

Determinants of Millennial Employee Retention in Selected Philippine Workplaces

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ABSTRACT

There were estimated 47.1% of the more than 66 million Filipino workers identified as millennial and are occupying a relatively large portion of the Philippine economy. Thus, millennials in the workplace should be given more attention. This study examines the level of importance of the job factors in terms of work conditions, human relations and benefits derived in the workplace as it determines their stay in the company. A total of 1142 Filipino millennials, aged 22 to 37 employed in three different work sectors: Education, Information Technology and Manufacturing were the respondents of the study. A three-part researcher developed questionnaire was utilized. There were nine factors predicting employee retention: professional and career development, coaching and mentoring, recognition, work life balance, compensation, benefits and rewards, management and leadership, work conditions, relationships, and job flexibility. Half of the respondents are female and with ages from 22 to 25 years old. Majority of the respondents have college degree and have stayed in the company for at most 6 years. Filipino millennial respondents assessed the top five factors as compensation, benefits and rewards; relationship; work conditions; job flexibility; and management and leadership. All the nine factors of retention were assessed significantly different among the nature of job and among education levels. Two factors, work conditions and relationships were assessed significantly different among gender. There are also significant differences in the factors when grouped by age. The length of stay of Filipino millennials in their jobs is determined by age, education, and the factors compensation, recognition, and job flexibility.

Keywords: *Factors, millennial, Philippines, retention, workplace*

INTRODUCTION

Millennials are born on the edge of the millennium and had several distinctive features, which differ them from the people before. Millennials are also referred to as the “Generation Y” or the “Echo Boom”. This age group has also been called the “Peter Pan” or “Boomerang Generation” because of the propensity of some to move back in with their parents (Main, 2017), perhaps due to economic constraints, and a growing tendency to delay some of the typical adulthood rites of passage like marriage or starting a career.

This generation occupies a major part of the workforce population today. Like other generations before, millennials are described with a unique characteristic but different from other generations. Millennials are known as digital natives and connects themselves to the outside world in most of time and which shapes their identities. They have a special attitude towards life with their own fears, problems, insecurities, and difficulties.

There is limited literature that describes the Filipino millennial generation. One of these studies which included some statistics of Filipino millennials presents some characteristics such as closeness to family, activeness on social media, and perception on social responsibilities. According to a global research study by McCann Truth Central (2016, as cited in Natividad, 2016), 83% of Filipino millennials rely on their parents for advice, in contrast to 73% globally. When it comes to social media, 61% of Filipino millennials feel pressured to portray the best versions of themselves in social media, compared to the global average of 53%. In addition, 96% of Filipino millennials believe that they are socially responsible to make positive contributions to the community, which is higher than the 89% global average. Jorge (2016) of Adobo Magazine cited the same study and revealed that 80% of Filipino youth

believe that effective financial management is a key to success, in contrast to the global average of 54%. It can be presumed that Filipino millennials, in general, possess a different culture from millennials in other countries. This culture is shaped by the unique history and current economic, social, and political conditions of the Philippines (Alcasid, et al, 2017).

An article wrote by Dela Cruz (2016) stated that millennials are predicted to comprise half of the entire global workforce by the year 2020. In fact, there were estimated 47.1% of the more than 66 million Filipino workers are identified as millennial thus occupying a relatively large portion of the Philippine economy. Based on the premises, this study which focuses on millennials and aims to know how they behave and react towards the workplace they are at. This will examine how millennials perceive the company or organization and the leader or manager. It also examines the level of importance of the job factors in terms of work conditions, human relations and benefits derived in the workplace as it determines their stay in the company. It is helpful for the company because it serves as guide on how they can understand, guide, manage, and sustain millennial employees in their company. For the side of employee, it is better to know the different job factors and its relation to each other for them to have a self-assessment in the workplace and know if they are in the right path of work life that they wanted to have. At the end, the study would like to identify the significant determinants of retention as measured in terms of length of service. Thus, to gain employees' career commitment to the organization and increase retention the employer needs to identify which retention factors more influence to career commitment.

Review of Literature

The Millennial Generation

There are varying time frames found in the literature in defining generations. Generation Y or the Millennials were born in or after the 1980s and who entered the labor market in the 2000s (Deal, Altman, & Rogelberg, 2010). In the US Census in 2014 the closing date for millennials is 1995. Dimock (2018) had its ending year at 1996 with the ages 22 to 37 up to date. For Rainer & Rainer (2011), millennials are individuals born between 1980 and 2000, while for Watson, Lotan & Hounzangbe (2013), millennials are born between 1982 to 2000. Millennials are higher educated than earlier generations, highly competent users of information and communication technologies (ICTs), and accustomed to the world of social media (Hershatter & Epstein, 2010; Kowske, Rasch, & Wiley, 2010).

These ages during the said era experienced dramatic shifts with regards to the youth attitudes, behaviors, and lifestyle that branches to the variations of characteristics across different generations.

Millennials are the largest generation in the workplace thinking the fact that they have unique characteristics than other generations. The millennials were shaped with different technological changes and political social events that brought them a mix of attitudes. Hence, their curiosity, individuality, social goodness, financial stability, technological innovativeness, regular feedback, and collaboration are employers' motivation in developing their millennial employees to become excellent staff (Patel, 2018).

Filipino Millennials in the Workforce

In the Philippines alone, millennials make up a third of the country's population, which means that they already occupy a significant portion of the workforce. In fact, a survey from the Philippines Statistics Authority indicated that the almost 50% of the Philippine workforce in 2015 is composed of millennials aged 15 to 34 years old. The researchers believe that understanding the millennial workforce will yield essential data that will help companies to map out what to do.

