

Recruiting and Retaining Millennials In Today's Higher Education Workplace

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Abstract

The present labor market is very tight. Employers are competing for workers unlike they have ever had to do before. Higher Education is not exempt from this reality. Millennials have become the largest generational cohort in the workplace today and are still growing. For employers including, higher education, to succeed in recruiting and retaining millennials employers must identify what this group is looking for in an employer both short and long term. The purpose of this paper is to research and outline ways for colleges and universities to not only attract but keep the best and brightest by offering a competitive compensation package and more importantly a workplace environment that meets the needs of the millennial generation. Millennials will change jobs more often during their career than any cohort before them. They are looking for a positive work-life balance and this is where higher education organizations can compete. Traditionally institutions of higher learning haven't offered the highest salaries but have offered generous benefits packages to offset the lower cash compensation. Colleges and universities can offer a better work life balance. For example, more personal time off, and remote working opportunities. In addition, they can offer reduced or free tuition for millennials to build their skills.

Recruiting and Retaining Millennials In Today's Higher Education Workplace

Introduction

Traditionally prospective staff members were lured to employment at institutions of higher learning, not for the potential of a high salary, but for the benefits and the secure employment they offered. The salary has always been termed “competitive,” but potential employees had to look at the total compensation package (inclusive of the extensive benefits package) in order to justify coming to work at a higher education facility. I have personal experience with this phenomenon. When I came to work at the University of New Hampshire thirteen years ago I accepted a seventeen thousand dollar pay cut. I was out of work at the time and needed the job to support my family. However, there were benefits that helped offset the monetary compensation differential. Benefits, such as additional paid vacation and holidays, enhanced health insurance, superior employer retirement contributions, tuition benefit, and better work-life balance to name a few.

Recently I was promoted and now I'm tasked with filling three vacant positions and keeping the current staff that report to me in an ever increasingly tight labor market. This becomes more difficult as the gap between public and private sector salaries widens and the benefits in the private sector adjust to keep up with the demands of today's workforce. This is a perfect storm of sorts; qualified candidates are few and far between and the salaries they are seeking are far above what is budgeted. Further exacerbating the problem is the fact that incumbent employee's salaries are perceived to be artificially low, which sets the upper limit for new hires.

It has been my experience in this latest recruitment cycle a new generation of prospective employees (millennials) are looking for salaries to be more than just competitive and are looking

for flexibility and choices in the balance of their compensation package. For example, a survey of 90 thousand plus students with college loans found that 86% of millennials would apply for a position that offered a student loan repayment benefit for committing to work for a company for 5 years. However, this assistance is currently only offered at 4% of companies in the U.S. (Abston & Morrell, 2018). Leadership has to realize that what potential employees are looking for has changed and adjusting to these new realities is imperative to recruiting and retaining the millennial generation. Below is an outline for different tools hiring managers can use to help them understand, recruit, hire and retain millennial employees.

Literature Review

Generations - Millennials

Generations give us a chance to look at individuals by what phase of life they are in (be it a young adult, middle aged, or older) and by their inclusion in a group of people that were born in the same general time frame (Dimock, 2019). Generational groups give investigators a tool to examine variations in opinions over time. They can provide a way to understand how different influential occurrences (such as world events and technological, economic, and social shifts) relate with the phases of life and aging progression to form individual's interpretation of the world. While younger and older adults may differ in their opinions at a given moment, generational groups allow investigators to scrutinize how today's older adults felt about a given subject when they themselves were younger, as well as to describe how opinions might vary across age groups. According to the Pew Research Center, the generation referred to as Millennials is anyone born between 1981 and 1994 (Dimock, 2019). Generational termination points aren't an exact science. They should be regarded principally as tools, allowing for

analyses of the different groups. Generations are frequently measured by their duration, but there is no established formula for how long that duration should be.

“At 16 years (1981 to 1996), our working definition of Millennials is equivalent in age span to their preceding generation, Generation X (born between 1965 and 1980). By this definition, both are shorter than the span of the Baby Boomers (19 years) – the only generation officially designated by the U.S. Census Bureau, based on the famous surge in post-WWII births in 1946 and a significant decline in birthrates after 1964” (Dimock, 2019).

