyal and talented in the organization got themselves a lifespan’s career in one organization. Paulsen (2006) and Noe (2008), agree that this perception of career has changed following the advancement brought about by the change in technology, increased global competition, and economic situations. Today careers are
more flexible and mostly evaluated on psychological success as compared to salary increments or promotion.

Human resource management studies in the past decades have recognized that supervisors have a major role to play in enhancing career progression of their supervisees, hence influencing their career satisfaction and motivation Huckman, (2008). On the contrary, Guest and Liefooghe (2005); Cook (2006) settled that employees are accountable for their own career progression and it’s upon them to make the organizations recognize their need for career advancement and try to realize those needs and desires. Likewise, Lamza-Maronić, Glavaš and Uroda (2014) also supported this notion by stating that just as the way entrepreneurs manage their businesses, employees should also manage their careers through identifying their abilities and setting their personal goals towards achieving them.

On the contrary, Noe (2008) argued that it is the responsibility of the organizations to manage their employees careers by creating and enhancing a continous learning environment that will promote career progression. A study conducted by International Association of Human Resource Management (2013) agreed with Noe that companies become successful when they focus on their employees career growth as this boosts the employees motivation. Herzberg in his two-factor model theory drew attention to the distinction between intrinsic and extrinsic motivators. He noted that that satisfiers which are intrinsic to the job such as recognition, the work itself, responsibility and career growth are some of the examples of the factors that lead to employee satisfaction by increasing employees effort and hence impacting positively on their motivation (Armstrong, 2005).

2.2.2 Millennials’ Need for Career Progression
Walmsley (2007) stated that millennial unlike other generations in the workplace perceive jobs as opportunities for them to learn and develop. Therefore, employers cannot afford to ignore that this generation strongly affirms career opportunities to progress career wise and they consider this as an extremely important factor when searching for jobs. As such, Walmsley notes that this new generation entering the workforce is more demanding as their motivation is driven by being awarded diverse opportunities and are not scared of change and new challenges.
A survey conducted by Chartered Institute of Management (2012) analysed the results obtained from the survey and concluded that millennials don’t believe that career progression was because of seniority and the time of service. As for this vibrant generation, what matters most to them are the results and not the term one has served as was considered in the past. Millennials get frustrated and demotivated when organizations take time in moving them up the ladder, as they want fast advancement.

Broadbridge (2016) further acknowledged that personal career progression is one of the millennials generation employment characteristics. These findings concurred with those of Brown and Hesketh (2004) who found out that anticipations of most millennials are towards personal accomplishments and career progressions and development. This plays a significant role in attracting and retaining them as well as keeping them involved in their roles.

PwC executed an online survey on factors affecting the motivation of the millennials. The survey targeted 4,364 millennials across 75 countries between August and October 2011. Majority responded through PwC’s website. All were 31 years old and under and were on a full time employment in private organizations. Findings from this survey indicated that 52% of millennials are motivated by opportunities for career progression (Pwc, 2011). Deloitte & Manpower Group also carried out similar surveys and focused on millennials who were on permanent employment from both private and public organizations. The two studies found that 63% and 52% respectively of the millennials are motivated by career progression. The contentious issue on these surveys is that they did not focus their studies on the non-permanent millennials in the intergovernmental organizations (Broadbridge, 2016).

2.2.3 Importance of Career Progression
Antoncic and Antoncic (2011) pronounced that organizations that establish millennials growth strategies get numerous benefits in return. Some of the strategic tools that organizations could use are career paths and ladders as these can be possibilities of enhancing continuous growth and productivity. On the same note, Hershatter and Epstein (2010) agreed that millennials become motivated when they establish that their employers are concerned about their career progression as this enables them to focus on their personal goals and at the same time fulfilling the organization goals effectively.
Jonathan et al (2014) on the other hand also settled that career progression empowers the millennials by providing them with mechanism to develop their competencies that will eventually allow them to master their present jobs as well as other responsibilities given to them in future. In his view, organizations that do not invest on developing and growing their millennials end up losing them to their competitors. For that reason, managing millennials career progression opportunities is vital as it promotes engagement and loyalty among them. A survey carried on millennial hospital nurses in Asia revealed that opportunities for personal and professional growth enhance their satisfaction and commitment thus emphasizing on the importance of career progression among the millennials.

According to a recent study conducted by Gallup (2016) on ‘‘How Millennials Want To Work and Live’’, the study revealed that millennials are interested in jobs that have their sense of purpose. This is brought about by exposing them to training and development opportunities. About 60% of the millennials approached stated that growth is very important to them when they are looking for employment unlike 44% of generation- Xers and 41% Baby boomers. The same survey found out that millennials enjoy the company of managers that coach them and that portray their interest to guide them in ways that enable them to develop their strengths. Millennials are engaged to these kinds of managers.

On the other hand, the same millennials detest managers who just delegate work to them and hardly gives them feedback. Investing in millennials by offering them mentoring help and training motivates them. This way they feel valued and are more inclined to such kind of organizations that recognize the need for their growth and development that at long run will influence positively to their career progression.

According to a survey conducted by the International Journal of Management in 2014, It was found that out that when millennials were asked to indicate factors that would cause them to leave their current employers in a year’s time, majority identified career progression. From this survey, the importance of promotion and career advancement among this generation was found to be underrated by subsequent generations. Due to various factors that organizations are experiencing today such as limited growth and economic challenges they are unable to progress millennials up the career ladders. In
such circumstances, other ways of enhancing career growth opportunities are to be developed such as redesigning jobs, job mobility, lateral career movements, and dual career ladders among others.

2.3 Effects of Employment Benefits on Motivation of Millennials

2.3.1 Employment Benefits Defined

Armstrong (2005) stated that employee benefits as those parts of the total reward package provided in additional to cash pay. Chesley (2016) also defined benefits as the extra non-cash items or services that on the other hand have financial value and therefore are also known as indirect pay. Rajin, Sanyal and Turgut (2011) added that employee benefits complies largely on non-monetary rewards provided by employers in addition to the wages and salaries designed to retain and motivate employees. These includes pension schemes, medical insurance, work life balance, sick leave, paid vacations, professional support, company housing, subsidized meals, among others.

There have been on-going discussions in the US about the need to reduce the employee benefits that has risen from 3% in 1929 to 49% in 2012. This is in order to minimize the costs organizations incur especially during poor economic times. Others have contested that employee’s benefits are important and organizations should maintain them in the employee packages as they play a major role in increasing employee’s commitment in those organizations (US Chamber of Commerce, 2012).

Herzberg’s in his two-factor theory concluded that employee benefits program was vital as it affects employee motivation and eventually the organizations productivity (Hong, 1995). Additionally, Victor Vroom in his expectancy theory of motivation, in the same way agreed that employees work in anticipation of a benefit and therefore the benefit impacts on the motivation of the employees. Vroom also affirmed that the benefit only works if the link between the effort and the benefit is clear and the value of the benefit or reward is worth the effort (Armstrong, 2005).

Employee’s benefits have the potential to impact on the employee’s life. For benefits to be effective the employees need to be aware and understand what the employer offers. It
is also important for the employers to understand the employee has needs and fulfil those needs through the benefits offered to them (Pegg, 2009).

Armstrong (2005) believes that having employee benefit policies and practices in an organization plays a major role in the provision of competitive total reward package in providing the needs of the employees. This way the organizations demonstrate that they care about them thus increasing their commitment to the organization and provide a tax-efficient method of remuneration. There are various forms of employee benefits that are important part of the compensation package offered to the employees.

A survey conducted by Glassdoor (2015) found out that benefits packages are important in attracting and retaining millennials. In this survey, 60% of the millennials reported that they consider benefits and perks in determining whether to accept a job or not while 80% prefers additional benefits to pay increment (Glassdoor, 2015). In the same way, Neil (2014) agreed that employee benefits play a major role in retaining and attracting young workers and they prefer to work in companies that offer benefits. He found out that 56% of the millennials work for the employers because of the benefits they offer and this is the reason they stay longer with the employers compared to other generations, which was 25 points higher compared to the baby boomers.

2.3.2 Health Insurance Benefits

According to Kaiser (2012), health insurance benefits the employees by protecting them and their family members from financial loss on costs incurred as a result of sickness or injuries. Insured individuals depending on the type of coverage they pay the costs and thereafter the insurance provider reimburses them or the insurance company pays the service providers directly. This may also include coverage on losses due to accidents, death and mutilation.

The agreement between the insured and insurer is provided in the insurance policy which serves as the contract between the two parties. Some of the forms the responsibilities of the insured employees may take may include; Exclusions whereby some of the services that the employee needs are not covered and the insured employee is obligated to pay for those services. The other form is coverage limits whereby the insure covers the costs upto a certain amount and the insured employee is required to pay for the excess amount.
Additionally, out-of-pocket maxima is another form whereby the insured employee payment commitments end when they reach their pocket limits and the insurance provider pays the remaining costs.

A survey carried out by Kaiser Foundation (2013) revealed that millennials have grown accustomed to seeking medical care more often compared to other generations, consulting various experts in the medical fields about their various health issues. The survey found out that 70% of the millennials like the older generations worry about paying medical bills for a serious illness or accident as well as for routine health care. As a result, today millennials have become more risk averse and are more cautious on their financial planning. This way, they have placed a greater concern on the need to have a health insurance benefit. According to the survey, millennials today have changed their altitude towards health care unlike 20 years ago whereby young people paid less attention to it and they could even let the health insurance pause. Today, millennials feel that health insurance benefit is an important factor to consider and it is worth the money (Kaiser Foundation, 2013).