Millennials, those who are currently in their 20s and 30s, are projected to comprise almost half of the entire global workforce by 2020. In the Philippines, in October 2015, it was estimated that 47.1% of the more than 66 million working Filipinos were composed of millennials aged 15 – 34 years old. This data suggests that millennials are not only occupying a significant portion of the Philippine economy but are also shaping the direction of it (Dela Cruz, 2016). Moreover, millennials are described as overly self-

confident and self-absorbed. They are being hunted by employers due to their creativity, but they are also defined as highly entitled, hungry for constant praise and coaching, and unwilling to do the hard work. Millennials are also categorized as career-shifters compared to the other former generations who only change their career twice or thrice. Millennials tend to constantly change their jobs once they feel uninterested or unsatisfied especially if they feel that they are not being given enough recognition of their work. In addition, Philippine Association of National Advertisers or PANA (n.d.) stated that millennial also sometimes quit their job because they tend to stay in a job that they are passionate about than those jobs that can pay well. Therefore, job satisfaction is one of the important factors of producing quality work life that would satisfy the working experience of the Millennial as employees.

Filipino Millennials as the same with the general notion of millennials, also embody traits such as being optimistic, career-driven, socially active, and civic-oriented. As it is the millennial generation which is exposed to issues such as globalization, terrorism, migration and other national, international, transnational issues of the world, they are perceived to be the most active and reactive among all generations as of this date (Alcasid, 2017).

Trend data shows that businesses that make corporate social responsibility (CSR) a cornerstone of their mission and which involve millennials in such initiatives boost this generational cohort's sense of empowerment and, as a result, increase their levels of loyalty. This is good news for local businesses as 72 percent of Filipino millennials said they feel enabled to contribute to charities/good causes at work, compared to just 54 percent of millennials globally. More of them also expressed a desire to stay longer in their current employment: Last year, only 10 percent of Filipino millennials said they plan to stay for more than five years in their current job; that figure has risen to 34 percent this year. And despite the growing popularity of freelance work, or the 'gig economy,' only 36 percent of them expressed a preference for this type of work. The rest would rather be employed full-time or on a permanent basis (2018 Deloitte Millennial Survey).

Employee Retention

According to Zineldin (2000) employee retention is the all-round module of an organization's human resource strategies, which commences with the recruitment of the right people with the right skills that is required by the organization and continues with practices which promotes employee engagement and commitment to the organization. It is further viewed as an obligation to continue to do business or exchange with a particular company on an ongoing basis.

Employee retention is concerned with keeping or encouraging employees to remain in an organization for a maximum period of time (Bidisha & Mukulesh, 2013). Mita (2014) defined employee retention as a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements. According to Workforce Planning for Wisconsin State Government (2015), employee retention is a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs. Retention activities may be defined as a sum of all those activities aimed at increasing organizational commitment of employees, giving them an overall ambitious and myriad of opportunities where they can grow by outperforming others (Bogdanowicz & Bailey, 2002). Johnson, (2000) defines retention management as the ability to hold onto those employees you want to keep, for longer than your competitors. Chaminade (2007, cited in Akala, 2012) on the other hand defines retention as a voluntary move by an organization to create an environment which engages employees for long term.

Factors that affect Employee Retention

Mobley et al. (2004) noted that age, tenure, overall satisfaction, job content, intentions to remain on the job and commitment were all related to employee retention and turnover. Muppuri (2014) said that compensation, job characteristics, training and development opportunities, supervisor support, and promotion are the top five work retention factors.

Studies have also indicated that retention is driven by several key factors, which ought to be managed congruently like organizational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems (Logan, 2000).

Employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted for doing a good job and look forward to improving their organizational customers' satisfaction (Denton 2000).

According to Ghapanchi and Aurum (2011) retention factors include remuneration and benefits, training opportunities, fair and equal treatment, organizational culture. While Allen and Shanock (2013) stressed on relationship with colleague socialization, Andrews and Wan (2009) emphasized on management style and leadership to increase an organization retention capability. A group of researchers led by Loan-Clarke (2010) noted autonomy, work-schedule flexibility, and social support help organization to keep their employees for a longer period. Christeen (2014) identified eight retention factors: management, conducive environment, social support and development opportunities, autonomy, compensation, crafted workload, and work-life balance.

Walker (2001) identified seven factors that can enhance employee retention: compensation and appreciation of the performed work; provision of challenging work; chances to be promoted and to learn; invitational atmosphere within the organization; positive relations with colleagues; a healthy balance between the professional and personal life; and good communications.

Hytter (2007) found that factors such as personal premises of loyalty, trust, commitment, and identification and attachment with the organization have a direct influence on employee retention. She also explained that workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence. Pritchard (2007) believed training, and development is one of the important retention programs incorporated to retain their employees. Kyndt et al.,(2009) have found in their study, while investigating employee retention that personal factors such as level of education, seniority, self-perceived leadership skills, and learning attitude and organizational factors such as appreciation and stimulation, and pressure of work are of great relevance in employee retention.

Theoretical Framework

The study is governed by two theories, Maslow's hierarchy of needs and Herzberg's motivation-hygiene theory.

Abraham Harold Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees' performance (Maslow 1954 cited in Jerome, 2013). Maslow consequently extended the idea to include his observations of humans' innate curiosity, over the years research and authors has criticized the theory as being irrelevant in most part of the world for is western in nature. Contrary to such assertion, Maslow's hierarchy of needs theory remains relevant in every sector of our business today.

The Motivation-Hygiene Theory or the dual-factor theory, was penned by Frederick Herzberg in 1959. The theory states that people's job satisfaction depends on two kinds of factors. Factors for satisfaction (motivators/satisfiers) and factors for dissatisfaction (hygiene factors/ dissatisfiers). Performance, recognition, job status, responsibility and opportunities for growth all fall under motivators/satisfiers. Hygiene factors/dissatisfiers are about salary, secondary working conditions, the relationship with colleagues, physical workplace and the relationship between supervisor and employee. Performance, recognition, job status, responsibility and opportunities for growth all fall under motivators/satisfiers.

