













7. The managers of the different companies are constantly trained to 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.

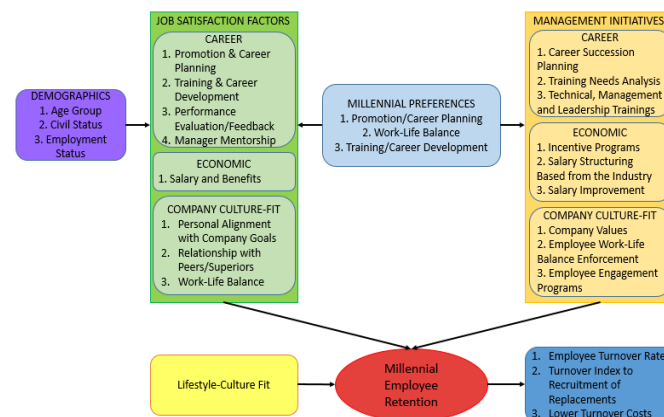


Figure 3. The millennial employee retention model

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).

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