Chesley (2016) also carried out a survey that established that millenials value proper health care. As such they, without quality healthcare they feel unsafe and in the event that they fall sick their employment would become null and void. Both surveys concluded that millennials are concerned about their health and they are more attracted to employers who provide this benefit in their employment perk.

2.3.3 Retirement Benefit
A retirement benefit is an investment in which scheme employees make financial contributions in order to accumulate a lump sum that will be provided to them as a source of income during their retirement (Morningstar, 2014). The retirement benefit is offered as either a provident fund or a pension fund. Provident fund is whereby both the employer and the employee contributes a given percentage every month. On the other hand, the pension fund is whereby the employer contributes monthly a certain percentage of the employee’s salary.

Today, most organizations have come up with a proportion to serve as an administrative measure in order to manage provident fund contributions. For instance, employee who
leave employment in less than one year get 0% employer contribution. A full year of employment entitles them to one third of employee contribution. Two years of employment warrant to attainment of two thirds of employer contribution while three months or more of employment asures an employee a 100% of the employers contribution. Millennials being a vibrant and talented generation are hard to retain in the organizations. According to the survey conducted by PWC (2011), 54% of the millennials expected to have more than six employers during their working life. Having multiple jobs and being job hoppers, will have a negative impact on their provident fund according to the above proportions (PwC, 2011).

Following the disintegration of the nuclear families in the 21st century, the elderly are hardly finding any support from the close family members after retirement. As such retirement benefits, comes in handy during this period of retirement age. It is with this notion in mind that millennials regard retirement benefit as an important factor to consider as part of the total compensation package when comparing different job offers from various employers. A board of governors of the federal serves system survey in 2017 on consumer finances found out that millennials who are in employment unlike the other generations began saving for retirement earlier. Early saving by the millennials will enable them to accumulate funds over their working life subsequently allowing them to gather enough resources to help them navigate their retirement years (Chesley, 2016).

2.3.4 Education Assistance Benefit
This involves provision of financial assistance by the employers to enable the employees to advance their education. Organizations are using this method to retain employees especially the millenial generation (Gomez & Mejia, 2010). As a result of the fast changing economy brought about by the changes in technology and change of business practices, employees are left with no option other than to go back to school to gain skills and competencis that will make them to remain relevant in the organizations (Hershatter & Epstein, 2010).

Organizations that provide this benefit are said to be on many millennials preffered list of companies. Millennials consider their jobs as a growth opportunity and prefers organizations that understands the need to invest in their career advancement unlike other generations. According to PWC survey conducted in 2011, millennials desire is to
continue learning and 35% of them were captivated by employers who are concerned about their training and development programmes. It is therefore important for the employers to understand this as an important need and when they provide it, they will be able to retain this generation and benefit from their vast knowledge and skills (PWC, 2011).

2.4 Effects of Competitive Basic Salary on Motivation of Millennials

2.4.1 Basic Salary Defined

Basic salary is a fixed amount of money paid to an employee by an employer to compensate them for the work done. It excludes benefits, bonuses or any other forms of compensation from the employer (Heathfield, 2016). It is determined by matching market pay rates for other people doing a comparable jobs in similar organizations and regions. It is also determined by salary scales determined by individual employers. According to Armstrong (2005) basic salary may be paid based on annual, weekly or hourly rate and for this reason it is sometimes referred to as time rate payment system.

Most researchers have found out that salary is an important component and employees believe that a higher pay will motivate them and at the same time enhance their satisfaction (Kohn, 1998). It is therefore important for employers to develop an effective pay strategy and enlighten themselves on the extent to which pay affects employees satisfaction levels. Employees use the pay they earn to weigh the value that the organization obtains from their services and at the same time use it to match their worth with others (Heathfield, 2016).

2.4.2 Fairness in Pay

Equity theory as described by John Adams in 1963 established that employees are motivated when they are treated in the same way and they are demotivated in the event that they are treated inequitably. According to Adams, equity involves both feelings and perceptions and implicates a comparative process (Heathfield, 2016). It is linked with the ‘felt-fair’ principle as defined by Neil (2014) which states in effect that pay systems will be fair if employees consider them to be fair. He assumed that there is an unrecognized standard of fair payment for any level of work and that to be equitable, pay must be felt to match the level of work and the capability of the employee to execute it. The Equity
theory also argued that that employees should not be paid less than what they deserve to be paid by comparing with their fellow workers.

In the same way, a research by IHRIM (2015) also supports the equity theory. The research concluded that employee consider the salary to be fair when the relation between their contributions and their results is equivalent with their colleagues. Employees compare their pay with those of their fellow colleagues and others and by doing so they make decisions as to whether to stay with the employer or not. A recent survey by Business Insider found out that millennials value fairness in pay and at the same time they value pay more than other job factors when they were asked what matters most to them (Mooney, 2014).

2.4.3 Money as a Motivator

Employees need a salary and therefore want money although it is not the only motivator. It can be argued that a salary motivates because it is directly connected to fulfilment of several necessities such as basic needs required for survival, security and social needs and self esteem needs as put in the Maslows hierarchy of needs. On the contrary, Herzberg in his two factor theory of motivation, argued out on the effectiveness of money offered in terms of salary as a motivator. He contended that lack of it may cause employee to be dissatisfied while at the same time having it does not result to enduring satisfaction (Armstrong, 2005).

A meta-analysis by Judge (2016) reviewed 120 years of research to synthesize the findings from 92 quantitative studies. The combined dataset included over 15,000 individuals and 115 correlation coefficients. The results indicated that the association between salary and job satisfaction was very weak. The reported correlation (r = .14) indicates that there is less than 2% overlap between pay and job satisfaction levels. Also, the correlation between pay and pay satisfaction was only marginally higher (r = .22 or 4.8% overlap), indicating that people’s satisfaction with their salary is mostly independent of their actual salary.

On the argument whether money is a motivator, according to Alfier (2005), it was definately not. He claimed that there is no controlled scientific study that has ever established a long term enhancement of the quality of work as a result of any reward system. According to Alfier (2005), the way employees are motivated is clear that the
more employers use rewards to motivate them, the more they end up losing attention in what they did to get the money. Pfeffer (2002) also contends that people work for money but they work even more for a better life. Organizations that have missed this fact have to basically bribe their employees by paying the price due to lack of loyalty and commitment.

In contrast, Gupta and Shawz (2015) emphasized on the instrumental and symbolic meaning of money. The instrumental meaning of money concerned what employees get for it such as better houses, cars etc while the symbolic meaning signifies how it is viewed by employees and others in the society. They established that, when certain employee behaviours are followed by money they are more likely to recur. This means that employees as a result tend to do things for which they get paid for and ignore those that are not attributed to any pay. Their views are convincing, however, they did not recognize the non-financial rewards as motivators and that the only rewards they considered are financial rewards.

2.4.4 Salary Determination

Most employees don’t understand how their employers determine the pay according to compensation research firm payscale. Various factors are used to determine how much to pay the employees. Some of the factors known to determine pay include; employer ability to pay, cost of living, employee perception of pay, education and experience (Heathfield, 2016).

Most organizations state that the market rate is the major basis of their pay scale. However, studies have been conducted that reveal that the pay level is determined by organizational external forces in the market environment. In most cases, the organizations ability determines what the organization will pay it’s employees. For instance profitable firms are likely to pay higher salaries compared to unprofitable firms. According to Atchison (2013) this is because salaries and labor costs are treated as an expense to an organization and therefore they are administered depending on the organization returns. While the organization’s ability or inability to pay is a major salary determinant, the argumentative issue is how they quantity it.
Cost of living is another factor affecting pay determination. Unions and workers emphasize on the need to adjust pay on the instances where the cost of living is said to be increasing swiftly. Astonishingly, some of the employers are hesitant when it comes to salary increment based on this factor (Sanyal & Guvenli, 2011). They only adjust pay in the event that the cost of living changes in the competitive market or the impact is felt in their productivity. Employees are pleased when the employer links pay to changes in the cost of living as this guarantees them that their salaries are not devaluated.

Employee perception of pay also determines what the employer will pay. This is because, the employee is the recipient of the pay and in the event that he/she deems the pay to be insufficient, it will certainly affect his behaviour towards joining the organization or continuing to work for the organization. Employee expectations as well as their view of equity, satisfaction or dissatisfaction with pay are key factors that the employers should consider when determining pay.

Education and experience are other two major factors organizations have adopted to determine pay. In most cases, employees with high education qualifications and more experience tend to earn more and they work in high skilled professions compared those whose skill level and education qualifications are low (Earle, 2009). Last but not the least, employers also use performance to determine pay. Exceptional performers are accumulating salary increments that get them closer to the highest salary range. On the other hand, low performers are not entitled to any increment. On the same view, when the company’s performance is good the employee benefit from pay increments and the vice versa.

2.4.5 Millennials Perception on Salary
A survey conducted by Society for Human Resource Management in 2014 established that that millennials are appealed to jobs that offer a good pay. Among those interviewed 49% admitted that competitive wages and salaries made an employer more attractive. The Survey also found out that millennial workforce are mostly driven by pay and other financial benefits and this is one of the major factors they consider when determining the employer to work for.
According to U.S. Census Bureau, millennials in the United States of America are said to be the most learned workforce as such, this should be matched with pay. Apparently, millennials average salary is 20% lower than that of the baby boomers. According to the survey, millennials are said to be in a predicament in the fact that most of them are in many debts more that the other generations. Those that have pursued higher education are said to have high student debts that is hindering them from investing their earnings elsewhere.

