

# **An Employee Retention Model for Millennials in the Philippine Telco Industry**

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## **Abstract**

Millennials in the workplace have the reputation of being job-hoppers to meet their perception of career improvement. While job-hopping may be a way to find better opportunities for these millennials, the turnover of employees in the workplace creates four different types of costs which is incurred by the company. This study aims to create a millennial employee retention model through examination of the millennial job satisfaction factors, management initiatives and the assessment of fit between the millennials and the management. The survey was participated by 318 millennial employees and the structured interview was responded by 7 companies in the Philippine telco industry. Chi-square tests and one-way ANOVA were used to determine the relationships and the fit between the millennials and the management in terms of job satisfaction. Results show a fit in all the job satisfaction factors which meant that the management is able to meet the job satisfaction of its millennial employees. Among the eight job satisfaction factors, millennials were very satisfied with their relationship with peers/superiors. However, salary and benefits yielded an either satisfied or dissatisfied rating in the results. Companies in the telco industry should implement incentive programs to improve the job satisfaction of the millennials in terms of salary and benefits. Findings show that Promotion and Career Planning, Work-Life Balance and Training/Career Development were the top three job satisfaction factors to retain millennials in the workplace.

## **Keywords**

employee retention model, job satisfaction, management initiatives, millennial employees, telco industry

## **1. Introduction**

As the digital information age continues to emerge, more and more people get used to live with the technology around as part of their daily lives. Through the years, different generations continued to contribute to the innovation and technologies around. Generations are defined by age, period and cohort. Period refers to the happening within an individual's lifetime and cohort is referred to as the group of individuals sharing their experiences and events in their formative years leading to similar attitudes and behaviors (DeVaney, 2015). Social scientists present four generations in the society: the silent generation, the baby boomers, Generation X and the Generation Y – known as the “Millennials” (Lopez, 2016 and Poll, 2015). The silent generation includes those born in the year 1930 to 1945. Followed by the baby boomers who were born in 1946 to 1964. Those belonging to the Generation X were born in 1965 to 1980 while those Generation Y or so-called “millennials” were born in the year 1980 to 2000 (Gallup, 2016; DeVaney, 2015; Cutler, 2015; Culiberg and Mihelic, 2016). Other studies considered millennials as the ones born in 1981-2000 (Rigoni and Nelson, 2016; Campione, Mumford, Morgeson & Nahrgang, 2005) and 1980-1996 (Fry, 2016; Geoffrey and Charles, 1994).

In a global setting, millennials will comprise three-quarters of the global workforce by 2025 (Deloitte, 2014 and Petaschnick, 2017). In the US, millennials are now the largest living generation surpassing the population of the baby boomers (Fry, 2016). The Philippine Statistics Authority (PSA) reported 28,059,242 as the population of Millennials in 2015 which is the second largest in the Philippine population following the largest population of Generation Y having 40,270,963. And on the third spot, following the millennials, were the Generation X having 18,629,001. Based from these figures, it is shown that majority of the Philippine population is currently in the labor force which are being

led by the millennials having the most number. In 2015, the Philippine Statistics Authority (PSA) released an annual survey of Philippine business and industry wherein 16,082 employees are employed in the wireless telecommunications industry. It was also indicated in the PSA report that the telecommunications industry continues to contribute the biggest share in income per industry. The Philippine telecommunications industry posted an annual income of Php223 billion in the year 2015.