As a point of reference most millennials were between 5 and 20 on September 11, 2001, when foreign terrorist attacked America. In addition, millennials were between the ages of 12 and 27 in 2008 when America elected their first black president. Millennials are the most racially and culturally diverse adult cohort in United States history (Dimock, 2019). Outside of politics, most millennials grew up and started their careers in the height of an economic recession. Many of millennials’ life preferences, forthcoming remunerations and entry into adulthood has been molded by this recession. The lasting consequences of this “slow start” for millennials will be a consideration in American culture for many years to come (Dimock, 2019).

Technology, specifically the swift progression of how individuals communicate and interact, is another generation-shaping factor. Baby Boomers grew up as television developed significantly, millennials grew up as the computer revolution was taking hold, and millennials came of age during the “internet explosion” (Dimock, 2019).

There are 81 million millennials and over 29 million are already working (Bari & Younas, 2020). Millennials are enthusiastic, perceptive with technology and prepared from a multicultural perspective. Millennials are the children of baby boomers, their working style, conduct, and expectations are different from other generations. Millennials are impassioned and put more importance on learning and career success. If millennials found little or no prospects with their current employer, they prefer to switch the job than stay (Bari & Younas, 2020). Millennials have more emphasis on flexible work environments and prefer stimulating work that will improve their own aptitude in the workforce. Millennials also seek well-defined instructions and instant advice on their performance. Retaining new and capable personnel is important since they are differentiated by characteristics, such as proficiencies, comprehension, and ability to learn within the organization (Bari & Younas, 2020).

Millennials value work hours that are flexible (Ngotngamwong, 2020). They are going to put in the hours necessary to get the job done, but not anymore. Being extremely self-reliant, they have the inclination to want radically higher development prospects, such as being considered for leadership roles. Millennials have an inclination for working in partnership with others and are socially aware (Ngotngamwong, 2020). Millennials display high levels of vigor and can handle numerous tasks at a time. “Known as an instant generation, they seek instant gratification, as demonstrated by their needs for wanting “feedback now,” “training now,” and “recognition now”, and show little patience when faced with difficult or challenging work” (Ngotngamwong, 2020).

Talent Management

In today's driven environment, Talent Management (TM) is becoming a concern for employers. Today's organizations want to recruit and keep the best and brightest employees in order to meet their goals. "TM is characterized as the attraction, identification, development, and maintenance of talent and ability of an organization to address the business issues" (Bari & Younas, 2020). The term talent refers to one's natural abilities. Talented people have a high probability of being successful and therefore will help the organization to succeed. Hiring and retaining talented people make an organization more successful. Research implies that TM coupled with the right plan contribute to accomplishment. Research also shows that when TM is coupled with the entities long range plan helps to retain the best talent (Bari & Younas, 2020).

In a tactical framework, TM practices focus on hiring the right employees with the right skills at the time when they can maximize their contribution to the organization. Managers need to plan and execute the TM procedures to develop and maintain young talented employees. TM practices are put in place to bring into line the talent pool with the goals of the organization. "TM strategies such as training, career development, mentoring, international assignment, team project, and networking that enhance the opportunities, motivation, knowledge, and retention of talented employees" (Bari & Younas, 2020). Social exchange theory (SET), suggests four TM practices such as tutoring, social media, strategic guidance, and information sharing for retaining Millennials. "SET is defined as social relationships between two parties that are established, changed or assisted based on the exchange of common benefits" (Bari & Younas, 2020). Hence, social exchange theory provides the theoretical backing in describing

these four TM practices to help improve the employees' capabilities and improve the probabilities of retention of millennials.

Tutoring is a useful occupational growth tool for employees. Tutoring defines a relationship between tutor and tutee where a tutor helps the tutee and enables him/her personal and career growth. Strategic guidance refers to the manager's capability to produce an image and stimulate others by making decisions to maintain the institution. Social media refers to online communication channels such as Facebook, Instagram, and Twitter that assist employees to associate, communicate and distribute information. Distributing information indicates an exchange of information, skill, and proficiency through social collaboration among employees within and outside the organization. Tutoring, social media, strategic guidance, and distributing information TM practices, help in the competency development of millennials. Capability expansion is an organizational pursuit to maintain and enhance employee's career, knowledge, skills and align employees with the strategic goals of the organization. Skills development as educational opportunities empowers millennials to find the areas for growth and their retention at their place of work.