Despite Millennials entering the workforce being so educated, studies have shown that they have one challenge that is affecting their pay. As previously highlighted, one of the factors used to determine pay is education and experience. Millennials are lacking experience at the point of entering the job market. Therefore, when this factor is considered millennials are said to have less chances of catching up with the baby boomers and generation X who have more work experience hence resulting to higher pay of the two generations (Haines, 2010). In conclusion, this generation is known to have a least amount of patience as found by the Deloitte 2017 survey that also established that they are one foot out of the door. This means if they don’t feel appreciated for their effort extrinsically, they move on to another employer who gets them a higher probability for getting whatever they want quicker.

2.5 Chapter Summary

This chapter discussed at length three factors that affect the motivation of the millennials generation. The first factor was career progression opportunities. Under this factor the researcher discussed why millennials value career progression and the importance of career progression. The second factor affecting motivation was employee benefits. Under this factor, the researcher identified three types of benefits these are; health insurance benefit, retirement benefit and education assistant program. The third and the final factor that was discussed affecting millennial motivation was competitive basic salary. Under this factor the researcher also discussed salary determinants factors and millennials perception on salary. The next chapter focuses on the research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter begun by looking into the research design then goes on to explain the population, sampling design and the data collection methods that is most appropriate for the research. The research procedures and the data analysis methods are also presented describing the tools used to properly examine the data collected that was used to draw conclusions from the findings collected.

3.2 Research Design
The research design constitutes the blueprint for the collection, measurement and analysis of data (Cooper & Schindler, 2014). This study used the descriptive research design to determine the factors influencing motivation of the millenial generation. Descriptive research design helps to answer the questions of who, what, when, where, and how connected with a certain research problem.

The advantage of using descriptive research helps the researcher to understand the characteristics of a group given as situation. Also helps the researcher to think systematically about aspects of a given situation and also offers ideas for further research (Serakan & Bougie, 2013). With reference to the descriptive research design type mentioned above, the research in question adopted a survey approach. According to Leedy and Ormrod (2013) the survey method is a type exploration that uses questions founded or statistical surveys to gather information. Surveys are commonly used in business research because they allow the researcher to collect data from outsized population economically. The survey method also enabled the researcher to get detailed information on how motivation factors impact on the millennials at United Nations. Finally, the research embraced quantitative research design. This was used to examine the relationship between the dependent variable (millenal motivation) and the independent variable i.e career progression, employment benefits and competitive salary.
3.3 Population & Sampling Design

3.3.1 Population

A population is the total collection of elements about which one wishes to make some inferences (Cooper & Schindler, 2014). The target population for this research was the UN Programmes with offices in Kenya with a population size of 1554 employees. This population comprised of UN employees from three generations namely; baby boomers [born 1946 to 1964], generation X [born 1965 – 1980] and millennials [born 1981 – 2000] working either in permanent or non-permanent employment basis.

<table>
<thead>
<tr>
<th>UN PROGRAMMES WITH OFFICES IN KENYA</th>
<th>NUMBER OF MILLENNIAL EMPLOYEES IN UN (KENYA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNEP</td>
<td>220</td>
</tr>
<tr>
<td>UN-HABITAT</td>
<td>196</td>
</tr>
<tr>
<td>UNDP</td>
<td>174</td>
</tr>
<tr>
<td>UNFPA</td>
<td>116</td>
</tr>
<tr>
<td>UNICEF</td>
<td>157</td>
</tr>
<tr>
<td>UNWOMEN</td>
<td>147</td>
</tr>
<tr>
<td>UNHCR</td>
<td>153</td>
</tr>
<tr>
<td>UNODC</td>
<td>123</td>
</tr>
<tr>
<td>UNOPS</td>
<td>85</td>
</tr>
<tr>
<td>WFP</td>
<td>183</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,554</strong></td>
</tr>
</tbody>
</table>

UN Population Subdivision (Strata) 2017.


3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Serakan and Bougie (2013) defined a sample as a group of people, objects, or items obtained from a bigger population for measurement purposes. According to Cooper and Schindler (2014), sampling involves selecting some of the elements in a population, while a sample frame is a physical representation of all the elements in the population from which a sample is drawn. As far as the sample frame of the research is concerned, the research comprised of millennial employees who are on non-permanent employment at United Nations.
3.3.2.2 Sampling Technique

The sampling technique used for this research is probability sampling. Probability sampling is based on the concept of random selection which is a controlled procedure that assures that each population element is given a known nonzero chance of selection (Cooper & Schindler, 2014). Probability sampling is a relatively easier way of sampling and provides estimates of accuracy (Gorard, 2013).

Stratified random sampling technique as stated by Cooper and Schindler (2014) is the process by which the sample is constrained to include elements from each of the segments. The researcher subdivided the population (UN millennial employees based in Kenya) into strata (groups). These strata referred to the ten UN Programmes (functional organizations), from which a stratified random sample was taken (see Table 3.1 below). Stratified random sampling would be beneficial in the fact that; firstly, it increases a samples statistical efficiency. Secondly, it provides adequate data for analysing the various strata and finally, it allows different research methods & procedures to be used in different strata.

3.3.2.3 Sample Size

A sample size involves choosing the number of observations to include in a statistical sample. The importance of a sample size is that it helps the researcher to make inferences about a population as founded by Gorard (2013). The sample size for this study was derived from Fisher’s formula Rosner (2010) as shown below

\[ n = \frac{Z^2 p(1-p)}{e^2} \]

Where;
- \( z \) = standard normal deviate for \( \alpha \) at 95% confidence, \( Z_{1-\alpha/2} = 1.96 \)
- \( p \) = estimated likelihood of motivation of millennial employees = 0.5
- \( q = 1 - p \)
- \( e \) = level of precision (margin of error) at 5% = 0.05
- \( n_0 \) = sample size

Therefore, \( n_0 = \frac{1.96^2 \times 0.5 \times (1-0.5)}{0.05^2} \approx 385 \)
Assuming maximum variability in the likelihood of motivation of millennial employees, p = 0.5, that was, maximum variability. Since the total number of target population in the UN organizations was 1,554, the finite population correction (Levy, 1998), that apply to the sample size estimated above as follows:

\[ n = \frac{n_0}{1 + \left( \frac{n_0 - 1}{N} \right)} \]

\[ n = \frac{385}{1 + \left( \frac{385 - 1}{1,554} \right)} \]

\[ n = 310 \]

Where;
N = finite population = 1,554.
n₀= is the sample size estimate = 385
n = correct sample size = 310.

The minimum sample size for the study was therefore 310 respondents.
The population size multiplied by a factor [i.e. the sampling rate] of (310/1554 X100 = 20%), to each UN Programmes agencies as shown in Table 3.2 below.
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>UN PROGRAMMES WITH OFFICES IN KENYA</th>
<th>NUMBER OF MILLENNIAL EMPLOYEES IN UN (KENYA)</th>
<th>SAMPLING RATE</th>
<th>SAMPLE SIZE (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNEP</td>
<td>220</td>
<td>20%</td>
<td>44</td>
</tr>
<tr>
<td>UN-HABITAT</td>
<td>196</td>
<td>20%</td>
<td>39</td>
</tr>
<tr>
<td>UNDP</td>
<td>174</td>
<td>20%</td>
<td>35</td>
</tr>
<tr>
<td>UNFPA</td>
<td>116</td>
<td>20%</td>
<td>23</td>
</tr>
<tr>
<td>UNICEF</td>
<td>157</td>
<td>20%</td>
<td>31</td>
</tr>
<tr>
<td>UNWOMEN</td>
<td>147</td>
<td>20%</td>
<td>29</td>
</tr>
<tr>
<td>UNHCR</td>
<td>153</td>
<td>20%</td>
<td>31</td>
</tr>
<tr>
<td>UNODC</td>
<td>123</td>
<td>20%</td>
<td>25</td>
</tr>
<tr>
<td>UNOPS</td>
<td>85</td>
<td>20%</td>
<td>17</td>
</tr>
<tr>
<td>WFP</td>
<td>183</td>
<td>20%</td>
<td>37</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,554</td>
<td></td>
<td>310</td>
</tr>
</tbody>
</table>


3.4 Data Collection Methods

The researcher used primary data collection method and the questionnaire was the tool to use in data collection. A questionnaire is a formulated written set of questions to which respondents record their answers Serakan & Bougie (2013). The researcher used closed ended type of questions that involved the use of a Likert scale. Closed ended questions helped the respondents to make quick decisions in choosing among the several alternatives provided by the researcher. The questions were short, clear, and to the point.

The questionnaires were organized into four sections. Section A was the background and demographic information of the respondents; the other 3 sections focused on the research questions discussed in the literature review. Section B focused on career progression opportunities; Section C focused on employment benefits package and Section D on competitive basic salary. The questionnaire was administered via email as well as distributing hard copy questionnaires to the various organizations.

3.5 Research Procedures

The study used primary data. The questionnaires were both online and on printed paper for the purposes of convenience for the respondents. For those respondents who used online, the researcher’s personal email was availed for the respondents to send the filled
out questionnaire while the printed questionnaires were collected personally by the researcher. The researcher sought permission through the relevant authorities before distributing them to the sample size. The questionnaires took approximately 10 to 15 minutes to complete and were distributed to the whole sample size within a week.