Conceptual Framework

Figure 1 shows the conceptual framework governing the study. The retention factors identified were guided by the motivators and demotivators cited in Herzberg theory and the fulfilment of the hierarchy of needs by Maslow. The retention factors were listed as supported by related studies and literature.

Professional and career development is the acquisition or refinement of skills to improve job performance. Training opportunity is the available program to prepare an employee for his job. Coaching and mentoring is the assistance provided by other members of the organization to an employee to equip him/her with tools and knowledge necessary for effective delivery of tasks. Recognition is the formal or informal acknowledgment of an employee's work, behavior and performance which supports organization's goals and values.

Work-life balance describes the balance between the time allocated for work and other aspects of life which may include family, personal interests, or social and leisure activities. Compensation, benefits and rewards are the monetary and non-monetary awards given to an employee by its employer. Compensation includes the financial and non-financial reward paid to the employee for the services provided to the organization. Management and leadership constitute the effort provided by the head of the organization or department to achieve the goals. Management involves controlling and directing the resources of the organization according to the established principles and values while leadership is setting the direction and vision for the people in the organization to follow.

Work conditions refer to the working environment existing in the workplace which may include job hours, physical conditions and working relationships. Job flexibility is the condition where employers and employees decide about employee working conditions.

The identified retention factors may vary among profile groups of respondents. Several studies have indicated the variation in the assessment based on age, gender, education, and type of work. Retention is described in terms of the length of stay of the employee in the organization/ company. Hayes (2015) reported age as a significant predictor variable for turnover intention. Kraemer and Gouthier (2013) also found that females working in call centers had greater organizational commitment towards their organization in comparison to males (Kraemer and Gouthier, 2013). Grissom et al. (2012) postulated that turnover intentions were lower when gender congruence between the leader and the member existed. Similarly, researchers should study length of tenure using moderating variables. Perceptions of autonomy, older age, and higher wages are predictors of increased tenure (Butler et al., 2014).

Level of education or qualification is found to be positively associated with turnover suggesting that the more educated employees are, the more likely they are to quit (Agyeman & Ponniah, 2014). Jayasingam and Yong found lower instances of turnover among knowledge workers, but Islam et al. found turnover intentions were more likely for individuals with advanced levels of education. The possibility of a relationship existed between turnover intentions and an employee's education level and supervisory status (Islam et al., 2013). When viewing the effects of education, individuals with college degrees were more likely to leave the organization than employees that did not have degrees were (Islam et al., 2013). The acknowledgment of advanced levels of education improved the marketability of employees (Stanley, Vandenberghe, Vandenberg, & Bentein, 2013). As employees gained education, they often sought employment with new organizations (Wren et al., 2014). Hayes (2015) found no significant statistical relationship between education and turnover intention.

The study aims to identify the significant determinants of employee retention among those employed in manufacturing, information communication and technology and education sectors.

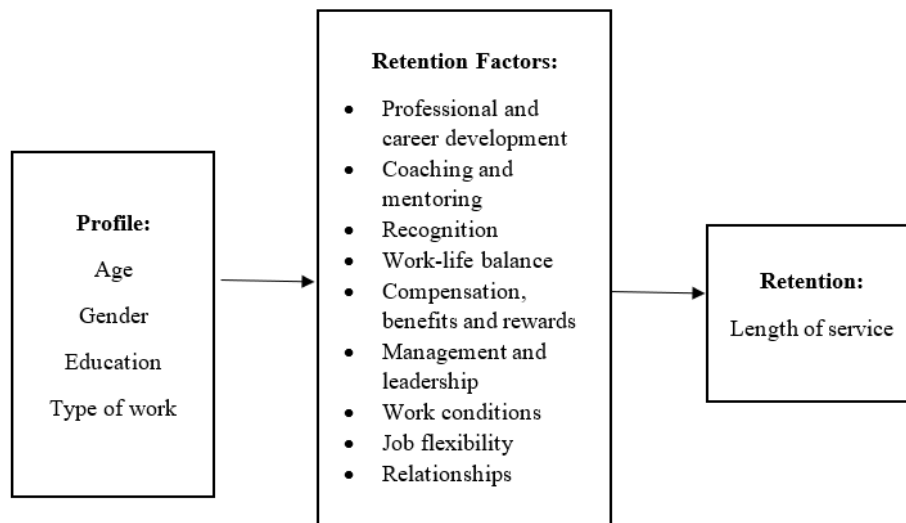


Figure 1. Conceptual Framework of the Study

Objectives of the Study

The study aims to find the determinants of employee retention among Filipino millennials in selected workplaces. Specifically, it aims to 1) to present the personal profile of the respondents in terms of gender, age, educational attainment, and the length of stay in the company; 2) to present the work profile in terms of the nature of the company and the rating of the workplace; 3) to present the level of assessment of the factors contributing to the respondent's stay in the company; 4) to compare the level of assessment when respondents are grouped by age, gender, education and type of company/organization; and 5) to identify the determinants of retention in the workplace.

METHODOLOGY

The study is a descriptive research that utilized quantitative data to present the millennial's view of the workplace. According to CR. Kothari 2004, the descriptive research includes survey and fact-finding enquiries of different kinds. It emphasizes what exist such as current conditions and situations. The major purpose of this is the description of the current state of millennials in the workplace.

The respondents come from selected workplaces within Batangas and Laguna. These workplaces represent three sectors: Information Technology (IT) related, education, and manufacturing. Manufacturing companies rank one in the number of establishments and employees under the industrial group. Information technology and education are included in the non-industrial sector. These three groups were chosen since more than 50% of the establishments have at least 50 employees. The manufacturing sector has 64.8% of the establishments with 50 or more employees while the information and communication sector have 57.3%. There are 53.9% educational institutions with at least 50 employees (Philippine Statistics, 2017).

