

# Millennials as employees: What motivates them to enter the work force?

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**Abstract**—In order to make future business decisions successful, the workplace designs should be developed with keeping in mind the needs of the millennials as employees. Personality traits of the millennials and their thoughts about work and life are very different compared to other generations. Therefore, firms should introduce practices that motivate the millennials to join the workforce.

*Index Terms*— Millennials, employment, workforce

## I. RESEARCH PAPERS

**The baby boomers and the individuals belonging to the generation X are increasingly retiring from work and the vacancy left by these individuals should be filled by the millennials. In order to make future business decisions successful, the workplace designs should be developed with keeping in mind the needs of the millennials as employees. Therefore, it is essential to examine the behaviour of the millennials in workplace (Hobbs, 2017).**

### A. Employee involvement and job satisfaction: a tale of the millennial generation

A study conducted by Gustavo A. García, Gonzales-Miranda, Gallo, & Roman-Calderon, (2019) has analyzed how the job satisfaction of the millennials is impacted by the employee involvement in the workplace. The data for the research was obtained from 2103 millennial employees working across different sectors. The results of the study have revealed the existence of a positive relationship between the job satisfaction and employee involvement of the millennials. Further, the research has indicated that the impact of employee involvement on the job satisfaction of the millennials is higher when they are allowed to take decisions regarding the general aspects of the firms. In addition, the job satisfaction of the millennials is enhanced when they are allowed to use knowledge at their workplace. Further, the study is self-report in nature and the results can be biased. Further, this study has contacted millennials based in Columbia and therefore, this study can be extended to different nations.

### B. Navigating the new workspace: Technology, millennials, and accelerating HR innovation

The purpose of Canedo, Graen, Grace, & Johnson, (2017) is to analyze how the work environment has been changed by the millennial employees in order to help the HR professionals to be effective with their recruitment process. The results of the research have revealed that the personality traits of the millennials

and their thoughts about work and life are very different compared to other generations. Therefore, the organizations have to change the way they hire and manage employees and bring innovative practices at workplace. Millennials are attracted and engaged towards the firms that make use of various design methods to bring innovation at work place. Further, firms that make use of modern technologies including performance systems attract millennials.

### C. Understanding the millennials generation

A study conducted by Smith & Nichols, (2015) has reviewed the previous literature related to the entry of the millennials into the work place in order to clearly define the generations gaps prevalent in work place. The results have revealed that a number of studies have used just secondary data to study the topic instead of identifying the generational differences and the causes for it. The [Literature Review](#) has also revealed that more researches have to be conducted to understand the impact of millennials in the work force. Further, in order to understand the factors that motivate the millennials to enter the work force, more researches have to be conducted.

### D. Creating an employee engagement strategy for millennials

The purpose of Cattermole, (2018) study is to identify the strategies that the employers can adopt in order to attract the millennials to the work force. Social data, desktop data and theories of psychology has been used to achieve the purpose of the study. The results of the research have revealed that the millennials prefer a flat corporate environment, proper work-life balance and firms that have a high degree of social consciousness. The results also have revealed that millennials like work environment which is technology supported as they belong to the generation which grew up with the technology advancements. Millennials like to make extensive use of technology.

### E. The new generation of millennial entrepreneurs: A review and call for research

The research conducted by Liu, Zhu, Serapio, & Cavusgil (2019) has done a review to analyze the trends in the field of millennial entrepreneurship as many millennials are entering the workforce. The global economy is developing rapidly and as a result, many entrepreneurial opportunities are available to the millennials. The paper has suggested that future researches can concentrate on social entrepreneurship activities of the millennials as they have higher social responsibility compared to other generations and tend to give more importance to many social is-

sues including environmental protection, gender inequality etc. Further, this review paper was not able to provide a complete understanding about the millennial entrepreneurs as none of the papers that were reviewed by the paper had complete information about the millennials.

#### *F. Millennials through the looking glass: Workplace motivating factory*

A study conducted by Russell Calk & Patrick, (2017) analyzed the various factors that motivate the largest generational group, the millennials to enter the work force. 121 millennials were surveyed to gather the information for the research. The results of the research have revealed that firms have to introduce various innovative practices to manage the employees from different generations. Further, the study has suggested that an integrative and collaborative work environment that encourages meaningful work is required to encourage the millennials to enter the work force.

TABLE I  
SUMMARY OF LITERATURE ARTICLES

Title	Author name and year	Methodology	Findings	Limitations and suggestions
Employee involvement and job satisfaction: a tale of the millennial generation	Gustavo A. Garcia, Gonzales-Miranda, Gallo, & Roman-Calderon, (2019)	Mixed Methodology	The results of the study have revealed the existence of a positive relationship between the job satisfaction and employee involvement of the millennials.	Further, the study is self-report in nature and the results can be biased. Further, this study has contacted millennials based in Columbia and therefore, this study can be extended to different nations.
Navigating the New Workplace: Technology, Millennials, and Accelerating HR Innovation	Canedo, Graen, Grace, & Johnson, (2017)	Review	The results of the research have revealed that the personality traits of the millennials and their thoughts about work and life are very different compared to other generations.	The study has suggested that the organizations have to change the way they hire and manage employees and bring innovative practices at workplace.
Understanding the Millennial Generation	Smith & Nichols, (2015)	Literature review	The results have revealed that a number of studies have used just secondary data to study the topic instead of identifying the generational differences	Further, in order to understand the factors that motivate the millennials to enter the work force, more researches have to be conducted.
Creating an employee engagement strategy for millennials	Cattermole, (2018)	Industry research, social data and theories of psychology were used to gather information.	The results of the research have revealed that the millennials prefer a flat corporate environment, proper work-life balance and firms that have a high degree of social consciousness.	
Millennials Through the Looking Glass: Workplace motivating factors	Liu, Zhu, Serapio, & Cavusgil (2019)	Quantitative methodology	The results of the research have revealed that firms have to introduce various innovative practices to manage the employees from different generations.	This review paper was not able to provide a complete understanding about the millennial entrepreneurs as none of the papers that were reviewed by the paper had complete information about the millennials.
The new generation of millennial entrepreneurs: A review and call for research	Russell Calk & Patrick, (2017)	Literature review	The results of the research have revealed that firms have to introduce various innovative practices to manage the employees from different generations.	Further, in order to understand the factors that motivate the millennials to enter the work force, more researches have to be conducted.

## II. CONCLUSION

From the above critical review, it is clear that the attitude displayed by the millennials in the workplace is different from the attitude displayed by their previous generation in workplace. Almost all of the above reviewed studies have indicated that organizations have to take suitable measures to attract the millennials to workplace. All of the reviewed studies except Cattermole, (2018), have mentioned the limitations and recommendations for future research. However, Cattermole, (2018) has clearly mentioned the various elements that are required to engage the millennial employees. Liu, Zhu, Serapio, & Cavusgil (2019) study has just mentioned that innovative practices are required to engage the millennial employees without listing out the innovative practices. Further Calderon, (2019) study has identified the relationship between the job satisfaction and employee involvement of the millennials and clearly mentioned the limitations and recommendations for future research.

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