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The Millennial generation's perspectives of work values in the retail industry

BY

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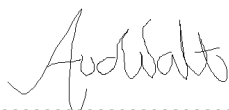
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ABSTRACT

The Millennial generation employees are estimated to make up 50% of the global workforce by 2020; and around 75% by 2025. This generational group has been described in various studies as different to previous generations, and there is still a lot of uncertainty how to best retain and utilise the talents of this high-tech savvy generation. In order to better understand this generational group, one can aim to better understand how Millennials view work values in the organisation, since work values serve as the normative standard that employees use to choose between different behaviours. Work values determine the way in which employees see their experiences at work and employees use work values as an indirect criterion to evaluate aspects of work and outcomes. For that reason, work values have the ability to influence level of job satisfaction and have an influence on loyalty.

It is not only important for organisations to better understand this generational group since Millennials will soon make up the bulk of the workforce, but even more so because of alarming results of studies done by Deloitte that indicated that, internationally, one out of four Millennials worldwide are planning on resigning their jobs within a year and join another organisation in the same industry; and in South Africa the situation does not look better, as 76% of Millennials working in South Africa are planning to leave their current company within five years.

The literature review suggests that, since there seems to be such a lack of loyalty amongst Millennials, organisations can manage and retain them better if the work values of this generation is understood. In this study a total of 318 questionnaires were completed by Millennial generation employees working for an organisation in the retail clothing industry. In this study, work values of Millennials were measured, based on the four categories for work values in the Lyons Work Values Survey (LWVS) questionnaire. The LWVS questionnaire consists of 25 items that were developed by collecting and classifying the items from the 13 most commonly used work value measurements, and adding new items to represent modern aspects of work. The four main work value constructs under investigation were instrumental, cognitive, social and prestige work values. The results of this research show that

Millennials put high value on most of the 25 work value items, giving organisations a good indication of what work values should be focused being incorporated into the employee management strategies of the organisation. Millennials placed a specific high level of importance on instrumental work values, followed by cognitive work values, and then social and prestige work values. The results support the literature, which states that by understanding the work values of Millennials, organisations will be able to better manage this generational group of employees.

Key words: millennials, work values, employee management

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LIST OF ABBREVIATIONS

GenY	Generation Y
GenXers	Generation X
LWVS	Lyons Work Values Survey
SPSS	Statistical Package for the Social Sciences
UKZN	University of KwaZulu-Natal

CHAPTER 1

INTRODUCTION

1.1 Introduction

The world is changing at an extraordinary pace, with profound consequences, and in the midst of all these changes is the emergence of a 4th industrial revolution characterised by the transformation of entire systems of production, distribution and consumption; and the generation in the middle of all these revolutionary changes is the Millennial generation (Šefčovič, 2016; Grey, 2016). While adapting to changes in the external environment, organisations are also faced with older generation employees retiring, and the younger generation Millennials taking their place (Davis, 2016). Davis (2016) also stated that, not only is it a hefty task for organisations to replace older knowledgeable employees, there has also been an increased awareness that the generation replacing them, namely the Millennial generation, is different. Millennials are born between 1980 and 2000, and have been described as technologically savvy, narcissistic and results-driven, amongst other characteristics (Twenge & Campbell, 2008; Weber, 2017). According to Weber (2017), it is critical for organisations to have a clear understanding of Millennials since this generation is aging into the workforce and stepping into future leadership positions in organisations. He also added that another reason why organisations should understand Millennials is for the simple reason that they are becoming the largest population of consumers, and as Millennials accumulate wealth, they are becoming the main pool of investors, while also being the most educated generation in the history of humankind.

A generational group is a term that refers to a group of individuals who shared, or are sharing, the same life experiences. These life experiences include major world events, economic conditions like recession, natural disasters, political conflict or reign and even something like pop culture (Hansen and Leuty 2012; Parry and Urwin 2011). Hansen and Leuty (2012) also stated that the first group of Millennial

graduates started entering the workplace in 2004 and that large numbers of Millennials will continue to enter the workplace until around 2022. The research concluded that, although having a variety of generations in the workplace can be valuable, there are differences in the way in which generations function in the workplace. Ultimately all the preceding generations must understand these differences in order to effectively hand over managerial responsibilities to Millennials. Weber (2017) stated that, since work values are central in understanding managerial and organisational behaviours, it is a good place to start understanding a generational group. This chapter introduces a study carried out to understand Millennials as a generational group by investigating their work values and determining how important these work values are to them. This chapter presents the background to the study, the problem statement, the research objectives, the research methodology used, the delimitations of the study and the layout of the study.

1.2   Background

According to Littau (2009), news, the media and business literature mostly had negative assumptions regarding the work attitude and work values of the Millennials, with work attitudes referring to how Millennials feel about their work and work values addressing work preferences of Millennials and what Millennials want out of their work. According to Kuron, Lyons, Schweitzer and Ng. (2015), Millennials have been shown to have different work values, personalities and general expectations of their work than preceding generations, and this may call for organisations to re-evaluate their human resource systems to be more effective in attracting, engaging and retaining the largest growing generational group of workers. According to Meyers and Sadaghiani (2010), some other well-known perceptions of Millennials are a lack of loyalty, impatience and being self-centred. Their research added that there are organisations that believe that for them to truly take advantage of the abilities of Millennials they have to change the policies and rules of the organisation. The research also stated that not all perceptions of Millennials are completely negative, as some admirable attributes that Millennials possess include having the ability to see problems and opportunities from fresh perspectives; capabilities with advanced communication and information technologies; being more open to working together

in teams than were past generations; and more accepting of diversity than were past generations.

Generational diversity is present in all firms today as stated by Ng, Lyons and Schweitzer (2012). The research added that, along with the presence of diversity, a variety of employee perspectives come to work and the work environment; and with four different generations working together, generational differences are relevant in business and academia. The following were also identified regarding generations in their research:

- Each generation has different needs, values and attitudes.
- Managers are increasingly interested in understanding the Millennials as they are entering the work environment in large numbers.
- Millennials are still young workers starting, or busy building, their careers.
- Many organisations are having trouble understanding what motivates, inspires and challenges this generational group.
- Although Millennials are known for adding valuable energy and effort to the workforce, the other unknown factors about this group of individuals add to the complexity of managing and understanding Millennials (Ng *et al.2012).*

According to DelCampo, Haggerty, Haney and Knippel (2017) there has indeed been a shift towards better understanding how to work with, engage and manage Millennials differently to preceding generations. This shift is reflected in the view that there are key differences in the work values and beliefs of employees from different generations. He also stated that, alongside this view, is the belief that if organisations fail to address these differences it can lead to conflict in the workplace, lower employee productivity, miscommunication, reduced organisational citizenship and poor employee wellbeing.

Based on the premise that, if organisations do not understand the work values of Millennials, there can be negative consequences, this study explored the work values of Millennial employees in order to ensure that organisations can address differences in work values accordingly and prevent low productivity, low loyalty or high turnover. Littau (2009) stated that if there is a poor fit between an employee and the environment of the organisation, directly associated with generation-specific work

values, it may contribute to lower commitment to the organisation, which characterises many Millennials. In conclusion, at the start of a significant industrial revolution, it is important for preceding generational managers to understand the new generation in order to equip them with the tools they need to lead the business world into new and unexplored terrains.

1.3   Research problem

Many organisations are having trouble understanding what motivates, inspires and challenges the Millennial generational group and although Millennials are known for adding valuable energy and effort to the workforce, unknown factors in this group of individuals adds to the complexity of managing and understanding them (Ng, Lyons & Schweitzer, 2012). According to Parry and Urwin (2011), the literature suggests that all aspects of managing people are influenced by the differences that exist in generational work values. Parry and Urwin (2011) also added that people-management includes recruitment, training and development, career development and management style; and that these differences also have the potential to cause conflict within the workplace.

A general problem is that the importance of understanding work values is underscored in studies according to Marais (2016). The author found that 70% of Millennials believe that their values should be in accordance with the company's values. Davis (2016) states that, when organisations have insight into what it is that Millennials add value to in the workplace, they can build these values into the company culture and job positions and ensure Millennials relate with the company's values, resulting in better work performance and employee retention. According to Gong, Ramkissoon, Greenwood and Hoyte (2018), it is important to understand this generational group because they already comprise the majority of the workforce. The alarming results of studies conducted by Deloittes offer clear evidence for the importance of understanding Millennials. The studies indicated that, internationally, one out of four Millennials worldwide are planning to resign from their jobs within a year and join another organisation in the same industry; and in South Africa the situation does not look better, as 76% of Millennials working in South Africa are

planning to leave their current company within five years (Marais, 2016). Generational differences may also contribute to difficulties in understanding Millennials, who are often defined by stereotypes which may cause Millennials to experience difficulty in earning respect and credibility from older generation employees in the workplace; and misunderstanding this generation can cause conflict (Smith & Nichols, 2015).

Research by Smith and Nichols (2015) also found that, if differences in values are not addressed by management, they will lead to an increase in conflict. With studies showing how important it is for Millennials that their work values should be in line with those of the organisation, companies should ensure that they understand the values of Millennials in order to reduce conflict and other problems that may arise due to a lack of insight into the work values of the Millennial generation. Weber (2017) highlighted that the four most common work values categories are cognitive, instrumental, social and prestige work values.

From the problem statement above the following key research problems have been identified:

- The instrumental work values of Millennials are different from other generations in the organisation. Millennials are the first generation who grew up with technology, having information available almost instantaneously. Millennials expect frequent feedback and available information to do their jobs (Weber, 2017) and they put increasingly more value on aspects like work-life balance (Smith & Nichols, 2015).
- Cognitive work values are related to self-efficacy. Once employees are pursuing a job that they find interesting it will enhance their self-efficacy, inspiring them to continually learn, to challenge themselves and to use their abilities (Choi *et al.* 2013);
- Millennial generation employees value the social environment in the organisation more than older generation employees. These social work values pertain to aspects such as making a difference in society, having fun in the

workplace, and having the opportunity for social interaction in the workplace (Davis, 2016);

- Millennials place a different level of importance on prestige values than preceding generations (Davis, 2016). This may cause a mismatch with the work values of older employees, who might be in management positions, and those of the Millennial generation employees.

The retail industry is a diverse industry consisting of numerous retail categories. For the purpose of this study, the focus will be on the retail clothing industry.

1.4 Research aim and objectives

To investigate the research problems outlined above, the below listed research objectives were identified for the study. The research objectives were based on the four main work value constructs, namely instrumental, cognitive, social and prestige work values, as identified in the Lyons work values survey (Lyons, 2013).

1.4.1 Research aim

The study was aimed at exploring the Millennial generation's perspectives on work values in the retail industry.

1.4.2 Research objectives

- To determine how important instrumental work values are to the Millennial generation employees in the retail industry;
- To establish the influence of cognitive work values to the Millennial generation employees in the retail industry;
- To review the significance of social work values for Millennials generation employees in the retail industry;
- To understand the importance of prestige work values for Millennials generation employees in the retail industry.

1.5   Research questions

The research questions underpinning this study are:

- How important are instrumental work values to the Millennial generation employees in the retail clothing industry?
- How much meaning do cognitive work values have for Millennial generation employees in the retail clothing industry?
- How much significance do social work values have for Millennials in the retail clothing industry?
- How important are prestige work values for Millennials in the retail clothing industry?

1.6   Research methodology

The research methodology section explains the research design approaches used to collect and analyse the data obtained for the purpose of the study. It focuses on the research methods and research techniques used; the population and sampling procedures employed to extract the target sample; and the data collection instrument design as well as the statistical techniques and models used to analyse the data. To summarise, the research method provides both a theoretical foundation for the research.

1.6.1 Literature study

The literature review examined the definition of generational groups and work values and the importance of the four main work value constructs, namely instrumental, cognitive, social and prestige work values. A theoretical foundation was laid by means of conducting a literature study. The literature study made use of both primary and secondary data sources, such as academic journals, management textbooks, research documents and the Internet.

1.6.2 Empirical study

The research methodology was quantitative, answering questions on the importance of work values to Millennials. As a quantitative study, the research involves the use of questionnaires, numerical measurements, and statistical analyses of measurements to examine the importance of the four main work value constructs. The empirical research was conducted through emailing questionnaires to 600 Millennials who work for 'The Company' in Durban, KwaZulu-Natal province. Research done by Yu and Miller (2005) showed that people who work in different industries show different work characteristics; therefore people working in the same industry were given questionnaires.

Millennials' work values was measured using 25 items from the Lyons Work Values Survey (LWVS). The LWVS items were developed by collecting and classifying the items from the 13 most commonly used work value measurements, and adding new items to represent modern aspects of work. The LWVS was used in this study since it accurately measures the four types of theorised work values: instrumental/intrinsic, cognitive/extrinsic, social and prestige values (Kuron *et al.,* 2015).

1.7   Ethical considerations

For ethical purposes the company being surveyed is kept anonymous and is referred to as 'The Company' in the study.

1.8   Delimitations of the study

The scope of the study was limited to Millennials working for 'The Company'. As a result, the external validity of the research may be compromised, since not all clothing retail companies in Durban and South Africa were included in the research. This should be considered when generalising the findings to the wider population. The first limitation is the fact that it was only "The Company's" Millennial employees who participated in the study.

1.9   Significance of the study

Research into this area is crucial for the managers and owners to understand how to manage the different expectations and values of their largest emerging workforce, the Millennials (Anon, 2017). In the light of big changes in the external environment, including credit downgrades (Anon, 2017) and the 4th industrial revolution (Šefčovič, 2016), the results of the study may assist owners and managers to manage their employees more effectively in order to increase performance, job satisfaction and organisation-fit and decrease employee turnover.

Failure to recognise and acknowledge the differences in the workforce values will limit managers from managing in a productive and fit manner. Employees might be unhappy in their current jobs because they feel their individual needs and opinions are not understood and managed properly. Therefore, it was envisaged that this research would provide organisations with knowledge and information regarding the work values of Millennials, to assist employers in knowing how to attract and motivate Millennials entering the workforce. The study can also provide a base for future research and theory development since the business environment is changing constantly and the importance of effective and efficient management of staff will always be needed.

1.10   Outline to the study

1.10.1 Chapter 1: Introduction

In the introductory chapter, a brief background is given on work values and how the work values of Millennials apply to this generational group. The background of the research is given along with a discussion of the problem statement, research questions, primary objectives, secondary objectives and the methodology. The chapter also covers the de-limitations of the study and the significance of the research.

1.10.2 Chapter 2: Literature review

This chapter covers the definition of generational theories and a short discussion is given on the different generations. Furthermore, the definition and a discussion of values and work values are given, and the importance of instrumental work values, the importance of cognitive work values, the importance of social work values and the importance of prestige work values are discussed. The work values of Millennials, along with the impact they have on managing this generational group, are also discussed.

1.10.3 Chapter 3: Research methodology

In this chapter the research methodology is explained in detail, including the research problem, research objectives, the research design, sample and sampling methods, the data collection methods, data analysis, validity of the research, reliability of research and ethics.

Based on the research objectives listed in Section 1.4.2, Table 1.1 indicates which questions in the questionnaire are linked to each research objective.

Table 1.1: Questions linked to the research objectives: adapted from the Lyons work values survey 25-item format (Lyons, 2003).

Research objectives of the study	Questions in questionnaire
RO 1	B4; B8; B9; B12; B13; B15; B17; B23; B25
RO 2	B3; B7; B10; B11; B16; B18; B19; B20
RO 3	B5; B6; B21; B24
RO 4	B1; B2; B14; B22

1.10.4 Chapter 4: Data analysis and findings and discussion

This chapter presents the analysis of the research, including demographic information and descriptive analysis. The research findings are also discussed, including the descriptive analysis. Specific statements analysed are the importance

of instrumental, cognitive, social and prestige values to Millennial generation employees.

1.10.5 Chapter 5: Conclusion and recommendations

This chapter discusses the conclusions of the empirical study and recommendations to management based on the findings. The chapter also discusses the achievement of the objectives, the limitations of the study, the significance of the findings and a need for further research.

1.11 Conclusion

Work values are seen as a big determining factor in how employees view work. There are differences in how the different generational groups view work values. That is why it is so important for organisations to understand the work values of Millennials if organisations want to manage and retain this group of employees to the maximum. Because of organisations being possibly uninformed, Millennials might feel that they are not being understood by their employers. For this reason, the study was carried out to achieve clarity on how important certain work values are to this generation. This chapter discussed the background of the study, the research objectives, the problem statement and research methodology. The de-limitations of the study were also discussed, as well as the significance of the study and the layout of the study. The next chapter focuses on the definitions of generational theories, work values and the role they play in managing employees. The work values of Millennials will also be discussed, and some literature on findings specific to Millennials in Africa.

CHAPTER 2

LITERATURE REVIEW

2.1   Introduction

In recent decades there is an unprecedented shift in the demographics of the workplace as three or four generations are now working side-by-side in many organisations (Woodward, Vongswasdi, & More, 2015).   This shift in workplace demographics has led to an increase in studies to understand generational differences as managers today need to manage people from various generations. This calls for managers and organisations to adapt the work environment to the multigenerational workforce (Lunova & Cirjevskis, 2017).   An increased focus has been on how to manage the Millennial generation, since they currently make up the largest portion of the workforce (Gong, Ramkissoon, Greenwood, & Hoyte, 2018) and research by Davis (2016) stated that there are around sixty million Millennials across the world. The amount is three times more than the preceding generation, Generation X. Research by Deloitte (Fente, 2018) also states that Millennials will make up 50% of the workforce by the year 2020, and 75% of the workforce by 2025, according to Stein (2016), adding to the importance of why organisations need to understand this generation. Lunova and Cirjevskis (2017) stated that Millennials are generally stereotyped as being selfish individuals with a lack of motivation, disrespectful and disloyal. Research by Fente (2018) states that Millennials are disengaged in the workplace and that they feel their strengths are underutilised. These characteristics will have an effect on every part of managing this generation. Research by Meyers and Sedaghiani (2010) has identified some positive characteristics as well. For example, Millennials like working in teams; they have the desire to feel they are making a difference in the organisation; they prefer open and frequent communication with colleagues; and are comfortable combining communication with technology.

