Abstract

Purpose - This research study focuses on the millennial generation. It explores retention, motivation and burnout amongst millennials, and whether they differ amongst permanent employees and contingent employees

Design & Methodology - This study utilises an objective and quantitative approach, which involves the use of existing self-administered questionnaires. Data was obtained from permanent and contingent millennial employees working within a global tech company (which will remain anonymous throughout). Data was collected from 95 millennials, of which there were 35 permanent employees and 60 contingent employees.

The questionnaires administered aim to determine Millennial Characteristics by use of The Big Five Questionnaire (John & Srivastava, 1999), Employee Retention by use of Kyndt et al. (2009) retention questionnaire, Motivation by use of Deci & Ryan (2000) WEIMS (Work Extrinsic and Intrinsic Motivation Scale), and Burnout through Maslach's Burnout Inventory (MBI) (1996).

Findings – Key findings show that permanent employees experience higher motivation levels and lower levels of burnout in comparison to contingent employees. Contingent employees show a greater intention to leave the company than permanent employees, who show a high level of retention. In addition, results of regression analyses were supportive of motivation and burnout's ability to predict retention.

Recommendations – The main recommendations are for HR to implement practices focusing on the needs of contingent employees in addition to understanding the millennial motivations as a whole, in order to curtail high turnover.

Limitations – This study is limited by the single industry data and sample size, amongst other limitations. That said, this study provides the foundation for further research into factors affecting permanent and contingent millennial employees.

Practical Implications - This study may contribute to factors affecting high turnover. It has the potential to enhance HR practices within an organisation that employ contingent employees.

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Chapter One

Introduction

1.1 Research Background

One of the most considerable challenges encountered by organisations nowadays is retaining the workplace newcomers, the millennials (Campione, 2015). Millennials are positioning to significantly influence the workplace. In fact, unbeknownst to them, millennials are set to entirely change HR practices as they are currently taking over critical roles within organisations (Črešnar & Jevšenak, 2019). It is therefore imperative for organisations to pay careful consideration in truly understanding the future of our workforce.

In 2018, millennials accounted for half of the employees globally with 38.8 million of them in the workforce (Toossi, 2009; Meister & Willyerd, 2010). With millennials set to be the largest generation ever entering the labour force (Jacobowitz, et al., 2016), in order to be successful organisations must adapt their management style to one that integrates the millennial working style. In the same way that organisations must adapt and innovate to survive the market, it is time they put the same emphasis on their human capital (Mujtaba Elzein Abbas Saeed *et al.*, 2018). Ways in which this can be done, is through understanding the millennials. After all, how can management lead them if they cannot understand them.

This can pose a difficult task for organisations, as their norm management styles used with past generations such as Baby Boomers or Gen X has now dramatically shifted. Considerable amounts of research suggest that millennials are contrastingly different to past generations (Twenge, 2010), this can be made apparent through their behaviours and attitudes (Gibson et al., 2009). Millennials prioritize self-achievement, career goals and progression, therefore they work in different ways to previous generations in order to achieve these goals. Millennials are considered to be self-centered, more concerned with their self-transcendence and self-enhancement. Ng et al (2010) suggest that millennials are profoundly concerned with climbing the corporate ladder, hence, looking for fast promotions and career development. They are often considered needy, overly casual, disloyal and entitled. Millennials were raised on an uncommon amount of positive attention and reinforcement, receiving rewards for solely participating, rather than the way in which they perform. Hence, receiving the 'trophy

kids' title (Alsop, 2008). This is where their robust and illogical sense of entitlement stereotype derives from (Deal, Altman, & Rogelberg, 2010).

Millennial characteristics present conflict against the conventional work environments of generations before them, causing cultural conflict between generations. Older generations, such as the Baby Boomers and Gen X, consider millennials to be disrespectful revolutionaries. However, some members consider them as "evolutionaries" whose contributions are welcomed (Caraher, 2014) as they are also characterised as solution focused, team-orientated, creative and socially conscious (DeVaney, 2015).
With such a varying and complex mix of characteristics, the millennials may be difficult to manage but one thing is for sure, they are certainly harder to keep. Wubbe (2014) suggest that Baby Boomers and Gen X are recognised for their organisation loyalty, in comparison to millennials who are noted as jumping from job to job.

Research suggests that the Millennials tend to change jobs quicker than past generations, but there is still little known around the commitment and the retention of millennials (Hershatter & Epstein, 2010; Twenge, 2010). BLS (2013) suggests that on average, millennials are retained for less than 3 years in a company and just 50% of Millennials intend to be with their current employer one year from now (Rigoni & Nelson, 2016). This is major area for concern for organisations, as Adkins (2016) suggests turnover costs are an estimated $30 billion per annum. With an abundance of talent contained within this generation, it is imperative to utilize and retain those high potentials, who could be tomorrows leaders.

Management are now realising the issues they're facing in successfully managing these newcomers (Thompson & Gregory, 2012), and research shows they are also encountering problems with motivating and retaining their "young people" (Solomon, 2000). It has been suggested that in order for organisations to gain competitive advantage, they can do so by truly understanding what motivates millennials in the workplace (Lancaster and Stillman, 2002). In order for a company to achieve their organisational goals, high productivity and outcomes, all whilst retaining talent, they must delve into what motivates their employees enough to stay.

Motivation is a broad subject area, one in which is a continual process that should be both sustained and developed. Due to generational changes, organisational newcomers and changes in organisational circumstances, companies should continually aim to understand the

factors which motivate their employees. Motivation factors can change over time (Baron, 1983; Hui & Lee, 2000) and therefore continuous research should be conducted in order to determine each new generations' motivation factors. In addition, if an employee is not feeling motivated, they are more inclined to burn out. Burn out is a key indicator of an employee's intention to leave a company. If an employee experiences low motivation, they are likely to experience higher burn out levels causing turnover intention.

As previously mentioned, millennial characteristics present conflict against the conventional work environments of past generations and whilst studies have found distinct differences in millennial expectations, attitudes and preferences in comparison to older generations (Myers & Sadaghiani, 2010; Ng, Schweitzer, & Lyons, 2010) there is little research discussing the conflict amongst the millennials themselves and those with differing job statuses.