Together with the technology-driven fast-paced environment, there is a constant need to attract and retain skilled individuals in the organization (Lopez, 2016). More millennials are assuming leadership positions around the world, organizations are concerned how to ensure the success of these millennials (Bresman, 2015). As mentioned in the volume two white paper entitled “Employee Retention” by Drake International, “Employers must balance the company goals with employee’s personal goals. It stands to reason that a happy, content employee has an equal mix of successful professional and personal lives. Countless studies have determined that people who are experiencing problems – whether illness or lack of focus on goals, etc. – generally underperform in their jobs.” Many millennials are job-hoppers, they are open to different job opportunities and would consider taking a job with a different company for a raise of 20% or less (Rigoni, and Nelson, 2016). Not all Millennials are prone to leave, but their satisfaction at work is at the heart of the issue. A study conducted by Navarro and Co., as part of Deloitte’s fifth annual millennial survey, 4 out of 10 Filipino millennials is considering resignation within the next two years for they don’t feel that their leadership skills are not developed enough by the employers. According to the survey, 62% of the Filipino millennials said that they are not being fully developed as leaders by their respective companies and feel that they are being overlooked for potential leadership positions. The dissatisfaction of millennials from their jobs comes from the feedback that they feel underutilized at work and not being trained as leaders in the company. Moreover, their study stated that millennials think an ideal workplace is an organization wherein the employees are satisfied with their jobs. Their study asked the millennial respondents their other considerations when looking for an organization aside from a decent salary, the respondents’ answers are as follows arranged from the most important to the least: (1) good work-life balance, (2) opportunity to progress/take on leadership role, (3) training programs for professional development (4) a dynamic organization (5) use of the latest technology and (6) reputation of its leaders/senior executives.

The Job Happiness Index in the Philippines dropped from 5.25/10 rating in 2016 to 4.98/10 rating in 2017. The survey was conducted by Jobstreet.com in partnership with SEEK Asia with 9,326 Filipino respondents in July 31 to August 31, 2017. Based from their survey, Filipinos are in the constant look for career development and training opportunities. Aside from career development, their study yielded good relationship with colleagues, convenient work location and company reputation as the top three drivers of workplace satisfaction which is largely true across all demographics of the survey. Their study also differentiated the happiness index from different generations and indicated that Generation X or the baby boomers have the highest happiness index with 5.63/10 rating. Millennials, however, present a lower happiness index with 4.9/10 rating. Their study concluded that lack of career development, training opportunities and management style of the company were some of the factors contributing to the unhappiness and dissatisfaction of the Filipinos in the workplace.

Drake International identified four types of substantial costs in their study “Employee Retention” which contributes to the high cost of employee turnover. These are: (1) recruitment cost which is the cost of advertising to the time spent interviewing and sourcing, (2) training cost coming from the costs of orientation materials and trainer’s time, (3) lost productivity cost which is incurred when an employee is on the adjustment period and only operating between 25%-35% of productivity levels for the first three months. This do not include the time spent by existing employees to assist. (4) Lost sales cost which is the loss of the business when the role is vacant. According to Gallup’s report in 2016, millennials who are engaged at work are 26% less likely to say they would consider taking a job with a different company for a raise. Engaged millennials are also 64% less likely to say that they will switch jobs if the job market improves. Gallup (2016) also estimated \$30.5 billion annually is lost in the US economy due to the millennial turnover due to lack of engagement.

This research aims at creating a retention model geared towards meeting the job satisfaction based on the needs and preferences of the millennial generation employed in the Telecommunications industry in the Philippines. Currently, there is a limited literature done in the country on this area. This study will explore the different factors affecting job satisfaction and employee retention of millennials in the said industry. As such, the objectives of this research are the following: (1) To examine the needs and preferences of millennials at the workplace as the factors affecting their job satisfaction and turnover intention, (2) To determine the policies, practices and management measures of companies

in the Telco industry of the Philippines, (3) To assess the “fit” between millennials job satisfaction at work and management initiatives; analyze the gaps and possible causes that may lead to employee turnover, (4) To formulate an employee retention model suited to the needs and preferences of millennials at the workplace to improve millennial employee retention and job satisfaction

Through the following research objectives study will provide the existing telco companies and entering telco companies, a basis for improving job satisfaction and employee retention of millennials in the Philippine telco industry. At the present time, the Philippine telco industry is one of the pressing issues in the country and there is a high demand to improve the overall service of the industry. Moreover, through this study the telco companies can minimize its employee turnover costs by improving job satisfaction and strengthening employee retention. Lastly, this research will be a contribution and assistance to other researches in the academe by providing a job satisfaction approach in employee retention which can be adopted to other industries. This research has its scope and focus on the wireless telecommunications industry in the Philippines and its millennial employees. Currently, there are no existing hard data on job satisfaction criteria of millennials. The author collected data for this study through survey of the millennials and conducting structured interviews with company management.