According to Yu and Miller (2005), Millennials are mainly entering into emerging knowledge worker organisations and positions, and they possess technical skills at a

young age. They have good education and they are more expressive and also more individualistic in comparison to other generations; and they are also very idealistic. Their research also found that managers should recognise the different work characteristics between the different generations and manage employees in a way that will have a positive impact on employee motivation. In other words, organisations should build "generationally friendly companies" (Lunova & Cirjevskis, 2017). Research by Yu and Miller (2005) stated that if management makes decisions that are based on valid models of differences in employee characteristics, they will be more successful in managing these employees. Their research added that management success will decrease if it is based on wrong or inappropriate assumptions.

This chapter briefly discusses the retail industry and proceeds to further discuss the definitions of the different generations and some differences between generations. This chapter also looks at the different work values that exist in the workplace, and the influence that work values have on the way employees should be managed. The focus will specifically be on understanding the work values of the Millennial generation, and the importance of recognising these differences in managing the Millennial generation effectively. The study will take place in the clothing retail industry in South Africa.

2.2   The retail industry

Retail is defined as the sale of merchandise to end users, with the focus not on resale, but on use and consumption by the purchaser (Farfan, 2019).

In terms of growth in the retail industry, Wilson (2019) stated that the global retail market will achieve mixed results in 2020, with sales growth expected to decline in 2020, compared to 2019. However, in terms of US dollars, growth will accelerate. The divergence will show changes in regional trends in demand, exchange and pricing rates with developing markets overtaking developed markets. The authors also stated that the fastest regional growth is expected in Asia, accounting for nearly 45% of the total global retail sales. The author concluded that the online retail

domain will continue to undermine the competitiveness of physical stores in 2020, and it is expected that more stores will be closed and jobs lost. These changes will have an effect on the retail industry across the globe.

2.2.1 The retail industry South Africa

The South African trade industry consists of five divisions: wholesale, motor, accommodation, food and beverages, and retail. According to Writer (2018), the retail industry, specifically, generated R1 trillion in sales in 2017, with the allocation of these sales into categories, as illustrated in Figure 2.1.

Figure 2.1: Retail Industry Sales in South Africa (Writer, 2018)
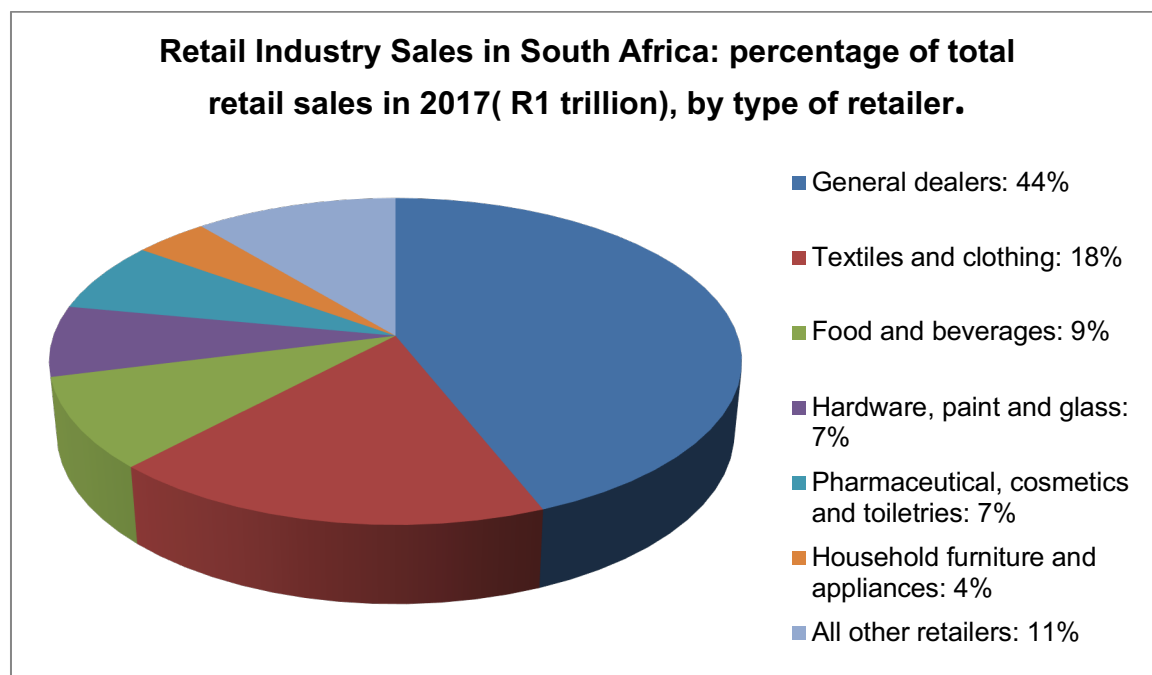
According to StatsSA (2019), South Africa's gross domestic product (GDP) decreased by 0,6% in the third quarter of 2019. StatsSA (2019) also indicated that South Africa's retail sales increased 0.2 percent year-on-year in September 2019. Retail sales year-on-year in South Africa averaged 4.35 percent growth from 2003 until 2019, reaching an all-time high of 15.50 percent in September 2006; and a record low of -6.30 percent in April of 2009.

Wilson (2019) stated that consumers in South Africa are under continued financial pressure and retail organisations are feeling the affect, as evidenced by the number of retailers going into business rescue. The author added that, apart from consumers being under financial pressure, the competition within the retail market is growing in intensity by the day. With new international retailers entering the South African market, retail organisations need to think of new retail products and unique experiences for customers in order to attract a share of the market.

Wilson (2019) concluded that, in the year 2020, retailers will need to adapt quickly to changes in local conditions, store closures, shifting suppliers, and changes in demand patterns, in order to survive.

2.2.2 The Millennial generation in the retail industry

Research by Donnelley and Scaff (2013) revealed how the Millennial generation view the retail industry, and particularly how they view shopping:

- It was found that 68% of Millennials expect their shopping experience to be integrated and seamless regardless of the channel. They demand an effortless transition from their smartphones to their personal computers and to the physical store when they are searching for best products and services;
- Millennials wants to be treated as valued customers. Millennials expect their shopping experience to be tailored to their wants and needs as valued customers, and 95 % of Millennials said they want organisations to make an effort to retain them and make them feel special;
- Creating social media awareness for Millennials is not enough. Millennials view social media with brands and retailers as a transactional way of viewing deals and getting information. Facebook has been the largest social media platform, but is certainly not the only one, with platforms such as Pinterest, LinkedIn, Twitter, Tumblr and more. Simply having a presence on social media will not be enough on its own; organisations should strive to be the popular topic of conversation in a positive way. With all the different social media platforms and changes between these platforms, where the conversation takes place is

constantly changing. Next year it could be a completely new platform and retailers should stay on top of these changes.

Donnelly and Scaff (2013) concluded by stating that changes in the retail industry are driven by the Millennials through consumer uptake of new communication technologies.

None of the other generations have grown up with technology at their fingertips, with access to information almost instantaneously, and with being so connected to global information and populations as do the Millennials (Weber, 2017). What better generation of employees to understand the Millennial generation consumer than the Millennial generation employees themselves? This proves just how important it is for organisations to understand Millennials as employees.

2.3   Generation theory and generational characterisations

People who are in the same age group, who have witnessed similar world events, whether it be socio, political or historical while growing up can be grouped together as a generation (Dokadia, Snigdha, & Chawla, 2015). According to Hansen and Leuty (2012), 'generation' can be defined as a term that refers to a group of individuals who shared or are sharing the same life experiences like world events, natural disasters, politics, economic conditions and pop culture. Hansen and Leuty (2012) also found that life experiences that are shared during the formative years form and shape the values of individuals in each generational unit. According to Parry and Urwin (2011), variations do exist between studies on the exact definition, in terms of years, in which the different generational groups were born. The authors found that, irrespective of the slight variations in years within the definitions, individuals are still grouped by the belief that, as a result of shared events and experiences, these groups each share a different set of values and attitudes. Their research showed that generational differences in work values are such an influential factor that they have an effect on all aspects of people management, including career development, recruitment, training and development and management style; and these differences have the potential to cause conflict in the workplace. A summary of each generation is discussed in the following sub-sections.

2.3.1 The Silent Generation

According to Hansen and Leuty (2012), the Silent Generation was born between 1925 and 1945. It is known as the greatest generation of traditionalists. According to Kane (2019), this generational group brings a very strong work ethic to the organisation as they learnt this strong work ethic from their parents who worked in industrial factories. He added that, although their role in the workplace has changed a lot in recent years since they are retiring, there are definite advantages to still hire this generational group, such as calling on them on a case-to-case basis to capitalise on their expertise. Hansen and Leuty (2012) also stated that this generation was named the Silent Generation from a 1951 Time magazine article that was meant to reflect on the characteristics of this generation that was described as being cautious, withdrawn and having silent characteristics. They also stated that this generation was raised during some hard times, including the Great Depression and World War II and they are known as individuals who are very loyal and plan to work for one organisation for a long time, while viewing work as a duty and an obligation (Hansen & Leuty, 2012). Kane (2019) stated that this generational group value old-time morals and values like job security, safety and consistency, with a preference for conventional business models, a top-down chain of command and a disapproval of web-based education and training.

2.3.2 The Baby Boomers

This generational group was born between 1945 and 1965 (Dokadia, *et al.* 2015). 'Baby Boomers' got the name from the sudden increase in birth rates after the war and they were raised in optimistic and positive times (Woodspring, 2016). Baby Boomers are diligent workers with a preference for stability in their work and they cherish loyalty towards their employer. Baby Boomers also enjoy team work, but as a result of their dislike of change, they are not very keen to take advantage of training opportunities (Yu & Miller, 2005). Their research added that an effective leadership style for a Baby Boomer would be a leader who clarifies a clear chain of command; they expect their managers to show them the way and lead them towards the goals of the organisation. Their research further found that Baby Boomers do not have a lot of confidence when it comes to technology, but they are committed to

individual development, which makes them focused on self-achievement. Yu and Miller (2005) concluded that money and recognition are strong enticements for Baby Boomers.

2.3.3 Generation X

General characteristics of Generation Xers are their tendency to be independent, self-motivated and self-sufficient (Dokadia, *et al.* 2015). Yu and Miller (2005) stated that Gen Xers also have more loyalty to their profession than towards their employer and they prefer a partnership-based relationship with their employer. They added that the need for leadership is less amongst Gen Xers since they have a high need for autonomy and flexibility in their everyday life and job, and this can be seen in the fact that Xers seek their own power and voices and see authority as unnecessary (Yu & Miller, 2005).

Generation X is more comfortable with ever-changing technology since they grew up in a time where there were rapid changes in technology and an increase in the amount of available information (Davis, 2016). According to Yu and Miller (2005), the following characteristics of Gen Xers were identified:

- They strive towards self-achievement and personal development, but their basic needs must be fulfilled at the same time.
- Their work must not have a negative impact on their quality of life, resulting in a decrease in devotion towards their jobs and less job involvement.
- Gen Xers put a higher value on job satisfaction than on promotion.
- Gen Xers are increasingly well educated, independent and willing to increase their skills, compared to previous generations. Therefore, Gen Xers need to be managed differently to previous generations who have less education and fewer skills.
- Gen Xers are more resourceful, individualistic and irreverent in comparison to the Baby Boomers. This results in an increased awareness of their rights and skills and a decrease in concern with long-term career goals, corporate loyalty or job status.

2.3.4 The Millennials

The Millennial generation was born close to the new millennium, between 1980 and 2000, and because of their knowledge of technology, they were named the Millennials (Davis, 2016). According to Codrington (2008), Millennials are the first generation to grow up in the new era of globalisation, communication technology and wireless connectivity. Their research also stated that part of their upbringing was being exposed to unique diversity and experiences with other cultures.

Because of external situation, Millennials were raised in a very protective and supportive environment, resulting in their sense of entitlement (Gong, Ramkissoon, Greenwood, & Hoyte, 2018; Fente, 2018). Millennials can also be described as confident and they do not simply obey instructions without a rational reason for doing so, and they have the ability to simply filter out any request that is not accompanied by an acceptable rationale (Codrington, 2008). According to Davis (2016), Millennials are known for their confidence and optimism; for being street smart; for diversity and being achievement orientated, open to change and techno-savvy. They have high self-esteem, are media and entertainment overloaded, are networkers and global citizens. They display civic duty and have a 'multi-everything' view. Research by Fink (2018) established that organisations will most likely attract and retain the best Millennial talent if there is alignment between the senior management teams and Millennials in terms of purpose, culture and professional development. The research also stated that, when it comes to the management of Millennials, loyalty must be earned; Millennials are not simply loyal for the sake of being loyal, and if the promise of a better workplace experience exists, the vast majority of them will move, and quickly as well.

Organisations that want to have a thriving business and healthy culture will need to embrace diversity (Ng, Lyons, & Schweitzer, 2012). Research by Dokadia *et al.* (2015) stated that generational diversity impacts every single aspect of the workplace as it affects employees' expectations and the way in which employees interact. In addition, research by Ng. *et al.* (2012) states that workplaces need employees who are skilled in dealing with a diverse group of clients and co-workers; especially in today's organisational setting, since employees will be diverse in age,

race, gender, generation and culture. Their research further added that studies have proved that Millennials are more supportive of equal opportunities for all races, women, gays and lesbian than any previous generation before. They also stated that Millennials feel more comfortable with diversity and this serves as a strength in the workplace. Their research concluded that diversity training is not needed for this generational group, thus saving a lot of money and reducing training costs for organisations in the future.

It was also found, in studies done in South Africa about generational differences in values, that the younger the individual is, the less race and the more age plays a role in determining that person's attitude and behaviour. Therefore, it can be said that the majority of young South African Millennials have more in common with each other due to their similar age than any one of them have in common with their own parents. Other studies also revealed that, when comparing people of different ages and different race groups, the generational factor of age had a bigger influence on the attitude and values of individuals than had race (Codrington, 2008).

According to Fink (2018) the Deloitte 2018 Millennial survey report revealed valuable facts about the Millennial generation. Amid all the changes brought about by the fourth industrial revolution where robotics, the internet and artificial intelligence are changing the nature of work, Millennials are calling for leaders to make decisions that potentially benefit their careers and the world. The study also revealed that many Millennials desire reassurance because of all the profound changes taking place around them. The opinion of Millennials that employers are prioritising the bottom line above employees, the environment and society leaves them with little loyalty towards their employers. According to Fink (2018) other key findings by the Deloitte surveys include:

- The Millennials' perception of good intentions of, and ethical decisions by, organisations has declined sharply.
- Millennials will have more loyalty towards their employers if they receive a good salary and work in a positive culture. Their loyalty will be enhanced and they will be happier in their work if there is diversity/inclusion and flexibility.

- Millennials are not convinced they have the necessary skills for the fourth industrial revolution. Therefore, they are looking to organisations to give them the necessary training to develop skills for the future.

- Millennials are looking towards leaders to be proactive about making a positive impact in society and responding timeously employees' needs. Millennials are convinced that organisation leaders are making a bigger positive contribution to the world than government (Fink, 2018).

2.3.4.1 Millennials in Africa

Research by Deloitte suggested that a lot of the negative sentiments towards Millennials are based on findings of Millennials in the west, and therefore they seek to understand if African Millennials are any different (Fente, 2018). Their research also stated that there is a lack of a concrete platform where Millennials can share ideas, opinions and insights with their senior company leaders, and therefore they created such a platform in the form of a Millennial Advisory Board. The research concluded with some of the reasons why such a platform is effective, as well as some requirements that need to be in place for such platforms to work effectively:

- CEOs or top management who trust young people and are open minded and eager to learn should be engaged in the process. It should be seen as an ongoing engagement process and not simply a once-off session;

- The collaboration that takes place between young people through such a platform breaks down the barriers between silos that exist within companies. This results in ideas that could benefit the organisation as a whole;

- The view that Millennials want to make an impact and have a sense of purpose is often seen as a social work value and a desire to be part of socially responsible activities. By engaging with others, and the CEO or top management of the organisation, it gives Millennials an opportunity to see things from the CEO's perspective and enlightens them on how their roles contribute towards to bigger corporate strategic objectives. As a result, it creates a sense of meaning and purpose in their work (Fente, 2018).

2.4   Values

Values are defined as principles that guide and direct decision-making upon which affective and behavioural responses are based (Mohamad, Zulkepli, Ismail, & Bakar, 2016; Littau, 2009). An individual's values have an effect on all kinds of behaviour, including social behaviour or social action; attitudes; moral judgments and justification of self and others; and evaluations in different situations (Parry & Urwin, 2011; Littau, 2009). Values have been linked to beliefs, needs, and the criteria upon which goals are selected and have also been seen as a motivational construct. In addition, values as a motivational construct are a force that drives an individual's behaviour, both internally and externally, and determines the type of behaviour, direction, intensity and duration of the behaviour (Littau, 2009). According to Weber (2017), values determine what is important for us in life. The author also indicated that a specific value can be of high importance to one person but unimportant for another person and that when it comes to decision-making, it rarely happens that one single value is the motivation for a decision; it is usually a collection of values that are determining factors in decision-making.

According to Littau (2009), values will usually influence behaviour in one of two ways, directly or indirectly.

- Indirect influence occurs when values influence behaviour in a subtle manner, such as habits that do not rely on a thorough thought process before action is taken. Indirect influence also includes a person's general belief regarding what ought to be the right way to behave, as opposed to how they want to behave;
- Direct influence will alter behaviour based on careful thought and conscious decision-making processes, weighing the result of decisions before making them.

The author also suggested that values are partially based on societal and cultural expectations in the environment in which decisions are made. In fact, it has been proven that the personal experiences and socialisation that individuals go through have the biggest effect on the shaping and moulding of values. Values can be learned, both informally and formally, and are part of a person's culture and social systems. The author concluded that values are relatively stable, as values are learned in isolation from one another in an all-or-nothing manner; but there is also

the possibility that those values can change due to traumatic events. It is, however, reasonably difficult to change values that were formed and acquired through experiencing discomfort. Finally, values usually have a strong influence on behaviour.

The above discussion of values are necessary before discussing work values, since work values are a subset of general values (Littau, 2009).