A total of 1142 Filipino millennials, aged 22 to 37 employed in three different work sectors were the respondents of the study. Respondents from the manufacturing sector were from top manufacturing companies located in Calamba and Canlubang, while the respondents in information and communication represents the business processing companies mostly call center agents in Sta Rosa, Binan and Lipa City. Respondents for the education sector are members of tertiary institutions in Calamba, Binan in Laguna and in Tanauan, Batangas.

Table 1. Distribution of respondents according by work sector

Sector	Frequency	Percent
IT	338	29.6
Education	419	36.7
Manufacturing	385	33.7
Total	1142	100

A researcher developed questionnaire will be used to gather the data. The survey questionnaire consists of three parts: the personal (part 1) and work (part 2) profiles; the assessment of the factors that make them stay in the organization (part 3). The first and second parts are checklist type, wherein the respondents would just put a check beside the data that is applicable to them.

Demographic profile includes gender, age, educational attainment, and the length of service, while the work profile includes the nature of the company/ organization and the rating of the workplace. Part 3 contains 40 statements that describe the factors that would make an employee stay with a company. The factors include professional and career development (5 items); coaching and mentoring (5 items); recognition (4 items); work life balance (3 items); compensation, benefits and rewards (5 items); management and leadership (5 items); work conditions (4 items); relationships (4 items); and job flexibility (5 items). The items are assessed using a 4-point Likert scale with 4 as strongly agree and 1 as disagree. The questionnaire has a Cronbach alpha of .894 indicating its reliability.

Data were summarized in tabular form and were analyzed to achieve the objectives. The data on personal and work profile were presented in frequency distribution tables. The data on the assessment using the Likert scale were summarized using weighted means and composite means. To compare the assessment among profile variables, analysis of variance was applied. To identify the determinants of retention, regression analysis was utilized.

RESULTS AND DISCUSSIONS

Profile of Respondents

About half of the respondents are female (50.2%) and aged 22 to 25 (50.6%) with majority having a college degree (68.3%). There is a higher percentage of males (36.3%) working in the manufacturing sector while there are more female (42.4%) respondents in the education sector. The education sector has a higher percentage of workers aged 22 to 25 (40.3%) and aged 30 to 33 (37.7%).

Because of the opening of the K-12 program, a lot of education graduates had been hired to fill in the needs. These numbers add up to the existing pool of teachers who have stayed in the institution for quite several years. The manufacturing sector has a higher number of workers aged 26 to 29 (39.3%) and aged 34 to 37 (38.2%). The education sector has more of college graduates (45.5%) and with masters/doctoral degrees (69.2%) while the manufacturing sector has more of high school level (76.3%) and vocational level (71.0%). The education sector has a college degree as the minimum educational qualification. Teachers are also advised if not required to take graduate studies to upgrade themselves. The IT sector has an equally divided number among the age groups and education levels.

Majority of the respondents (71.4%) have stayed in their jobs at most 3 years. A minimal number had stayed in their current job for at least 6 years (3.4%). Millennials in the education sector have an equal distribution who have stayed from less than a year to 6 years. This is supported by the implementation of the K-12 where a lot of new education graduates are hired to fill in the vacant slots. Most of the millennials in the education sector works for their tenure thus allowing them to stay up to 3 years. There are a few respondents who have stayed for more than 6 years. This is composed of those who have pursued further studies and who have gained some positions in their institutions. The manufacturing sector is dominated by those who have stayed for less than a year. The manufacturing

industries hire high school and vocational graduates who works on specific skills. The IT related industry has most of their employee staying for 1 to less than 3 years. Among professions, the IT industry specifically the call centers offer an attractive starting pay, thus employees would stay a little longer. The type of engagement is different in the IT related industry because it is more technical in nature.

Table 2. Distribution of the respondents by profile variables

Gender	IT related	Education	Manufacturing	Total	Percent
Male	154	145	170	469	41.1
Female	148	243	182	573	50.2
LGBTQ	36	31	33	100	8.8
Age group					
22 to 25	165	233	180	578	50.6
26 to 29	90	95	120	305	26.7
30 to 33	58	69	56	183	16.0
34 to 37	25	22	29	76	6.7
Education					
High school	36	2	122	160	14.0
Vocational	28	8	88	124	10.9
College	256	355	169	780	68.3
Masters/Doctoral	18	54	6	78	6.8
Total	338	419	385	1142	100.0

According to Amy Adkins (2018), millennial employees are likely to move around or job hop. One good reason to this is that the millennial has low engagement in the workplace. As found by Gallup, only 29% of millennials are engaged at work, meaning only about 3 out of 10 are emotionally and behaviorally connected to their job and company. As a result, even at such a young age, the employees already have numbers of job. Millennials desire a good work-life balance and sometimes they are frequent job-hoppers for the desire of fulfilling a job.

Table 3. Distribution of respondents according to length of stay in the job

	IT related	Education	Manufacturing	Total	Percent
Less than a year	98	134	226	458	40.1
1 to less than 3 years	123	145	90	358	31.3
3 to less than 6 years	80	104	42	226	19.8
6 to less than 9 years	24	26	18	68	6.0
9 to less than 12 years	8	8	6	22	1.9
12 years or more	5	2	3	10	0.9
Total	338	419	385	1142	100

Assessment of the Factors of Retention

Data shows the highest assessed factor of retention is compensation, benefits, and rewards with an overall mean of 3.54. This is followed by relationship, work conditions and job flexibility with the same overall mean of 3.50. The least of the factors is work-life balance with a mean of 3.11. Of the factors, compensation, benefits, and rewards was rated highest by the respondents. Respondents in the

manufacturing sector has the lowest assessment on compensation, benefits and rewards, relationship, and work conditions. Job flexibility is desired more by those in the education sector.