3.5.1 Tests for Validity and Reliability.

3.5.1.1 Validity of Instruments.

Content validity was done to ascertain clarity and simplicity. The researcher performed a pilot test whereby 10 respondents were selected from the target population. Whilst testing validity with experienced researchers is crucial, it is also important to pilot test instruments on potential respondents, hence a pre-test was done with a few selected respondents from the sample size to firm up the questionnaires before the main research. The pilot test helped to ensure that the respondents understand the questions as well as to test the appropriateness of the questions before they were distributed to the entire sample size and also to check on validity and clarity of the data collection instrument so as to improve the quality of the questionnaires and therefore increasing its strength and validity.

3.5.1.2 Reliability of Instruments

Reliability is concerned with the extent to which the scores are free from random measurement errors. Cronbach’s alpha was used to estimate internal consistency reliability by determining how items of the instrument relate to each other and the entire instrument. A Cronbach’s alpha 0.7 is enough to confirm whether the variables are reliable (Sekran & Bougie, 2013).

According to Sekran & Bougie (2013), coefficient alpha is the measure of internal consistency based on the formula \( \alpha = \frac{r_k}{1+(K-1)r} \), where \( k \) is the number of variables in the analysis and \( r \) is the mean of the inter-item correlation. They however caution that the alpha value is inflated by a larger number of variables so there is no set interpretation as to what is acceptable. Nevertheless, a rule of thumb that applies to most situations is given as:

\( \alpha > .9 \) – excellent
\( \alpha > .6 \) – acceptable
\( .5 \) – poor
The pilot study undertaken to establish reliability of the questionnaires via a random sample selected among staff at the United Nations organizations and the main aim was to evaluate internal consistency of the variables. The findings indicated that career progress opportunity on millennial employees had the highest reliability (α= 0.920), followed by Employment benefits on millennial employees (α=0.908), and Competitive basic salary on millennial employees (α=0.811). This illustrates that all the three variables were reliable as their reliability values fall above 0.7 as shown below

3.5.1.3 Reliability Analysis

Table 3.3 Reliability Analysis

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career progress opportunity on millennial employees</td>
<td>0.920</td>
<td>10</td>
</tr>
<tr>
<td>Employment benefits on millennial employees</td>
<td>0.908</td>
<td>10</td>
</tr>
<tr>
<td>Competitive basic salary on millennial employees</td>
<td>0.811</td>
<td>10</td>
</tr>
</tbody>
</table>

3.6 Data Analysis Methods

The researcher edited and coded the data accordingly to reduce errors during the data entry phase. Descriptive analysis was used to check for the meaning of the data provided. The data analysis tool that was used is Statistical Package for Social Sciences (SPSS). This software helped in managing data and calculating various statistics. Data was then analysed using means, standard deviations, frequency distributions and Pearson correlations and was presented using tables and figures.

As per the regression a multi linear equation was established in the form

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \]

becomes:

\[ Y= 0.249-0.029X_1 + 0.025X_2+ 0.937X_3 \]

Where Y is the dependent variable strategic implementation

\[ X_1 \text{ – career progression} \]
X₂ – employment benefits

X₃ – competitive basic salary

3.7 Chapter Summary
This chapter has discussed the research methodology that was used for this research. It has brought forward the research design that was used as well as the population from which the sample is drawn. This chapter has also discussed the sampling design that comprised of the sampling frame, sampling technique as well a sample size. The chapter has also discussed the data collection methods, the research procedure and the data analysis methods that were used. The next chapter presents the analysis of the study findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results established from the data analysis undertaken. This included results relating to the demographics across the different groups and specific research objectives, which aimed at establishing motivation factors affecting the millennial generation in the intergovernmental organizations.

4.1.1 Response rate

The research issued a total of 310 questionnaires and a total of 221 were filled and returned giving a response rate of 71%. This was considered sufficient for the study as indicated in Table 4.1

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>221</td>
<td>71</td>
</tr>
<tr>
<td>Non-response</td>
<td>89</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>310</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 Demographical Factors

The research-analysed data with regard to the demographic factors and the results were presented as follows:

4.2.1 Employer in the UN Program

As indicated in Table 4.2, to determine the employer in the various UN programs it was established that UNEP had the highest respondents at 14%, UN-HABITAT had 12.7%, and WFP had 11.3%, however, the program with the least response was UNODC with 8.1%, UNFPA with 7.7%, and UNOPS with 5.9% as indicated. On average all the programs were sufficiently represented.
Table 4.2: Employer in the UN Program

<table>
<thead>
<tr>
<th>Program</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN-HABITAT</td>
<td>28</td>
<td>12.7</td>
</tr>
<tr>
<td>UNEP</td>
<td>31</td>
<td>14.0</td>
</tr>
<tr>
<td>UNHCR</td>
<td>22</td>
<td>10.0</td>
</tr>
<tr>
<td>UNFPA</td>
<td>17</td>
<td>7.7</td>
</tr>
<tr>
<td>UNICEF</td>
<td>22</td>
<td>10.0</td>
</tr>
<tr>
<td>UNWOMEN</td>
<td>21</td>
<td>9.5</td>
</tr>
<tr>
<td>UNDP</td>
<td>24</td>
<td>10.9</td>
</tr>
<tr>
<td>UNODC</td>
<td>18</td>
<td>8.1</td>
</tr>
<tr>
<td>UNOPS</td>
<td>13</td>
<td>5.9</td>
</tr>
<tr>
<td>WFP</td>
<td>25</td>
<td>11.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>221</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.2 Form of Employment

To establish the form of employment across the various programs, it was revealed that permanent employees constituted 29% of the respondents while non-permanent/contractual employees were the majority at 71% as indicated in Figure 4.1

![Figure 4.1: Form of Employment](image)

4.2.3 Duration of Contract

As indicated in Figure 4.2, to determine the duration of contract in the various UN programs it was established that 67% had the highest contract duration of 12 months, and followed closely was 18.6% with 3 months and 14.5% with 6 months contract. This shows that most of the respondents had been in the firm longer enough to give ample feedback.
As indicated in Figure 4.3, analysis of the respondents generation of belonging revealed that Millennials [born 1981 – 2000] were the majority at 76.5%, followed by Generation X [born 1965 – 1980] at 22.6%, and Baby boomers [born 1946 to 1964] was the least at 9%. This shows that the target respondent for this research was achieved.

4.2.5 Sex
Across examination of the respondent’s gender as shown in Figure 4.4 revealed that female were the majority at 54.8% while male were 45.2%. The disparity was minimal and thus implies a gender balance in the response rate.
The first objective set to establish career progression opportunity on millennial employees. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree. The results are as follows

**4.3.1 Descriptive of Career Progression Opportunity on Millennial Employees**

The finding revealed that 86.4% strongly agreed that they consider career progression opportunities before accepting any job offer (M=4.86, Sde=.343). In addition, strongly agreed that the supervisor had interest in their career progression (M=4.38 Sde=.847). However, 75.6% were not satisfied with career progression opportunities in the current position (M=4.24, Sde=.431).

It was also revealed that 69.2% were uncertain if succession planning exists in the organization (M=3.17, Sde=.645). The finding also shows that 72.4% were uncertain of having a long life span career with current employer, due to job promotion prospects. (M=3.28, Sde=.448) and all considered promotions as important in their work life.

As per this study, 69.7% agreed that they can reject a new job offer if awarded a job promotion with the current employer (M=4.17, Sde=.642). While 42.1% and 39.8% agreed and strongly agreed respectively that job promotion is an encouraging factor in meeting my personal accomplishments (M=3.99, Sde=1.202). In addition, 81.4% agreed
that they foresee being promoted ($M=3.87$, $Sde=.818$). Lastly, 83.3% agree that employees are promoted frequently in the organization ($M=4.17$, $Sde=.374$)

### Table 4.3: Descriptive of Career Progression Opportunity on Millennial Employees

<table>
<thead>
<tr>
<th>Factor</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>SDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I always consider career progression opportunities before accepting any job offer.</td>
<td>13.6</td>
<td>86.4</td>
<td></td>
<td></td>
<td></td>
<td>4.86</td>
<td>.343</td>
</tr>
<tr>
<td>My supervisor is concerned about my career progression.</td>
<td>24</td>
<td>14.5</td>
<td>61.5</td>
<td></td>
<td></td>
<td>4.38</td>
<td>.847</td>
</tr>
<tr>
<td>I am satisfied with career progression opportunities in my current position.</td>
<td>75.6</td>
<td>24.4</td>
<td></td>
<td></td>
<td></td>
<td>4.24</td>
<td>.431</td>
</tr>
<tr>
<td>Succession planning exists in our organization.</td>
<td>69.2</td>
<td>26.2</td>
<td></td>
<td></td>
<td></td>
<td>3.17</td>
<td>.645</td>
</tr>
<tr>
<td>I shall have a long life span career with my employer, due to job promotion prospects.</td>
<td>72.4</td>
<td>27.6</td>
<td></td>
<td></td>
<td></td>
<td>3.28</td>
<td>.448</td>
</tr>
<tr>
<td>Promotions are important in my work life.</td>
<td>100</td>
<td>5.00</td>
<td></td>
<td></td>
<td></td>
<td>4.17</td>
<td>.642</td>
</tr>
<tr>
<td>I can reject a new job offer if awarded a job promotion with the current employer.</td>
<td>4.5</td>
<td>69.7</td>
<td>25.8</td>
<td></td>
<td></td>
<td>3.99</td>
<td>1.202</td>
</tr>
<tr>
<td>Job promotion is an encouraging factor in meeting my personal accomplishments.</td>
<td>9</td>
<td>4.5</td>
<td>4.5</td>
<td>42.1</td>
<td>39.8</td>
<td>3.87</td>
<td>.818</td>
</tr>
<tr>
<td>I see myself being promoted by my employer.</td>
<td>4.5</td>
<td>4.5</td>
<td>81.4</td>
<td>9.5</td>
<td></td>
<td>4.17</td>
<td>.374</td>
</tr>
<tr>
<td>Employees are promoted frequently in our organization.</td>
<td>83.3</td>
<td>16.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key: SD=Strongly Disagree; D=Disagree; U=Uncertain; A=Agree; SA=Strongly Agree; M=Mean; SDE=Standard Deviation.