2.4.1 Work values

Mohamed *et al.* (2016) described work values as a person's general attitude towards the meaning of his/her work role. They serve as the normative standards that employees use to choose between different behaviours. The authors also stated that work values mould and determine the way in which employees see their experiences at work. According to Choi, Kim, Jang and Jung (2013), work values greatly influence the way in which employees function at work, and since they influence an individual's career choice, work values are also important in career development. Research by Jonck, van der Walt and Sobayeni (2017) also stated that employees use work values as an indirect criteria to evaluate aspects of work. For that reason, work values have the ability to influence your level of job satisfaction; for example, your level of salary has the potential to influence your feeling of satisfaction (Mohamed, *et al.* 2016). Twenge *et al.* (2010) describe values as indicators that have the ability to direct an individual's decisions and actions and are impervious to change. The authors added that values also determine what motivates an individual; therefore, values can determine what outcomes employees value. According to Smith and Nichols (2015), the difference in work values between the different generations can increase conflict as more and more Millennials are employed. The authors also stated that conflict may arise from the tendency that Millennials have to express their opinions and vocalise more clearly the outcomes that they seek in their jobs.

Twenge *et al.* (2010) stated that work values, specifically, indicate the outcomes people desire to achieve in their work; and they influence employees' perceptions of what they despise and what they prefer in the workplace. They concluded that work

values have a direct effect on the attitude, perceptions, problem solving and behaviour of employees.

According to Mohamad *et al.* (2016), work values can also be defined as the framework that individuals use to determine what is fundamentally right and wrong in the work environment. They also stated that it can be seen as wide-ranging inclinations to select certain job characteristics, consequences or types of work environment. They are of the opinion that it can be described as a desired sweet spot, a psychological state or a quantifiable condition that employees seek to attain. Choi *et al.* (2013) refer to work values as an individual's reinforced preferences in his or her work situation.

Work values can be quantified and defined in numerous ways, depending on the theoretical background and research objectives of any particular study. There are various classifications of work values, but a number of studies have included intrinsic and extrinsic work values as the components of work values (Mohamed, *et al.* 2016). According to Huo and Boxwell (2018) job satisfaction decreases when cognitive/intrinsic work values are not met. He also indicated that instrumental work aspects and social relations at work impact job satisfaction and contribute to many employees' intentions to leave the company. Research by Twenge *et al.* (2010) also stated that there can be various different expectations about, and preferences for, work amongst employees, since all employees were faced with different experiences and events during their developing years that shaped and formed different expectations about work. They concluded that one constant distinction in work values is between instrumental and cognitive work values.

According to Weber (2017) because of the different upbringing and experiences that Millennials had, their work values are significantly different from other generations. For the purpose of this study the work values of Millennials were measured based on the four categories for work values in the Lyons Work Values Survey (LWVS) questionnaire. The LWVS questionnaire consists of 25 items that were developed by collecting and classifying the items from the 13 most commonly used work value measurements and adding new items to represent modern aspects of work. The LWVS survey was used in this study since it measures the four types of theorised

work values, namely instrumental, cognitive, social and prestige work values (Kuron, *et al*.,2015).

2.4.1.1 Instrumental work values

Instrumental work values hold rewards that individuals derive from the job, but are external to the task experience (Pi, Chiu, & Lin, 2016). Income, status and opportunities to excel in your career are all examples of outcomes of work and can be defined as instrumental work values (Twenge, 2010). Research by Huo and Boxwell (2018) stated that instrumental work factors have an effect on job satisfaction and also play a role in an individual's intention to leave. They also indicated that the intention of an employee to leave decreased until the employee's valued level for instrumental work value was reached. According to Weber (2017), the Millennial generation puts more value on instrumental work values in comparison to cognitive work values. Prossack (2018) stated that Millennials value frequent and up-to-date feedback, and if a manager makes the effort to provide frequent feedback, it can lead to improved employee engagement.

The old belief that instrumental rewards are the sole motivator to work has long been proven as not entirely true, as modern-day theory focuses less on the effect that instrumental rewards have. Instrumental rewards should not be discarded as they do still play a pivotal role in the employment process (Twenge, 2010). The life experiences that generations are exposed to also play a role in the instrumental work values that a specific generation values.   Research by Twenge (2010) also stated the following regarding generations and instrumental values:

- If a generation grew up in economic challenging times, remuneration will be of more importance to them. It was found, however, that recently there is an increase in materialistic and individualistic value orientations;
- Emerging organisational practises suggest that Millennials are more motivated by work that they experience as interesting, than by money;
- Millennials grew up with parents who spent most of their time at work and very little time at home; this caused them to believe there is more to life than just chasing a big pay cheque at the end of the month;

- Millennials value extrinsic rewards less than their parents did. However, with the rising importance of higher education comes an increased debt load. Factors like this, and the current economic trends, cause more Millennials to see instrumental rewards of greater value than previous generations (Twenge, 2010).

Research by Prossack (2018) stated that recognition is an instrumental work value that Millennials regard highly, since from a young age their actions or achievements were graded, and likely made public. She gave an example in her research that, all the way from school to social media, Millennials are undergoing nonstop measurement of their success and failures. Therefore, they value being recognised and celebrated for their achievements.

2.4.1.2 Cognitive work values

Cognitive work values pertain to satisfaction deriving from the work tasks themselves (Pi, Chiu, & Lin, 2016). According to Twenge (2010), in the centre of cognitive work values is the process of work. This process includes the intangible rewards that link the interest in the work, the opportunity to be creative and the opportunity to learn something new. He also indicated that aspects like job variety and autonomy, and the degree to which it creates room for self-expression, are some of the immaterial aspects that employees value and that form part of cognitive work values. Prossack (2018) stated that the desire to learn new skills is a top priority for Millennials. According to Mohamad *et al.* (2016), some of the concepts that form part of the cognitive values dimension are illustrated in Table 2.1.

Table 2.1: Concepts of cognitive work values

Management	A job that gives you the responsibility to determine the work roles of others
Variety	A job where you have the opportunity to do more than one type of task
Creativity	A job that creates space to invent new things, develop new ideas and formulate new products
Aesthetic	A job where you have the opportunity to create beautiful things and to add to the beauty of the work
Intellectual	A job that challenges you intellectually and gives you the

Stimulation	opportunity to think independently and explore how and why things work the way they do
Altruism	A job that gives you the opportunity to make a positive difference in the welfare of others

Source: Mohamad *et al.* (2016)

According to Twenge *et al.* (2010), motivation that comes from the inside and motivates you to work for work's own sake rather than external recognition and rewards is driven by cognitive rewards. The author also indicated that, in order for a job to be intrinsically motivating, the job must supply the individual with variability and accountability, as this allows an individual to see the impact of his or her actions and it serves as even more motivation to do the job well.   Twenge *et al.* (2010) also stated that Millennials value meaning in the work that they do, and based on these findings, recruitment, selection, training and job design strategies are now focussing on:

- emphasising the potential in jobs for individuals to grow and expand their careers;
- training that no longer only focuses on the job and how to do the job well, but also focuses on how employees are empowered to reach their full potential;
- incorporating policies that are connected to cognitive work values;
- including policies that increase employee autonomy, empower employees and facilitate decision-making where employees are also involved;
- creating jobs that are interesting and give Millennials a sense of personal satisfaction; and
- incorporating free time, holidays and independence into the work.

The importance of adjusting training and job design strategies should not be underestimated by organisations, as the number one reason that Millennials leave organisations and start searching for new jobs is because of a lack of training and development opportunities, according to Prossack (2018).

2.4.1.3 Social work values

Social work values pertain to relations with co-workers, supervisors and other people, and involve the desire to help others and make a contribution to society

(Kuron *et al*., 2015; Pryce, 2014). According to Chana et al. (2016) the values of the social environment will influence what an individual verbally say if the values of the social environment is not the same as the individual's personal values. They also stated that, although it might change what an indivual says, it may not neccessarily predict how he or she will actually behave. They concluded that differences in values do have an effect on interpersonal interactions. Research done by Davis (2016) about Millennials indicated that they valued highly the social work environment around them and also valued friendly co-workers most highly. According to Prossack (2018), corporate social responsibility is one of the social work values that are a top priority for Millennials. This entails giving to, and making a difference in, the community. According to Case (2015), Millennials are known to be a generous generation and part of being generous is giving back to the community with their time and talents, and having high regard for complex social issues. Research by Smith and Nichols (2015) states that one of the biggest aspects that sets the Millennial generation apart is that they value meaningful work over well paid work, although salary still plays a big role they search for meaning and enjoyment in their work more than they search for monetary rewards.

Beijer, van de Voorde and Tims (2019) stated that employees will experience greater satisfaction in their relationships with co-workers if they share similar values, since this creates predictable interpersonal actions that reduce role ambiguity and conflict.

2.4.1.4 Prestige work values

Prestige values relate to status, influence and power (Pryce, 2014). Research done by Case (2015) states that Millennials have a desire to be influencers and change the behaviours and purchasing decisions of their larger circles. The author also stated that people in positions of high authority no longer have such a big effect on Millennials, as managers high up the hierarchy seem to have less of an impact on motivating Millennial employees. The author concluded that Millennials place value on having an influence on the organisation and fellow colleagues.

Research done by Parry and Urwin (2011) determines that there are significant differences in work values regarding status and freedom between different

generational groups. It was found that Millennials placed more importance on status than the older generation employees. They added that this status included having a prestigious job that is regarded highly by others. According to Case (2015), an important prestige work value of Millennials is the need to have influence. Although Millennials are idealistic, they want to express their idealism into actions that can make a meaningful contribution.

2.5   Work values of Millennials

Born between 1980 and 2000, the Millennial generation has been described in research as a generation that is overly self-assured, egocentric, lacking loyalty and work ethic (Delcampo *et al.* 2017). Research done by Hershatter and Epstein (2010) stated that researchers have also argued that Millennials are the "next best generation", empowered with skill and personal drive towards a better future in a business environment filled with economic, political and environmental calamities. They also indicated that the argument exists that the Millennials are a generation that has been overprotected and are incapable of handling any difficult tasks without guidance or assistance. They concluded that some researchers wonder if there are really such big differences between the Millennials and earlier generations. According to Weber (2017), the work values of this generation are different from the generations before them. If differences exist, it causes some concern and speculation regarding the managerial implications of handing over the management baton to Millennials (DelCampo *et al.*, 2017).

Research by Hershatter and Epstein (2010) on the values of Millennials found that the data can either support the theory that Millennials are basically unique as a generation or, alternately, it can be read to prove that their viewpoints fall nicely along a continuum, concluding they are much more similar, than different, from their generational predecessors. Research by Stewart, Oliver, Cravens and Oishi (2017) found that all perceptions about Millennials are not negative. He stated that there are a lot of values that they instil that can be highly beneficial to the culture of an organisation, such as the fact that they are more accepting of diversity than were past generations; have capabilities with advanced communication and information

technologies; see problems and opportunities from a fresh perspective; and are more willing to work in teams than past generations.

According to Kuron *et al.* (2015), Millennials view instrumental work values as more important than cognitive work values, followed by social and prestige work values. The author also found that the values of Millennials remain relatively stable as they proceed from school to work and added that one of the changes found in the work values of Millennials was that the importance of salary size increases as Millennials enter into the work environment. On the contrary, aspects like how interesting the work is, achievement, co-workers and helping others become less important. The author concluded that a follow-up analysis indicated that, as Millennials gain more work experience, the importance of the practical aspects of the job increases, such as salary, supervision, work hours and job security, together with various other intrinsic factors, such as opportunity for advancement, continual learning and using one's abilities.

Some generational changes that are visibly infiltrating the workplace, according to Twenge *et al.* (2008), are listed in Table 2.1. It also indicates the accommodations, versus counter pressure, used by organisations

Table 2.1 Generational changes in the workplace

Characteristic change	Workplace evidence	Change in employee needs/ values	Organisational change: accommodation	Organisational change: counter pressure
Decrease in the need for social approval	Casual dress, less formality	"Do what's right for you"	First name basis, casual dress	Dress codes
Increase in self-esteem and narcissism	Higher expectations, fulfilment	Only concerned about "self"	Praise programmes, ethics training	No self-evaluations
Increase in external locus of control	Not taking responsibility for success or failures	Needs to be pushed by organisation to produce	Increase team work opportunities	Responsibility for output
Increase in stress and	Anxiety levels increasing	More support needed for	Availability of services to	Giving employees who

levels of depression		mental health requirements	support employees with mental health issues	are overwhelmed by their job environment more freedom
Women are more self-confident	More female employees in positions of power	Equality between male and female workers, services catering for child care needs	Care options for children, flexi-time, empowerment of women	Reward should be given for working more than regular working hours

Source: Twenge *et al.* (2008)

Research by Smith and Nichols (2015) referred to work-life balance as an aspect that carries the most difference between generations, but this may simply be a result of employees being in different stages in their lives. Millennials might need more free time to look after a baby at home or young children, whereas older employees might need free time to tend to their ageing parents. The authors concluded that the need for work-life balance might hold true for all anyone, not just generational needs.

According to Twenge *et al.* (2008), the increase in self-esteem and narcissism may contribute to be the reason why Millennials have high expectations. But Millennials expect the workplace to have a different dynamic than the one their parents worked in. Millennials have high expectations and they want their work to be meaningful. According to Prossack (2018), Millennials want constructive feedback as this shows Millennials that the organisation cares whether they are on track with their goals, and it shows them the organisation is invested in them. Twenge *et al.* (2008) stated that Millennials do not simply want to work for a company without any purpose behind it, Millennials want to understand the vision of the organisation and be excited by it. The author added that Millennials want to be inspired by management and the opportunities he/she will have to make a meaningful contribution in the organisation; and lastly, they want to make contributions and suggestions from the start and they have the desire to be promoted quickly.

Research by Marais (2016) stated that studies conducted in South Africa also showed that more attention should be given to how to retain Millennials and how to best utilise the skills and contributions they have to offer. The author's research also revealed that South Africa may be facing a challenge since the large predicted exodus of young working people to other countries, the research added that an international survey, conducted by accounting firm Deloitte, proved that companies are facing a challenge to retain the Millennial generation. This was found in evidence from questionnaires that were sent to around 7,700 so-called Millennials in 29 countries in 2016. The participants of the study were graduates and worked full-time at large companies. The results of the above survey revealed that one out of four Millennials worldwide are planning on resigning their jobs within a year and joining another organisation in the same industry, or in some cases entering into a completely new industry. Marais (2016) is of the opinion that the situation does not look any more promising in South Africa, as the survey by Deloitte determined that 76% of young working people in South Africa are planning to leave the company where they work within five years. The author concluded that this remarkable lack of loyalty to companies offers a big challenge for employers, since Millennials will soon make up the bulk of the workforce. Research by Fente (2018) supported this evidence by stating that, by 2020, Millennials will make up 50% of the workforce. According to Marais (2016), the results of the study have identified the following reasons for this generation's lack of loyalty:

- Leadership: The majority of Millennials believe that they are not developing their leadership skills. Even young employees who are already in management positions are considering leaving the organisation. A total of 57% of Millennials in senior management positions have indicated that they want to leave their current company before 2020. It was found that this generation do not think companies are doing enough to train the next group of leaders;
- Potential: It seems Millennials are frustrated because they feel that their skills are not fully utilised in the workplace;
- Greater community: Millennials believe businesses and large corporations should not only pursue profit, they should also pursue making a positive impact on

society. Millennials grew up in a recession and are aware of their responsibility to achieve long-term success for businesses, as well as to create jobs;

- Success: Millennials measure the success of an enterprise by more than a healthy balance sheet. They also take the company's ethics and employee satisfaction into account;
- Values: Seven out of ten Millennials believe that their personal values should be in accordance with the company's values. Almost 50% of respondents, for example, indicated that they recently refused to perform a task because it was not consistent with their personal values (Marais, 2016).

Research by Blythe *et al.* (2008) found that, as organisations are targeting consumers by generation, managers must also address employees as members of generations. The authors also state that, in order to develop competent staff in competitive job markets, managers must be knowledgeable about the values that distinguish one generation from another. They added that this can prove more challenging than it sounds, as the struggling economy means organisations must divide their focus between staying afloat and paying attention to the different values of Millennials in order to attract and retain this younger generation.

The importance of understanding the work values of Millennials will now be discussed. Even though hiring business consultants to assist an organisation with managing this generational group is not possible for all organisations, due to the financial expense, the least an organisation can do is to try and understand Millennials in terms of what it is that challenges, inspires and motivates them by investigating their work values.

2.6   The importance of understanding the work values of Millennials

According to Kuron *et al.* (2015), work values have been seen as a strong construct that influences job satisfaction, commitment, job choice, organisational citizenship behaviours and various different attitudes and behaviours.

Millennials' work values will be determined by using 25 items from the work values survey of Lyons. There are various other work value measurements used in previous research, but according to research these measurements do not comprehensively explain work values as a construct and the influence they have on an employee's approach to his or her work. The items from the LWVS were constructed by grouping together 13 of the most commonly used work value measurements. In order to represent modern aspects of work, new items were added. The LWVS was used in this study since it measures the four types of work values as identified in theory, namely instrumental, cognitive, social and prestige work values (Kuron *et al*,, 2015; Davis, 2016).

The theoretical framework is built on the finding that the majority of Millennials find themselves in an organisational culture with values formed by a generation that is not their own; and if the values of the organisation are very different to those of Millennials, it may lead to a person-organisation misfit. This may lead to negative work attitudes, decreased performance and higher employee turnover (Twenge & Campbell, 2008).

2.7   Theoretical framework

After the literature review is conducted and the research problem defined, a theoretical framework can be developed to represent the researcher's beliefs on how certain variables are related to one another, by supporting this with the theory that serves as the foundation of the argument (Sekaran & Bougie, 2009).

A variable can represent anything that takes on varying or changing values. The values of the variables can change at various times for the same object or person, or at the same time for different objects or persons (Sekaran & Bougie, 2009).

The variables for this study are the four work values as identified by the LWVS questionnaire, namely instrumental, cognitive, social and prestige work values.