Compensation, benefits, and rewards

Among all indicators in all factors, wages and salaries, health insurance and performance bonus are the top three ranks. It can be implied that all workers irrespective of their age would consider the amount of pay they get from a company. This monetary gains in addition to other reward system like performance bonuses would more likely retain millennial workers. Current times entail many expenses when people get sick, thus a health insurance is one of the perks that would attract millennial workers. In similar cases, compensation was reported as a primary work retention factor (Muppuri, 2014; Logan, 2000; Ghapanchi & Aurum, 2011; Walaker 2001). Logan (2000) and Ghapanchi & Aurum (2011 added benefits to pay as a retention factor. Results were also in consonance with Watson et al (2013) who reported competitive wages and other financial incentives and good benefits package are attractive to millennials.

Filipino millennials assessed compensation, salaries, and health insurance as the most important benefits they look for in a company. Good salaries and wages reduce financial stress and makes the employee more productive. Benefits and the salaries that were given to the employees enhance the job satisfaction of the employees. In a way of giving benefits to the employees, they tend to commit themselves in the company (Munir & Rahman, 2016). Compensations is one of the important things since the basic goal of an employee is to earn money (Tulgan, 2018). The results show that millennials want a salary boost to go with a job and they want perks and will change jobs to get them. Employees are not just looking to shop around for the experience, they want a pay raise to come with it. The benefits they value align with those that other generations see as most important: things closely related to quality of life like health insurance, paid vacation, and retirement plans (Steinhilber, 2017). A study from MetLife (2017) found that 60 percent of employers say offering health insurance has led to higher productivity levels. And according to the CDC, employees who prioritize preventive care — like regular checkups — get more accomplished at work.

Relationship

Relationships in the workplace ranks second highest in the assessment. Relationship factor includes respect for authorities, collaboration at work, good interpersonal relationship, and a supporting culture. Millennials value respect for authorities and co-workers. They also look forward to collaboration at work. The results confirm the study of Allen and Shanock (2013) and Walker (2001) who stressed on relationship with colleague socialization as a contributing factor to retention. Healthy relations and mutual support will help bringing success to everyone and to the organization (Suresh, 2014).

Work condition

Work condition ranks third among the factors. Work conditions include trust, equality of workload, challenging work and open and honest communication between managers and employees. Millennials consider trust in the workplace among co-workers and between leaders and workers. It is still believed that a trusting environment is conducive to a more convenient place to work. This was furthered by Christeen (2014) who mentions a conducive environment as a factor of workplace retention. Results confirmed the claim of Hytter (2007) who found that factors such as personal premises of loyalty, trust, commitment, and identification and attachment with the organization have a direct influence on employee retention.

Filipino millennials pay much respect and trust to their superiors and co-workers. As a professional employee, they know the limitations between the people on their surroundings. Having respect to the co-worker in the company, reduces the stress of the workplace and conflicts, and increases the productivity of the employee. In addition, the workplace will have a positive culture or environment and will increase the employee satisfaction (Martinelli, 2018). They do collaborative work and maintains good communication with people in the workplace. On the cultural aspect, it shows the Filipino traits of having high interpersonal relationships, valuing other people more than their own interests. Millennials perform according to expectations, and they are ready to accept challenging work to provide meaning to their work. They come to work on time and meet deadlines.

In a study entitled, “The Millennial Generation and the Workplace” states that millennials really value their time when it comes to their work for them to have a balance work-life. Millennials believe that work-life balance means not having rigid boundaries between work and life. A more fluid approach ensures less stress (Claps, 2010). Therefore, it can be interpreted that millennials want a healthy mix of achieving professional goals and time to pursue personal goals.

Job flexibility

Millennial workers consider job flexibility as one of the factors that would allow them to stay in the job. Job flexibility includes achievable deadlines, challenging work, providing meaning to work, schedule flexibility and multi-tasking. Millennials like achievable deadlines and challenging work/job. Challenging work (Walker, 2001) and pressure of work (Kyndt et al.,2009) are of great relevance in employee retention.

Management and leadership

Respondents agreed that the company they work in is managed by innovative leaders and composed of talented people. There is open and honest communication between managers and the employees. Opportunities for employees at all levels to share their ideas are provided. The people in the company or organization are easy to work with and each one shares expertise to aid other employees when needed. Collaboration in the workplace is a sign of effective team as it harnesses the best out of two or more individuals together. In general, the millennials regarded the workplace as a very good venue to develop themselves, share their expertise and help in making it an ideal place to work. Workplace culture is a primary influence that could easily be innovated, and thus, choosing a lighter, more efficient environment for the employees is one big thing that could make them stay. Overall, the respondents moderately that their current workplace addresses it.

Under management and leadership, millennials look forward to performance feedback and a management that addresses their workplace concerns. Andrews and Wan (2009) and Christeen (2014) emphasized on management style and leadership to increase an organization retention capability.

The impact of management on employee retention can be viewed from two perspectives: leadership style and management support (Christeen, 2015). Kaye and Jordan-Evans (2002) laid emphasis on the fact a manager should be a good boss to impact retention positively. Duffield and O’Brien-Pallas (2003) were more specific in the way leadership and retention correlate and viewed participative leadership style as a contributing factor of employee retention. Kroon and Freese (2013) are also of the view that participative leadership style plays a significant role in employee retention. Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009) has found that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively.

Andrews and Wan (2009) were less specific about the style of leadership that positively impacts the capability of an organization to make its employees stay. However, they noted that management plays a determinant role in employee retention and established that there is a direct correlation between

employee retention and manager behavior. Involvement of employee in decision making motivates them to stay in an organization (Tremblay et al, 2006). Noah (2008) observed that participation in decision-making process makes employees feel they are part of the organization, and this increases loyalty and retention.

As far as support is concerned, Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades (2002), and Paillé (2013) observed that management support is even more important than the organizational one. According to Ellett, Ellis, Westbrook, and Dews (2007) supportive, quality supervision and leadership that values employees has a positive impact on retention.