### 4.3.2 Correlation between Career Progression Opportunity & Employee Motivation

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) against career progression and the result established a positive and significant relationship between the variables ($p<0.05$). The results are shown in table 4.4
Table 4.4: Correlation of Career Progression Opportunity and Employee Motivation.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation</th>
<th>Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career progress</td>
<td>.451</td>
<td>.000</td>
</tr>
</tbody>
</table>

4.3.3 Regression of Career Progression Opportunity and Employee Motivation

The research analyzed the relationship between career progression opportunity and employee motivation. The results showed that the adjusted $R^2$ value was 0.200, hence 20% of the variation in motivation was explained by the variations in career progression and 79.7% was explained by other factors, and the p value was significant ($p<0.05$) as illustrated in Table 4.5.

Table 4.5: Model Summary of Career Progression Opportunity and Motivation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.451</td>
<td>.203</td>
<td>.200</td>
<td>.22722</td>
<td>.203</td>
<td>55.850</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>219</td>
<td>.000</td>
<td></td>
<td></td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), career progress

4.4 Employment Benefits on Millennial Employees

The second objective was to establish employment benefits on millennial employees. Respondents were asked a set of questions to indicate to what extent they agreed or disagreed with statements related to leadership style and strategy. The results are as follows.

4.4.1 Descriptive of Employment Benefits on Millennial Employees

The findings revealed that 86.4% strongly agree that employment retirement benefits are important ($M=4.86, Sdev=.343$). Similarly, 65.2% strongly agreed that employment retirement benefits are attractive to stimulate me at work ($M=4.56, Sdev=.721$). However,
71% disagreed that they were satisfied with terms & conditions of the employment retirement benefits (M=3.14, Sdev=.800).

Most of the respondents strongly agreed that they value health insurance benefits offered by the employer (M=4.15, Sdev=1.307). Additionally, 81.9% would consider health insurance benefits as a factor in their next employment (M=4.82, Sdev=.386). Majority 88.2% however disagreed that health insurance benefits has covered their needs, as it does for the permanent employees (M=2.12, Sdev=.323).

The findings also show that 91% strongly agreed that education benefit offered by employer is important (M=4.73, Sdev=.914). In addition, 52.9% agreed that education benefit offered is attractive to hold them to the current employer (M=4.26, Sdev=.635). It was also established that 89.1% disagreed that they were satisfied with terms & conditions of the education benefit (M=2.12, Sdev=.367). Finally, 49.3% agreed that the employment benefits influenced their decision to accept current job (M=3.55, Sdev=1.037).

Table 4.6: Descriptive of Employment Benefits on Millennial Employees

<table>
<thead>
<tr>
<th>Factor</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>SDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I consider employment retirement benefits important.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>13.6</td>
<td>36.4</td>
</tr>
<tr>
<td>My employment retirement benefits are attractive to stimulate me at work.</td>
<td></td>
<td>4.5</td>
<td>30.3</td>
<td>65.2</td>
<td>4.6</td>
<td>0.721</td>
<td></td>
</tr>
<tr>
<td>I am satisfied with terms &amp; conditions of the employment retirement benefits.</td>
<td></td>
<td>13.6</td>
<td>71.0</td>
<td>3.2</td>
<td>12.2</td>
<td>3.1</td>
<td>0.800</td>
</tr>
<tr>
<td>I value health insurance benefits offered by my employer.</td>
<td>9.0</td>
<td>24.4</td>
<td>66.5</td>
<td>4.2</td>
<td>1.307</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health insurance benefits will be a factor to consider in my next employment.</td>
<td></td>
<td>18.1</td>
<td>81.9</td>
<td>4.8</td>
<td>0.386</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The health insurance benefits cover my needs, as it does for the permanent employees.</td>
<td>88.2</td>
<td>11.8</td>
<td>2.1</td>
<td>0.323</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The education benefit offered by my employer is important.</td>
<td></td>
<td>4.5</td>
<td>4.5</td>
<td>91.0</td>
<td>4.7</td>
<td>0.914</td>
<td></td>
</tr>
<tr>
<td>Education benefit offered is attractive to hold me on to my current employer.</td>
<td></td>
<td>10.4</td>
<td>52.9</td>
<td>36.7</td>
<td>4.3</td>
<td>0.635</td>
<td></td>
</tr>
<tr>
<td>I am satisfied with terms &amp; conditions of the education benefit.</td>
<td></td>
<td>89.1</td>
<td>9.5</td>
<td>1.4</td>
<td>2.1</td>
<td>0.367</td>
<td></td>
</tr>
<tr>
<td>Employment benefits influenced my decision to accept my current job.</td>
<td></td>
<td>9.0</td>
<td>1.4</td>
<td>27.6</td>
<td>49.3</td>
<td>12.7</td>
<td>3.6</td>
</tr>
</tbody>
</table>

Key: SD=Strongly Disagree; D=Disagree; U=Uncertain; A=Agree; SA=Strongly Agree; M=Mean; SDE=Standard Deviation.
4.4.2 Correlation between Employment Benefits on Millennial Employees

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) against employee benefits and the result established a positive and significant relationship between the variables (p<0.05).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefit</td>
<td>.623*</td>
<td>.000</td>
<td>221</td>
</tr>
</tbody>
</table>

Table 4.7: Correlation between Employment Benefits on Millennial Employees.

4.4.3 Regression of Employment Benefits on Millennial Employees

The research analyzed relationship between employee benefits and employee motivation. The results showed that the adjusted $R^2$ value was 0.385 hence 38.5% of the variation in motivation was explained by the variations in employee benefits and 61.2 % was explained by other factors, the p value was significant (p<0.05) as illustrated in Table 4.8.

| Model | R       | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | Change Statistics |
|-------|---------|----------|-------------------|---------------------------|-------------------| | Change Statistics |
|       |         |          |                   |                           |                   | |                 |
| 1     | .623a   | .388     | .385              | .19921                    | .388              | 138.582         | 1     | 219 | .000 |

a. Predictors: (Constant), Employee benefit

4.5 Competitive Basic Salary on Millennial Employees

The last objective set to establish effect of Competitive Basic Salary on Millennial Employees. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to leadership style and strategy the objective. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree. The results are as follows.

4.5.1 Descriptive of Competitive Basic Salary on Millennial Employees

The study revealed that 67.4% strongly agreed that good basic salary is a major driver for stimulation at work (M=4.67, Sdev= .470). When asked if they would relinquish current
position, if offered with another well-paid basic salary job 83.3% strongly agreed (M=4.74, Sdev=.682). It was also established that 69.7% agreed that basic salary influenced their decision to accept current job (M=4.14, Sdev=.649). Also noted was that 75.1% agreed that they were satisfied with the annual basic salary increment offered (M=4.48, Sdev=1.158). The findings also revealed that 84.6% strongly agreed that basic salary offered was commensurate with their work experience (M=4.15, Sdev=.362).

A majority accounting for 51.1% agreed that they were satisfied with the basic salary determination approach implemented by my employer (M=4.26, Sdev=.747). In addition, 64.3% agreed that they were appealed to jobs that offer very competitive basic salary (M=4.60, Sdev=.577). There was also established equity in the firm as 83.3% agreed that the basic salary offered to them is equal to other employees working in a similar position & conditions (M=4.17, Sdev=.374). The study revealed that 55.7% strongly disagreed that they have made compromises in order to get to work by accepting a lower basic salary (M=2.53, Sdev=.723). However, 56.6% disagreed that they can accept a job promotion without a pay rise (M=2.66, Sdev=.564).

Table 4.9: Descriptive of Competitive Basic Salary on Millennial Employees

<table>
<thead>
<tr>
<th>Factor</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>SDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good basic salary is a major driver for stimulation at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would relinquish my current position, if offered with another well-paid basic salary job</td>
<td>4.5</td>
<td>12.2</td>
<td>83.3</td>
<td>4.74</td>
<td>.682</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic salary influenced my decision to accept my current job.</td>
<td>4.5</td>
<td>69.7</td>
<td>24.4</td>
<td>4.14</td>
<td>.649</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am satisfied with the annual basic salary increment offered.</td>
<td>9</td>
<td>15.8</td>
<td>75.1</td>
<td>4.48</td>
<td>1.158</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My basic salary offered commensurate with my work experience.</td>
<td></td>
<td>84.6</td>
<td>15.4</td>
<td>4.15</td>
<td>.362</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am satisfied with the basic salary determination approach implemented by my employer</td>
<td>4.5</td>
<td>51.1</td>
<td>39.8</td>
<td>4.26</td>
<td>.747</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am appealed to jobs that offer very competitive basic salary.</td>
<td>4.5</td>
<td>31.2</td>
<td>64.3</td>
<td>4.60</td>
<td>.577</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My basic salary is equal to other employees working in a similar position &amp; conditions.</td>
<td></td>
<td>83.3</td>
<td>16.7</td>
<td>4.17</td>
<td>.374</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have made compromises in order to get to work by accepting a lower basic salary.</td>
<td>55.7</td>
<td>39.8</td>
<td>4.5</td>
<td>2.53</td>
<td>.723</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I can accept a job promotion without a pay rise.</td>
<td>38.9</td>
<td>56.6</td>
<td>4.5</td>
<td>2.66</td>
<td>.564</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.5.2 Correlation of Competitive Basic Salary on Millennial Employees

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) and competitive basic salary. The result established a positive and significant relationship between the variables (p<0.05).