## 2. Methods

The following framework presented in this chapter illustrates the logic of this study. This research is guided by the Two-Factor theory or the Motivation-Hygiene theory of Frederick Herzberg (1968) wherein a job has two independent factors which are the job satisfaction and job dissatisfaction. There will be two factors in this research: (a) job satisfaction factors which are defined by the needs and preferences of millennials and (b) management initiatives consisted of policies, programs, activities and strategies of the company to meet the job satisfaction factors of millennials. The author will be assessing the fit between the job satisfaction factors of millennials and the management initiatives through this research study to know if telco companies are meeting the job satisfaction of its millennial workforce in the workplace. The assessment of fit involves analysis of gaps and possible causes leading to employee turnover. The result of this analysis will be used to create the retention model to improve the employee retention of companies in the Philippine telco industry.

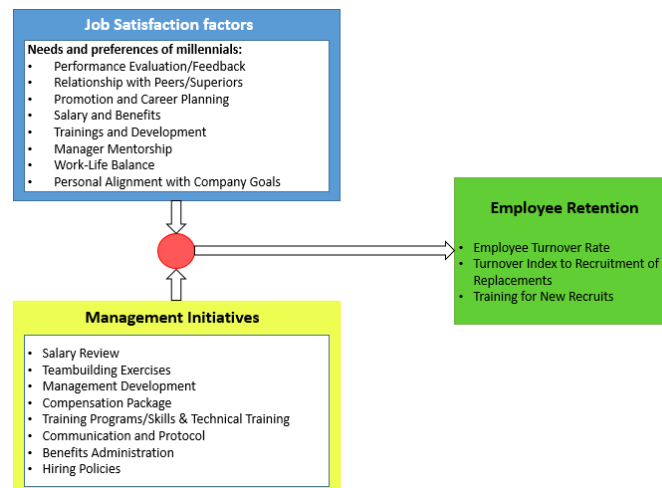


Figure 1. Conceptual framework of the study

### 2.1 Research Design

This study will be adapting the triangulation design convergence model for mixed methods research by Creswell (2003). The triangulation method is used to obtain different but complementary data on the same topic in order to best understand the research problem. Through the triangulation design, the differing strengths and non-overlapping weaknesses of quantitative methods with those of qualitative methods are brought together. The converging of the different methods aids in comparing and contrasting quantitative results with qualitative results. This study will be using both quantitative and qualitative types of data to achieve its objectives. The quantitative data will be used to

explain the phenomena by collecting numerical data and analyzing the data using statistics to examine the needs and preferences of millennials as the job satisfaction factors. The qualitative data will be used to analyze the data from the management initiatives which involves company policies, programs, activities and strategies to meet the job satisfaction factors. Through the convergence model of triangulation design, this research will be able to assess the fit between the needs and preferences of millennials to the management initiatives. This research is both explanatory and descriptive in nature. Explanatory researches find explanations for the nature of certain relationships. Hypothesis testing helps provide an understanding of the relationships that exists between variables. Descriptive design research is used to provide an accurate description of the phenomenon. The descriptive research design is used to summarize and interpret the information gathered. The operational framework of the study is shown on figure 2. The use of convergence model of triangulation for mixed methods research means that quantitative and qualitative data gathering will happen in a concurrent manner. Both the quantitative data gathered from survey and qualitative data collected from structured interview will be analyzed and arrive at the results independent of each other. The results of the quantitative data from survey of millennial employees will examine the needs and preferences of millennial employees in the workplace. On the other hand, the results of the qualitative data from the structured interview of company management will determine the company policies, practices, activities and strategies that telco companies implement. The results from the survey and structured interview will be interpreted and be used to assess the fit between millennial job satisfaction and management initiatives by comparison and contrast of both results. After the assessment of the fit by analysis of the gaps and possible causes leading to employee turnover, a formulation of an employee retention model will be conducted as an output of the research.