The term talent management (TM) was developed in the 1990s after the study by McKinsey "War for Talent" attracted the attention of researchers (Bari, Younas 2020). Researchers acknowledge TM as a structured procedure whereby organizations identify unoccupied positions and hire employees to sustain the competitive edge. After hiring these workers, Human Resources (HR) Managers plan and implement the learning exercises to advance the workers expertise and capabilities and fortify their dedication to the organization (Bari, Younas 2020). HR managers recognize, advance, and involve the workers to appraise their production in the workplace. Capable employees are categorized on the basis of several features

such as abilities, competencies, proficiency, understanding, capacity to learn and develop within the organization (Bari, Younas 2020). These capable workers are considered as an essential resource because they constructively affect the organization's operation. TM practices confirm that organizations have an attention on the correct individual, at the correct location, at the correct moment to capture demand.

Talent enhancement or retention has become increasingly critical. TM practices refer to talent recruitment, improvement, dedication and retaining (Bari, Younas 2020). The TM practices are put into place by HR Managers to make sure there are sufficient capable employees to satisfy the present and imminent requirements of the establishment. The organization can implement TM practices like tutoring, training, and coaching to improve the employee's career development, engagement, and retention. Social media tools are not only useful for the development of individuals but are also used for engagement and retention of talent. These TM practices are important mechanisms of the improvement and retention of employees and also guarantee that employees are motivated and enhance their knowledge which they need to be committed to the organization. Implementing effective TM practices can boost the employee's engagement and improve the retention of capable and gifted employees (Bari, Younas 2020).

Organizations are becoming more dynamic as compared to conventional ones due to the entrance of millennials into the workplace (Bari, Younas 2020). It is necessary for employers to understand the desires, hopes, and work preferences of multiple generations. There are mixtures of generations in the workforce today, the largest is millennials. Millennials currently comprise 38% of the total U.S. workforce and will grow to 75% by 2025 (Abston & Morrell, 2018). "This generation is social conscious, technology-based, ethnically diverse, optimistic, embrace experiences and ethical spending, educated and knowledgeable, health, financially, and

spiritually conscious" (Cheng, 2019). Millennial employees have their own expectations regarding the job, such as job qualities, selecting employers, and accomplishments for their future occupations.

Tutoring

Tutoring is defined as a relationship between an accomplished or more qualified person (tutor) and a less accomplished or less qualified person (tutee). Tutoring is an influential affiliation, where the tutor supports the tutee for his/her individual and career progression (Bari & Younas, 2020). Tutoring is an organized plan in which a more proficient or experienced person affords direction, education, and inspiration to a less familiar or less proficient person. A tutor is a capable or more qualified colleague of the organization who assists the vocation and development prospects by performing as a role model. A Tutoring association delivers the job and mental growth to the new personnel. In addition, tutors enable job growth functions to new personnel by delivering support, stimulating duties, instruction, experience and discernibility, and safety. "Psychological outcomes i.e., role modeling, counseling, confirmation, and friendship that enhanced the young employee's sense of competence, efficacy, and confidence" (Bari & Younas, 2020). Tutoring is the growth methodology that accomplishes the millennials expectations to absorb expertise, abilities, individual, and career advancement.

Strategic Guidance

Strategic guidance refers to a person's capacity to communicate a planned vision, think tactically, and inspire others that will make a feasible future for the organization (Bari & Younas, 2020). The concept of strategic guidance based on the Upper echelon theory, argues that executives' experiences, traits, preferences, and cognitive styles provide direction to the organization and influence strategic decisions. In the twenty-first century organizations have to

embrace some applicable actions to survive tactical competitiveness. Some effective activities of strategic management are:

- (1) convey a concept
- (2) cultivate fundamental abilities,
- (3) fortify human resources
- (4) underscore principled behavior
- (5) embody the organization's values
- (6) create tactical influence (Bari & Younas, 2020).

With the entrance of millennials in the workplace, they have lofty expectations, new ideas and expect well-defined leadership. A strategic leader needs to focus on the right approaches to cultivate and retain the workers, otherwise millennials won't stay long. Leadership development strategies enhance the millennial worker's capabilities, professional growth and parallel the worker with the policies of the institution. Leadership growth approaches include tutoring, and instantaneous evaluation on performance. Leadership career encouragement provides the worker's knowledge and improves the worker's capabilities which improve the chances of retention. Workers stay longer when employers respect their desires and goals. Focusing on TM and leadership growth tactics increase the employer's chances of keeping millennial workers (Bari & Younas, 2020).