The theoretical framework for this study is illustrated in Figure 2.2

Figure 2.2 Work value constructs: Adapted from Lyons, Higgins and Duxbury (2010)
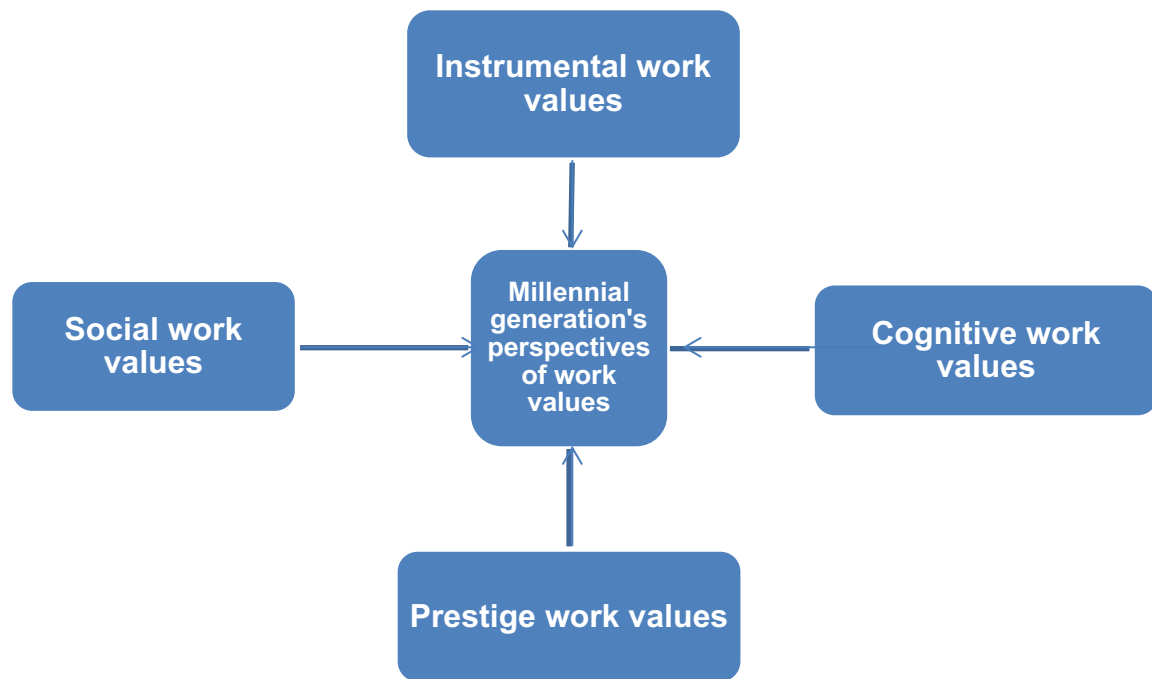
The content of the four categories is listed below in table 2.2

Table 2.2: Four categories of work values of employees (Lyons *et al.* 2010)

Instrumental	Cognitive
Benefits (BEN)	Challenge (CHA)
Feedback (FBK)	Continuously learn (CLN)
Job security (SEC)	Freedom (FRE)
Hours of work (HRS)	Variety (VAR)
Balance (BAL)	Use abilities (ABI)
Information (INF)	Advancement (ADV)
Salary (SAL)	Achievement (Ach)
Recognition (REC)	Interesting work (INT)
Supportive supervisor (SSU)	
Social	**Prestige**
Co-workers (COW)	Impact (IMP)

Fun (FUN)	Authority (AUT)
Social interaction (SOC)	Prestigious (PRE)
Help people (HLP)	Influence (IFL)

It is, lastly, important to take note of the findings of Beijer *et al.* (2019) that when co-workers share similar value systems, they tend to have a similar viewpoint on external stimuli; and if co-workers interpret and classify environmental events in a similar way, it also serves to clarify their inter-personal communications. They also stated that it is easier for management to predict the behaviour of employees and co-ordinate their actions if they share similar values, since it was found that individuals with similar value systems also behave in similar ways. Ultimately, their study concluded that individuals with similarities in their values contribute to an organisational culture that facilitates the interactions necessary for employees to strive towards a common goal. Therefore it is so important to understand the work values of Millennials.

2.8   Conclusion

This chapter discusses the definitions of the different generations. The concept of values and the four work values, namely instrumental, cognitive, and social and prestige, are also discussed in depth. The important role that values and work values play in how employees see and approach their jobs is also highlighted.

Throughout several studies a pattern has emerged that indicated that work values differ from generation to generation. There was an overwhelming agreement that work values influence the way an employee should be managed; and since work values of Millennials differ from other generations, these differences should be included in Millennial employee management strategies. Specific attention was also given to findings on work values of Millennials in South Africa and Africa, for the relevance of the study. The fact that organisations struggle to understand the Millennial generation creates the need for studies to be conducted to better understand this generational group.

CHAPTER 3

RESEARCH METHODOLOGY

3.1   Introduction

This chapter provides insight into the research methods, as well as the research design, used in this study. The research methods selected help establish facts and reach desired conclusions. The first section in this chapter provides some information regarding the problems for organisations if they do not understand the work values of Millennials. The next sections look into detail at how the research process evolves, followed by a discussion of research methods and what methods were used for this study – the research methodology; followed by a discussion of the research design; research questions; research objectives; and the data collection instruments used for this study. In the tenth, eleventh and twelfth sections the theoretical framework, the questionnaire design and the sampling and data collection methods used will be discussed.

3.2   Problem statement

Many organisations are having trouble understanding what motivates, inspires and challenges Millennials, and although they are known for adding valuable energy and effort to the workforce, the other unknown facts about this group of individuals add to the complexity of managing and understanding them (Ng, Lyons, & Schweitzer 2012). According to Stein (2016), organisations should realise that it is dangerous to generalise too much, but the fact is that Millennials do differ significantly from previous generations, and managers must understand this and change their management styles to capitalise on these differences. By 2020, Millennials will account for 50% of the workforce, and close to 75% by the year 2025. As these employee demographics change, it is important that organisations adjust to these changes and take them into account (Prossack, 2018). According to Parry *et al.* (2011), the literature suggests that all aspects of managing people are influenced by the differences that exist in generational work values. The author also stated that

people-management requirements include recruitment, training and development, career development and management style, and that it is important to realise that these differences have the potential to cause conflict within the workplace. The author concluded that organisations should begin by understanding Millennials in terms of what they value in the workplace.

According to Gong *et al.* (2018), it is important to understand this generational group because they already comprise the majority of the workforce. The alarming results of studies conducted by Deloittes offer clear evidence for the importance of understanding Millennials. The studies indicated that, internationally, one out of four Millennials worldwide are planning to resign from their jobs within a year and join another organisation in the same industry; and in South Africa the situation does not look better, as 76% of Millennials working in South Africa are planning to leave their current company within five years (Marais, 2016). Generational differences may also contribute to difficulties in understanding Millennials, who are often defined by stereotypes which may cause Millennials to experience difficulty in earning respect and credibility from older generation employees in the workplace; and misunderstanding this generation can cause conflict (Smith & Nichols, 2015).

Research by Smith and Nichols (2015) also found that, if differences in values are not addressed by management, they will lead to an increase in conflict. With studies showing how important it is for Millennials that their work values should be in line with those of the organisation, companies should ensure that they understand the values of Millennials in order to reduce conflict and other problems that may arise due to a lack of insight into the work values of the Millennial generation. Weber (2017) highlighted that the four most common work values categories are cognitive, instrumental, social and prestige work values.

From the problem statement above the following key research problems have been identified:

- The instrumental work values of Millennials are different from other generations in the organisation. Millennials are the first generation who grew up with technology, having information available almost instantaneously.

Millennials expect frequent feedback and available information to do their jobs (Weber, 2017) and they put increasing more value on aspects like work-life balance (Smith & Nichols, 2015).

- Cognitive work values are related to self-efficacy. Once employees are pursuing a job that they find interesting, it will enhance their self-efficacy, inspiring them to continuously learn, challenge themselves and use their abilities (Choi, *et al.* 2013);

- Millennial generation employees value the social environment in the organisation more than older generation employees. These social work values pertain to aspects such as making a difference in society, having fun in the workplace and having the opportunity for social interaction in the workplace (Davis, 2016);

- Millennials place a different level of importance on prestige values than preceding generations (Davis, 2016). This may cause a mismatch with the work values of older employees, who might be in management positions, and those of the Millennial generation employees.

The retail industry is a diverse industry consisting of numerous retail categories. For the purpose of this study, the focus will be on the retail clothing industry.

3.3   Research Process

Research begins with identifying and defining a research problem, but merely defining the problem does not solve it. Clear steps needs to be followed to solve the research problem (Sekaran & Bougie, 2011). According to Sekaran and Bougie (2011), the answer to the research problem is found by going through the entire research process in a step-by-step fashion. The steps that will be followed in this study are illustrated in Figure 3.1, as adapted from Sekaran and Bougie's (2011) steps in the research process.

Figure 3.1: Steps in the research process, adapted from Sekaran and Bougie (2011)

1. Observation by identify the broad area of research interest

⬇

2. Gather preliminary data through literature survey and interviewing

⬇

3. Defining the problem

⬇

4. Establish the theoretical framework by clearly identifying and labelling the variables

⬇

6. Determine the research design

⬇

7. Collect data and analyse and interpret the results

⬇

8. Determine whether research questions have been answered

Source: Sekaran and Bougie (2011)

The above steps will be followed in this research in order to answer the research questions and achieving the research objectives.

3.4   Research Methods

The methods used for data collection are called research methods, and these include surveys, interviews, case studies, observation, experiments, and so forth. The aim of the selected research method is to assist the researcher in gathering information that will help in solving the identified research problem (Saunders *et al.,* 2009).

Surveys and case studies form part of descriptive study methods, but in business, surveys are the most preferred research technique (Degen, 2017). Since it is the

most preferred research technique, for the purpose of this research, surveys will be used to collect the data.

3.5   Research method

The research methodology was quantitative in nature, answering questions on Millennials, such as how many, how much, how often and so forth, with regards to the work values of Millennials. Research by Williams (2007) defined methodology as the steps that the researcher is going to follow in carrying out the research project. It is also defined as the road map indicating how to systematically solve the identified research problem. The research methodology considers the logic behind the research methods selected while also describing the methods used within the study (Park & Park 2017; Degen, 2017).

According to Degen (2017), the seven steps of scientific research and choosing the appropriate research methods include assessing the relevant existing knowledge about the identified phenomenon; formulating propositions and concepts related to the identified phenomenon; articulating the hypotheses to be tested; designing the research that will test the formulated hypotheses; acquiring empirical data that is significant; and analysing and evaluating the acquired data. In the last step a solution is proposed for the research problem, or new problems or opportunities raised by the research can be identified and explored. Research by Cooper and Schindler (2012) explained that, if the seven steps of scientific research are adhered to, reliable research is generated to support the theories; and in turn these theories can be used to direct and support organisational decision-making. In contrast, if the research is poorly conducted and planning and execution is not done properly, the results of the study will be theories that do not effectively reduce risk in organisational decision-making.

3.6   Research design

According to Sekaran and Bougie (2009) the research design is there to assist the researcher in ensuring that the research is designed in such a way that the correct

data will be collected that will help the researcher solve the research problem. They also stated that after the researcher has identified the variables of the research problem, and established a theoretical framework, the following steps will follow.

The six basic aspects that the research design addresses include the purpose of the study; the types of investigation; the extent of researcher interference; the study area/location; the population and sample to be studied; and the time horizon (Sekaran & Bougie, 2009).

The research design of this study is now discussed, combined with the six basic aspects of research design according to Sekaran and Bougie (2009).

- **Purpose of the study**

Studies will either take on a descriptive or exploratory nature, or may be directed to test hypotheses. Deciding on the nature of the study depends on the extent to which current knowledge regarding the research topic has advanced.

- Exploratory research design will be used when there is not a lot of available data regarding the problem identified, or when not much information is available on how similar problems have been solved before. It will require a lot of preliminary work from the researcher to become familiarised with the phenomena in the situation;
- Hypotheses testing will be used when the researcher aims to explain the nature of certain relationships, or when aiming to establish the differences among groups, or investigate the independence of two or more factors in a given situation;
- A case study analysis entails in-depth, contextual analyses of matters relating to similar situations in other organisations. It is challenging finding the same type of problem in another comparable situation, due to the reluctance of organisations to share their problems with an external party, which is why this method of problem solving is not used frequently;
- A descriptive approach will be used when the researcher aims to describe the characteristics of the variables of interest in a specific situation. For example, the researcher aims to describe the characteristics of a group of employees in terms of their age, educational level, job status and so forth.

The aim of descriptive studies is to describe relevant aspects of the phenomenon of interest. Meaningful data from descriptive studies can offer valuable information on which decision-making can be based.

According to Saunders *et al.* (2009), there is a close link between descriptive studies and observational studies. They also stated that descriptive studies are not limited to only the observation data collection method, and can have both a qualitative and quantitative approach; and the environment is not changed when data is collected in descriptive studies.

Degen (2017) states that surveys and case studies both form part of descriptive study methods. Since the study will be conducted in only one organisation it is a case study research design and for the purpose of this research, surveys were used to collect the data.

According to Degen (2017), quantitative research can be used to measure a specific phenomenon. This study was aimed at exploring a detailed contextual analysis of understanding the work values of Millennials in the retail clothing industry in Durban, by adopting a quantitative research design to determine the work values of the sample.

Park *et al.* (2017) and Degen (2017) explain that scientific research methods based on surveys, sampling, or both techniques, will use quantitative, qualitative, or mixed methods to substantiate the identified theories; mixed methods are a combination or association of quantitative and qualitative methods. According to Sekaran and Bougie (2009), the researcher anticipates the type of data needed to respond to the research question. For instance, is numerical, textural, or both numerical and textural data needed? Based on this assessment, the researcher selects one of the three methods to conduct research. Researchers typically select the quantitative approach to respond to research questions requiring numerical data, as was the case in this study.

- **Types of investigation**

Research by Sekaran and Bougie (2009) stated that it must be established whether a causal or a correlational study is required to solve the research problem identified. The differences are as follows:

- Causal research can be conducted when it is required that a definitive cause-and-effect relationship is established.
- A correlational study only delineates the important variables associated with the problem. If it is only necessary to identify the important factors associated with the problem a correlations study will suffice.

Therefore, the type of research questions asked determines whether a study is casual or correlational. For the purpose of this study, the type of research was correlational.

- **Extent of researcher interference**

Sekaran and Bougie (2009) stated that the extent to which the researcher interferes with the day-to-day workflow of the organisation also determines whether the study undertaken is casual or correlational, and the following differences exists:

- A correlation study is conducted in the natural setting of the organisation with minimal interference.
- Casual investigation, on the other hand, aims to manipulate certain variables in order to study the effects of the manipulation on the dependent and independent variables. Therefore, casual research interferes with the way things normally occur in the organisation. Very few organisational problems call for a causal studies.

This study was correlational; therefore, the interference of the researcher was minimal.

- **Study area/location**

According to Sekaran and Bougie (2009), research can be conducted in the natural organisational setting, namely a non-contrived setting; or in an artificial setting, also referred to as a contrived setting. A natural setting is where the work proceeds normally, and an artificial setting is a setting where an interference in the workflow

takes place. According to Simons (2009) the physical location where the study will be conducted is known as the study site.

In this study, the study site was 'The Company', a clothing retail organisation in Durban. 'The Company' was formed in Swaziland in the 1960s and today is a South African brand involved in the retail industry with its headquarters in Durban. Questionnaires was distributed via email to store level Millennial employees of 'The Company'. At the time of the study 'The Company' had 105 branches across South Africa, Eswatini and Lesotho.

- **Population and sample to be investigated**

A sample can be defined as a subgroup of the population (Sekaran & Bougie, 2009). The target population can be defined as the entire set of units/people from whom the researcher will collect data. In other words, the target population defines those units for which the findings of the survey are meant to generalise (Sekaran & Bougie, 2009). For the purpose of this study, Millennials working for 'The Company' at store level were emailed an electronic survey to complete. Employees working at store level included all employees who were not working at the head office of 'The Company', such as area managers, cashiers, general workers, store managers, assistant store managers and shop assistants. There were close to 600 permanent Millennial employees working at store level for 'The Company' when the study was conducted.

- **Time horizon**

According to Sekaran and Bougie (2009), when data is gathered only once, even if it is over a period of days or weeks or months, in order to answer the research questions, it is known as cross-sectional study. The authors added that, if the researcher wishes to study people at more than one point in time in order to answer the research question, it is known as longitudinal study. During longitudinal studies, data is collected at two different points in time: for example, before a change occurred and then again after a change has occurred, to compare the two different types of data. Longitudinal studies may offer good insights but they are more time consuming and costly. The authors concluded that, based on cost considerations,

the extent of rigor desired, research objectives and the research problem, the researcher will determine the research design that will be used for a study.

For the purpose of this study, and in order to solve the identified research problem of achieving clarity on the management of Millennials in the retail industry by understanding their work values, the research design was descriptive in nature with the type of investigation being a correlational study, with minimal interference of the researcher. The study setting was the natural organisational setting. The unit of analysis was individual Millennials working in the retail industry and data was only gathered once, making it a cross-sectional study.

3.7   Data collection instruments

According to Sekaran and Bougie (2009), there are three main data collection methods:

- The first method uses interviews that consist of face-to-face interviews, telephone interviews, computer-assisted interviews and interviews through electronic media;
- The second collection method involves collecting data through questionnaires. Questionnaires can be personally administered, sent via email or electronically administered;
- Thirdly, data can be collected via observation of the subjects and events with or without audio recording, or videotaping or other motivational techniques such as projective tests (Sekaran & Bougie, 2009).

They added that the advantage of questionnaires is that data is obtained more efficiently in terms of cost and time, and therefore this study made use of questionnaires sent via email.

The questionnaire for this study had five categories. The first section was made up of demographic questions. The other four sections used a 5-point Likert scale to answer questions on the various work values and measurements, as per the Lyons Work Values Survey (LWVS).

The data collection instrument for the study was a structured questionnaire sent out via email. The questionnaire covered the following sections:

- Demographic Information
- Instrumental work values of Millennials
- Cognitive work values of Millennials
- Social work values of Millennials
- Prestige work values of Millennials

A structured questionnaire with closed-ended questions was used. Subjects were asked to read 25 statements and indicate how important the statements are when deciding to accept a job or stay at a job. No pilot testing was done. The questionnaire was emailed to Millennial employees working for 'The Company'. To ensure respondents of their anonymity a cover letter, clearly stating the purpose of the study and guaranteeing anonymity and confidentiality of the information, was attached to the questionnaire.