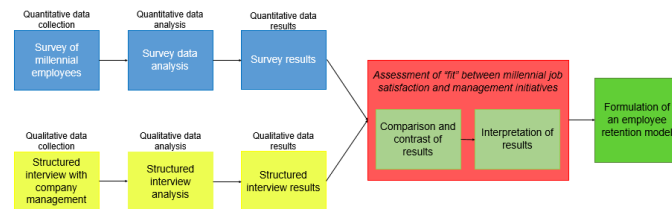


Figure 2. Operation framework of the study

## 2.2 Target Population

The target respondents of the survey for this study are the millennial employees working in different companies in the telecommunications industry. These millennials are the employees with ages 20-36 years old from the Philippine wireless telco industry. These millennials will be coming from companies such as: (a) telco operators (i.e. Globe, PLDT-Smart), (b) telco vendors (i.e. Huawei, Ericsson, and Nokia) and (c) telco contractors/subcontractors in the Philippines. For the structured interview respondents, the target interviewees will be the company presidents, vice-presidents, HR managers/officers and mid-level management of the companies from the Philippine telco industry.

## 2.2 Sampling

The sample size is calculated using the sample size formula based on the normal distribution. According to the Philippine Statistics Authority (PSA) there were 16,082 employees in the wireless telco industry in the year 2015. We will be using 95% as the confidence level with 5.44% margin of error. Having the total population of 16,082, it will yield 318 as the sample size of the population. For this research, a sample size of 318 millennial employees will be needed as the respondents of the survey for the study. The formula for sample size is shown in the equation below.

$$n = \left[ \frac{z_{\alpha} \sigma}{E} \right]^2 \quad (1)$$

## 2.3. Data Gathering

Data gathering for this research will be conducted through surveys and structured interviews. The survey will be conducted to 318 millennial employees from different companies in the telco industry to be the respondents in the survey. This survey was designed by the researcher to examine of the needs and preferences of millennial employees based on the job satisfaction factors given by the researcher. The survey questions are composed of two parts. The first part is the personal data sheet which will be used in the analysis of the demographics. The demographics include

gender, civil status, age group, educational attainment, employment status, length of stay/tenure in the company, years of experience in telecommunications and position/job level in the company. The second part of the survey is about the needs and preferences of millennial employees composed of 28 questions answerable using the 5-point Likert scale from 1 being strongly disagree to 5 being strongly agree. The qualitative data of the research will be coming from the structured interview which will be conducted with select presidents, vice-presidents, HR managers/officers and mid-level management of companies in the telco industry. Questions from the structured interview will include a follow-up question answerable using a 5-point Likert scale which will be used to determine the mean of the answers from the management initiative. The data gathering phase of this study will be conducted in the second quarter of 2018.

Table 1. Question distribution in questionnaire

Job Satisfaction Factors	# of Question in Survey
Evaluation & Feedback from work	3
Teamwork/Good Relationship with Colleagues	3
Career Advancement	3
Trainings & Career Development	3
Salary and Benefits	3
Manager Mentorship	3
Work-Life Balance	3
Nature of Work	3
Employee Turnover Intention	3
Other Job Search Criteria	1

## 2.4. Data Analysis

The study will be using quantitative and qualitative analysis of the gathered data. The quantitative data collected from the survey of millennials will be analyzed using descriptive statistics. The measure of central tendency using the mean and variability will be recorded to be used in arriving at the results. The answers from the survey questionnaire will be analyzed using the mean and standard deviation. The mean ranges in the table below will be used to interpret the mean score of the question in the survey questionnaire. Chi square test will be conducted to assess the relationship between the demographics of the survey population to the questions presented in this questionnaire. The quantitative analysis will be done using the Minitab Statistical Software and counter-checked using IBM SPSS.