Contrasting job statuses, i.e. permanent employees and contingent employees can cause high tension levels between millennials. Permanent employees tend to receive better benefits, compensation and opportunities, therefore are loyal and committed to their company. But what about contingent workers? Are they as loyal? Do they experience the same motivation and burnout levels? Forde & Slater (2006) and Tak & Lim (2008) are just a few of the studies that suggest permanent employees experience higher job satisfaction than contingent employees. This warrants the question on whether this is the case for all work-related aspects such as, as this study investigates; retention, motivation and burnout.

Previous studies appear to address work life balance issues, training and development, career success and future accomplishments (Cole et el. 2002; Patterson, 2007) rather than focusing on what will retain, motivate or burn out employees. In addition, there appears to be a major gap in the literature that compares these factors amongst millennial contingent and millennial permanent employees.

1.2 Organisational Context

Research was conducted at a global tech company. The company has a mixed amount of permanent employees and contingent employees. The purpose of conducting this study was to determine whether this mix of permanent employees and contingent employees, experience different levels of retention, motivation and burnout.

1.3 Contribution & Justification

Due to the growing demand of contingent workers, this research may lead to the implementation of techniques aimed to bridge the gap between permanent and contingent workers. Contingent workers can be a great asset to an organisation if techniques are utilized effectively, therefore HRM must consider the possible implications of demotivated, burnt out contingent employees and their intention to leave the company. This study aims to shed light on the nature of contingent employees, and additionally build on existing literature with the addition of a quantitative approach.

1.4 Report Structure

This study firstly presents the Introduction Chapter which provides an overview and context of the research and outlines the structure. The Literature Review delves into existing literature on millennial characteristics, motivation, retention, burnout and job status. The literature review identifies the gap in current research surrounding permanent and contingent millennial employees. The Methodology Chapter explores the philosophical research perspectives, quantitative approach, cross-sectional design, questionnaires utilized, ethical considerations and limitations of the methodology. The Findings Chapter will report the results of the data using a quantitative approach, whilst constantly considering the research aims and objectives. The Discussion Chapter explores the results and consolidates interpreted results with existing literature along with the study's hypotheses. In addition, this chapter outlines suggestions for future research. The conclusion chapter concludes all the key findings and suggestions with the research aims and objectives. The Recommendations Chapter provides clear, realistic and practical recommendations. In the Reflection Chapter the researcher highlights the personal learning experiences throughout the research study.

1.5 Summary

This chapter has reported the background of the research study, organisational context, research significance and contribution along with a brief structure of the study.

Chapter Two

Literature Review

2.1 Introduction

The literature review describes the millennial cohort and characteristics, outlines retention problems, motivation and burnout in the workplace, and millennial job status. The objective of the literature review is to highlight the theoretical framework and literature which justifies the approaches taken throughout this study.

2.2 Theoretical Framework

This study immerses intimately with Retention, Motivation and Burnout, what they are, why they're relevant and the possible implications these factors can pose. This section highlights the differing Job Statuses and the consequences they can bring, as well as identifying gaps in existing literature of the millennial generation.

2.3 Millennials

Generation Y, more commonly knowns as the Millennials, are those born between the years 1981 – 2000 (Dimock, 2018). Whilst there is no definitive agreement on birth years in terms of *who* classes as a millennial, the above birth years have been determined and published by Twenge (2010) and therefore for the purpose of this study, the researcher has adopted this variation of the millennial cohort. A cohort is characterised through the duration of time (years or decades) in which said cohort shares mutual experiences (Migliaccio, 2018) for example, millennials mutually experienced the tragedy of September 11th during their preteen years and the economic crash throughout their teenage years.

Millennials account for over 77 million of the population (Taylor and Keeter, 2010). To put this into perspective, other generations such as Baby Boomers account for 76 million and Generation X account for 46 million. Lundin (2017) reports that millennials are the largest generation since the Baby Boomers and McGrady (2016) suggests that by 2025, millennials

will make up 75% of the workforce. Currently, millennials are the largest generation in the U.S workforce as reported by the Pew Research Center reports (Fry, 2018).

Therefore naturally, millennials are progressively acquiring important positions within companies, whilst constituting considerable changes on the current organisational environment (Twenge et al., 2012; Weber, 2017; Akers, 2018). This gives rise to the growing importance of understanding the millennial generation and their working styles.
Growing up as digital natives rather than digital immigrants like Baby Boomers or Gen X, also plays a large part in constructing millennials' contrasting characteristics & values (Weber, 2017) and as such, contributes to their working styles. Mannheim's (1928) Generational theory suggests that individuals associated together via age group, who grow up experiencing the same crucial, political or historical events, can mutually shape work place attributes.

2.4 Cohort Characteristics

Each generation has their own set of characteristics which can somewhat differentiate them against previous generations. Ford, et al., (2011) explains what makes each generation unique, and that is the characteristics it is made up by. A person's characteristics, behaviour and attitudes derives largely from their personal values (Rokeach, 1973; Ajzen 1991; Schwartz, 1992; Schwartz, 1994), by understanding millennials behaviours and attitudes, it gives an indication on how organisations can adapt, develop and grow their environment appropriately. It can also give an indication on how millennials can be motivated, which will be discussed subsequently.

Past generations are comprised of contrasting personal values to the millennial generation (Sessa et al., 2007; Gibson, et al., 2009; Twenge et al., 2012; Weber, 2017) for example, Gen X tend to favour tradition, conformity, universalism, security and benevolence (Ng et al., 2010; Twenge, 2010; Nedelko 2015; Weber, 2017). This indicates the ways in which organisational culture can develop through the personal values of its employees. Hence, the importance of identifying millennial characteristics, as these factors are what will influence business environments in the very near future.

2.5 Millennial Characteristics

Generally, millennials come from baby boomer parents and are known to be the most highly educated generation workforce (Fry, 2015; The Council of Economic Advisers, 2014). This provokes a standard amongst baby boomers of high expectation and involvement from their millennial children. However, by growing up in this highly supportive and extremely protective environment, cultivates the millennials' sense of entitlement and security.

Being brought up in an environment of encouragement, autonomy, independent thinking, treated as an equal by their parents, who chose not to over-supervise have lead millennials to not endure micromanagement. They will not ask "how high?" when told to jump, instead, they'll ask "why?".