3.8   Questionnaire design

Based upon the formulated research objectives and research question, a structured questionnaire based upon the LWVS questionnaire was adapted. This questionnaire answered questions regarding the four different work values. The questions have a 5-point Likert scale design. The respondents were asked to indicate their degree of agreement on the importance of each work value by checking one to five response categories.

Based on the research objectives listed in Section 1.4.2, Table 1.1 indicates which questions in the questionnaire are linked to each research objective.

[1]**Table 3.1: Questions linked to the research objectives: adapted from the Lyons work values survey 25-item format (Lyons, 2003).**

Research objectives of the study	Questions in questionnaire

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[1] Table 3.1 repeated for convenience

RO 1	B4; B8; B9; B12; B13; B15; B17; B23; B25
RO 2	B3; B7; B10; B11; B16; B18; B19; B20
RO 3	B5; B6; B21; B24
RO 4	B1; B2; B14; B22

3.8.1 Pre-testing and piloting the questionnaire

The questionnaire's development was grounded in an already existing valid and reliable tool (Lyons, 2013). Since this was the case no pre-testing was needed for this research.

3.9   Sampling

A sample can be defined as a subgroup of the population and only includes some members selected from the bigger group, and not the entire population. The researcher strives to draw conclusions that are generalisable to the population being investigated (Sekaran & Bougie, 2009).

According to Sekaran and Bougie (2009), the sampling techniques are divided into two types:

• probability or representative sampling; and

• non-probability or judgmental sampling.

As this study was conducted in one organisation, it was a case study design with a census done of the Millennials working for 'The Company', therefore no sampling was done.

3.9.1 Sampling unit

Millennial generation employees working for 'The Company' at store level.

3.9.2 Sampling frame

'The Company' with 105 branches was used as the sampling frame. It is impossible to conduct this study at all retail clothing organisations in South Africa, therefore the study only focused on one organisation as a sampling frame.

3.9.3 Sample size based on Sekaran's table

The selected members, namely the Millennials, were surveyed to collect data to investigate their values based on the LWVS tool. The population-to-sample size was determined by making use of Sekaran's table. Based on the table Sekaran's (1992), there are around 600 Millennials working for 'The Company'. Therefore, the sample size was 234 members.

3.10 Data collection and conducting a survey

Data in this study was collected through questionnaires. Questionnaires can be personally administered, sent via email or electronically administered. Making use of questionnaires is the most common method of data collection (Sekaran & Bougie, 2009).

This study used questionnaires sent via email. The following advantages of questionnaires are explained by Sekaran and Bougie (2009):

- Data is obtained more efficiently in terms of cost and time.
- It is possible to reach people in different geographical regions through questionnaires.
- The responses from questionnaires are easily coded and information can be obtained fairly easily.
- When instruments that are well-validated are used, the findings of the study will benefit the scientific community since the results can be replicated and additions made to the theory base.

3.11   Ethical considerations

For ethical purposes the company who was surveyed is anonymous and was referred to as 'The Company' in the study.

3.12   Conclusion

This research study was prompted by the high percentage of Millennials who indicated, in a survey done by Deloitte that they are planning to leave their current work organisation within the next five years. This leaves organisations with a huge problem, as it costs time and money to recruit new employees and ultimately companies wants to harvest the full potential of those individuals they employ. However, if organisations do not understand what drives Millennials it will be very difficult to design processes and policies that will increase their loyalty.

As Millennials will make up the bulk of the workforce by 2020, and it has been found that there are key differences in the work values and beliefs of employees from different generations, employers need to understand what these differences are to incorporate them into their recruitment, employment and performance evaluation strategies.

Not only is the lack of loyalty a problem for organisations as it creates internal uncertainty and unpredictability, but with the fourth industrial revolution unfolding, where robotics, the internet and artificial intelligence are altering the nature of work, Millennials are calling for leaders to make decisions that potentially benefit their careers and the world. How do managers know what decisions to make and what changes to incorporate if they do not fully understand how Millennials think and operate?

The research followed a survey design with quantitative data collected from the respondents. The Lyons Work Values Survey (LWVS) was used in this study, since it measures the four types of theorised work values, namely intrinsic, extrinsic, social and prestige values. Millennials' work values were measured using 25 items from the

LWVS survey. There are various other work value measurements which have been used in previous research, including the Minnesota Importance Questionnaire, Super's Work Values Inventory Revised and the Work Values Inventory; but according to research, none of these measurements fully captures the full domain of the construct. The LWVS items were developed by collecting and classifying the items from the 13 most commonly used work value measurements and then adding new items to represent modern aspects of work.

A questionnaire was the research instrument chosen to collect data from employees working for a retail clothing company in Durban, KwaZulu-Natal. Data was collected using a structured questionnaire with closed-ended questions. The analysis was done using SPSS with the assistance of a statistician. The respondents answered all questions themselves to ensure validity. All ethical issues were observed to ensure that the results of the study were not compromised.

CHAPTER 4

FINDINGS AND DISCUSSION

4.1   Introduction

The purpose of this chapter is to present the empirical findings in line with the four research objectives that are based on the theoretical framework. The theoretical framework as adapted from Lyons *et al*. (2010) argued that understanding the four work values of Millennials can help managers to better manage this generational group. The discussion will follow the same approach as contained in the research questionnaire. Both descriptive and inferential statistical analyses were performed. The first section of this chapter describes the sample used in the study and focuses on both personal and work-related aspects. Thereafter, each work value construct is described and results of the analyses are represented.

4.2   Demographic information of the sample

Table 4.1: Demographic information

Gender	Frequency (%)
Male	125 (39.3%)
Female	185 (58.2%)
No response	8 (2.5%)
Age	**Frequency (%)**
18-25	81 (25.5%)
26-32	174 (54.7%)
33-39	53 (16.7%)
No response	10 (3.1%)
Education	**Frequency (%)**
Matric	211 (66.4%)
Certificate	77 (24.2%)
Diploma	19 (6%)
Degree	3 (0.9%)
Post-graduate degree	2 (0.6%)
No response	6 (1.9%)

- The majority of respondents were females (58.2%).

- Most respondents were between 26 and 32 years of age (54.7%).

- The highest level of education is matric for the vast majority of respondents (66.4%)

The majority of respondents were females (58.2%) and the largest group of respondents were in the middle-age group of the Millennials, namely 26 – 32 years of age. Most respondents (66.4%) only had matric as their highest level of qualification and only a very small number of respondents had obtained a degree (0.9%) or a post-graduate qualification (0.6%). This shows that this group of Millennials does not have high academic qualifications. The specific group of respondents who participated in this study contrasts with what Yu and Miller (2005) stated, that Millennials are well educated.

4.3   Work related information of the sample

Table 4.2: Work related information

Position	Frequency (%)
Area manager	5 (1.6%)
General worker	3 (0.9%)
Store manager	39 (12.3%)
Cashier	82 (25.8%)
Assistant store manager	33 (10.4%)
Shop assistant	143 (45%)
Other	5 (1.6%)
Non response	8 (2.5%)
Province	**Frequency (%)**
Gauteng	35 (11%)
North West	2 (0.6%)
Eastern Cape	97 (30.5%)
Limpopo	67 (21.1%)
KZN	56 (17.6%)
Free State	9 (2.8%)
Mpumalanga	46 (14.5%)
No response	6 (1.9%)
Are you planning to leave your current job within the next 5 years?	**Frequency (%)**
Yes	106 (33.3%)

No	203 (63.8%)
No response	9 (2.8%)

- The largest group of respondents were shop assistants (45%), followed by cashiers (25.8%).
- The largest group of respondents worked in the Eastern Cape province (30.5%), followed by the Limpopo province (21.1%).
- The majority of respondents (63.8%) indicated that they are not planning on leaving the company.

According to Fink (2018) a study done by Deloitte indicated that 76% of young working people in South Africa are planning to leave the company where they work within five years. With only 33.3% of 'The Company' employees planning on leaving the organisation within the next five years, these percentages do not correspond entirely with the findings of Deloitte. It must be emphasised that the participants of the Deloitte study were graduates and worked full-time at large companies. The fact that most employees of 'The Company' were not graduates may play a role.

4.4   Instrumental work values

The results indicating the importance of instrumental work values will now be discussed. The questions on instrumental work values consisted of nine items, and for each of the items respondents were asked to rate the importance of each item on a five-point Likert scale, with 1 being 'not at all important'; 2 being 'somewhat important'; 3 being 'important'; 4, as 'very important', and 5 'absolutely essential'. The responses to these items are summarised in Table 4.3.

Table 4.3: Frequency (N (%)) of responses for items measuring instrumental work values

How important is it for you to ...	Not at all important (1)	Somewhat important (2)	Important (3)	Very Important (4)	Absolutely essential (5)	Total
…have a manager that provides timely and constructive FEEDBACK about your performance	2 (0.6)	4 (1.3)	35 (11)	178 (56)	99 (31.1)	318 (100)
…have JOB SECURITY (assurance that you won't lose your job)	2 (0.6)	3 (0.9)	53 (16.7)	152 (47.8)	107 (33.6)	317 (99.7)
…have HOURS OF WORK that are convenient to your life	7 (2.2)	27 (8.5)	86 (27)	137 (43.1)	59 (18.6)	316 (99.4)
…work in an environment that allows you to BALANCE your work life with your private life and family responsibilities	5 (1.6)	12 (3.8)	58 (18.2)	156 (49.1)	85 (26.7)	316 (99.4)
…have access to the INFORMATION you need to do your job	0 (0)	2 (0.6)	73 (23)	150 (47.2)	89 (28)	314 (98.7)
…do work where you earn a good SALARY	5 (1.6)	8 (2.5)	55 (17.3)	134 (42.1)	112 (35.2)	314 (98.7)
... work where RECOGNITION is given for a job well done	0 (0)	0 (0)	63 (19.8)	175 (55)	77 (24.2)	315 (99.1)
…work for a manager who is considerate and SUPPORTIVE	0 (0)	4 (1.3)	33 (10.4)	151 (47.5)	128 (40.3)	316 (99.4)
…have BENEFITS that meet your personal needs (for example health/dental insurance, pension plan, along with others)	1 (0.3)	2 (0.6)	38 (11.9)	142 (44.7)	132 (41.5)	315 (99.1)

- A combined percentage of almost 90% of respondents indicated that it is either very important (56%), or absolutely essential (31.1%), for them to have a manager that provides timely and constructive FEEDBACK about their performance.

- A combined percentage of over 80% of respondents indicated that it is either very important (47.8%, or absolutely essential (31.1%), for them to have JOB SECURITY.

- 'To work in an environment that allows you to BALANCE your work life with your private life and family responsibilities' has been shown to be of great importance, with 49.1% of respondents indicating it is very important for them, and 26.7% indicating that it is absolutely essential for them.

- A combined percentage of 77% of respondents indicated that it is either very important (42.1%), or absolutely essential (35.2%), for them to earn a GOOD SALARY.

- All respondents indicated that doing work where RECOGNITION is given for a job well done is of value to them, with 19.8% indicating this work value to be important; 55% as very important; and 24.2% as absolutely essential.

4.4.1 Determining the importance of instrumental work values to the Millennial generation employees

A binominal test with a cut-off point of 3 was used to test if a significant proportion rated the items at least 'very important' (4 or 5) (Group 2); or at most, 'important' (1, 2 or 3) (Group 1). This would tell us which items, if any, are considered 'more' important than others. The results for instrumental work values are summarised in Table 4.4.

Table 4.4: Binominal test results of responses for items measuring social work values

How important is it for you to ...	Group	N (%)	p Value
…have a manager that provides timely and constructive FEEDBACK about your performance	Group 1	41 (13)	p<.0005
	Group 2	277 (87)	
... have JOB SECURITY (assurance that you won't lose your job)	Group 1	58 (18)	p<.0005
	Group 2	259 (82)	
... have HOURS OF WORK that are convenient to your life	Group 1	120 (38)	p<.0005
	Group 2	196 (62)	
... work in an environment that allows you to BALANCE your work life with your private life and family responsibilities	Group 1	75 (24)	p<.0005
	Group 2	241 (76)	
... have access to the INFORMATION you need to do your job	Group 1	75 (24)	p<.0005
	Group 2	239 (76)	
... work where you earn a good SALARY	Group 1	68 (22)	p<.0005
	Group 2	246 (78)	
... work where RECOGNITION is given for a job well done	Group 1	63 (20)	p<.0005
	Group 2	252 (80)	
... work for a manager who is considerate and SUPPORTIVE	Group 1	37 (12)	p<.0005
	Group 2	279 (88)	
... have BENEFITS that meet your personal needs (for example health/dental insurance, pension plan, along with others)	Group 1	41 (13)	p<.0005
	Group 2	274 (87)	

A significant proportion of the sample population rated the following items as at least 'very important':

- to have a manager that provides timely and constructive FEEDBACK about your performance (87%)
- to have JOB SECURITY (82%)
- to have HOURS OF WORK that are convenient to your life (62%)
- to work in an environment that allows you to BALANCE your work life with your private life and family responsibilities (76%)
- to have access to the INFORMATION you need to do your job (76%)

- to have BENEFITS that meets your personal needs (87%)
- to work where you earn a good SALARY (78%)
- to work where RECOGNITION is given for a job well done (80%)
- to work for a manager who is considerate and SUPPORTIVE (88%)

The importance of feedback for Millennials was confirmed, with 87% of Millennials rating the importance of feedback as at least 'very important'. This is in accordance with research done by Ng *et al.* (2012), who found that Millennials expect to receive frequent feedback and performance reviews. Fink (2018) found that it is important for Millennials to have flexibility in their work. With 76% of Millennials indicating that it is at least 'very important' to them to work in an environment where they can have balance between work and their personal lives, this corresponds with Fink's findings. Fink (2018) also stated that it is very important for Millennials, if they were to stay loyal to an organisation, to experience support from the senior management teams. This supports the finding of this study, with 88% of Millennials indicating that it is at least 'very important' for them to have a supportive manager. Research by Kuron *et al.* (2015) indicated that, as Millennials gain more work experience, the importance of the practical aspects of the job, such as salary, work hours and job security, increases. This was confirmed in this study, with a high percentage of respondents indicating how important a good salary, work hours and job security are to them. Fink (2018) stated that the Deloitte 2018 Millennial survey report also indicated that Millennials will be more loyalty to their employers if they receive a good salary. According to Kuron *et al.* (2015), the importance of salary increases as Millennials enter into the work environment. This study confirmed the importance of a good salary to the Millennial generation employees. Millennials strongly indicated that receiving recognition for when they do a job well is very important to them, with 80% of Millennials indicating that it is at least 'very important' to them. Stein (2016) found, in his study, that the need for recognition is one of Millennials' most distinctive features.

4.5   Cognitive work values

The results indicating the importance of cognitive work values will now be discussed. The questions on cognitive work values consisted of eight items, and respondents were asked to rate the importance of each item on a five-point Likert scale, with 1 being 'not at all important'; 2, 'somewhat important'; 3 as 'important'; 4 as 'very important', and 5 as 'absolutely essential'. The responses to these eight items are summarised in Table 4.5.

Table 4.5: Frequency (N (%)) of responses for items measuring Cognitive Work Values

How important is it for you to ...	Not at all important (1)	Somewhat important (2)	Important (3)	Very Important (4)	Absolutely essential (5)	Total
… work on tasks and projects that CHALLENGE your abilities	3 (0.9)	12 (3.8)	62 (19.5)	167 (52.5)	72 (22.6)	316 (99.4)
… have the opportunity to CONTINUALLY LEARN and develop new knowledge	0 (0)	0 (0)	19 (6)	154 (48.4)	144 (45.3)	317 (99.7)
… have FREEDOM to make decisions about how you do your work and spend your time	0 (0)	9 (2.8)	85 (26.7)	153 (48.1)	68 (21.4)	315 (99.1)
… have change and VARIETY in your work	9 (2.8)	17 (5.3)	107 (33.6)	130 (40.9)	49 (15.4)	312 (98.1)
… do work that allows you to USE the ABILITIES you have developed through your education and/or experience	5 (1.6)	4 (1.3)	62 (19.5)	168 (52.8)	77 (24.2)	316 (99.4)
… have the opportunity for ADVANCEMENT in your career	1 (0.3)	1 (0.3)	73 (23)	149 (46.9)	91 (28.6)	315 (99.1)
… do work that provides you with a personal sense of ACHIEVEMENT in what you have	4 (1.3)	9 (2.8)	68 (21.4)	152 (47.8)	82 (25.8)	315 (99.1)

accomplished						
... do work that you find INTERESTING and exciting	3 (0.9)	4 (1.3)	52 (16.4)	158 (49.7)	97 (30.5)	314 (98.7)

- The majority of respondents (52.5%) indicated that it is very important for them to work on tasks and projects that challenge your abilities.

- A combined percentage of more than 90% of respondents indicated that it is either very important (48.4%), or absolutely essential (45.3%), for them to have the opportunity to continually learn and develop new knowledge.

- 'Work that allows you to use the abilities you have developed through your education and/or experience' is highly important, with a combined 76% of respondents indicating that it is either 'very important' to them (52.8%) or 'absolutely essential' (24.2%).

- A combined percentage of just over 80% or respondents indicated that it is either 'very important' (49.7%) or 'absolutely essential' (30.5%) for them to do work that they find interesting and exciting.