Table 2. Mean range to be used in interpretation of mean scores

Range	Likert-Scale Equivalent	Verbal Interpretation
1.00-1.80	Strongly Disagree	Very Dissatisfied
1.81-2.60	Disagree	Dissatisfied
2.61-3.40	Neutral	Either Dissatisfied or Satisfied
3.41-4.20	Agree	Satisfied
4.21-5.00	Strongly Agree	Very Satisfied

## 3. Results and Discussion

Based on the results of the survey, millennials in the telco industry were very satisfied with their relationship with peers/superiors but were either satisfied or dissatisfied in terms of their salary and benefits. Personal Alignment with Company Goals, Manager Mentorship, Work-Life Balance, Performance Evaluation/Feedback, Promotion/Career Planning and Training/Career Development resulted to a satisfied millennials based from the mean interpretation. In this research, results show that Salary and Benefits was proved to be one of the factors causing the dissatisfaction of millennials in the workplace. Thus, making it one of the factors causing employee turnover in the company. For chi-square statistics, the following hypothesis were used: (a) null hypothesis assumes that there is no association between two variables, (b) alternative hypothesis assumes that there is an association between the two variables

Table 3. Results of the survey and its interpretation

Job Satisfaction Factor	Overall Mean	Mean Range	Mean Interpretation
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Relationship with Peers/Superiors	4.5231	4.20 - 5.00	Very Satisfied
Personal Alignment with Company Goals	4.1132	3.41 - 4.20	Satisfied
Manager Mentorship	3.7432	3.41 - 4.20	Satisfied
Work-Life Balance	3.7264	3.41 - 4.20	Satisfied
Performance Evaluation/Feedback	3.6331	3.41 - 4.20	Satisfied
Promotion and Career Planning	3.5692	3.41 - 4.20	Satisfied
Training and Development	3.4497	3.41 - 4.20	Satisfied
Salary and Benefits	3.2526	2.61 - 3.40	Either Dissatisfied or Satisfied

The table below shows the demographic variables and job satisfaction factor which yielded a statistical significant relationship to each other. The resulting p-values were less than the significant value of 0.05 indicating a significant relationship between the demographic variables and job satisfaction factor.

Table 4. Chi-square results with significant relationships

Demographic Variable	Job Satisfaction Factor	p-value
Age Group	Salary Benefits	0.000
Age Group	Work-Life Balance	0.008
Age Group	Work Preferences	0.000
Civil Status	Work Preferences	0.000
Employment Status	Work-Life Balance	0.000
Employment Status	Turnover Intention	0.000

Millennial employees were asked in the survey what other criteria they look for when searching for another job. Results showed the top 3 criteria on what millennials look for: (a) Promotion and Career Planning, (b) Work-Life Balance and (c) Training and Career Development. Using the Chi-square tests, the results yielded that these three criteria millennials look for in a job are affected by their age group and civil status. Through this test, the research was able to find out that younger millennials seek promotion and career planning in the workplace. While on the other hand, married millennials seek security of tenure to support their family. There were three tested variables which did not show any significant association from each other. These are: (a) Age Group and Salary being enough to support my needs, (b) Civil Status and Salary being enough to support my needs and (c) Position/Job Level and Turnover Intention. These did not reveal any significant association from each other based from the Chi-square tests.

### 3.1. Results from Interview with Management Initiatives

There were several insights drawn from the interview with the management initiatives as representative of the company side:

1. Teambuilding activities was the most common job satisfaction programs implemented and conducted by the telco companies in the Philippines.
2. Companies in the Philippine Telco industry conduct performance evaluations for their employees annually. Some of the frequency of performance evaluations depend on the employment status of the employee.
3. The teambuilding activities of the companies are mostly held during summer wherein summer outings are the most common activity. Other teambuilding activities conducted by the company involves karaoke nights, CSR activities like charity fun run, summer school brigade and tree planting activities.
4. The management of these companies believed in the potential of millennials to be promoted and take higher positions in the company. But, the management is not convinced that they can accept the added responsibility as they should be trained more and learn more before going up the corporate ladder.
5. The companies admit that they are giving the best salary package to their employees by following the government mandated laws in terms of salaries and benefits. Different types of allowances are given as benefits to the employees to alleviate their needs in terms of a higher salary.
6. In-house trainings was the most common and most conducted training programs telco companies have. Other training programs included sending their employees to other partner companies for training and other training institutions.