A report by Pew Research (2015) depicts the characteristics of the Silent Generation, Baby Boomers, Generation X and Millennials shown in figure 1 and 2 below (appendix 1 & 2).
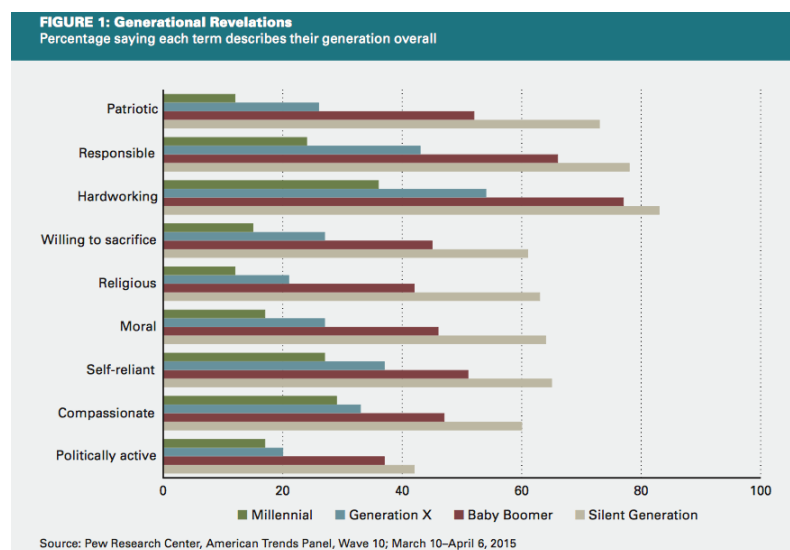
(Figure 1. Generation Characteristics)

Research from Twenge & Campbell (2009) and Marston (2010) supports the above points by suggesting that millennials have an entitlement attitude, along with a higher level of narcissism (Twenge & Campbell, 2008), in addition, they have great confidence in their capabilities and a firm feeling of self-worth (Twenge, 2010). However, millennials are also depicted as socially conscious, creative and solution-concentrated (DeVaney, 2015) thus,

they look for immediate success with each and every effort (Hartman and McCambridge, 2011).

FIGURE 2: Generational Revelations—Millennials Ascribe to Negative Traits
Percentage saying each term describes their generation overall

Source: Pew Research Center, American Trends Panel, Wave 10; March 10–April 6, 2015
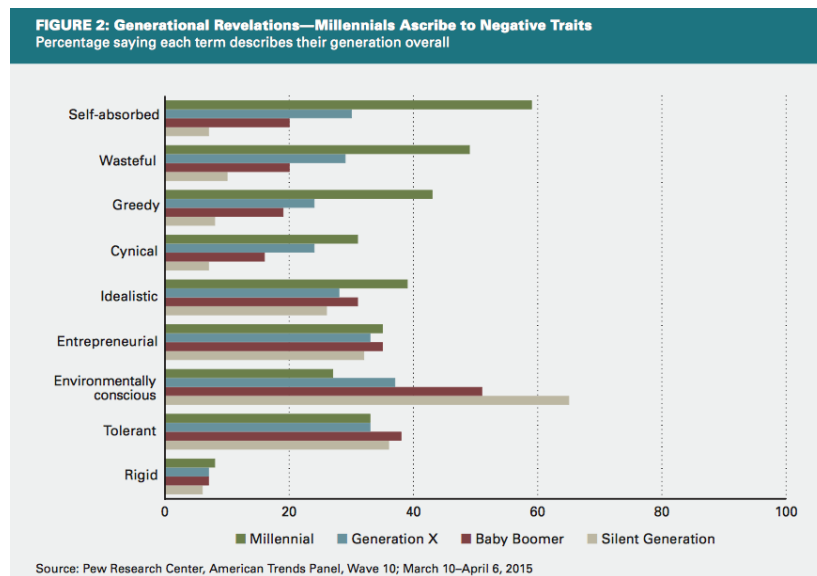
(Figure 2. Generation Characteristics)

The Pew Research report (2015) describes how baby boomers portray more positive characteristics than millennials and 79% were consciously happy to be associated with their generation. The same however cannot be said about millennials, where negative characteristics such as being spoiled, self-absorbed, whiny and self-critical are more likely associated. Although millennial characteristics may seem to be extremely negative, there are of course some positive characteristics. Extensive research into the world of millennials show they tend to be more open-minded to others' perspectives, sophisticated, upbeat, technologically savvy, confident, liberal, self-expressive and supportive of equal rights, with Migliaccio (2018) further suggesting that millennials are creative and committed to social change. These contrasting opinions of millennials indicate there is more to this generation than one may think (Lundin, 2017).

2.6 Millennials in the Workplace

Compared to gen X and baby boomers, millennials work principals are exceptionally contrasting (Naim and Lenka, 2017) this stems from their differing characteristics as mentioned above. The millennial generation is dismissing the norms established through past generations. The Baby Boomer generation believed that long hours of work was mandatory for career progression and to demonstrate company loyalty (Campione, 2015). Millennials

give little time to working just for the sake of it (Smola & Sutton, 2002; Twenge et al, 2010), they show little concern for arduous or overtime work and they are more concerned with job satisfaction (Ciriello et al, 2008). Gen X value security, hard work, tradition, stability and tend to be more conservative (Lester, 2011; Ahn & Ettner, 2014; Akers, 2018), whereas millennials are known to lean toward flexibility, openness to change, adaptive and have a more hedonist outlook. In summary, millennials life outside of their work is imperative to them.

This Generational diversity in the workplace can impact workplace interactions and attributes (Pitt-Catsouphes & Matz-Costa, 2008), that said, if management can successfully understand the millennial working style and create harmony amongst generations, this will encourage the coexists (Baby Boomers & Gen Xers) to knowledge share, transfer experience & skills and judgement to the millennials. This could prove vital for a company to gain competitive advantage, as millennial characteristics can be hugely advantageous if understood and utilised correctly (Ford, et al., 2011). For example, Burstein (2013) emphasises that the founders of Facebook, YouTube, Instagram, Twitter & Groupon are all millennials. With such high potential talent contained within the millennial generation, motivating and retaining them is of crucial importance.

2.7 Millennial Retention

Whilst millennials may appear well prepared for the forthcoming organisational environments, it is the companies themselves that must be ready to adapt their current business environment to satisfy this generation, with the primary objective of retaining their millennial employees (Črešnar & Jevšenak, 2019).
Turnover is the term used to describe an employee leaving their company and finding an alternative company to work (Ciftcioglu, 2011), before this actually happens an employee will experience what is called turnover intention this relates to the thoughts and intentions of parting from their current company before they actually leave (Ciftcioglu, 2011; DeTienne et al., 2012; Yücel, 2012). Tett & Meyer (1993) describe turnover intention as "the last in a sequence of withdrawal cognitions, a set to which thinking of quitting and intent to search for alternative employment also belongs" (p262).