**Table 4.10: Correlation of Competitive Basic Salary on Millennial Employees.**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Salary</td>
<td>.924*</td>
<td>.045</td>
<td>221</td>
</tr>
</tbody>
</table>

4.5.3 Regression of Competitive Basic Salary on Millennial Employees

The research analyzed relationship between competitive basic salary and employee motivation. The results showed that the $R^2$ value was 0.853 hence 85.3% of the variation in motivation was explained by the variations in employee salaries and 14.7% was explained by other factors, the p value was significant (p<0.05) as illustrated in Table 4.11.

**Table 4.11: Model Summary of Competitive Basic Salary on Millennial Employees**

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R Square</td>
<td></td>
<td></td>
<td>F Change df1 df2 Sig. F Change</td>
</tr>
<tr>
<td>1</td>
<td>.924*</td>
<td>.854</td>
<td>.853</td>
<td>.09732 .854 1279.171 1 219 .000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), competitive salary

4.5.4 Multi Regression of Employee Motivation and Motivation Factors

The research analyzed relationship between Career progression, employee benefits, competitive basic salary and employee motivation (Dependent Variable). The results showed that the $R^2$ value was 0.853 hence 85.3% of the variation in motivation was explained by the variations in career progression, employee benefits, and competitive basic salary while 14.5% was explained by other factors, the p value was significant (p<0.05) as illustrated in Table 4.12.

**Table 4.12: Multi Regression of Employee Motivation and Motivation Factors**

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R Square</td>
<td></td>
<td></td>
<td>F Change df1 df2 Sig. F Change</td>
</tr>
<tr>
<td>1</td>
<td>.924*</td>
<td>.855</td>
<td>.853</td>
<td>.09751 .855 425.148 3 217 .000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), competitive salary, career progress, employee benefit
An ANOVA analysis was done between employee motivation and motivation factors (career progression, employee benefits, and competitive basic salary at 95% confidence level, the F critical was 425.148 and the P value was (0.000) therefore significant the results are illustrated below in table 4.13

**Table 4.13: ANOVA of Employee Motivation and Motivation Factors**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>12.127</td>
<td>3</td>
<td>4.042</td>
<td>425.148</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>2.063</td>
<td>217</td>
<td>.010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>14.190</td>
<td>220</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance of Millennials  
b. Predictors: (Constant), competitive salary, career progress, employee benefit

As per Table 4.14, the equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \) becomes:

\[
Y = 0.249 - 0.029X_1 + 0.025X_2 + 0.937X_3
\]

Where \( Y \) is the dependent variable strategic implementation  
\( X_1 \) – career progression  
\( X_2 \) – employment benefits  
\( X_3 \) – competitive basic salary

The regression equation illustrated in Table 4.18 has established that taking all factors into account (career progression, employee benefits, and competitive basic salary) all other factors held constant employee motivation increases by 0.0249. The findings presented also showed that with all other variables held at zero, a unit change in career progression would lead to a 0.029 increase in employee motivation, and a unit change in employment benefits would lead to 0.025 increases in employee motivation. Moreover, the study also showed that a unit change in competitive basic salary would result in 0.937 increases in employee motivation. Only the variables competitive basic salary was significant (p>0.05) in determining employee motivation.

**Table 4.14: Coefficient of Employee Motivation and Motivation Factors**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.249</td>
<td>.124</td>
<td>2.008</td>
<td>.046</td>
</tr>
<tr>
<td>career progress</td>
<td>-.029</td>
<td>.032</td>
<td>-.032</td>
<td>-.926</td>
</tr>
<tr>
<td>Employee Benefit</td>
<td>.025</td>
<td>.027</td>
<td>.037</td>
<td>.932</td>
</tr>
<tr>
<td>competitive salary</td>
<td>.937</td>
<td>.036</td>
<td>.916</td>
<td>26.285</td>
</tr>
</tbody>
</table>
4.6 Chapter Summary

This chapter has highlighted results and findings attained from the data analysis done. The first section provided an analysis of demographic data of the respondents, the second section dealt with data on career progression, the third section looked at the data on employment benefits, and the fourth section covered issues of competitive basic salary. In chapter five this results were discussed and relevant conclusions and recommendations made with regard to motivation factors affecting the millennial generation in the intergovernmental organizations.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
These sections seek to analyse the findings, this is done by comparing, and contrasting with previous literature related to motivational factors affecting the millennial generation in the intergovernmental organizations. This will be organized based on the specific research questions which sought to establish what extent do career progression, employment benefits package affect and competitive basic salary affect motivation of the millennial employees.

5.2 Summary
The purpose of this study was to determine motivation factors affecting the millennial generation in the intergovernmental organizations, a case of United Nations. Specifically, the research sought to determine, to what extent career progression opportunities, employment benefits and competitive basic salary affect motivation of the millennial employees. Motivating millennials has been a major challenge facing organizations in the 21st century resulting to high turnovers of this generation thus affecting the organizations performance in achieving their desired goals. It is with this background that this research intended to unfold the motivational issues facing the millennial employees in the intergovernmental organizations primarily the non-permanent employees.

The research design adopted for this research was a descriptive approach. The population of this study consisted of the millennial employees working for United Nations, on non-permanent employment basis. The population size was 1554 employees. Stratified random sampling was used, from which the study was considered. The sample size for the study was 310 respondents out of which only 221 responded giving a response rate of 71%. Data collection was done with closed ended questionnaires and was analysed using Statistical Package for the Social Sciences (SPSS) version 21.

Content validity was done to ascertain clarity and simplicity. A pilot test was conducted with 10% respondents from the sample size to firm up the questionnaires before the main research. The pilot test helped to ensure that the respondents understood the questions as well as to test the appropriateness of the questions before they were distributed to the
entire sample size. It also helped to check on validity and clarity of the data collection instrument so as to improve the quality of the questionnaires and therefore increasing its strength and validity. Reliability test was also used to establish how closely related the variables are in the study. Cronbach’s alpha was used to estimate internal consistency reliability by determining how items of the instrument relate to each other and the entire instrument. The results of the questionnaires were presented by use of charts and figures.

The finding revealed that 86.4% strongly agreed that they consider career progression opportunities before accepting any job offer. In addition, majority strongly agreed that the supervisor had interest in their career progression. However, 75.6% were not satisfied with career progression opportunities in the current position. It was also revealed that 69.2% were uncertain if succession planning exists in the organization. The finding also shows that 72.4% were uncertain of having a long life span career with current employer, due to job promotion prospects and all considered promotions as important in their work life. As per this study, 69.7% agreed that they can reject a new job offer if awarded a job promotion with the current employer. While 42.1% and 39.8% agreed and strongly agreed respectively that job promotion is an encouraging factor in meeting my personal accomplishments. In addition, 81.4% agreed that they foresee being promoted. Lastly, 83.3% agree that employees are promoted frequently in the organization. A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) against career progression and the result established a positive and significant relationship between the variables (p<0.05). The regression results showed that 20.3% of the variation in motivation was explained by the variations in career progression and the p value was significant (p<0.05).

Analysis of the second objective shows that that 86.4% strongly agree that employment retirement benefits are important. Similarly, 65.2% strongly agreed that employment retirement benefits are attractive to stimulate me at work. However, 71% disagreed that they were satisfied with terms & conditions of the employment retirement benefits. Most of the respondents strongly agreed that they value health insurance benefits offered by the employer. Additionally, 81.9% would consider health insurance benefits as a factor in their next employment. Majority 88.2% however disagreed that health insurance benefits has covered their needs, as it does for the permanent employees. The findings also show that 91% strongly agreed that education benefit offered by employer is important. In
addition, 52.9% agreed that education benefit offered is attractive to hold them to the current employer. It was also established that 89.1% disagreed that they were satisfied with terms and conditions of the education benefit. Finally, 49.3% agreed that the employment benefits influenced their decision to accept current job. A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) against employee benefits and the result established a positive and significant relationship between the variables (p<0.05). The results of the regression analysis revealed that 38.8% of the variation in motivation was explained by the variations in employee benefits and the p value was significant (p<0.05).

The study revealed that 67.4% strongly agreed that good basic salary is a major driver for stimulation at work. When asked if they would relinquish current position, if offered with another well-paid basic salary job 83.3% strongly agreed. It was also established that 69.7% agreed that basic salary influenced their decision to accept current job. Also noted was that 75.1% agreed that they were satisfied with the annual basic salary increment offered. The findings also revealed that 84.6% strongly agreed that basic salary offered was commensurate with their work experience. A majority accounting for 51.1% agreed that they were satisfied with the basic salary determination approach implemented by my employer. In addition, 64.3% agreed that they were appealed to jobs that offer very competitive basic salary. There was also established equity in the firm as 83.3% agreed that the basic salary offered to them is equal to other employees working in a similar position & conditions. The study revealed that 55.7% strongly disagreed that they have made compromises in order to get to work by accepting a lower basic salary. However, 56.6% disagreed that they can accept a job promotion without a pay rise. A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) and competitive basic salary. The result established a positive and significant relationship between the variables (p<0.05). The results showed that 85.3% of the variation in motivation was explained by the variations in employee benefits and the p value was significant (p<0.05).
5.3 Discussion

5.3.1 Career Progression Opportunities on Millennial Employees

Millennia’s consider career progression opportunities before accepting any job offer and at the intergovernmental supervisor have interest in their career progression. Walmsley (2007) stated that millennial unlike other generations in the workplace perceive jobs as opportunities for them to learn and develop. Therefore, employers cannot afford to ignore that this generation strongly affirms career opportunities to progress career wise and they consider this as an extremely important factor when searching for jobs.