Joo (2010) mentioned the fact of being supervised in a supportive manner is a contributor to retention. Tymon, Stumpf, and Smith (2011) as well as Mignonac and Richebé (2013) identified supportive supervision from managers as a contributing factor to employee retention. Other researchers who observe the same relationship between perceived management support and retention (Horwitz, et al, 2003; Karatepe, 2013; Prince, 2005). Aselage (2003) describe that if the employee receives the support from the employers, such as training, they will trust the employer and was more obliged to reciprocate.

Benson (2006) reported the number one reason a cohort of millennials leaves a job is directly related to a boss. Millennials want communication from the boss more frequently than any other generation in the workforce. 42% of millennials want feedback every week – more than twice the percentage of every other generation (Benson 2016). Millennials appreciate acknowledgement and feedback, which they expect to receive from their managers (Stein & Martin, 2016)

Two out of three millennials will change company within four years if they perceive lack of leadership development and if they feel being overlooked (Stein & Martin 2016).

Professional growth and career development

Millennials also like to be continuously trained for their professional growth and career development. It was also disclosed by Christeen (2014) who said development opportunities contribute to retention. Pritchard (2007) believed training, and development is one of the important retention programs incorporated to retain their employees. Watson et al (2013) reported opportunities for career progression, excellent training and development programs, and flexible working arrangements attract millennials in the workplace.

Development is now considered as gaining new skills and taking advantage of many different methods of learning that benefit employees and the organization alike. Employees benefit by experiencing greater satisfaction about their ability to achieve results on the job and by taking responsibility for their career; the organization benefits by having employees with more skills who are more productive. The availability of employees in terms of skill development opportunities and career movement is the key attractors to organizations (Muppuri, 2014).

Lee & Bruvold (2003) also explore in their research that perceived investment in employee development is positively related to the affective commitment and the employee's intention to stay in the organization. 46% of employed millennials said that development opportunities offered by their employers influenced their choice to accept the job (Watson et al, 2013). If millennials are not given developmental opportunities or any clear career progression, they are likely to change jobs (Stein & Martin, 2016).

A transparent career path helps an employee to stay longer in an organization (Gaurav Bagga 2013). Career opportunities have the strongest impact on employee commitment while the impact of financial rewards is less. The loyalty of the employee enhances when right career development opportunities are rendered to the employees which results in employee retention (Meganck & De Vos, 2009). Watson et al (2013) reported career progression opportunities (52%) as the first of the five characteristics of employers that are attractive to millennials.

Eisen (2005) states that training programs available to all employees correlate with a 70% increase in employee retention rates. Research indicates training methods that engage workers with career

challenges, advancement opportunities, work incentives, competitive wages/benefits, and supportive work environments are effective retention strategies for employees of any age (Eisen, 2005). Evidence supports the conclusion that access to regular training programs enhances growth, prosperity, and retention for both employees and employers (Amble, 2006). Training benefits (tangible or intangible) correlate with higher levels of consistency, competency, productivity, adaptability, independence, and loyalty in employees at any age (Boomer Authority, 2009).

Coaching and mentoring

Coaching and mentoring, recognition and maintaining work-life balance are the least assessed of the factors. Christeen (2014) Walker (2001) likewise account work-life balance retains employees. The data shows that trust and respect are the extremely important job factors. Since it is a fundamental building block of any organization and can be regarded as so important as to make issues pertaining to trust capable of making or breaking an organization's culture. Good management, open communication and enjoyable workplace were likewise assessed as extremely important. Motivating and helping one another likely to remain loyal.

Coaching employees is valuable in helping them meet their goals, but it is also important for managers to simply show that they care. It is an intangible incentive that can make a big difference in employee motivation (Moses, 2000). Millennials would rather have a mentor – someone who genuinely values their skills, recognizes their achievement, and strengthen their weak points (Stein & Martin 2016). Three quarters (76%) of millennial graduates enjoy working with senior management of an older generation because they believe they can learn a lot from them (Watson et al, 2013). One of the most valued opportunity is the chance to work with strong coaches and mentors. Stein & Martin (2016) observed that loyalty to an employer is driven by understanding and support of millennial's career and life ambitions. 83% of millennials were satisfied with their development through mentoring.

Table 4. Mean assessment of the factors that leads to retention

	IT related	Education	Manufacturing	Mean Total
Compensation, benefits, and rewards	3.59	3.65	3.38	3.54
Relationship	3.54	3.52	3.44	3.50
Work conditions	3.51	3.53	3.45	3.50
Job flexibility	3.47	3.55	3.46	3.50
Management and leadership	3.48	3.47	3.41	3.45
Professional growth and career development	3.44	3.41	3.34	3.40
Coaching and mentoring	3.39	3.38	3.34	3.37
Recognition	3.34	3.22	3.28	3.28
Work-life balance	3.12	3.11	3.08	3.11

Recognition

Providing skill recognition of personal job accomplishments is an effective retention strategy for employees at any age (Yazinski, 2009). Fulfilling peoples need for acceptance by acknowledging individual work accomplishments prolongs employment of employees (Redington, 2007). Managers should seek out opportunities to recognize or appreciate employees informally, perhaps over lunch or

during water-cooler conversations. These are moments employees remember (Tiwari, Saxena, 2012). Employees who feel valued generally reciprocate by offering their loyalty to the company. A system of continuous reward and recognition culture should be built whether monetary or non-monetary. A feeling of appreciation motivates the employees to perform better and in a happier manner.

The system of a fair reward system builds a sense of equity among the employees which motivates them to stay longer in an organization (Devi 2009). Silbert (2005) forwarded the view that reward is important because it has an enduring impression on employees which, in turn, gives the employees the impression that they are valued in the organization. Walker (2001), recognition from bosses, team members, coworkers and customer enhance loyalty.