Turnover is a costly expense for organisations (Wallace & Gaylor, 2012). As reported by Bliss (2015) *"When you add the costs of finding an employee, training the new employee, lost*

productivity, and filling in for the employee who leaves, the cost can easily equal 150 percent of the base salary of the person who left."

Millennial retention is becoming an increasing issue for organisations globally. Organisation loyalty is no longer important in this generation (Hagel, 2014; Hannay.& Fretwell, 2011; Twenge, 2010) as seen from the retention rates which are higher amongst the millennial generation (Koweske et al., 2010; PWC, 2013). A study conducted by Hagel (2014) reported that 78% of millennials were likely to look for alternative jobs within the next two years, with research suggesting that 6 out of 10 millennials believe it to be extremely improbable that they will remain with their employer for their whole career (Taylor and Keeter, 2010). Pew Research Center further supports this, by reporting that 57% of Millennials declare they are "not very likely or not likely at all" to remain with their existing employer for the rest of their working life (Pew Research Center, 2010) and only 50% of Millennials intend to be with their current employer one year from now (Rigoni & Nelson, 2016). This in evident in a report from BLS (2013) who states that on average, millennials are retained for less than 3 years in a company. In addition, a survey conducted by Deloitte (2018) describes how a mere 28% of millennials intend to remain with a company for more than five years. This is problematic for organisations for a number of reasons, with two obvious detrimental factors a) loss of potential talent & b) the cost of turnover. Considering the high turnover percentages, this can carry tremendous expense (Mujtaba Elzein Abbas Saeed *et al.* 2018). Whilst many organisations have implemented and focused on successful innovative recruitment techniques, millennial retention strategies are often deficient (Campione, 2015).

Studies conducted by Locke & Latham (2004) and Becker, Meyer & Vandenberghe (2004) suggest correlation between work motivation and retention. Further supporting this, Frankel (2016) state that a business who can successfully motivate their employees, will see lower retention rates as their employees will be less inclined to seek alternative positions. It is therefore imperative for organisations to understand the concept and power of motivation.

2.8 Millennial Motivation

Motivation can be described as a process that triggers an individual to act as they do (Vignali, 1997). Motivational research allows one to determine the thought processes of an individual (Mullins, 1999; Wagner, 1999; Weiner, 1992) though it is a rather broad and convoluted

phenomenon (Analoui, 2000). An employee is motivated when their wants, desires and needs are satisfied.

Millennial motivation is of course important for people operations, but it is also imperative for an organisation to achieve their business goals. Studies suggest that motivation has an effect on employee performance (Schultz & Schultz 1998) with Molander (1996) also reporting that an employee's quality of work is enhanced through higher levels of job satisfaction stemming from motivational factors. Huddelston & Good (1999) further suggest that an employee will generate their best outcomes when greatly motivated. In order for an organisation to reap the benefits of a motivated employee, management in line with human resources, should focus on obtaining the deep-rooted understanding of the aspirations, expectations and needs of their employees, as the primary motivator is one that the individual values, but often lacks (Wiley, 1997).

To emphasise the importance of understanding millennials and putting their motivations into perspective, lets align the millennial characteristics with a motivation factor; taking feedback as an example. The millennial generation are often characterised as being high maintenance and needy. In the workplace, this converts to the need for feedback along with being told the ways in which they should undertake their tasks; or as some may say, spoon feed them.
A great deal of emphasis is put on specific and frequent feedback (Ilgen, Fisher, & Taylor, 1979; Steelman, Levy, & Snell, 2004) with Ziegler (2011) suggesting millennials should obtain feedback once a month. This need for feedback may be misconstrued as being needy, when in actual fact it is a push for management to implement efficient feedback practices. It should alternatively be considered as readiness to learn and eager to do a good job. This is an example of how negative millennial characteristics can be misconstrued, but once understood, can be addressed with implementing realistic approaches.

With that said, it is important to note that not one size fits all with millennials. A study conducted by Calk and Patrick (2017) investigated the factors which may affect millennials workplace motivation. A Workplace Motivation Inventory (WMI) was administered to millennials and the findings suggest that organisations must prepare to appropriately and effectively manage a diversified workforce, with a heightened focus on millennials, and that it is imperative for organisations to understand millennial motivation to cultivate a work environment that focuses on a variety of millennial needs.

In order to determine these needs, intrinsic and extrinsic motivation must be understood, as an employee will carry out duties with the intent to gain internal accomplishment, depending on which factors they consider rewarding (Deci, 1975; Herzberg, 1966). Motivation theory contains two factors, intrinsic and extrinsic (Deci and Ryan, 1985). Intrinsic motivation is concerned satisfaction that stems internally, such as job satisfaction and personal goals & achievements, whilst extrinsic motivation comes from outside factors such recognition and rewards (Ryan and Deci 2000).

A theory developed by Herzberg (1956) describes the difference between intrinsic and extrinsic motivation through his Two Factor Theory, which consists of Hygiene factors and Motivators. Motivators consist of achievement, advancement, responsibility, growth, recognition and the job itself. These motivators can encourage employees to be more productive & happier within their role. Hygiene factors consist of aspects such as salary, security supervision, work conditions, relationships, company policies and remuneration. These hygiene factors will not solely increase motivation but if they are absent, motivation will be decreased.

A study conducted by Kultalahti and Viitala (2014) on millennial motivation factors found that 4 primary factors were most prevalent, job security, salary, accountability and working conditions. These factors suggest higher retention rates within an organisation. Supporting this, a study conducted by Dokadia, et al. (2015) found that millennials are primarily extrinsically motivated, and least motivated by intrinsic factors. In addition, another study conducted by Anantatmula and Shrivastav (2012) on 278 millennials found that monetary, position and community presence were of high importance. However, these studies are contradicted by the findings from Srinivasan's (2012) study which suggest that millennials are concerned with responsibility, independence and achievement, all substantial intrinsic motivators.