4.5.1 Determining the importance of cognitive work values to the Millennial generation employees

A binominal test with a cut-off point of three was used to test if a significant proportion rated the items at least 'very important' (4 or 5) (Group 2), or at most 'important' (1, 2 or 3) (Group 1). This would tell us which items under cognitive work values, if any, are considered 'more' important than others. The results are summarised in Table 4.6

Table 4.6 Binominal test results of responses for items measuring cognitive work values

How important is it for you to ...	Group	N (%)	p Value
… work on tasks and projects that CHALLENGE your abilities	Group 1	77 (24)	p<.0005
	Group 2	239 (76)	
… have the opportunity to CONTINUALLY LEARN and develop new knowledge	Group 1	19 (6)	p<.0005
	Group 2	298 (94)	
… have FREEDOM to make decisions	Group 1	94(30)	p<.0005

about how you do your work and spend your time	Group 2	221 (70)	
… have change and VARIETY in your work	Group 1	133 (43)	p=.011
	Group 2	179 (57)	
… do work that allows you to USE the ABILITIES you have developed through your education and/or experience	Group 1	71 (22)	p<.0005
	Group 2	245 (78)	
… have the opportunity for ADVANCEMENT in your career	Group 1	75(24)	p<.0005
	Group 2	240 (76)	
… do work that provides you with a personal sense of ACHIEVEMENT in what you have accomplished	Group 1	81 (26)	p<.0005
	Group 2	234 (74)	
... do work that you find INTERESTING and exciting	Group 1	59 (19)	p<.0005
	Group 2	255 (81)	

Significant proportions of the population rated the following items as at least 'very important':

- to work on tasks and projects that CHALLENGE your abilities (76%)
- to have the opportunity to CONTINUALLY LEARN and develop new knowledge (94%)
- to have FREEDOM to make decisions about how you do your work and spend your time (70%)
- to do work that allows you to USE the ABILITIES you have developed through your education and/or experience (78%)
- to have the opportunity for ADVANCEMENT in your career (76%)
- to do work that provides you with a personal sense of ACHIEVEMENT in what you have accomplished (74%)
- to do work that you find INTERESTING and exciting (81%)

The fact that 94% of Millennials indicated that continual development is at least 'very important' to them is in accordance with the findings by Fink (2018), that Millennials are looking to businesses to give them the necessary training to develop skills for the future. Research by Fente (2018) found that Millennials are disengaged in the

workplace and that they feel their strengths are underutilised. With 78% of Millennials indicating it to be at least 'very important' for them to be able to use their abilities, it is indeed important for them. Twenge *et al.* (2010) stated that, in order for a job to be instrumentally motivating, the job must supply the individual with variability as it allows an individual to see the impact of their actions and it serves as even more motivation to do the job well. However, in this study variety in the job did not carry the same level of importance as some of the other work values, as only 57% of the respondents indicated variety in their job to be at least 'very important' to them. Twenge (2010) stated that organisations should create jobs that Millennials find interesting, as this will give them a sense of personal satisfaction. With 81% of Millennials indicating this is at least 'very important' to them, this is validated. Research by Twenge (2010) also suggested that organisations should develop policies that increase employee autonomy, empower employees and facilitate decision-making where employees are also involved. A significant proportion (70%) of Millennials indicated that it is at least 'very important' to them to have freedom and autonomy, and this supports research findings. Twenge *et al.* 2008) also stated that Millennials want to make contributions and suggestions from the start and they have the desire to be promoted quickly. This is supported with 76% of Millennials indicating that advancement in their career is at least 'very important' to them.

4.6   Social work values

Table 4.7: Frequency (N (%)) of responses for items measuring social work values

How important is it for you to ...	Not at all important (1)	Somewhat important (2)	Important (3)	Very Important (4)	Absolutely essential (5)	Total

... work with nice and friendly CO-WORKERS with whom you could form friendships	7 (2.2)	24 (7.5)	64 (20.1)	137 (43.1)	83 (26.1)	315 (99.1)
... work in an environment that is lively and FUN	6 (1.9)	9 (2.8)	82 (25.8)	140 (44)	77 (24.2)	314 (98.7)
... do work that allows for a lot of SOCIAL INTERACTION	23 (7.2)	40 (12.6)	110 (34.6)	112 (35.2)	28 (8.8)	313 (98.4)
... do work that allows you to HELP PEOPLE in your community	1 (0.3)	4 (1.3)	48 (15.1)	157 (49.4)	105 (33)	315 (99.1)

- A combined percentage of more than 83% of respondents indicated that it is either 'very important' (49.4%) or 'absolutely essential' (33%) for them to do work that allows them to help people in their community.

4.6.1 Determining the importance of social work values to the Millennial generation employees

A binominal test with a cut-off point of three was used to test if a significant proportion rated the items at least 'very important' (4 or 5) (Group 2), or at most 'important' (1, 2 or 3) (Group 1). This would tell us which items, if any, are considered 'more' important than others. The results for social work values are summarised in Table 4.8

Table 4.8: Binominal test results of responses for items measuring social work values

How important is it for you to ...	Group	N (%)	p Value
… work with nice and friendly CO-WORKERS with whom you could form friendships	Group 1	95 (30)	p<.0005
	Group 2	220 (70)	
… work in an environment that is lively and FUN	Group 1	97 (31)	p<.0005
	Group 2	217 (69)	
... do work that allows for a lot of SOCIAL INTERACTION	Group 1	173 (55)	p=0.70
	Group 2	140 (45)	
... do work that allows you to HELP PEOPLE in your community	Group 1	53 (17)	p<.0005
	Group 2	262 (83)	

Significant proportions of the sample population rated the following items as at least 'very important':

- to work with nice and friendly CO-WORKERS with whom you could form friendships (70%)
- to work in an environment that is lively and FUN (69%)
- to do work that allows you to HELP PEOPLE in your community (83%).

This finding, regarding the importance of working with nice and friendly co-workers with whom one can form friendships, was in accordance with research done by Davis (2016) which that stated that Millennials valued friendly co-workers most highly. Research by Meyers and Sedaghiani (2010) that stated that Millennials prefer frequent communication with colleagues did not correspond with this study. Only 55% of respondents indicated that a lot of social interaction is at least 'very important' to them. Research by Lunova and Cirjevskis (2017), that stated that Millennials are generally stereotyped as being selfish individuals, does not match with the high percentage (83%) of Millennials in this study who stated that it is at least 'very important' for them to help people in their community. Research by Fente (2018) also determined that Millennials have the desire to be part of socially responsible activities, and this is again confirmed by the high percentage of respondents who indicated they want to help people in their community.

4.7   Prestige work values

Table 4.9: Frequency (N (%)) of responses for items measuring prestige work values

How important is it for you to...	Not at all important (1)	Somewhat important (2)	Important (3)	Very Important (4)	Absolutely essential (5)	Total
... do a job that makes a SIGNIFICANT IMPACT on the organisation	1 (0.3)	3 (0.3)	75 (23.6)	186 (58.5)	53 (16.7)	318 (100)
... have the AUTHORITY to organise and direct the work of others	6 (1.9)	12 (3.8)	107 (33.6)	143 (45)	50 (15.7)	318 (100)
... do work that is PRESTIGIOUS and regarded highly by others	13 (4.1)	30 (9.4)	106 (33.3)	115 (36.2)	51 (16)	315 (99.1)
... have the ability to INFLUENCE organisational outcomes	3 (0.9)	17 (5.3)	92 (28.9)	141 (44.3)	61 (19.2)	314 (98.7)

- The prestige value construct with the highest score of importance was the response from 58.5% of respondents indicating that is it very important to do a job that makes a SIGNIFICANT IMPACT on the organisation.

4.7.1 Determining the importance of prestige work values to the Millennial generation employees

A binominal test with a cut-off point of three was used to test if a significant proportion rated the items at least 'very important' (4 or 5) (Group 2), or at most 'important' (1, 2 or 3) (Group 1). This would tell us which items, if any, are considered 'more' important than others. The results for prestige work values are summarised in Table 4.10.

Table 4.10: Binominal test results of responses for items measuring prestige work values

How important is it for you to…	Group	N (%)	p Value
... do a job that makes a SIGNIFICANT IMPACT on the organisation	Group 1	79 (25)	p<.0005
	Group 2	239 (75)	
... have the AUTHORITY to organise and direct the work of others	Group 1	125 (39)	p<.0005
	Group 2	193 (61)	
... do work that is PRESTIGIOUS and regarded highly by others	Group 1	149 (47)	p=0.367
	Group 2	166 (53)	
... have the ability to INFLUENCE organisational outcomes	Group 1	112 (36)	p<.0005
	Group 2	202 (64)	

Significant proportions of the sample population rated the following items as at least 'very important':

- to do a job that makes a SIGNIFICANT IMPACT on the organisation (75%)
- to have the AUTHORITY to organise and direct the work of others (61%)
- to have the ability to INFLUENCE organisational outcomes (64%)

Findings by Fente (2018) that Millennials want to make an impact on the organisation is in accordance with the findings of this study where 75% of respondents indicated that it is at least 'very important' for them to do a job that makes a significant impact on the organisation. Research findings by Twenge *et al.* (2008) stated that Millennials want to make contributions and suggestions from the start and that they have the desire to be promoted quickly. They also found that Millennials want to be in a position of influence. This study also found that a significant proportion of the population, namely 64%, stated that it is at least 'very important' for them to have the ability to influence organisational outcomes. Therefore, it can be concluded that having influence is something that Millennials value.

4.8   Differences across demographic variables

Spearman's test and a Kruskal Wallis test were applied to identify significant differences within each of the work value constructs (instrumental, cognitive, social and prestige) across the different demographic variables of gender, age and education.

4.8.1 Gender

The Wilcoxon signed rank test was used to test for significant differences in the responses to the items across gender. There were, however, no significant differences found across gender for any of the items.

4.8.2 Age

Spearman's correlation test was used to test for correlations between age and work value items.

Table 4.11 Spearman's test for correlations between age and work value items

Work Value: Instrumental	Correlation Coefficient	Sig. (2-tailed)	N
How important is it for you to...			
…have a manager that provides timely and constructive FEEDBACK about your performance	-.099	.082	308
... have JOB SECURITY (Assurance that you won't lose your job)	-.106	.063	307
... have HOURS OF WORK that are convenient to your life	-.089	.122	306
... BALANCE your work life with your private life and family responsibilities	-.187	.001	306
... have access to the INFORMATION you need to do your job	-.015	.800	304
... work where you earn a good SALARY	-.081	.161	304

... work where RECOGNITION is given for a job well done	-.087	.128	305
... work for a manager who is considerate and SUPPORTIVE	-.066	.248	306
... have BENEFITS that meet your personal needs (for example health/dental insurance, pension plan, along with others)	-.112	.050	305

Based on the above test, significant (but small) negative correlations existed between age and the items concerning BALANCE and BENEFITS, as shown below:

- It is more important for younger respondents, than it is for older employees, to work in an environment that allows one to BALANCE one's work life with one's private life and family responsibilities.
- It is more important for younger respondents, than it is for older employees, to do work that has BENEFITS that meet their personal needs.

4.8.3 Education

The Kruskal Wallis test was used to test for significant differences in the level of education between respondents regarding the work value constructs.

4.8.3.1 Instrumental work values and education

Table 4.12 Kruskal Wallis test: Significant differences in the level of education between respondents regarding instrumental work value constructs

Work Value: Instrumental	Education	N	Chi-Square	df	p-value
How important is it for you to...					
…have a manager that	Matric	211	2.357	4	.670

provides timely and constructive FEEDBACK about your performance	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	2			
	Total	312			
... have JOB SECURITY (assurance that you won't lose your job)	Matric	211	4.722	4	.317
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	311			
... have HOURS OF WORK that are convenient to your life	Matric	210	1.641	4	.801
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	310			
... BALANCE your work life with your private life and family responsibilities	Matric	210	5.589	4	.232
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	310			
... have access to the INFORMATION you need to do your job	Matric	210	13.627	4	.009
	Certificate	77			
	Diploma	17			
	Degree	3			
	Post-graduate degree	1			
	Total	308			
... work where you earn a good SALARY	Matric	210	8.240	4	.083
	Certificate	75			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	308			
... work where RECOGNITION is given for a job well done	Matric	210	6.389	4	.172
	Certificate	76			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	309			
... work for a manager	Matric	210	5.433	4	.246

who is considerate and SUPPORTIVE	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	310			
... have BENEFITS that meet your personal needs (for example health/dental insurance, pension plan, along with others)	Matric	209	8.558	4	.073
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	309			

- Based on the above Kruskal Wallis test, it is clear that there are significant differences in the level of importance attached to having access to INFORMATION needed for the job, depending on the level of education of the respondent. Respondents with a diploma and a degree indicated this value to be more important that respondents with a lower qualification like matric or a certificate.

4.8.3.2 Cognitive work values and education

Table 4.13 Kruskal Wallis test: Significant differences in the level of education between respondents regarding cognitive work value constructs

Work Value: Cognitive	Education	N	Chi-Square	df	p-value
How important is it for you to...					
… work on tasks and projects that CHALLENGE your abilities	Matric	209	9.609	4	.048
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	2			
	Total	310			
… have the opportunity to CONTINUALLY LEARN and develop	Matric	211	13.530	4	.009
	Certificate	77			
	Diploma	19			

70

new knowledge	Degree	3			
	Post-graduate degree	1			
	Total	311			
… have FREEDOM to make decisions about how you do your work and spend your time	Matric	210	3.950	4	.413
	Certificate	76			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	309			
… have change and VARIETY in your work	Matric	209	6.033	4	.197
	Certificate	75			
	Diploma	18			
	Degree	3			
	Post-graduate degree	1			
	Total	306			
… do work that allows you to USE the ABILITIES you have developed through your education and/or experience	Matric	210	11.759	4	.019
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	310			
… have the opportunity for ADVANCEMENT in your career	Matric	209	14.576	4	.006
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	309			
… do work that provides you with a personal sense of ACHIEVEMENT in what you have accomplished	Matric	209	17.459	4	.002
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	309			
... do work that you find INTERESTING and exciting	Matric	208	3.272	4	.513
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	308			

Based on the above Kruskal Wallis test, it is clear that there are significant differences in the importance of these constructs, depending on the level of education:

- Respondents with a degree indicated it to be more important to work on tasks and projects that CHALLENGE their abilities than individuals with a lower level of education, like a certificate or a post-graduate diploma.

- It was significantly more important for respondents with a certificate than matric, and significantly more important for respondents with a degree than for respondents with matric, to have the opportunity to CONTINUALLY LEARN and develop new knowledge.

- For respondents with a certificate, it was more important to do a job that allows them to USE the ABILITIES they have developed through their education and/or experience than it was for respondents with only matric. It was, however, even more important for respondents with a degree than it was for respondents with matric, a certificate or a diploma. This indicates that the higher the level of education, the more important it was for respondents to have the opportunity to use the abilities that they have developed through their education or experience.

- The importance of the opportunity for advancement was the highest for individuals with a degree. And even individuals who only had a certificate indicated it to be of more importance than individuals with only matric.

- 'To do work that provides you with a personal sense of ACHIEVEMENT in what you have accomplished' was also a value that measured significant differences based on the level of education. Respondents with a certificate indicated it to be of more importance to them than respondents with only matric. It was, however, of most importance for respondents with a degree; more than it was for respondents with matric, a certificate or a diploma.

Based on the above information, it can be said that the more educated individuals are, the more important the above values were to them. Therefore, the level of education does play a role in the importance of some of the values to respondents. Therefore, it could be said that a workforce with less well-educated Millennials might have different expectations and values than a workforce consisting of highly educated Millennials.

4.8.3.3 Social work values and education

Table 4.14 Kruskal Wallis test: Significant differences in the level of education between respondents regarding social work value constructs

Work Value: Social	Education	N	Chi-Square	df	p-value
How important is it for you to...					
… work with nice and friendly CO-WORKERS with whom you could form friendships	Matric	210	1.716	4	.788
	Certificate	75			
	Diploma	19			
	Degree	3			
	Post-graduate degree	2			
	Total	309			
... work in an environment that is lively and FUN	Matric	209	6.278	4	.179
	Certificate	76			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	308			
... do work that allows for a lot of SOCIAL INTERACTION	Matric	207	5.638	4	.228
	Certificate	77			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	307			
... do work that allows you to HELP PEOPLE in your community	Matric	210	11.341	4	.023
	Certificate	76			
	Diploma	19			
	Degree	3			
	Post-graduate degree	1			
	Total	309			

Based on the above Kruskal Wallis test, there are significant differences in the level of importance of one social value work construct, depending on the level of education:

- For respondents with a certificate and a degree it was more important to do a job that allows them to HELP PEOPLE in their community, than it was for respondents with only matric. Comparing this importance between respondents with a degree and a diploma, it was more important for respondents with a degree.

It can be argued that the higher the level of education of respondents, the more important it is for them to help people in their community.

4.8.3.4 Prestige work values and education

Table 4.15 Kruskal Wallis test: Significant differences in the level of education between respondents regarding prestige work value constructs

Work Value: Prestige	Education	N	Chi-Square	df	p-value
How important is it for you to...					
... do a job that makes a SIGNIFICANT IMPACT on the organisation	Matric		5.003	4	.287
	Certificate				
	Diploma				
	Degree				
	Post-graduate degree				
	Total				
... have the AUTHORITY to organise and direct the work of others	Matric		6.171	4	.187
	Certificate				
	Diploma				
	Degree				
	Post-graduate degree				
	Total				
... do work that is PRESTIGIOUS and regarded highly by others	Matric		11.957	4	.018
	Certificate				
	Diploma				
	Degree				
	Post-graduate degree				
	Total				
... have the ability to INFLUENCE	Matric		8.001	4	.092
	Certificate				

organisational outcomes	Diploma				
	Degree				
	Post-graduate degree				
	Total				

Based on the above Kruskal Wallis test, there are significant differences in the level of importance of one prestige value work construct depending on the level of education:

- 'To do work that is PRESTIGIOUS and regarded highly by others' was more important for respondents with a degree than it was for respondents with a lower qualification, like matric, a certificate or a diploma.

4.9   Comparing reliability of work value measurements

The Cronbach's alpha test was used to test the reliability of items as a function of the number of test items and the average inter-correlation among the items. Cronbach's alpha test was used to assess the internal consistency of the questionnaire used in this study. As the questionnaire is made up of multiple Likert-type scales and items, this is a compatible test to test for reliability.

Reliability Statistics: To test for reliability, a Cronbach's alpha coefficient of over .7 is needed for high internal consistency. The combined measurements for each of the four work value constructs were performed and tested for reliability using Cronbach's alpha. The test was performed by finding the average score of all items in the construct which can be treated as ordinal measures. The results for each measurement are summarised in Table 4.16.