Social Media

Social media is ever more being used as a source of communication and has become an essential part of today's society (Bari & Younas, 2020). "Social media refers to online communication technology through which individuals and organizations develop and share information" (Bari & Younas, 2020). Social media is defined as innumerable websites and

applications that are devised and cultivated for people to develop content and distribute their opinions, beliefs, and material with other users. Social media is used by workers for two reasons: work-related reasons and social related reasons (Bari & Younas, 2020). Social media is used in the work setting for such things as engaging with workers on projects, apportion information related to policies, procedures and to raise awareness of the organization. Social-related usage of social media are for example, schedule after work activities with co-workers, and find friends within the firm. Millennials have grown up with these social media platforms at their fingertips. Millennial workers are the most technologically savvy cohort, they grow up with a technology background and it is a significant portion of their being (Bari & Younas, 2020). Millennials use various social media tools such as Facebook, LinkedIn, Twitter, and Blogs. Millennials know how to use technology and social media to obtain work-related resources. Organizations can use work-related social media to meet the expectations of millennials and augment their job satisfaction and organizational engagement. Social media as a TM practice nurtures the in-house communication and comprehension of millennial workers that may positively impact millennials intention to stay with their current employer.

Knowledge Sharing

Knowledge is believed to be a significant tactical reserve for any establishment. The term knowledge refers to the facts, information, and skills gained through the experience or learning (Bari & Younas, 2020). Knowledge Sharing is defined as the process where individuals share their information, experience, skills, and thinking with others during their interaction (Bari & Younas, 2020). Knowledge sharing between the employee and the employer, enables an organization to keep their workers inspired and involved. Knowledge sharing is classified into two parts. Knowledge contributing is a worker's willingness to give knowledge to others.

Knowledge sharing between distinctive groups has become a significant role of employers (Bari & Younas, 2020). Multi-age groups of workers are working in the workplace and the millennial generation is new at the workforce with less experience. This is a significant reality at UNH, through a retirement incentive a significant number of workers with a great deal of institutional knowledge have left. In many cases this has left the younger, less experienced workers to pick up the slack.

Through communication, millennial workers can pick up precious information and know-how from fellow employees which increases their comprehension and learning capabilities. Employers also need to facilitate this transfer of knowledge from previous generations to the younger generations. To be the most efficient employers need to encourage the more seasoned workers to have a two-way learning process with millennials. This transfer of knowledge is not a one-way street. Previous generations can learn from millennials too. Millennials should be encouraged to share their thoughts (Ngotngamwaong, 2020). Therefore, knowledge transfer between the generations can play a critical role in an organization's success. Millennial workers are seeking knowledge, they demand professional development, or they will seek employment opportunities elsewhere.

Competency Development

“Competency Development is the organizational activities that enhance and maintain the individual’s learning and competencies (Bari & Younas, 2020). Organizations characterize the person’s areas for development and implement different growth approaches that improve their awareness and capabilities to participate with the organization. The existing literature suggests that a tutoring relationship has an influence on workers education and growth. Tutoring as a TM practice has the potential to nurture proficiency growth. A tutor as a role model contributes to the

worker's individual education and establishes their capabilities by providing feedback on their thoughts and accomplishments (Bari & Younas, 2020). Tutoring comprises conventional and nonconventional educational programs. Conventional educational programs are usually established in a structured format such as instruction or assistance, and nonconventional educational programs, might be advanced occupational opportunities or on-the-job education. Participation in tutoring, millennials workers can acquire and successfully meet their own objectives and the organizations goals. Tutoring encourages the tutor to share their knowledge, talents, and capabilities with younger workers which helps in the retaining of millennial workers.

A tactical manager encourages the workers to grow their capabilities and inspires them to make their own plans to accomplish the projected targets (Bari & Younas, 2020). A strategic leader as a knowledge instrument develops the workers educational capabilities and encourages transactional and transformational leadership behaviors to foster the feedback of educational methods. Therefore, a constant learning philosophy and expansion of information sharing within an organization enhance the ability for growth of millennial employees (Bari & Younas, 2020).