Delving deeper into motivation, Deci & Ryan (2000) Self-Determination Theory can further explain motivation. Self-Determination Theory (SDT) is concerned with the nature of motivation. SDT is that "human beings are active, growth-oriented organisms who are naturally inclined toward integration of their psychic elements into a unified sense of self and integration of themselves into larger social structures" (Deci & Ryan, 2000, p. 229)

SDT involves actions or tasks that an individual considers challenging, interesting and aesthetically pleasing (Tremblay et al., 2009). If these actions or tasks are not deemed challenging, interesting or aesthetically pleasing, then it is likely that the activity will not be performed, unless there happens to be an extrinsic rationale in doing so (Deci & Ryan, 2002). An individual who is motivated extrinsically will take part in tasks for an outside reason i.e. reward. Whereas, an individual who is motivated intrinsically will complete tasks because they find it interesting, or for the internal satisfaction in doing so. SDT categorizes extrinsic motivation and intrinsic motivation into five sections; Intrinsic motivation, Integrated regulation, Identified regulation, Introjected regulation, External regulation, Amotivation. These sub sections will be discussed subsequently.

While research suggests that an unmotivated employee can lead to potential turnover, there is also studies reporting that burnout has the same potential effects.

2.9 Millennial Burnout

As millennials care more about their work-life balance than any other generation, they are quicker leading to burnout. Millennial characteristics influence the ways in which millennials experience these levels of burnout.
Freudenberger (1974) and Maslach (1976) have described burnout as a job-induced syndrome which consists of emotional exhaustion, depersonalization/cynicism and a reduced sense of accomplishment (Maslach, Schaufeli, & Leiter, 2001; Schaufeli & En zmann, 1998). Demerouti, Bakker, Nachreiner, & Schaufeli, (2001) and Kim, Shin, & Swanger, (2009) have largely investigated the consequences of job burnout. It has been found that low organisational commitment and high turnover intention is correlated to burnout (Schaufeli & Enzmann, 1998). A study conducted by Jackson & Maslach (1982) and Leiter (1988) report that organisations suffer consequential costs in connection with burnout due to high turnover rates. Therefore, the need to assess burnout is at an all-time high, and should be a priority amongst organisations. Millennials hold their personal life in a much higher regard than their work. Therefore, when a millennial begins to experience burnout, they'll quickly criticize the role and the organisation for this outcome. Considering millennials are already not overly committed to their role, experiencing burnout will quickly prompt their intention to leave.

Research suggest that burnout is more prevalent amongst younger employees, in which their level of burnout tends to be higher than those who are 30+ years. Age, gender, marital status and level of education have all been studied, however there is a clear gap in the literature on the burnout levels between permanent employees and contingent employees.

2.10 Job Status: Contingent & Permanent Employees

Contingent work is defined as "any job in which an individual does not have an explicit or implicit contract for long-term employment or one in which the minimum hours worked can vary in a non- systematic manner" (Polivka & Nardone, 1989, p. 11). Due to economic uncertainties, contract work has become more popular in organisations than it once was. This allows companies to prepare for any ambiguity in the economy. Contingent employees were on the rise during economic recessions (Kivimäki, Vahtera, Pentti, & Ferrie, 2000; Vahtera, Kivimäki, & Pentti, 1997). As described by Connelly & Gallagher (2004), there are 4 types of work that classes as contingent work; agency hire temporary employees, direct hire temporary workers, contractors and seasonal workers. As there is no conventional definition of what determines a contingent worker (Kalleberg, 2000), for the purpose of this study, the term contingent employee will be used to describe agency hired temporary employees.

In recent years, the rise of temporary, contract and vendor employees has been evident. This rise in contingent work has been thought provoking for human resources in regards to the potential consequences on these individuals. As the labour force continues to grow, the demand for contingent employees is also growing. The increase of this demand has called for the attention of the psychological job outcomes of contingent employees (De Cuyper et al., 2008). Naturally, organisations will not completely invest in their contingent employees, when their length of service will be only for a short period of time. Companies tend to put their time and effort into their permanent employees with the hope they will be loyal and committed to the organisation (Kochan & Osterman, 1994). This level of commitment is what leverages an organisation in terms of competitive advantage, and therefore, these employees take priority from human resources point of view (Walton, 1985). Organisations will also be less inclined to formally train their contingent employees and in addition to less opportunities in training and development and career progression, agency hired temporary employees are often compensated considerably less than permanent employees (Gebel, 2009; Virtanen et al., 2003). Boyce et al., (2007) and Rogers & Henson (1997) support this by

suggesting contingent employees are treated negatively in comparison to permanent employees. As contingent employees tend to compare their circumstance to those of the permanent employees, this can cause them to feel less motivated and potentially lead to burn out.

Completing the same tasks, for the same role, for the same company, for less compensation and benefits, can lead the contingent employee to potentially feel hard-done-by, as they see their permanent colleagues completing the same, however receiving greater benefits, greater salary, greater progression and training opportunities. This in turn can certainly demotivate the contingent worker, prompting high burnout levels and low motivation. Not only are motivation factors affected, the differences between contingent and permanent employees can cause conflict in the workplace. As reported by Mills (1972), Northrup & Foster (1975) and Katz & Kochan (1992) the mix between contingent employees and permanent employees is known to be one of the most considerable factors of tension between employees. This can happen due to weak communication and mistrust between contingent and permanent employees. This can cause difficulty for management to keep all their employees mutually motivated and retained.

2.11 Summary

This chapter has highlighted the three main factors of concern for this study; Retention, Motivation and Burnout. It has outlined the justification as to why each factor is important, but has also identified gaps contained within the literature, particularly with millennial job status; permanent employees and contingent employees. Whilst many studies have researched similar factors to retention, motivation and burnout with past generations, there appears to be a gap in the literature focusing on the comparison amongst millennial contingent and permanent employees.

Chapter Three

Research Methodology

3.1 Introduction

This chapter presents the research aims and objectives, along with the research questions and hypotheses. This study focuses on investigating three prominent factors, retention, motivation and burnout, therefore the research methodology will report the suitability of a quantitative approach, details of the research process, an overview of cross-sectional design, outlining the sample of participants, the collection of data and how data was analysed, concluding with limitations and ethical considerations.

3.2 Research Aims & Objectives

Based on the relevant up-to-date literature and the analysis of previous studies, this study will aim to achieve the following objectives:

(i)   To establish the characteristics of the millennials taking part in this study and determine whether they match the typical millennial characteristics.

(ii)   To establish what motivates millennials in the workplace and whether their motivation stems intrinsically or extrinsically.

(iii)   To establish whether there is any difference in motivation levels amongst contingent employees and permanent employees.