Work-life balance

Work-life balance includes provision of sufficient rest hours and working beyond schedule. When the Millennial employee achieves work-life balance, the employee can participate in social and civic causes such as environmental clean-up activities, and volunteering in nonprofit organizations (Twenge et al., 2012). Three out of four millennials reported that work life balance drives their career choices (Benson, 2016). HR policies addressing work-life balance are critically important because the current generation of employees attaches much more importance to quality of life, because of the ever-increasing work pressure (Cappelli, 2001).

The balance of both employee's job and his/her life as a retention factor has frequently been cited in the literature (Schuler, et al, 2011). The conflict between one's work and his life at large has been the song of the current employment era. Due to this, there is an increasing demand for more flexible forms of work which would positively impact the reduction of the work-family conflict and employee satisfaction in general. When an individual leads a balanced life, they are likely to experience vigor as a component of work engagement (Cinamon & Rich, 2010). Providing emotional support and work life balance to employees helps organizations in low turnover (Karatepe 2013).

Comparative analysis of the Factors of Retention

Comparative analysis reveals significant difference ($p=.000$) in the assessment of all factors according to the work sectors. The respondents in the IT sector have significantly higher assessment than those in the Education and Manufacturing sectors in all factors. Those in the Education sector likewise has significantly higher assessment than those in the Manufacturing sector in the relationship, job flexibility, coaching and mentoring, and recognition. However, assessment in compensation, benefits and rewards, work conditions, management and leadership, professional growth and career development, and work-life balance are not significantly different between those in the Education and Manufacturing sectors.

Millennials have a drastically different outlook on what they expect from their employment experience. Millennials are well educated, skilled in technology, very self-confident, able to multi-task, and have plenty of energy. They have high expectations for themselves, and prefer to work in teams, rather than as individuals. Millennials seek challenges yet work life balance is of utmost importance to them. They do, however, realize that their need for social interaction, immediate results in their work, and desire for speedy advancement may be weaknesses by older colleagues (Gilbert, 2011). The results negate the findings of Twenge, Campbell, & Gentile (2012) who reported that millennials are more individualistic and has a higher level of self-reliance, being competitive, and prefers working alone. Comparative analysis of the assessed factors among gender reveals significant differences. In the IT sector, LGBTQ group has significantly higher assessment on relationship, work conditions, management and leadership, professional growth, and development, coaching and mentoring, and recognition. In the education sector, LGBTQ group likewise assessed relationship significantly higher than the male and

female groups. In the manufacturing sector, the male and female groups assessed professional growth and career development significantly higher than the LGBTQ group.

Comparative analysis among levels of education shows significant differences in some of the factors. In the IT sector, there is a strong evidence of difference in relationship and work conditions. In the education sector, there is very strong evidence of difference in all factors except in professional growth and career development although there is minimal evidence showing difference in work-life balance and coaching and mentoring. In the manufacturing sector, there is very strong evidence of difference in compensation, benefits and rewards and a strong evidence of difference in professional growth and career development. In all sectors, those with college and masters/doctoral degrees have higher assessment in all factors than those with high school and vocational level.

When grouped by age, results show older employees assess all factors significantly higher than those who are younger, except on compensation, benefits, and rewards where the younger employees have significantly higher assessment than the older ones.

Predictors of Workplace Retention

Length of stay at work is predicted by age ($p=.000$), education ($p=.000$), and factors such as compensation, benefits, and rewards ($p=.000$), recognition ($p=.001$) and job flexibility ($p=.002$). Millennial respondents of higher age would more likely stay in their jobs. The results have been affirmed by previous studies that shows the significant effect of age and education on turnover intentions (Heavey, Holwerda, & Hausknecht, 2013; Shuck, Reio, & Rocco, 2011). An employee's age is a significant factor in an employee's decision to remain employed with an organization (Mobey, et al 2004; Ng & Feldman, 2010, Hayes, 2015). Older employees with firm-specific knowledge are less inclined to exit an organization voluntarily than younger employees are (Couch, 2011). A study by Ahuja et al (2007) on the IT industry in India found that age had a modest but significant effect on turnover intention. Borman and Dowling (2008) in their study on teacher attrition and retention indicated that those who are 51 years of age or older are nearly 2.5 times more likely to quit teaching than teachers who are 50 or younger. The current study which only dealt with millennials whose maximum age is 37, however shows otherwise.

Table 5. Results of regression analysis predicting retention

R ² =25.7					
Variables	Unstandardized Coefficients B	Std. Error	Standardized Coefficients B	t	Sig.
(Constant)	-91.583	8.023		-11.414	0.000
age	2.968	0.18	0.437	16.495	0.000
education	5.567	0.972	0.157	5.727	0.000
Compensation, benefits, and rewards	6.42	1.396	0.13	4.598	0.000
Recognition	-4.704	1.469	-0.092	-3.203	0.001
Job flexibility	4.761	1.563	0.09	3.046	0.002

The study also shows millennial respondents of higher educational level would more likely stay in their jobs. Those with masters /doctoral levels are given more opportunities for promotion thus leaving the company may not be an option. The possibility of a relationship existed between turnover intentions and an employee's education level and supervisory status (Islam et al., 2013). On the other hand, Agyeman & Ponniah (2014) reveal that level of education or qualification is found to be positively associated with turnover suggesting that the more educated employees are, the more likely they are to

quit. This was also the case reported by Islam, et al (2013) when viewing the effects of education. Individuals with college degrees were more likely to leave the organization than employees that did not have degrees (Islam et al., 2013). The acknowledgment of advanced levels of education improved the marketability of employees (Stanley, Vandenberghe, Vandenberg, & Bentein, 2013). As employees gained education, they often sought employment with new organizations (Wren et al., 2014). Hayes (2015) found no significant statistical relationship between education and turnover intention.