Millennials are recognized as the technologically advanced generation. They grew up in an environment which requires inventive ways to gain knowledge. Organizations have started to use social media to help the millennial cohort find out about their job search, coworkers, and employers. Social media allows the millennial workers to build a connection with other workers, supplement interactions and allow workers to distribute career-related information. Social media instruments such as wikis or discussion boards have been used to retrieve the pertinent knowledge, discuss ideas about the job that nurtures the learning capabilities at the workplace. Therefore, the usage of social media augments the educational opportunities that promote aptitude growth and increasing the sense of commitment to stay within an organization (Bari &

Younas, 2020). Knowledge sharing among seasoned and less experienced workers is imperative for the organization's success. Worker's motivated to share their opinions, abilities, and knowledge communally refers to knowledge sharing. Knowledge sharing has a substantial influence performance by growing the abilities and capabilities of capable workers (Bari & Younas, 2020). Workers in the organization cultivate a community connection, swap knowledge, capabilities, and opinions that leads competency development to career growth. Therefore, knowledge sharing raises the ability for growth which leads to the intent of millennials to stay with their current employer.

To Go or To Stay

Individuals resign their positions for many reasons, such as unhappiness with their jobs, large number of assignments, elevated stress levels, or progressing to improved employment prospects elsewhere (Ngotngamwaong, 2020). Millennials change jobs at will, and their average job change is once every two years (Ngotngamwaong, 2020). When employees leave, those that remain have to pick up the slack while staff is replaced. This increased workload creates stress and may result in additional resignations (Ngotngamwaong, 2020). Aside from the vast forfeiture of expertise, the costs of on boarding new staff is tremendously high. Other reasons employees leave are ineffective procedures and managers who underestimate their workforce. Limiting millennials capability to express ideas or disregarding them would also cause them to leave the company (Ngotngamwaong, 2020). Millennials have so much to offer in terms of new viewpoints. The mixture of low wages and demanding work can cause employees to leave. Millennials model employer is one that offers a comfortable work environment, supervisory prospects, diverse responsibilities, a quicker commute home, and a trustworthy establishment (Ngotngamwaong, 2020). "Job satisfaction is defined as a person's evaluation of his or her job

and work context. It is an appraisal of the perceived job characteristics, work environment, and emotional experiences at work. Job satisfaction and retention rates are much higher when the millennial's values align with the organization's culture" (Ngotngamwaong, 2020). Positive outcomes from work-life balance have resulted in elevated happiness, job fulfillment, well-being, efficiency, and life contentment. Millennials also experienced elevated levels of enjoyment and work-life equilibrium when given the chance to craft their own jobs. Showing confidence in the employee is valued and it is thought to be a noteworthy and encouraging component that influences job fulfillment. Millennials are critical of ranked organizational arrangements and begrudge it when their manager's views are most important and irrefutable. Keeping employees is important and is principally impacted by job contentment (Ngotngamwaong, 2020).

Employers need to understand that although millennials support equitable pay, cash is not the only influence. It is imperative to identify millennials abilities, gifts, and desires in planning jobs to match them. Another technique to keep employees challenged, motivated, engaged, is encouraging millennials to work together and share their ideas in meetings (Ngotngamwaong, 2020). Employers should also make available profession tutoring, flexibility, and show gratitude for a job well done. "Empowerment, stimulating, and more fulfilling work, career progression with advancement opportunities, and regular spot feedback and encouragement are other retention tools" (Ngotngamwaong, 2020). Encouraging a working atmosphere that develops independence and flexibility and that allows millennials chances to work on fulfilling assignments increases their passion, originality, and job allegiance. Millennials support relationships, hence, supervisors should create and keep a rapport by getting to know millennials personally.

Summary

Generations give us a chance to look at individuals by what phase of life they are in (be it a young adult, middle aged, or older) and by their inclusion in a group of people that were born in the same general time frame (Dimock, 2019). According to the Pew Research Center, the generation referred to as Millennials is anyone born between 1981 and 1994 (Dimock, 2019). Millennials currently comprise 38% of the total U.S. workforce and will grow to 75% by 2025 (Abston & Morrell, 2018). Millennial employees have their own expectations regarding the job, such as job qualities, selecting employers, and accomplishments for their future occupations. “This generation is social conscious, technology-based, ethnically diverse, optimistic, embrace experiences and ethical spending, educated and knowledgeable, health, financially, and spiritually conscious” (Cheng, 2019).