Table 4.16 Cronbach's alpha test results

Work Value Construct	Alpha	Conclusion
Instrumental	.791	Reliable
Cognitive	.805	Reliable
Prestige	.568	Not reliable
Social	.591	Not reliable

- Based on the above information, it can be concluded that reliable measurements can only be formed for the instrumental and cognitive work value constructs.

The Wilcoxon signed ranks test was then used to determine which of the two reliable measurements are more significant than the other.

- The test indicated that 165 employees rated instrumental work values as more important than cognitive work values, which indicates that the instrumental construct is significantly more important than the cognitive construct.

4.10   Conclusion

This chapter presented the research findings of the study, which covered four broad objectives. The objectives were based on the theoretical framework of Lyons *et al.* (2010) that states by understanding the four work value constructs managers will be able to better manage Millennial employees. There were no significant differences in the responses from males and females, so the results can be generalised across the genders.

It was found, with some of the work value items, that the more educated the respondents were, the more importance the items had for them when it came to their jobs. It is, therefore, possible that the more educated the workforce is, the more important these values may be for the individual employee.

Instrumental work values along with cognitive work values have been proven to be of the most value to Millennial employees, and is proven to be of sufficient importance to take them into consideration when managing employees. . With managers being aware of the importance of these two work value groups they can adjust their employee management strategies to incorporate aspects like sufficient feedback, work-life balance, support from supervisors, creating challenging jobs with variety and freedom. Social and prestige work values held a lesser degree of importance to the respondents, but they were definitely still regarded as important to the respondents. Therefore it can be concluded that the findings highlighted that the majority of respondents viewed the work values as important to them, and that this can be key in managing this generation of employees.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusions and provides recommendations relating to managing Millennials working for a retail clothing firm, based on findings regarding their work values.

5.2 Conclusions of the empirical findings and literature review

According to Marais (2016), studies in the South African context made it clear that more attention should be given on how to retain Millennials and how to best utilise the skills and contributions they have to offer. The author also highlighted that South Africa may be facing a challenge in retaining this generational group since the research predicts a large exodus of young working people to other countries. The authors findings were further confirmed by an international survey, conducted by accounting firm Deloitte, that showed that companies are facing a challenge to retain the Millennial generation. Studies, like Deloittes', support the objectives of this study, which involve understanding the values of the Millennial generation employees. The results of this study indicated what work values were important and of value to Millennials in the retail clothing industry. This can clarify for organisations what values they should ensure are incorporated into employee recruitment and employment strategies, and into the culture of the organisation.

Millennials' work values were measured using 25 items from the Lyons Work Values Survey (LWVS). The LWVS items were developed by collecting and classifying the items from the 13 most commonly used work value measurements, and adding new items to represent modern aspects of work. The LWVS was used in this study since it accurately measures the four types of theorised work values, namely instrumental, cognitive, social and prestige (Kuron, *et al.*, 2015).

Davis's (2016) definition of Millennials was used to determine the age group used in this study. As Millennials were born close to the new millennium, between 1980 and 2000, they were given the name 'Millennials'. Millennials were also defined as a group, based on their knowledge about technology. According to this definition, Millennials in this study were between the ages of 18 and 38.

Research by Blythe *et al.* (2008) stated that, as organisations are targeting consumers by generations, managers must also address employees as members of generations. The authors also stated that in order to develop competent staff in competitive job markets, managers must be knowledgeable about the values that distinguish the generations from one another. This can prove more challenging than it sounds: with the economy struggling, it adds to the challenge for organisations that have to divide their focus between staying afloat and paying attention to the different values of Millennials in order to attract and retain this younger generation. The authors added that this challenge will keep on growing in complexity, since Millennials are starting to represent the biggest percentage of organisational work capital, underlining the importance of retaining their skills to ensure long-term success of a company. Blythe *et al.* (2008) concluded that hiring business consultants to assist an organisation with managing this generational group is not possible for all organisations, due to the financial expense of hiring a consultant; but the least that organisations of today need to do is to understand Millennials in terms of what it is that challenges, inspires and motivates them.

According to Twenge and Campbell (2008), globalisation, economic uncertainties and the age of layoffs have led to a decrease in organisational loyalty and commitment over the years. The authors added that corporate downsizing and layoffs led to the start of the end of an era of employees who were loyal to their companies until retirement. Today's employees build their careers with a more holistic approach and are said to have "boundary-less careers", easily moving from one organisation or profession to the next. This makes building a stable relationship in an organisation very challenging in today's times.

It was found, in previous research by Huo and Boxwell (2018) that job satisfaction decreases when cognitive work values are not met. The author also indicated that

instrumental work aspects and social relations at work impact job satisfaction and motivate many employees to leave the company.

The findings on the importance of each of the four work value constructs in this study are discussed below.

5.2.1 Importance of instrumental work values to Millennials

It was found in previous research that the Millennial generation puts more value on instrumental values in comparison to cognitive work values. This was supported in the findings in this study, with 165 out of the 318 respondents indicating that instrumental work values are more important to them than cognitive work values. It is important that organisations foster loyalty and attract and retain the best Millennial talent and in order to foster such loyalty, the relationship between the senior management teams and Millennials must be aligned, in terms of purpose, culture and professional development. Almost 90% of respondents in the study indicated that a supportive manager is at least 'very important' to them, indicating that the relationship is of value to them.

Of the respondents, 87% indicated that it is at least 'very important' to them to receive timely and constructive feedback regarding their performance; and 76% of respondents indicated that it is at least 'very important' to them that all relevant information is available to them in order to do a good job. Employees and organisations base their decisions on information and data, and if this data is not relevant and accurate it can mean the difference between success and failure for an entire organisation. Information should be available and should empower all employees.

Instrumental work values include hours of work, salary, benefits received and job security. Millennials are more loyal employees if they receive a good salary and benefits and work in a positive culture. Their loyalty will be enhanced and they will be happier in their work if there is diversity/inclusion and flexibility. Although the hours of work in this study were not the most important of the instrumental work values, they were still indicated as significant to Millennials in the retail clothing industry, with 62% of respondents indicating that they are at least 'very important' to them. The findings

on the role that salary and benefits play supported other research, as 87% of respondents indicated that the benefits they receive are at least 'very important' to them; and 78% indicated that salary plays an important role in their staying in their current jobs or choosing between jobs. Job security was also determined to be of utmost importance to Millennials, with 82% indicating that it is at least 'very important' to them. As Millennials gain more work experience, the importance of job security increases.

5.2.2 Importance of cognitive work values to Millennials

In order for a job to be intrinsically motivating, which entails cognitive work values, the job must supply the individual with variability and accountability, as this allows an individual to see the impact of his or her actions, which serves as even more motivation to do the job well. Only 57% of respondents indicated that it is at least 'very important' for them to have variety in their jobs, but 70% of respondents indicated that it is at least 'very important' for them to have freedom in their jobs to make decisions about how they do their jobs. In this study, variability in the job did not emerge with the same significant importance to Millennial employees as the other cognitive work values.

The most important cognitive work value for Millennials was the opportunity to continually learn and develop new knowledge, with 94% of respondents indicating that this work value is at least 'very important' to them. The second most important cognitive work value was that the job should be interesting, with almost all respondents indicating that they do not want to do a boring job. The possibility of advancement in their careers was also important, with 76% of respondents indicating that it is at least 'very important' to them to have the opportunity to advance in their careers; and 74% indicated that it was at least 'very important' for them to have a personal sense of achievement in their jobs. This supports the statements that Millennials want to make valuable contributions and suggestions from the start, and they have the desire to be promoted quickly, leading to their sense of achievement.

Although the level of education was not that high amongst respondents, over two third of respondents indicated that they want to do a job that allows them to use their

abilities, developed through education and/or experience; and 76% of respondents indicated that it is important for them to work on tasks and projects that challenge their abilities. Finally, 75% of Millennials indicated they want to have a personal sense of achievement in what they have accomplished in their job at the end of the day.

5.2.3 Importance of social work values to Millennials

Millennials are generally stereotyped as being selfish individuals. However, in this study, 83% of Millennials indicated that it is at least 'very important' for them to do a job that helps and uplifts other people in the community.

The need for a social outlet at work has been reduced by the rise of social networking sites that give employees the feeling of being constantly connected. In this study, it was also found that a lot of social interaction was not necessarily that important, with only half of the respondents indicating that it is at least 'very important' for them to have social interaction at work; but more than two thirds of respondents did indicate the desire to work with nice, friendly co-workers and to form friendships with colleagues. Finally, it was found that an environment that is lively and fun is important to the respondents, with 69% of respondents indicating it is at least 'very important' to them.

5.2.4 Importance of prestige work values to Millennials

Millennials do not simply want to work for a company without any purpose behind it; they want to make a difference and understand the vision of the organisation and be excited by it. Millennials in this study also indicated that purpose behind their job is important to them, with over 75% indicating it is at least 'very important' for them to do a job that makes a significant impact on the organisation; and two-thirds indicated that they want to have an influence on organisational outcomes. Of respondents, 61% indicated that it is at least 'very important' for them to have the authority to organise and direct the work of others.

It was also found that Millennials do not necessarily care too much about what others think regarding their jobs, since less than half of respondents indicated that they felt it is important to do a job that is prestigious and regarded highly by others.

5.3   Achievement of the objectives

Twenge (2010) describes values as indicators that have the ability to direct an individual's decisions and actions and are impervious to change.   The author added that values also determine what an individual is motivated by; therefore values can determine what outcomes employees value. The author was also of the opinion that work values, specifically, indicate the outcomes people desire to achieve in their work, and they influence employee perceptions of what they despise and what they prefer in the workplace. The objectives of this study were to better understand how Millennials view work values and what work values are of particular importance to them. By understanding these values, employers can understand what outcomes employees' value and what exactly it is that they prefer in the workplace, what motivates them and ultimately what outcomes they value.

The following objectives of the study were identified and achieved in this study:

- Determine how important instrumental work values are to the Millennial generation employees in the retail clothing industry. Chapter 4 presented the findings and results of this objective, and it was established that the majority of respondents felt very strongly about the importance of instrumental work values in the workplace. This objective was achieved by asking the respondents how important they felt nine instrumental work value constructs were for them when it came to staying in their current jobs or choosing between jobs. They indicated the importance by indicating 'absolutely essential'; 'very important'; 'important'; 'somewhat important' and 'not at all important'. The nine instrumental work values involved were the importance of constructive feedback regarding performance; the importance of job security; how important convenient work hours are; the importance of an work environment that offers balance between work life and private life and family responsibilities; the importance of access to the necessary information to do your job; the importance of a good salary; the importance of

working for a manager who is considerate and supportive; how important receiving recognition is; and lastly, how important it is to have a job that offers benefits that meet your personal needs. The results showed that all the instrumental work values were of significant importance to Millennial employees. This objective was achieved, as not only did the results give a clear indication to what instrumental values Millennials valued most, but they were in agreement with several studies that stated that instrumental work values are very important for Millennial employees.

- Establish the importance of cognitive work values to the Millennial generation employees in the retail clothing industry. Chapter 4 recorded the results of this objective, that the majority of Millennial employees felt strongly about how important the different cognitive work values are to them. Respondents were asked to indicate how important they felt eight cognitive work value constructs were for them by stating 'absolutely essential'; 'very important'; 'important'; 'somewhat important' and 'not at all important'. The results revealed that seven out of the eight cognitive work value constructs carried significant importance to Millennials. The eight cognitive work value constructs dealt with the importance of a challenging job; how important it is to learn continually; the importance of freedom in decision-making when it comes to how you do your job and spend your time; how important variety is in your job; the importance of doing work where you can use the abilities you have developed through your education and/or experience; the importance of possible career advancement; how important a personal sense of achievement is; and the importance of doing work that you find interesting and exciting. This objective was achieved as results clearly indicated what cognitive work value constructs employees value the most and which ones are of lesser importance. This can give organisations a clear indication as to how to incorporate cognitive work values into the jobs of Millennials.

- Review the significance of social work values for Millennials in the retail clothing industry. Chapter 4 presented the results of this objective, that Millennials felt certain social work values were of more importance than others; but in general it

was found that social work values are also important for Millennials when it came to staying in their current jobs or choosing between jobs. Respondents were asked to indicate how important they felt four cognitive work value constructs were for them by stating 'absolutely essential'; 'very important'; 'important'; 'somewhat important' and 'not at all important'. This objective was achieved as it emerged that social interaction is not so important for Millennials, but working with nice and friendly co-workers from which friendships can develop, and working in a lively and fun environment, is of value to them. The most important social work value for Millennials was to do work that enables them to help people in the community. Uplifting the community and helping others is something that Millennials feel strongly about. This finding should motivate organisations to look at their organisation as part of a greater community.

- Understand the importance of prestige work values for Millennials in the retail clothing industry. Chapter 4 recorded the results of this objective, that overall prestige work values were important for Millennials; but they did not have the same level of importance as some of the other work value constructs. Respondents were asked to indicate how important they felt four prestige work value constructs were for them by stating 'absolutely essential';' very important'; 'important'; 'somewhat important' and 'not at all important'. The four prestige work value constructs dealt with how important Millennials felt making a significant impact on the organisation was for them; the importance of having authority; the importance of doing work that is prestigious and highly regarded by others; and how important it was for them to have the ability to influence organisational outcomes. This objective was achieved, as it emerged what prestige work values Millennials felt were important. The Prestige work value of doing a job that makes a significant impact on the organisation carried the most importance for Millennials, with two thirds indicating that it is either 'very important' or 'absolutely essential' for them. A significant portion of the respondents also indicated that it is at least 'very important' for them to have authority, and they felt strongly that it is important to do a job where you have the ability to influence organisational outcomes. The importance of doing work that is prestigious and regarded highly by others was the least important of the prestige work value items, with only 53% indicating it to be at least 'very important'.

- Make some managerial recommendations on the management of the Millennial generation employees in the retail clothing industry. This objective was achieved since valid and appropriate recommendations could be made from the findings of the study. The recommendations are listed and discussed in Section 5.4 below.

5.4   Recommendations

The following recommendations can be made to managers in the retail clothing industry in terms of each work value category:

5.4.1 Instrumental work values

- Ensure management gives timely and constructive feedback to Millennials regarding their performance. Ensure feedback is relevant and job specific. A review of current performance feedback methods should be undertaken and employees should indicate if there is any value in the methodology the organisation is following in terms of performance feedback. A good suggestion would be that the traditional method of bi-annual performance reviews should be replaced by active coaching that entails regular reviews and continual feedback to keep Millennials on track with regards to goals and tasks. This will also allow managers to identify problems early on and respond proactively.
- Customise compensation packages. Money is not the primary motivator, but being able to customise the whole benefit package is motivating to Millennials. Millennials have a desire to have work/life balance, as indicated in the findings of this study. Therefore, organisations must reconsider the employment offers they put together for Millennials, from benefits and salary, to hours of work and work/life balance. Instead of solely offering family-friendly human resource practices, such as on-site day-care or job-sharing, there are other practices like telecommuting, flexitime, personal time and additional vacation time that will give Millennials the work/life balance they desire. Managers must put some thought into what practices will benefit their employees and enhance their loyalty. Reconfiguring leisure time around work, and compressing work weeks through

flexitime, are good options. Incorporating leisure time with reward systems will appeal to Millennials, especially if there are periods in the company that are quieter, and the company does not need the full staff all the time.

- Hire managers who are compatible with Millennial employees. Organisations will most likely attract and retain the best Millennial talent if there is alignment between the senior management teams and Millennials in terms of purpose, culture and professional development. The findings of this study confirmed that it is of utmost importance for Millennials to work for a manger who is supportive and considerate. Millennials question authority, think critically and are inquisitive; using the appropriate management tactics is of vital importance to retain Millennials. Therefore organisations should ensure that the type of leadership and management style they have in the organisation is conducive to creating a culture where Millennials feel they want to commit and be loyal to the management and the organisation.

- Due to the lack of a meaningful and practical platform for African Millennials to communicate with their senior leaders what their ideas and insights are, it is recommended that companies create such a platform, such as a Millennial Advisory Board. Advantages of such a board would be that it will foster collaboration between Millennials in a non-competitive environment. They will perceive this as support from their managers. In a normal company setting, boards serve as a platform to exchange ideas that have a tangible and significant impact on the organisation. Why not establish such a platform for a generation that will soon make up 50% of the workforce by 2020. This will also address the fact that Millennials indicated in this study that they have the desire to be informed and be recognised for their contributions to the organisation, as their voices will then be heard and valued.

- Validate the progress of Millennials by celebrating their milestones. This will deal with Millennials' need for recognition. Millennials value development and any form of achievement assists them in validating their progress in the organisation. Managers can do this through small actions like encouraging emails, small office parties after a milestone has been achieved or implementing a reward programme for goals that have been achieved. Since Millennials are so actively involved in social media, where every aspect of life is directly measured and

analysed, organisations should mimic this platform at work by publicly displaying and praising accomplishments and good work ethic. Millennials will start to work towards this type of recognition.

5.4.2 Cognitive work values

- Provide mentorship to Millennials as they have indicated that they want to learn continually. They have a desire to use their abilities and they want to develop personally and to advance in their careers. Organisations can, for example, sign up a new Millennial employee with a peer for training in the first week. This can help them form a relationship. New employees might be more comfortable in the beginning asking questions of a peer than a more senior employee; but further along in the process organisations should assign a senior staff member to Millennial employees. This give-and-take relationship will benefit the entire organisation as Millennial employees can provide support to senior employees in areas such as technology or social media, and the senior employee can provide Millennial employees with insights and knowledge of the organisation or industry beyond their years. Another practical recommendation would be to make use of reverse mentoring, giving Millennials the opportunity to mentor a staff member from a previous generation and share their knowledge, ultimately engaging them in such a way.

- Get Millennials to take responsibility for their own training and development. It is important for organisations to give Millennials relevant and frequent training opportunities, since it was found in this study that the vast majority of Millennials indicated that continual development is of utmost importance to them and that they are looking to organisations to give them the necessary training to develop skills for the future. However, since Millennials indicated in this study that they desire the freedom make decisions about how they do their work and spend their time, organisations can put the onus of training on the shoulders of Millennials. Some characteristics of training could be that the content of the training should be brief, fun, technology-based and self-directed. Millennials should also get the opportunity to discuss training material and share content with each other. It would be recommended that organisations can maintain control by setting a clear

deadline for when training needs to be completed, and guidelines about what the end goals should be; but then let Millennials guide the process from there on.