It was also revealed that 69.2% were uncertain if succession planning exists in the organization. Past studies like Chartered Institute of Management (2012) analysed the results obtained from the survey and concluded that millennials don’t believe that career progression was because of seniority and the time of service. As for this vibrant generation, what matters most to them are the results and not the term one has served as was considered in the past. Millennials get frustrated and demotivated when organizations take time in moving them up the ladder, as they want fast advancement.

As per this study, 69.7% agreed that they can reject a new job offer if awarded a job promotion with the current employer. Broadbridge (2016) further acknowledged that personal career progression is one of the millennials generation employment characteristics. These findings concurred with those of Brown and Hesketh (2004) who found out that anticipation of most millennials are towards personal accomplishments and career progressions and development. This plays a significant role in attracting and retaining them as well as keeping them involved in their roles.

While 42.1% and 39.8% agreed and strongly agreed respectively that job promotion is an encouraging factor in meeting my personal accomplishments. Similar findings were noted in the PwC (2011) online survey on factors affecting the motivation of the millennials. The survey targeted 4,364 millennials across 75 countries between August and October 2011. Majority responded through PwC’s website. All were 31 years old and under and were on a full time employment in private organizations. Findings from this survey indicated that 52% of millennials are motivated by opportunities for career progression.
In addition, 81.4% agreed that they foresee being promoted. Lastly, 83.3% agree that employees are promoted frequently in the organization. Antoncic and Antoncic (2011) pronounced that organizations that establish the millennials growth strategies get numerous benefits in return. Some of the strategic tools that organizations could use are career paths and ladders as these can be possibilities of enhancing continuous growth and productivity. On the same note, Hershatter and Epstein (2010) agreed that millennials become motivated when they establish that their employers are concerned about their career progression as this enables them to focus on their personal goals and at the same time fulfilling the organization goals effectively.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) against career progression and the result established a positive and significant relationship between the variables (p<0.05). The regression results showed that 20.3% of the variation in motivation was explained by the variations in career progression and the p value was significant (p<0.05). Jonathan et al (2014) on the other hand also settled that career progression empowers the millennials by providing them with mechanism to develop their competencies that will eventually allow them to master their present jobs as well as other responsibilities given to them in future. According to a recent study conducted by Gallup (2016) on “How Millennials Want To Work and Live”, the study revealed that millennials are interested in jobs that have their sense of purpose. This is brought about by exposing them to training and development opportunities.

5.3.2 Employment Benefits Package on Millennial Employees
Analysis revealed that employment retirement benefits are attractive to stimulate me at work. Herzberg’s in his two-factor theory concluded that employee benefits program was vital as it affects employee motivation and eventually the organizations productivity (Hong, 1995). Additionally, Victor Vroom in his expectancy theory of motivation, in the same way agreed that employees work in anticipation of a benefit and therefore the benefit impacts on the motivation of the employees. Vroom also affirmed that the benefit only works if the link between the effort and the benefit is clear and the value of the benefit or reward is worth the effort (Armstrong, 2005). Employee’s benefits have the potential to impact on the employee’s life. For benefits to be effective the employees need to be aware and understand what the employer offers. It is also important for the
employers to understand the employee has needs and fulfill those needs through the benefits offered to them (Pegg, 2009).

Most of the respondents strongly agreed that they value health insurance benefits offered by the employer. Additionally a good number would consider health insurance benefits as a factor in their next employment. According to Kaiser (2012), health insurance benefits the employees by protecting them and their family members from financial loss on costs incurred as a result of sickness or injuries. Insured individuals depending on the type of coverage they pay the costs and thereafter the insurance provider reimburses them or the insurance company pays the service providers directly. This may also include coverage on losses due to accidents, death and mutilation.

A survey carried out by Kaiser Foundation (2013) revealed that millennials have grown accustomed to seeking medical care more often compared to other generations, consulting various experts in the medical fields about their various health issues. The survey found out that 70% of the millennials like the older generations worry about paying medical bills for a serious illness or accident as well as for routine health care. As a result, today millennials have become more risk averse and are more cautious on their financial planning. This way, they have placed a greater concern on the need to have a health insurance benefit.

The findings also show that a majority agreed that education benefit offered by employer is important. Organizations are using this method to retain employees especially the millennial generation (Gomez & Mejia, 2010). As a result of the fast changing economy brought about by the changes in technology and change of business practices, employees are left with no option other than to go back to school to gain skills and competencies that will make them to remain relevant in the organizations (Hershatter & Epstein, 2010).

It was also revealed that education benefit offered is attractive to hold them to the current employer. Organizations that provide this benefit are said to be on many millennials preferred list of companies. Millennials consider their jobs as a growth opportunity and prefers organizations that understand the need to invest in their career advancement unlike other generations. According to PWC (2011) survey to investigate millennials desire is to continue learning and 35% of them were captivated by employers who are
concerned about their training and development programmes. It is therefore important for the employers to understand this as an important need and when they provide it, they will be able to retain this generation and benefit from their vast knowledge and skills. The study also shows that employment benefits influenced their decision to accept current job.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) against employee benefits and the result established a positive and significant relationship between the variables (p<0.05). Armstrong (2005) believes that having employee benefit policies and practices in an organization plays a major role in the provision of competitive total reward package in providing the needs of the employees. This way the organizations demonstrate that they care about them thus increasing their commitment to the organization and provide a tax-efficient method of remuneration. There are various forms of employee benefits that are important part of the compensation package offered to the employees.

5.3.3 Competitive Basic Salary on Millennial Employees

The study established that good basic salary is a major driver for stimulation at work. Other researchers have found out that salary is an important component and employees believe that a higher pay will motivate them and at the same time enhance their satisfaction (Kohn, 1998). It is therefore important for employers to develop an effective pay strategy and enlighten themselves on the extent to which pay affects employee’s satisfaction levels. Employees use the pay they earn to weigh the value that the organization obtains from their services and at the same time use it to match their worth with others (Heathfield, 2016).

It was also shown that a majority would relinquish current position, if offered with another well-paid basic salary. A majority also acknowledged that basic salary influenced their decision to accept current job. A research by IHRIM (2015) also supports the equity theory. The research concluded that employee consider the salary to be fair when the relation between their contributions and their results is equivalent with their colleagues. Employees compare their pay with those of their fellow colleagues and others and by doing so they make decisions as to whether to stay with the employer or not. A recent survey by Business Insider found out that millennials value fairness in pay and at
the same time they value pay more than other job factors when they were asked what matters most to them (Shumaker, 2014).

The findings established a majority were appealed to jobs that offer very competitive basic salary. Gupta and Shawz (2015) emphasized on the instrumental and symbollic meaning of money. The instrumental meaning of money concerned what employees get for it such as better houses, cars etc. while the symbolic meaning signifies how it is viewed by employees and others in the society. They established that, when certain employee behaviours are followed by money they are more likely to recur. This means that employees as a result tend to do things for which they get paid for and ignore those that are not attributed to any pay. Their views are convincing, however, they did not recognize the non-financial rewards as motivators and that the only rewards they considered are financial rewards.

The study revealed that the millennials would not compromise in order to get to work by accepting a lower basic salary. Other studied have established that same and a survey conducted by Society for Human Resource Management (2014) established that millennials are appealed to jobs that offer a good pay. Among those interviewed 49% admitted that competitive wages and salaries made an employer more attractive. The Survey also found out that millennial workforce are mostly driven by pay and other financial benefits and this is one of the major factors they consider when determining the employer to work for.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Employee Motivation) and competitive basic salary. The result established a positive and significant relationship between the variables (p<0.05). The results showed that 85.3% of the variation in motivation was explained by the variations in employee salaries and the p value was significant (p<0.05). A survey conducted by Society for Human Resource Management (2014) confirmed that millennials are appealed to jobs that offer a good pay. Among those interviewed 49% admitted that competitive wages and salaries made an employer more attractive. The Survey also found out that millennial workforce are mostly driven by pay and other financial benefits and this is one of the major factors they consider when determining the employer to work for. As found by the Deloitte (2017) survey that also established that they are one foot out of the door.
This means if they don’t feel appreciated for their effort extrinsically, they move on to another employer who gets them a higher probability for getting whatever they want quicker.

5.4 Conclusion

5.4.1 Career Progression Opportunities on Performance of Millennial Employees
Career progression opportunities is the main factor that millennial consider before accepting any job offer and at the intergovernmental organizations at the United Nations supervisor have interest in their career progression. This has resulted into commitment of the millennial. Job promotion is an encouraging factor in meeting the personal accomplishments and a majority foresee themselves being promoted. A Pearson correlation analysis established a positive and significant relationship between employee motivation and career progression, thus it is vital for the firms to maintain a career progression policy.