7. The managers of the different companies are constantly trained be effective managers at their jobs not only technically but also in people management. Their managers undergo management trainings to improve their management capabilities and capacities.
8. Majority of the companies in the telco industry had no work-life balance programs designed towards the needs of its millennial employees. Two of the seven interview respondents mentioned they use teambuilding activities as a substitute to work-life balance programs and to meet the work-life balance needs of its millennial employees.
9. Majority of the companies had no strict hiring policies but instead welcome different applicants who had adequate work experience in the telco industry. Small to medium sized companies also prefer fresh graduates from the universities to give them a hands-on work experience.
10. The companies currently do not have any retention strategies towards employees who wish to resign from the organization. These companies simply support the decision of the millennial employees to have better opportunities and be part of bigger organizations.

### 3.2. Result of One-way ANOVA

One-way ANOVA was used to assess the fit between the means of the millennials and the management in terms of the job satisfaction factors. The p-values of the results yielded a p-value of greater than the significant value of 0.05 indicating that the differences in means are not statistically significant. A post-hoc test was performed to identify any differences in the results. The groupings in the post-hoc tests yielded the same grouping since means that do not share a letter are significantly different. Therefore, a fit between the millennials and the management is present in terms of all the job satisfaction factors.

Table 5. One-way ANOVA and post-hoc results

Job Satisfaction Factor	p-value	Post-hoc grouping
Performance Feedback	0.079	A, A
Relationship with Peers/Superiors	0.656	A, A
Promotion and Career Planning	0.299	A, A
Salary and Benefits	0.309	A, A
Manager Mentorship	0.100	A, A
Training and Development	0.090	A, A
Work-Life Balance	0.432	A, A
Personal Alignment w/ Company Goals	0.493	A, A

### 3.3. Operationalizing the Employee Retention Model

1. The model shown in Figure 3 below has its core at the Millennial Preferences in the workplace indicating: (1) Promotion/Career Planning, (2) Work-Life Balance and (3) Training/Career Development as the factors millennials look for in a job or workplace. These top three factors are to be the prime considerations of management/HR practitioners in order to satisfy the millennials in the telco industry.