(iv)   To determine whether permanent employees show greater retention levels (turnover intention) than contingent employees.

(v)   To establish whether burnout levels differ amongst permanent employees and contingent employees.

(vi)   To determine whether or not motivation and burnout levels can predict retention.

3.3 Research Questions

1. What motivates the millennial generation?
2. Do permanent employees and contingent workers experience different motivation levels?
3. Do permanent employees and contingent workers show different levels of retention?
4. Are the millennial generation experiencing burnout?
5. Do burnout levels differ amongst permanent employees and contingent employees?
6. Can motivation and burnout levels predict retention? (turnover intention)

3.4 Hypotheses

1. Null hypothesis (H_0): There is no difference between permanent employees and contingent employees in regards to motivation.

   Alternate hypothesis (H_1): Permanent employees experience higher motivation levels in comparison to contingent employees.

2. Null hypothesis (H_0): There is no difference in turnover intention amongst permanent employees and contingent employees.

   Alternate hypothesis (H_1): Permanent employees show greater intention to stay than contingent employees do.

3. Null hypothesis (H_0): Burnout levels do not differ between permanent employees and contingent employees.

   Alternate hypothesis (H_1): Contingent employees experience higher levels of burnout compared to permanent employees.

4. Null hypothesis (H_0): There is no relationship between motivation levels and retention.

   Alternate hypothesis (H_1): Motivation levels can predict an employee's turnover intention.

5. Null hypothesis (H_0): There is no relationship between burnout levels and retention

   Alternate hypothesis (H_1): Burnout levels can predict an employee's turnover intention.

3.5 Epistemology

Before choosing the appropriate research design, it is important to firstly consider the research paradigms. The research approach is positivistic in nature, positivism takes a scientific position in research, focusing on establishing generalised data (Hussey and Hussey, 1997). This positivist paradigm means the researcher will objectively gather data whilst remaining external and autonomous throughout the research methods (Remenyi et al., 1998). Positivist research results are replicable accurate generalisations, and therefore should be unbiased, insightful, complete and factual. This study is therefore of quantitative design.

3.6 Quantitative Design

In research, a quantitative method emerges from the assumption that the phenomena and variables within human behaviour, are to be studied objectively (Parahoo, 2006). Quantitative research is known to be more objective than qualitative, it is comprised of statistics and facts. As this research objective consist of exploring the level of motivation, retention and burnout amongst millennial permanent and contingent employees, a quantitative design is an appropriate approach to allow the researcher to gain large volumes of data in a short space of time. Using this methodology, a hypothesis is formed and subsequently tested by virtue of structured process. Quantitative studies allow for a systematic approach to investigation and will involve measuring the facts, it measures the '*what'*, and therefore is deemed an appropriate approach for this study.

In contrast to quantitative, qualitative research explores the *'why'?'*. Qualitative research aims to establish a representation of what participants think. Whilst considered more subconsciously in depth, qualitative research consists of smaller sample sizes. There is also an absence of underlying philosophy of science (Sykes, 1990). Therefore, with the nature of this study's research questions, quantitative has been chosen. Quantitative data is immensely considered valid and reliable (Barnham, 2015), thus, an appropriate approach for a large sample size. The quantitative approach uses a fixed design, which constructs in advanced of the research question, with a detailed method of how data will be collected and analysed (Robson, 2007). This systematic approach follows the Process of Deduction (Bryman, 2006) which proposes hypotheses to be tested. Quantitative methods allows the researcher to consider the phenomena experienced within the sample, whilst analysing any affiliations that may exist between concepts (Barnham, 2015). Quantitative studies explore phenomena through accumulation of numeric quantifiable data (Creswell, 2002). Through statistical analyses, one can then determine and authenticate whether these affiliations are valid.

3.7 Research Design and Strategy

In order to achieve the aims and objectives of this study, the selection of appropriate research design is imperative (Parahoo 2006). The research design used for this study is cross-sectional. Cross-sectional design has been chosen as it involves a sample of people who share the same characteristics (i.e. millennials) but who may differ in the variables of interest (i.e. job status). As this study investigates what is already occurring in the millennial population, it is known as descriptive research.

As outlined by LoBiondo-Wood & Haber (2010), a descriptive design including the use of a survey will be implemented. By conducting primary survey research, it allows for the targeting of a specific audience i.e. millennials, in conjunction with multiple groups i.e. permanent employees & contingent employees, along with comparative research (retention, motivation, burnout).

Other designs have been considered, for example a longitudinal design would allow the researcher to determine whether motivation, retention and burnout levels change over time, or whether these factors increase or decrease when contingent employees obtain a permanent

role or vice versa. However, due to time constraints, a longitudinal design was not a feasible option.

This cross-sectional survey design is an appropriate measure to use due it's observational nature (hence a quantitative approach), collecting data from millennials at one given point in time, whilst still allowing the evaluation of various variables; motivation, retention & burnout. Cross-Sectional design focuses on different groups of people, who are remarkably similar (i.e. millennials in the same company and the same role) however differ in the variable of interest (i.e. permanent employees versus contingent employees). This way, any disparity amongst the groups can be associated to the contrasting job status, rather than the similar characteristics. The information present amongst the millennial population is recorded however no variables are manipulated.

Whilst this design will allow the researcher to determine certain aspects that currently exist amongst millennials in the workplace, this design cannot determine any cause and effect. Cross-sectional design is generally used to form inferences about possible relationships or to congregate preliminary data to support future research within this area.

3.8 Data collection

As this study aims to understand retention, motivation and burnout amongst millennials in the workplace, a large scale in-depth questionnaire was implemented to 102 millennials. Questionnaires are the most prevalent means for primary data collection (Diamantopoulos and Schlegelmilch, 1996) and are less intrusive than telephone or face to face surveys, whilst reducing the possibility of interview bias (Milne, 1999). Questionnaires allows the researcher to obtain data from a large sample size, quickly and regardless of geographic location, whilst supplying extensive statistical analysis (Zikmund, 2003). In addition, questionnaires can be filled out at the ease and freedom of the participants and can be used to collect large amounts of data through the use of a variety of question types (Evans and Mathur, 2005; Bryman, 1992).