Today’s organizations want to recruit and keep the best and brightest employees in order to meet their goals. “Talent Management is characterized as the attraction, identification, development, and maintenance of talent and ability of an organization to address the business issues” (Bari & Younas, 2020). It is necessary for employers to understand the desires, hopes, and work preferences of multi-generations, with millennials being the largest. Employers need to understand that although millennials support equitable pay, cash is not the only influence. It is imperative to identify millennials abilities, gifts, and desires in planning jobs to match them. Another technique to keep employees challenged, motivated, engaged, is to encourage millennials to work together and share their ideas in meetings (Ngotngamwaong, 2020). Employers should also make available profession tutoring, flexibility, and show gratitude for a job well done. “Empowerment, stimulating, and more fulfilling work, career progression with

advancement opportunities, and regular spot feedback and encouragement are other retention tools” (Ngotngamwaong, 2020).

Framework for Analysis

Finding qualified workers can be difficult in today’s economy. We hear in the news on a daily basis that there are more jobs available than available workers to fill them. This allows individuals seeking employment to be more discriminating when selecting where to apply and with the offers they may receive. I am currently looking to fill three positions in a department where I was recently promoted into a leadership role. It has been challenging, particularly since the salary level for the skill set we are looking for is presently lower than the market. This led me to start thinking about what motivates those seeking employment, not only in the initial search, but in their decision to stay with an organization long term. There are certainly other generational cohorts that are seeking employment, but millennials are the largest. Millennials currently comprise 38% of the total U.S. workforce and will grow to 75% by 2025 (Abston, Morrell, 2018). This cohort is in the crosshairs of those seeking qualified workers to fill open positions.

Millennials are the overwhelming majority of the workforce today, and for the foreseeable future. It is in the best interest of employers to educate themselves on what millennials are looking for in an organization where they potentially might work. With this in mind and with the assistance of the Granite State College librarian I started researching potential sources of information on how to recruit and retain millennials. Research shows that “This generation is social conscious, technology-based, ethnically diverse, optimistic, embrace experiences and ethical spending, educated and knowledgeable, health, financially, and spiritually conscious” (Cheng, 2019). Millennials have grander anticipations for career growth, and they are motivated to seek occupation prospects within the organization. They want to develop their abilities and

comprehension to remain in the talent market. In addition, millennial employees prefer inspiring work because they are capable and want to augment their own skills and capabilities. Millennials seek career growth within their current organization, or they will leave and seek new opportunities (Bari & Younas, 2020). Millennials have high prospects for work life balance, mentoring, and career development. By offering appropriate opportunities, providing direct response on performance, organizations can cultivate, preserve, and hold on to this generation of employees (Bari & Younas, 2020).

Human Resources organizations are likely aware of what millennials are looking for in an employer. This certainly helps in the recruitment process. However, once the employee is onboarded, it is up to the leader of the department to motivate and retain them. Human Resources certainly continues to play a role, but it is the immediate supervisor that has to build the relationship with the individual to ensure they stay engaged and find satisfaction in their daily work. I hope that once complete my paper can serve as a resource for other leaders at the University when recruiting, hiring, and retaining the millennial generation.

Discussion and Analysis

“Job satisfaction is defined as a person’s evaluation of his or her job and work context. It is an appraisal of the perceived job characteristics, work environment, and emotional experiences at work” (Ngotngamwong, 2020). Generally, job fulfilment differs contingent on each cohort’s understandings and viewpoints. Job fulfilment and preservation rates are greater when the millennials’ ideals side with the organization’s values. Optimistic outcomes from work-life balance have caused higher well-being, job satisfaction, health, productivity, and life satisfaction (Ngotngamwong, 2020). Millennials also have high levels of gratification and work-life balance when given the opportunity to craft their own jobs. Trust is valued and it is considered an

important and helpful component that contributes to job fulfilment. An important characteristic that cannot be overlooked is the need to inspire personnel, as the absence of it could cause “dissatisfaction, job avoidance, absenteeism, psychological defenses, constructive protest, defiance and aggression in employees” (Ngotngamwong, 2020). Transformational leadership is the premier contributor to job fulfilment and worker retention for millennials. They are critical of ranked organizational arrangements and resent it when their supervisors’ opinions are held in higher regard than theirs (Ngotngamwong, 2020).