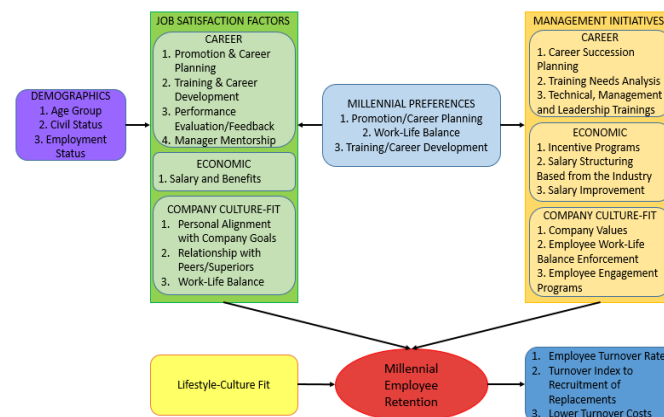


Figure 3. The millennial employee retention model

2. Job Satisfaction Factors representing the side of the millennial employees composed of three dimensions which are Career, Economic and Company Culture-Fit. Career dimension includes Promotion and Career Planning, Training and Career Development, Performance Evaluation and Feedback, and Manager Mentorship. The Economic dimension involves Salary and Benefits. The last dimension is Company Culture-Fit which includes Personal Alignment with Company Goals, Relationship with Peers/Superiors and Work-Life Balance.
3. The demographic profile in terms of Age Group, Civil Status and Employment Status are to be considered when using the model. These demographic variables were tested its relationships and proven to affect the job satisfaction factors as well the preferences of millennials.
4. The Management Initiatives were designed with three dimensions: Career, Economic and Company Culture-Fit. These three drivers are composed of the different programs which are to be implemented by the management/HR practitioners using the model.
5. Career in the Management Initiatives is composed of three programs namely: (1) Career Succession Planning, (2) Training Needs Analysis and (3) Technical, Management and Leadership Trainings.
6. Economic in the Management Initiatives is directed on the economic needs of an employee. The programs included in Economic are: (1) Incentive Programs, (2) Salary Structuring based from the Industry and (3) Salary Increase/Salary Loan.
7. Company Culture-Fit in the Management Initiatives is a strategy to be able to hire the right employee who will fit the job and be with the company for the long-term. It includes the consideration of company values wherein the values of the company should match the values of an individual. This could be leadership of the company, characters of employees in the company, support of the company to its employees, work ethics within the company and attributes that reflect the company that would affect the employee as part of the company.
8. Lifestyle-Culture Fit refers to the fit between the lifestyle of the millennials to the culture of the company. This is an important consideration since millennials have the common lifestyle of travelling, creating social media content and exploring their passion outside the work they do. Understanding the millennials lifestyle is a critical factor whether he/she will be a good fit to the company as the duties and responsibilities of an employee can affect its lifestyle. While on the other hand, culture came from the management side of the model reflecting the company wherein company culture is one of the factors affecting the lifestyle and values of a millennial in the workplace.
9. Millennial employee retention in this model impacts to three outcomes which are: employee turnover rate, turnover index to recruitment of replacements and lower turnover costs. Employee turnover rates is to be at minimum because of satisfied millennials in the workplace. Lower turnover costs is to address the four types of costs created by employee turnover which are recruitment cost, training cost, lost productivity cost and lost sales cost.

#### **4. Conclusion**

Millennials in the workplace are an essential asset comprising the organization. Keeping these millennials satisfied in the workplace in terms of their job satisfaction factors is a key to retaining them in the workplace. Through the developed millennial retention model, companies can align their current programs and activities to the recommended programs of the retention model. Organizations will be able to retain millennials in the workplace by keeping them satisfied in the job they do and at the same time minimizing their turnover intention. Millennials in the Philippine Telco industry were very satisfied with their relationship with peers/superiors but were either satisfied or dissatisfied with their salary and benefits. Thus, only salary and benefits are the factors leading to millennial turnover in the workplace. Moreover, the telco companies in the Philippines were also able to meet the job satisfaction needs and preferences of these millennials which resulted to a satisfied millennial workforce in the industry in terms of all the examined job satisfaction factors.

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## **Biography**

**John Jerjie Reyes** is a full-time graduate school student from Mapúa University in Manila, Philippines finishing his Master of Science in Engineering Management degree. He earned his bachelor's degree in Electronics and Communications Engineering from Rizal Technological University. He passed both the electronics technician and electronics engineering licensure exam conducted by the Professional Regulation Commission of the Philippines. Engr. Reyes is a former survey and design engineer at Huawei Technologies Philippines with four years of work experience in the Philippine telecommunications industry. His experiences in telecommunications include site survey, site integration, contractor coordination and management, project planning, project implementation, project management, customer-interface, project requirements delivery and project progress reporting. He attended seminars conducted by the Institute of Electronics and Communications Engineers of the Philippines (IECEP) and national conference by the Operations Research Society of the Philippines (ORSP).

**Marvin I. Noroña** is an Industrial Engineering and Engineering Management Professor at the Mapúa University in Manila, Philippines. He holds a Bachelor of Science degree in Industrial Engineering and a Master degree in Business Administration from the University of the Philippines. He is also a candidate to earn a Doctor degree in Business Administration at the De La Salle University in Manila, Philippines finishing his thesis entitled "Lean and Green in the Philippine Automotive Industry." He is a Professional Industrial Engineer certified by the Philippine Institute of Industrial Engineers and was a member of the Board of the Production & Operations Management Association of the Philippines. With 30 years of industry experience working for leading business firms in the packaging, food & beverage and engineering services industries, he is a recognized professional management consultant in the areas of manufacturing, operations and quality improvement, strategic management, lean systems and logistics & supply chain management. In addition, this areas, he handles the courses in entrepreneurial engineering, product design & development and project management. His research interests include service quality, operations & supply management, technopreneurship and sustainability.