Analysis reveals the significant contribution of compensation and rewards system for retaining employees. This implies that when employees are well paid and taken care of, the more they want to be retained in the company. Johnson and Ng (2015 cited in Hayes 2015) found that when millennials feel they receive fair compensation, they are less likely to seek employment outside of the organization. For younger workers, the absence of monetary compensation is a contributing factor for decisions to exit the organization (Butler et al., 2014).

Njoroge (2007) surveyed the factors that influence employee retention in manufacturing firms in Nairobi and established that employee retention in the manufacturing industry was influenced by the rewards. Employee retention was high in those organizations that clearly communicated their compensation policies to the whole lot of employees. Transparency of pay decisions have been cited as a booster of retention (Baron, Hannan & Burton, 2001). Gardner, Van Dyne, and Pierce (2004) did not see pay as only a motivator but also a retention technique. Hytter (2007) reached the conclusion that there is correlation between retention and reward.

Milkovich & Newman (2004) were more specific. They viewed monetary pay among all kinds of compensation as the most relevant factor in maintain employee. Performance related pay has been identified as retention facilitator. In 2006, team of researchers led by Tremblay also observed that performance related pay is a retention facilitator. According to Hausknecht, Rodda and Howard (2009) extrinsic rewards (amount of pay and other benefits) are contributors of employee retention. Pitts, Marvel and Fernandez (2011) observed that compensation is predictor of employee turnover. Moncraz, Zhao and Kay (2009) were specific about the category of the workforce that reward affects most. They noted that pay reduces turnover and increases commitment among managers.

According to Reville, Boden & Biddle, 2003, compensation is not only in financial form. It can also be in non-financial forms. Benefits, such as pension, life and health insurance, retirement plans and allowances that include company cars or subsidized transportation, all represent a significant pay element in many organizations. In addition, for organizations with tax advantages and economies of scale, compensation and benefits are always viewed as tools for attracting and retaining desired employees (Hauser & Baggett, 2002).

Millennials change jobs on average every 18 months and are not willing to make personal sacrifices for a career (Festing & Schafer, 2014). Millennials are more likely to turnover when they feel there is no opportunity for promotion or increases in pay within the organization (Hayes, 2015). Salary increases are significant motivational factors to top performing Millennials and are consistent with reductions in turnover intentions.

Another factor that predicts retention of millennials in the workplace is recognition. When employers take note of their employee achievement, it establishes a feeling of acceptance and respect. Jacobson states that every employee has a need to be commended and recognized, and the more often they get it, the better. Being recognized for doing a good job makes individuals feel better about themselves and the organization they work for ensuring more loyalty. Employers are in the best position to recognize and retain today's employees. Heath field suggests that organizations should prioritize employee recognition to create a positive, productive, and innovative organizational climate. He added that people who feel appreciated are more productive about themselves and their ability to contribute to the achievement of organizational goals. Employee recognition prolongs individual employment (Cunningham, 2002). The Gale Group (2006) states organizational benefits of personal recognition are priceless, yet statistics supports that the impact of verbal praise can enhance company loyalty, motivation, and perseverance at no extra charge.

In 2011, Accenture in Ireland conducted a survey about the level of recognition that employees receive for doing a good job at work and found 63% who have no plans of leaving are satisfied with their recognition, while 24% are not satisfied with the recognition of the organizations. Given these numerous results, organizations should seek changes to improve their strategies like to eliminate favoritism, recognize more than just the elite, and value employees for more than their work (Muppuri, 2014). Recognizing employee skills and/or personal job accomplishments is an effective retention strategy for employees at any age (Kim, Leong & Lee, 2005). Studies indicate that fulfilling people's need for acceptance by acknowledging their achievements prolongs employment of employees (Redington, 2007). It could be noted that millennials also favor flexible working conditions. Analysis further shows that job flexibility is one of the significant predictors of employee retention. Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities (Cunningham, 2002; Pfeffer, 2007). Eyster, et al. (2008) state that job flexibility along with embracing career and life options, is a critical incentive for all employees.

For Ellett, Ellis, Westbrook, and Dews (2007) and subsequently Loan-Clarke and his colleagues (2010), flexibility plays an important role, particularly in the retention of health workers. For workplace to be a conducive factor of retention it should be enjoyable. The research of Moncarz and his co-researchers (2009) emphasized that the importance of a fun working environment and flexibility. It appears that contributing factors of conducive working environment are flexibility, a fun workplace and availability of resources.

Job flexibility is vital for retaining employees of any age (Kim, W., Leong, J. and Lee, Y., 2005). Studies show that flexibility empowers individuals to facilitate a healthier balance between work and personal obligations, something that appeals to all ages of employees (Schuler, R.S. & Jackson, S.E. 2011). Prenda & Stahl (2001) say that employees having job flexibility options report having higher levels of personal commitment, concentration, satisfaction, productivity, loyalty, and mental capacity at any age. An employee working in flexible terms at the workplace is more motivated to stay than that who is strictly confined within the 8-hours – 5 days system of work. 70% expect some degree of flexibility in their working hours (Watson et al, 2013). Cunningham (2002) states that employees rank flexibility as one of the top priorities for prolonging individual employment.

CONCLUSIONS

Half of the respondents are female and with ages from 22 to 25 years old. Majority of the respondents have college degree and have stayed in the company for at most 6 years. Filipino millennial respondents assessed the top five factors as compensation, benefits, and rewards; relationship; work conditions; job flexibility; and management and leadership. All the nine factors of retention were assessed significantly different among the nature of job and among education levels. Two factors, work conditions and relationships were assessed significantly different among gender. There are also significant differences in the factors when grouped by age. The length of stay of Filipino millennials in their jobs is determined by age, education, and the factors compensation, recognition, and job flexibility. The findings of the study support the framework by Maslow on the hierarchy of needs. It was shown that Filipino millennials still consider the compensation as the main factor that would supply their daily needs. Likewise, Herzberg's motivation-hygiene theory is also supported.

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