The researcher has used existing questionnaires due to the validity and reliability of pre-existing questionnaires. Validity and reliability is essential in selection. Validity will ensure the authors questionnaire is truly examining millennial retention, motivation and burnout (Zikmund, 2003), whilst the reliability is concerned with repeatability. This will ensure the researcher is utilizing a questionnaire that will generate consistent data where ever executed

(Oppenheim, 1992). Cronbach's Alpha has been analysed in order to measure internal consistency (Rattray and Jones, 2007).

Questionnaires have been constructed through the use Survey Monkey, an online survey development software. Questionnaire are self-administered, therefore the researcher has distributed the survey link via email to target participants.

The questionnaires administered to participants are as follows:

    (i)   The Big Five Questionnaire (appendix 3)

The Big Five Questionnaire (or Inventory) will be used to determine the characteristics of the millennials taking part in this study. It is an existing questionnaire which contains 44 items. It aims to measure the participants on Goldberg's (1993) Big Five Factors of personality. Cronbach's alpha coefficient: .78. The Big Five Factors are:

Extraversion vs. introversion
A high score in extraversion is typically associated with traits such as being sociable, energetic, outgoing, forceful, enthusiastic and adventurous.

Agreeableness vs. antagonism
Agreeableness is often known as likeability or friendliness (Borgatta, 1964; Conley, 1985; Goldberg, 1981; Hakel, 1974; Hogan, 1983; John, 1989; McCrae & Costa, 1985; Noller et al., 1987; Norman, 1963; Smith, 1967; Tupes & Christal, 1961). A high score in agreeableness is linked to traits such as being trusting, forgiving, courteous, cooperative, tolerant, good-natured, soft-hearted and flexible.

Conscientiousness vs. lack of direction
The Conscientiousness dimension is often known as Conformity or Dependability (Fiske, 1949; Hogan, 1983). A high score in conscientiousness is typically associated with traits such as being responsible, careful, organized, thorough, planful and achievement-oriented (Digman, 1990).

Neuroticism vs. emotional stability
Neuroticism is frequently known as emotional stability (Borgatta, 1964; Conley, 1985;

Hakel, 1974; John, 1989; Lorr & Manning, 1978; McCrae & Costa, 1985; Noller et al., 1987; Norman, 1963; Smith, 1967). A high score in neuroticism is often associated to traits such as being worried, embarrassed, anxious, emotional, insecure and angry are often correlated to this dimension.

Openness vs. closedness to experience

Openness is also known as Intellect (Borgatta, 1964; Digman & Takemoto-Chock, 1981; Hogan, 1983; John, 1989; Peabody and Goldberg, 1989). A high score in openness is associated with traits including being original, cultured, artistically sensitive, imaginative, curious, intelligent and broad-minded.

(ii)   Employee Retention (appendix 4)

The Employee Retention questionnaire derives from Kyndt's et al. (2009) study on Employee Retention: Organisational and Personal Perspectives. The questionnaire has been constructed from previous research on employee workplace motivation and on relevant literature in order to successfully measure the employees turnover intention and is a tool used to predict actual turnover. Cronbach's alpha coefficient: .91. The questionnaire contains 11 items which have been based upon operationalizations previously used in past research such as Arnold (2005), Lindsey and Kleiner (2005), Kassim (2006), Stone and Liyanearachchi (2006), Whitt (2006) and Hytter (2007)

(iii)   WEIMS Questionnaire (appendix 5)

The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) consists of 18 items assessing work motivation, based on Deci & Ryan (2000) self-determination theory, Cronbach's alpha coefficient: .84. Both the transferability of the WEIMS amongst contrasting workplaces along with the psychometric properties and factorial arrangement were evaluated. Outcomes of which demonstrated the competency of the WEIMS reliability, validity and internal consistency (Tremblay et al., 2009). The scoring of the WEIMS is broken into six types of motivation.

Intrinsic motivation: this is self-regulated motivation and can be somewhat autonomous, regulated by outside factors. If a participant scores high in this section, it indicates they are motivated by their values and goals.

Integrated regulation: is concerned with activities that an individual values to the extent it becomes a part of one sense of self. Integrated regulation refers to extrinsic motivation which is completely internalised and therefore classified as autonomous.

Identified regulation: if a participant score highly in this section, it indicates they are more concerned with taking part in an activity because they associate the activity with meaning or value and accepts it as their own.

Introjected regulation: this can be described as guilt or self-esteem. If a participant scores highly in this section, it indicates their behaviour is controlled through self-worth contingencies.

External regulation: this relates to performing an activity for no other reason, but to attain a reward. Participants who score high in this section are those who are motivated by external factors, such as Herzberg's (1956) hygiene factors previously discussed; salary, security supervision, work conditions, relationships, company policies and remuneration.

Amotivation: Is the low-end of the motivation scale. Participants who score high in amotivation, either acts passively or lacks the intent to act.

     (iv)   MBI Questionnaire (appendix 6)

The MBI (Maslach's Burnout Inventory) is acknowledged as the most prominent measurement for burnout. The MBI has been administered for >35 years since its introduction, and has been validated via comprehensive research. Cronbach's alpha coefficient: .76. The questionnaire comprises of 3 sections: Section A: Burnout, Section B: Depersonalization, Section C: Personal Achievement. Whilst the MBI is not intended to diagnose burnout, it can certainly determine how 'burnt out' an individual is feeling. The MBI questionnaire will indicate burnout levels through the following scoring system:

Section A: Burnout
Total 17 or less: Low-level burnout
Total between 18 and 29 (inclusive) Moderate burnout
Total over 30: High-level burnout