5.4.2 Employment Benefits Package on Performance of Millennial Employees
Retirement benefits are an important factor even for the millennial as they consider the benefits are attractive to stimulate them to perform better at work. Similarly, it is also revealed that employees value health insurance benefits offered by the employer thus they consider health insurance benefits as a factor in their next employment. It is also revealed as per the findings that education benefit offered by employer is important and in general, such employment benefits influenced the millennial decision to accept current job. A Pearson correlation analysis established a positive and significant relationship between employee benefits and career progression, thus it is vital for the firms to give out benefit package in order to retain the best.

5.4.3 Competitive Basic Salary on Performance of Millennial Employees
Good basic salary is a major driver for stimulation at work and as such employees are willing to leave if offered a job offering them well-paid basic salary. Despite this, millennial also have a consideration for annual basic salary increment offered and this is only applicable if the basic salary offered is commensurate with their work experience and are equal or better to those of a similar position and conditions. Hardly, do millennial accept a job promotion without a pay rise. A Pearson correlation analysis established a positive and significant relationship between employee motivation and competitive
salaries, thus it is vital for the firms to offer competitive salaries to attract more experienced individuals to the companies.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Career Progression Opportunities on Millennial Employees
There is a need for the intergovernmental organizations to consider career progression opportunities and this could be fostered by having supervisor who have interest in employee’s career progression. There is also a need to have a well formulated succession planning in the intergovernmental organizations to ensure continuity. Job promotions are a motivational factor as such organizations should ensure it is made free and fair.

5.5.1.2 Employment Benefits Package on Millennial Employees
There is a need to offer retirement benefits in order to attract the best in the industry as well as stimulate staff to work. Similarly, employees value health insurance benefits offered by the employer thus firms need to have covers that caters for their needs. Their needs, as it does for the permanent employees. It is also noticeable that education benefit offered by employer is important in attracting to hold current employees although the terms and conditions should be reviewed as it plays a role in influencing the decision to accept current job. Thus, it is vital for the firms to give out benefit package in order to retain the best.

5.5.1.3 Competitive Basic Salary on Millennial Employees
Organizations need to offer good basic salary as it forms a major driver for stimulation at work. Organizations therefore need to offer basic salary commensurate with the job done as basic salary influence millennial to accept current job, in addition job promotion need to be done and to offer motivation, it should be accompanied with a pay rise.

5.5.2 Recommendations for Further Studies
This study was focused on establishing motivational factors affecting the millennial generation in the intergovernmental organization. The researcher recommends that other studies be conducted on the same subject area in governmental organizations so as to be able to determine variation in millenial motivation. Other researchers could carry out a similar research in other non governmental organizations other than the ones studied in this research and the results therefore used for comparisons.
REFERENCES


PricewaterhouseCoopers (PWC) in August (2011); Reshaping the Workplace. Survey Retrieved from: https://www.google.com/search?q=pwc+millennial+survey&rlz=1C1GGRV_enKE751KE751&oq=pwc+&aqs=chrome.1.69i57j35i39j69i60l2j0l2.2710j0j7&sourceid=chrome&ie=UTF-8. on 13th July 2017


APPENDICES

APPENDIX I: COVER LETTER

Winfred Makena Kimotho,
P.O Box 7929-00300,
Nairobi

Date: …………………..

Dear Respondent,

**RE: REQUEST FOR YOUR PARTICIPATION IN MY ACADEMIC RESEARCH PROJECT**

I am a graduate student at United States International University pursuing a Master’s degree in Business Administration (MBA). In partial fulfilment of the requirement for the degree, I am carrying out a research project on motivational factors affecting millennial generation in the intergovernmental organizations focusing on the United Nations. I shall appreciate if you could kindly complete the enclosed questionnaire, which will be used to collect the data relevant to my study. Of importance to note is that you have been randomly selected to participate in this study. It is estimated that it will take 10 minutes to complete the questionnaire. Kindly respond as honestly and objectively as possible. Contribution from your end is very crucial for the achievement of this study and it will be extremely treasured. I assure you that the information that you will present will be treated with extreme confidentiality and will be used only for academic purposes. I look forward to receiving completed questionnaires and I would like to express my sincere gratitude for your kind cooperation in advance. Thank you in advance,

Yours Sincerely,

Winfred Makena Kimotho.

**Student, United States International University - Africa.**
APPENDIX II: QUESTIONNAIRE

INTRODUCTION.
The purpose of this questionnaire is to investigate motivational factors affecting performance of millennials in the intergovernmental organizations. Information collected will be purely for academic purposes only. Respondents are requested to be objective & honest in their responses. All sources of information will be held in confidence.

The questionnaire has four sections: A, B C, & D. Kindly tick appropriately with respective to the questions.

SECTION A: GENERAL INFORMATION.
1. Who is your employer (UN Programme)?
   UN-HABITAT ( )  UNEP ( )  UNHCR ( )  UNFPA ( )  UNICEF ( )
   UNWOMEN ( )  UNDP ( )  UNODC ( )  UNOPS ( )  WFP ( )

2. What is your form of employment?
   Permanent ( )  Non-permanent ( )

3. If on non-permanent employment, how long is your contract.
   3-months ( )  6-months ( )  12-months ( )

4. Which generation do you belong to?
   Baby boomers [born 1946 to 1964] ( )

5. Sex: Male ( )  Female ( )
SECTION B: CAREER PROGRESSION OPPORTUNITY ON MILLENNIAL EMPLOYEES.

To understand what is most important to you, please read each statement and kindly (✓) tick appropriately on a scale of 1-5, where; 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

<table>
<thead>
<tr>
<th>Factor</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>I always consider career progression opportunities before accepting any job offer.</td>
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<td>My supervisor is concerned about my career progression.</td>
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<td>I am satisfied with career progression opportunities in my current position.</td>
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<td>Succession planning exists in our organization.</td>
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<td>I shall have a long life span career with my employer, due to job promotion prospects.</td>
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<td>Promotions are important in my work life.</td>
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<td>I can reject a new job offer if awarded a job promotion with the current employer.</td>
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<td>Job promotion is an encouraging factor in meeting my personal accomplishments.</td>
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<td>I see myself being promoted by my employer.</td>
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<td>Employees are promoted frequently in our organization.</td>
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SECTION C: EMPLOYMENT BENEFITS ON MILLENNIAL EMPLOYEES.

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<th>Factor</th>
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<tr>
<td>I consider employment retirement benefits important.</td>
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<tr>
<td>My employment retirement benefits are attractive to stimulate me at work.</td>
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<td>I am satisfied with terms &amp; conditions of the employment retirement benefits.</td>
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<td>I value health insurance benefits offered by my employer.</td>
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<td>Health insurance benefits will be a factor to consider in my next employment.</td>
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<td>The health insurance benefits cover my needs, as it does for the permanent employees.</td>
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<tr>
<td>The education benefit offered by my employer is important.</td>
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<td>Education benefit offered is attractive to hold me on to my current employer.</td>
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<td>I am satisfied with terms &amp; conditions of the education benefit.</td>
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<tr>
<td>Employment benefits influenced my decision to accept my current job.</td>
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SECTION D: COMPETITIVE BASIC SALARY ON MILLENNIAL EMPLOYEES

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<th>Factor</th>
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<tbody>
<tr>
<td>Good basic salary is a major driver for stimulation at work.</td>
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<tr>
<td>I would relinquish my current position, if offered with another well-paid basic salary job.</td>
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<td>Basic salary influenced my decision to accept my current job.</td>
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<td>I am satisfied with the annual basic salary increment offered.</td>
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<td>My basic salary offered commensurate with my work experience.</td>
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<tr>
<td>I am satisfied with the basic salary determination approach implemented by my employer.</td>
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<td>I am appealed to jobs that offer very competitive basic salary.</td>
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<td>My basic salary is equal to other employees working in a</td>
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</table>
similar position & conditions.

I have made compromises in order to get to work by accepting a lower basic salary.

I can accept a job promotion without a pay rise.

THANK YOU
### APPENDIX III: OPERATIONALIZATION AND MEASUREMENT OF VARIABLES

<table>
<thead>
<tr>
<th>Category</th>
<th>Variable</th>
<th>Indicators</th>
<th>Operationalization</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent</td>
<td>Millennial’s performance</td>
<td>Productivity</td>
<td>Attainment &amp; improvement of performance output as a result of motivational factors provided.</td>
<td>Continuous</td>
</tr>
<tr>
<td>Variable</td>
<td></td>
<td></td>
<td>Service Delivery</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Achievement of the set organizational goals &amp; objectives.</td>
<td>Continuous</td>
</tr>
<tr>
<td>Independent</td>
<td>Career Progression Opportunities</td>
<td>Importance and Satisfaction of</td>
<td>Attractiveness of career progression to stimulate millennial employees at work</td>
<td>Five point Likert</td>
</tr>
<tr>
<td>Variables</td>
<td></td>
<td>Career Progression Opportunities</td>
<td></td>
<td>Scale 1 - 5</td>
</tr>
<tr>
<td></td>
<td>Employment Benefits</td>
<td>Importance and Satisfaction of</td>
<td>Inclusion of crucial employment benefits to millennials</td>
<td>Five point Likert</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Employment Benefits</td>
<td></td>
<td>Scale 1 - 5</td>
</tr>
<tr>
<td></td>
<td>Competitive Basic Salary</td>
<td>Employee Satisfaction</td>
<td>Attractiveness of Basic Salary to motivate millennial employees</td>
<td>Five point Likert</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Scale 1 - 5</td>
</tr>
</tbody>
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