- Celebrate big and small milestones. Use the Millennials' talents. Millennials want to know why they are doing what they are doing, and how their actions are making a difference. Organisations should strive towards getting Millennials involved, asking for their input and clearly showing them their achievements and the fruits of their labour.

- Talk about career advancement on a frequent basis. It was proven that advancement in their careers is important. Millennials want to have a clear purpose, and see development opportunities within the organisation. Have frequent career conversations with Millennials so that they can see the road ahead for them in the company.

5.4.3 Social work values

- Motivate socialising by creating a culture where the bond between employees enhances productivity at work. Creating a family-orientated culture at work can have many benefits and help foster loyalty. Organisations can make use of social platforms to create company groups and pages that employees can use. Networks within companies create a platform that fosters teamwork and shares knowledge. The need of Millennials to form friendships and work in a fun environment can be further enhanced through these platforms by planning non-work-related events such as holiday parties, or birthday celebrations to elevate socialising even further.

- Millennials prefer open and frequent communication with colleagues and are comfortable combining communication with technology.). This study revealed the same results – that Millennials value their relationships with co-workers and they want to make a difference in the community and enjoy their work environment. Therefore, organisations should ensure that Millennials have ample opportunity, if they so desire, to work in teams. Organisations should be involved in the upliftment of the community and allow Millennials to be part of the process. A culture of camaraderie and mutual respect should be created, since Millennials put value on this. Organisations should ensure that, from the onset of new staff

recruitment, new staff members will fit comfortably into the organisation and into the current team of employees before employing such an individual. Again, recruitment strategies should take into consideration how important a positive work relationship culture is to Millennials and ensure that the right people are employed.

- Create a sense of a greater community and emphasise social impact. Millennials have the desire to feel they are making a difference. Ensure the greater community is a priority in the organisations, since Millennials are more aware of the many challenges in their society, and as proven in this study they want to help their communities. Millennials indicated that it is important for them to make a positive impact in the community. In order to create loyalty, organisations must show Millennials that they are not simply pursuing profit at all costs, but that they are aiming to make a positive impact on society through sustainable organisational practices, creating jobs and making a difference in the community. Organisations can get involved in causes and opportunities that most Millennial employees can relate to. Opportunities should be inclusive and not divisive. The goal is also that involvement in these opportunities creates unity amongst employees. Volunteering, and contributing time and effort to the causes of non-profit organisations are examples where organisations can get involved.

5.4.4 Prestige work values

- Shifting away from hierarchical structures and centralised decision-making can help organisations create a more collaborative organisational culture, and this will feed into the desire of Millennials to be influencers. Creating the opportunity for Millennials to engage in outreach work can create a platform for them to lead and create programmes and initiatives at all levels of the organisation. Millennials are known as alpha-influencers, with the ability to influence behaviour and trends in larger social circles. It would, therefore, be advisable that managers step aside a bit, and allow Millennials to form relationships and determine how they want to make an impact on the organisation.

5.5   Significance of the findings

Other studies supporting the importance of work values found that 70% of Millennials believe that their values should be in accordance with the company's values. In his study, almost 50% of respondents, for example, indicated that they had recently refused to perform a task because it was not consistent with their personal values. So in order to achieve employee engagement, organisations should determine if there is congruence between the values of the organisation and those of their staff.

The research findings confirmed results of previous studies reflected in the literature review. Results support the view that instrumental work values are of the highest value to Millennials. This can give organisations very useful insights into how to manage this generation and what work value constructs are pivotal in the management and retaining of Millennials. The findings are also significant since they indicate what work value constructs, under cognitive, social and prestige work values, Millennial generation employees value most. Not all work value constructs were of equally significant importance.

Implementing the findings and recommendations could result in better employee and organisation fits, increased loyalty, and ultimate better retention of a generation that will soon make up the largest percentage of the workforce worldwide.

With the growth of the 4th Industrial Revolution, technology will keep on advancing, allowing more and more employees to work from any location, and changing the work landscape. Organisations need to understand the changes that the 4th Industrial Revolution will bring, and how they should adapt the work environment to foster a good culture where Millennials can find a purpose and a place where they feel valued and their potential used to the maximum.

5.6   Limitations of the study

The first limitation was the fact that the survey was only distributed amongst employees at store level in 'The Company'. The results, therefore, do not include head office staff. In further studies, it would be advisable to include the head office staff of 'The Company' to research more comprehensively the Millennials working for

'The Company'. The retail industry is extensive and this research focuses only on the clothing sector. It is recommended that further research is done on the other sectors within the retail industry about the Millennial generation's perspectives of work values. A second limitation was that the questionnaire was sent out via email to Millennials of 'The Company'. Employees who were very busy might not have had time to complete the questionnaire; but since participants were participating voluntarily, there was no way of ensuring everyone took the time to complete the questionnaire. A representative sample was achieved, nonetheless. . As surveys were not distributed to all the organisations that form part of the retail clothing industry in South Africa, the results cannot be generalised across the broader retail clothing industry of South Africa.

5.7   Need for further research

The results show that there are significant differences in the level of importance of certain work values for Millennials, and that some of the work values are of utmost importance to Millennial employees. Further research can be conducted amongst more highly skilled or qualified Millennial employees in the retail industry, as the majority of these respondents' only had matric qualifications. There were also clear differences between the level of importance that some of the more highly qualified employees gave to certain work values, compared to less highly skilled employees. Therefore, the importance of work values to a broader spectrum of skilled Millennial employees in the retail industry should be investigated.

Research by Deloitte was also of the opinion that a lot of the findings about Millennials in the literature are based on Millennials in the west; and therefore, this warrants that more research be done to investigate and understand the differences in African Millennials (Fente, 2018).

5.8   Conclusion

It is a well-known fact that organisational culture and values are mostly formed by the founding members of an organisation or by the current leaders in the organisation. There might be generational differences between the values of the

founding members or current leaders and Millennial employees. Millennials seek to work in organisations and in an environment where their values match with those of the organisation. Since work values play such a big part in how employees perceive their work and how they feel towards their work in general, managers can operate far more efficiently if they know how to incorporate work values into the management of their Millennial employees. There is, however, not a one-size-fit-all approach. Value systems differ between generations, which is why it is important for managers who are managing employees from a different generation to make the effort to understand the differences in work values and to understand what is important for different employees in the organisation. Once managers understand what is important to employees they will be able to formulate plans, adjust benefits, offer challenges and create an environment that cultivates employee loyalty. The contrary is also true: if organisations do not understand what employees see as important they will not know how to create a culture that fosters loyalty, good performance and positive work attitudes. Differences between work values will always exist. The aim is not to try and create an organisation where every single employee's work values are the same. The aim is to understand what is important to employees, and to understand how to incorporate this into employee management strategies.

If managers have valid models for differences in employee characteristics, they can use these parameters to guide their decision-making and manage Millennial and other employees better. It does not mean that organisations should give Millennials everything they request and demand, but understanding differences and what is important can effectively enable organisations to review existing practices and bring about change where necessary.

Millennials place the highest value on instrumental and cognitive work values. There are differences in the level of importance between the different items under these two work value constructs, but overall they include the work value items that Millennials rate as very important. The process of understanding the work values of Millennial employees can start at the beginning during the initial psychological contract, which addresses issues such as mutual benefits, perceptions and informal obligations, when the organisation's expectations need to be clarified. Since psychological contracts are usually formed during the recruitment and interview

phase, where statements and promises are made by the interviewer to the interviewee, organisations should use the four work value constructs of instrumental, cognitive, social and prestige work values as guidelines during recruitment and selection. Hiring employees who are already a good match with the work values of the organisation would be beneficial. The instrumental, cognitive, social and prestige work values of the organisation must be clarified and visible in its day-to-day practices. An organisation which cannot clearly articulate its own work values cannot match the best-fit employees to the organisation. Once organisations understand their own instrumental, cognitive, prestige and social work values they can assess where they can make changes to create a culture in which employees want to invest themselves. By understanding the work values of Millennials, organisations can create an environment where Millennials want to work.

If organisations do not voluntarily make an effort to understand their Millennial generation employees, they will be forced to do so eventually. Millennials will continue to enter the labour market, the power of Millennials as consumers will continue to increase, and sooner or later organisations which have not been pro-active in understanding this generation will lack the necessary insight to retain and harness the talent that the Millennial generation has to offer.

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APPENDIX A: QUESTIONNAIRE

University of KwaZulu-Natal
School of Management, IT and Governance

Dear Participant

My name is Amandi van der Walt and I am currently completing my Masters in Commerce (MCom) Degree. One of the requirements to be met for the awarding of this degree is to conduct a research study. The approved topic for my study is **'Managing the work values of millennials in the retail clothing industry in Durban'.**

The millennial generation forms part of the generation born between 1980 and 2000. A survey done by Deloitte emphasize the importance to understand the values and expectations of millennials in South Africa to retain and harness the talents of these individuals in the country (Marais, 2016). The goal of the study is to determine the instrumental, cognitive, social and prestige values of millennial employees in the retail industry and to ultimately provide recommendations to employers on how to better manage this generation of employees.

Your responses and opinions will thus add great value to the study.

This questionnaire consists of 5 *pages*, and should take approximately *ten (10) minutes* to complete. The questionnaire consists of two sections. Please ensure that you familiarize yourself with the rating system in Section A and please feel free to share your views as honestly as possible in Section B.

Please note that this questionnaire was approved by UKZN's Humanities and Social Sciences Research Ethics Committee. This guarantees that:
- Your **privacy** is protected and that no other person except me and my supervisor, Dr. Fields will see your responses.
- Your participation is completely **voluntary** and thus you are under no obligation to complete the questionnaire. *Your responses however, will be greatly appreciated as this will enable me to form more accurate and complete findings*.

If you decide to participate, please read and sign the attached letter of consent and hand it to the researcher or designated person with your completed questionnaire.

Please return the completed questionnaire to me. If you have any queries, feel free to contact me via email at amandivanderwalt@gmail.com

Thank you for your help and participation.

Mrs A van der Walt

SECTION A: DEMOGRAPHIC INFORMATION

INSTRUCTION: *Indicate your answer with an X in the correct block.*

1. Age

18-25	25-32	32-39

2. Gender

Male	Female

3. Highest level of education COMPLETED. (Select ONE option only)

Matric	Certificate	Diploma	Degree	Post-Graduate

4. What position do you hold in the organisation as permanent employee? (Select ONE option only)

Area manager	General worker	Store Manager	Cashier	Assistant store managers	Shop assistant	Other

5. Province that you work in? (Select ONE option only)

Gauteng	North West	Eastern Cape	Limpopo	KwaZulu-Natal	Free State	Mpumalanga

6. Are you planning you leave your current job within the next 5 years?

Yes	No

Section B: An investigation of generational values in life and at work.

INSTRUCTIONS:

The following questions deal with the various factors that people consider to be important in their work. People use these factors in making important decisions about their jobs and careers. They are not all considered to be equally important and different people place importance on the different factors.

Please read each statement carefully and indicate HOW IMPORTANT each would be to you in deciding whether or not to accept a potential job/ stay in a job

	Not at all important	Somewhat important	Important	Very Important	Absolutely essential
Question....				X	

Please answer all the 25 questions below

		1 Not at all important	2 Somewhat important	3 Important	4 Very Important	5 Absolutely essential
1	How important is it for you to do a job that makes a SIGNIFICANT IMPACT on the organization					
2	How important is it for you to have the AUTHORITY to organize and direct the work of others					
3	How important is it for you to work on tasks and projects that CHALLENGE your abilities					
4	How important is it for you to have a manager that provides timely and constructive FEEDBACK about your performance					
5	How important is it for you to work with nice and friendly CO-WORKERS with whom you could form friendships					
6	How important is it for you to work in an environment that is lively and FUN					
7	How important is it for you to have the opportunity to CONTINUOUSLY LEARN and develop new knowledge					
8	How important is it for you to have JOB SECURITY (Assurance that you won't lose your job)					

9	How important is it for you to have HOURS OF WORK that are convenient to your life					
10	How important is it for you to do work that you find INTERESTING and exciting					
11	How important is it for you to have FREEDOM to make decisions about how you do your work and spend your time					
12	How important is it for you to work in an environment that allows you to BALANCE your work life with your private life and family responsibilities					
13	How important is it for you to have access to the INFORMATION you need to do your job					
14	How important is it for you to do work that is PRESTIGIOUS and regarded highly by others					
15	How important is it for you to do work where you earn a good SALARY					
16	How important is it for you to have change and VARIETY in your work					
17	How important is it for you to work where RECOGNITION is given for a job well done					
18	How important is it for you to do work that allows you to USE the ABILITIES you have developed through your education and/or experience					
19	How important is it for you to have the opportunity for ADVANCEMENT in your career					
20	How important is it for you to do work that provides you with a personal sense of ACHIEVEMENT in what you have accomplished					
21	How important is it for you to do work that allows for a lot of SOCIAL INTERACTION					
22	How important is it for you to have the ability to INFLUENCE organisational outcomes					

23	How important is it for you to work for a manager who is considerate and SUPPORTIVE					
24	How important is it for you to do work that allows you to HELP PEOPLE in your community					
25	How important is it for you to have BENEFITS that meets your personal needs (for example health/dental insurance, pension plan, along with others)					

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

THE END

APPENDIX B: ETHICAL CLEARANCE

UNIVERSITY OF
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

Protocol reference number : HSS/0263/019M

Project title : Managing the work values of millennials in the clothing retail industry in Durban

ACKNOWLEDGEMENT:
BREACH OF ETHICAL PROCESSES AT UKZN

I, the undersigned,

Student Name (Student Nr) : Mrs Amandi van der Walt (216075189)

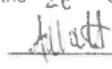School : Management, IT & Governance

Campus : Westville

as the Principal Investigator ("the Applicant") in the above stated project, do hereby acknowledge that:

1. The University of KwaZulu-Natal's (hereinafter "UKZN") Research Ethics Policy (V) does not make provision for Retrospective Ethics Approval;

2. All researchers (both students and staff) at UKZN are obliged to be familiar with this policy;

3. I have been informed that research cannot be done without obtaining full ethical clearance as per the policy and guidelines of the University;

4. Research for the above project was undertaken by myself without final ethical clearance being obtained;

5. The University reserves its right to, at any stage and time, withdraw the relevant degree obtained by myself if:

   5.1 It becomes known to UKZN that there was an additional ethical breach during any field work or whilst collection data for the above stated project, and / or

   5.2 I fail to apply for ethical clearance for any future research projects.

6. In addition to point 5 above, the appropriate disciplinary processes will follow should this occur again.

I further acknowledge that should there be any legal implications/actions emanating from the research in terms of any ethical violations, I will be personally liable and hereby indemnify UKZN against any legal action that may arise from my failure to adhere to the University Research Ethics Policy (V).

Signed at Durban on the 26th day of April 2019

Signature of applicant:

Signed at on the day of 2019

Signature of Chair (HSSREC): Date: 09/05/19

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: hssrec@ukzn.ac.za

APPENDIX C: PERSMISSION TO SUBMIT

College of Law and Management Studies

UNIVERSITY OF KWAZULU-NATAL
INYUVESI YAKWAZULU-NATALI

Supervisors Permission to Submit Thesis/ Dissertation for Examination

Name: Amandi van der Walt		No: 216075189	
Title: Managing Millennials in the retail industry, Durban: The values and expectations of a rising workforce			
Qualification: M.Com [Course Work]		School: Management, IT and Governance	
		Yes	No
To the best of my knowledge, the thesis/dissertation is primarily the student's own work and the student has acknowledged all reference sources		Yes	
The English language is of a suitable standard for examination without going for professional editing.		Yes	
Turnitin Report %*			
Comment if % is over 10%: The TII report of 12 % is acceptable. Most of the similarity phrases relates to general discipline related jargon for example "probability sampling technique was used…" Should these general similarities be discarded the TII report is within range.			
I agree to the submission of this thesis/dissertation for examination		Yes	
Supervisors Name: Dr Thea van der Westhuizen			
Supervisors Signature:			
Date: 15 July 2019			
Co- Supervisors Name:			
Co- Supervisors Signature:			
Date:			

APPENDIX D: INFORMED CONSENT

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

Research Project

Researcher: Amandi van der Walt (Telephone number: 0833105384 (Email: amandivanderwalt@gmail.com)

Supervisor: Prof. Ziska Fields (Telephone number: 031 260 8103 (Email: fields@ukzn.ac.za)

Research Office: **Humanities & Social Sciences Research Ethics Administration, Govan Mbeki Building, Westville Campus, Tel: 27 31 2604557, Email: HSSREC@ukzn.ac.za**

CONSENT

I _____Elize Friend_____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

_____   ____12/06/18____
Signature of Participant   Date

Dear Respondent,

Research Project

Researcher: Amandi van der Walt(Telephone number:0833105384 (Email:
amandivanderwalt@gmail.com)
Supervisor: Prof. Ziska Fields (Telephone number: 031 260 8103 (Email: fields@ukzn.ac.za)
Research Office: Humanities & Social Sciences Research Ethics Administration, Govan Mbeki
Building, Westville Campus, Tel: + 27 (0)31 260 8350, Email: hssreclms@ukzn.ac.za

I, Amandi van der Walt am an MCOM student in the School of UKZN GSB&L, at the
University of KwaZulu-Natal. You are invited to participate in a research project entitled
"*Managing the work values of Millennials in the clothing retail industry in Durban*"
The aim of this study is to: "*To better understand the key differences in the work values of the millennial
generation in the clothing retail industry in Durban.*"

Your participation in this project is voluntary. You may refuse to participate or withdraw
from the project at any time with no negative consequence. There will be no monetary gain
from participating in this research project. Confidentiality and anonymity of records will be
maintained by the researcher and GSB&L, UKZN. All collected data will be used solely for
research purposes and will be destroyed after 5 years.

This study has been ethically reviewed and approved by the UKZN Humanities and Social
Sciences Research Ethics Committee (approval number____).

The questionnaire should take about 5 minutes to complete. Thank you for your time.

Sincerely

Researcher's signature _____ Date : 12 June 2018

Amandi van der Walt