Retention is important and is principally affected by job fulfilment (Ngotngamwong, 2020). There are encouraging associations between job fulfilment, content employees, and high performing organizations (Ngotngamwong, 2020). Improving flexibility and equity between work and home life is significant to improving job fulfilment among millennial workers (Ngotngamwong, 2020). Organizations need to appreciate that although millennials enjoy reasonable salaries, money is not the only influence. It is imperative to identify their abilities, gifts, and desires in crafting positions to match them. Additional retention methods include keeping workers challenged, motivated, engaged, and encouraging millennials to collaborate and share their ideas (Ngotngamwong, 2020). Organizations would also want to provide career tutoring, flexibility, and acknowledgement for work well done. Empowerment, motivating, and more fulfilling work, career progression with advancement opportunities, and regular spot feedback and encouragement are other retention tools. Promoting a working atmosphere that improves freedom and flexibility and that grants them opportunities to work on projects increases their passion, imagination, and work commitment. Organizations may want to judiciously contemplate generating a millennial-friendlier place of work by reviewing its old-style way of doing things (Ngotngamwong, 2020). “A big mistake that many organizations make

is the assumption that millennials are the same as previous generations in their attitudes and personal lives" (Ngotngamwong, 2020).

Conclusion

As stated earlier by 2025 millennials will comprise 75% of the workforce (Abston & Morrell, 2018). Organizations need to effectively recruit and retain these workers in order to be successful. Institutions of higher education are competing with organizations that can offer higher monetary compensation. However, there are significant benefits to working at a college or university that align very well with what millennials are looking for in an employer. Institutions of higher learning need to exploit these benefits to attract and retain the millennial workforce.

Work-Life balance is a benefit of working at a higher education institution. Research shows that millennial employees look to balance their work life with their personal life (Barry & Joyce, 2016). Millennials typically don't need a lot of sick time. Colleges and universities typically offer more time off than the "outside world." The key is to make it flexible so that employees can use the time in a way that best fits their needs, be it sick time, vacation time, maternity/paternity leave, etc. (Barry & Joyce, 2016). The pandemic has taught us that more employees can work remotely than was ever thought possible. Millennials like this flexibility and many find that they are more productive without the distractions of the office environment.

Having well-defined, honest conversations with millennials during the hiring process about what the job expectations are and what an average day will look like makes sure that new employees accept the job knowing what to expect (Barry & Joyce, 2016). Additionally, plainly speaking with millennials about prospects for development can increase employee retention, as well as improve motivation (Barry & Joyce, 2016). Millennials are looking to enhance their skills through educational opportunities. Colleges and universities should offer tuition

reimbursement, if not tuition free classes for employees. The University of New Hampshire offers tuition free classes for employees and 50 percent off tuition for immediate family members. This is a benefit that needs to be exploited by more colleges and universities. This benefit can be offered at very little cost. Millennials are well positioned to further their education and a tuition benefit can be very attractive. This benefit enables employees to enhance their skills to be more valuable to the organization.

Colleges and universities are educating a large cohort of potential employees on a continual basis. These students already are accustomed to the atmosphere and may in fact already have some insight into the employment culture. Developing an engaging and stimulating internship program could effectively recruit from this human resource pool (Barry & Joyce, 2016). Engrossing interns in the day-to-day workings of the higher education work environment will enlighten them, while simultaneously assess the intern's interpersonal skills (Barry & Joyce, 2016). An internship opportunity exposes the intern to varied and far-reaching work experiences giving them a better understanding into the work environment and enables the department to accurately assess their capabilities.

Enhancing the workplace with some fun activities is a way to develop a feel of community and dedication (Barry & Joyce, 2016). Colleges and universities are uniquely positioned to offer employee outings for colleagues to get to know one another, while generating greater solidarity. Colleges and universities have at their disposal a multitude of athletic and cultural events which are ready made for such team building activities. An added suggestion is to establish crews to participate in charity events together. This fulfills the millennials' desire to give back to society while concurrently nurturing group spirit and pride (Barry & Joyce, 2016).

By exploiting the afore mentioned benefits, many of which colleges and universities are in a unique position to offer, they will be able to attract and retain millennials and avoid turnover. By implementing the recommendations outlined above will enable colleges and universities to be competitive in recruiting and retaining the millennial workforce (Barry & Joyce, 2016).

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