Section B: Depersonalization

Total 5 or less: Low-level burnout

Total between 6 and 11 inclusive: Moderate burnout

Total of 12 and greater: High-level burnout

Section C: Personal Achievement

Total 33 or less: High-level burnout

Total between 34 and 39 inclusive: Moderate burnout

Total greater than 40: Low-level burnout

Figure 3. Data Collection Process
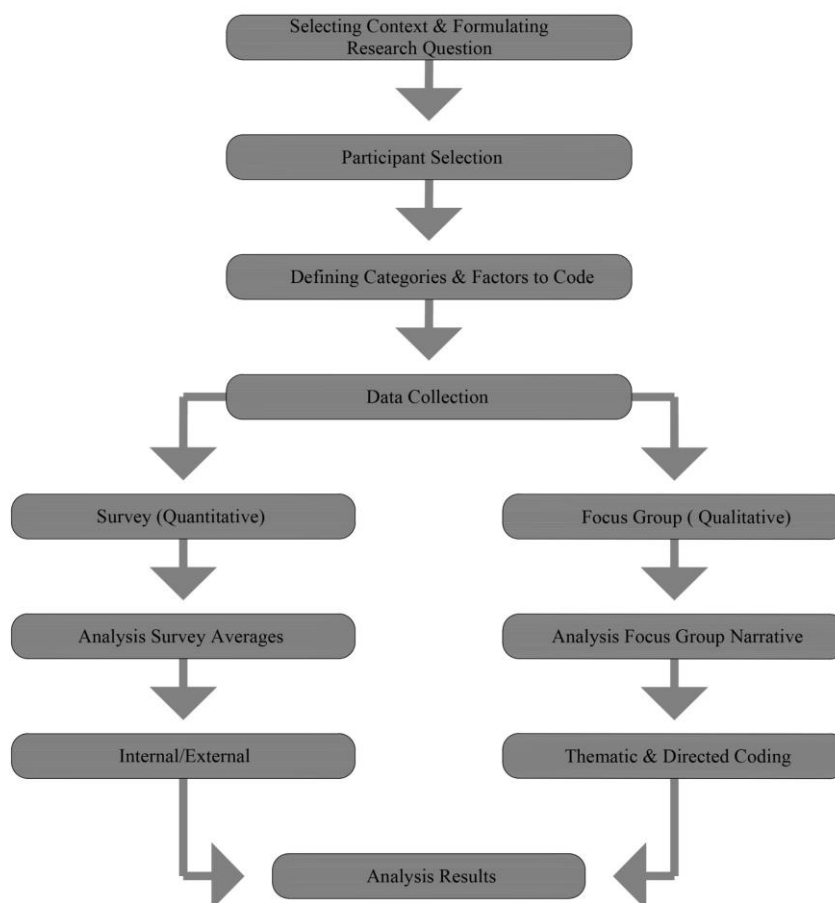
3.9 Data analysis

Questions contained within the questionnaires, have been asked using both Nominal and Ordinal levels of measurement via multiple choice questions. A nominal scale has been used for the first and third section of the questionnaire, which is the descriptive section (i.e. gender/age/job status etc.) and employee retention (yes or no responses) as they are only tags

for categorization for division purposes. Each other section (Big Five Questionnaire, WEIMS & Burnout) ask questions via ordinal levels of measurement. Distinguishing the levels of measurement is imperative for the conduction of data analysis as it can determine the statistical test used. Statistical analyses has been conducted through the use of SPSS (Social Packages for the Social Sciences). Firstly, questionnaires were coded using the levels of measurement and subsequently inputted into SPSS for analysis (appendix 7).

3.10 Sample and Participants

Sampling is used in research methods, as it is often not practical to gather data from a whole population (Saunders et al., 2009). Participants have been selected through the use of non-probability sampling techniques. Convenience sampling has been used in order to collect data from millennials working in a global tech company, who are all on the same team, in which the team is made up of a mixture of contingent employees and permanent employees. The survey was sent via email to the team's email alias.

In total, the survey gathered 102 respondents. Those who did not classify as a millennial, or those who did not fully complete the questionnaire were removed for the analysis, therefore a total of 95 have been analysed in the results.

3.11 Ethical Considerations

Before commencement of the study, any possible ethical concerns were firstly taken into consideration. The participants of this study were all above the age of 18 years and did not fall into any vulnerable population category. A submission to National College of Ireland's Ethic Review Board was made, and the study was approved.

The study ensured complete confidentiality throughout. At no point were any names mentioned or personal information included. All privacy was guaranteed to participants as the survey was completed anonymously with a coding system used during analyses. Participants were fully informed of any relevant information that may affect them and how data would be used and stored. They were provided with an overview and the purpose of the study via Participant Information Sheet (appendix 8). The protection of participants data has been and will continue to be kept safe and secure. Data that may no longer be needed, will be carefully erased.

Participation was completely voluntary, and therefore no participants were in any way coerced (Fisher, 2010). Participants were assured that they have the right to withdraw at any stage throughout the study with no consequences. Informed consent was obtained from the participants.

3.12 Limitations of the Methodology

The are some limitations to the methodology of this study. As the questionnaire was a self-administered, the study is relying on the honesty and accuracy of participants.

This study focuses on single industry data, on permanent and contingent millennial employees working in Ireland, and therefore is limited in representing a general conclusion. Quinlan (2011) reports that whilst non-probability sampling may represent a population, it however, may not be guaranteed to represent the population as an absolute whole. Therefore, the researcher encourages further research to investigate retention, motivation & burnout amongst permanent employees and contingent employees with a larger sample size.

Cross-sectional studies can have its limitations. As the study is conducted at one point in time, it does not give explanations or suggestions of the series of events. Therefore, whilst different variables will be measured, this type of design cannot be used to establish any cause and effect. While the researcher will not be able to infer causation, cross-sectional studies can be highly useful in developing hypotheses for future studies, as they gesture towards potential variable associations, therefore a longitudinal approach would be beneficial to gain further insight, providing human resource management with a more in depth illustration of millennials.

3.12 Summary

The above chapter discusses the research philosophy, along with the quantitative approach taken. It justifies why quantitative was the appropriate design, whilst recognising that qualitative can provide in-depth insights and many benefits, but in this case, not the suitable approach. The chapter outlines the research design and strategy, explaining why cross-sectional was a suitable measure. It recognises that other designs could also be utilised, however due to time constraints, cross-sectional was the most appropriate. The chapter

discusses the data collection and provides in-depth information on each of the questionnaires utilised throughout the study and how the data was analysed. It describes how participants were obtained and any ethical considerations that should be taken into account. It also outlines the limitation of the methodology.

<div align="center">**Chapter Four**</div>

<div align="center">Analysis & Findings</div>

4.1 Introduction

This chapter will outline how data was analysed along with the findings, keeping in mind the research aims and objectives. Analysing the research question on whether Retention, Motivation and Burnout levels differ amongst permanent employees and contingent employees within the millennial generation, the results have produced the following findings.

The frequency table below shows that out of the 95 participants, the majority are female (N=56), most participants are on a temporary contract (N=60) and are working in the company for less than 1 year (N=47). The table shows that the majority of temporary employees have expressed that they would stay with their current company if offered a permanent contract (N=56) and the majority of permanent employees have indicated that they intend on remaining with their current company for the remainder of their career (N=34).

Table 1. Table outlining the frequencies of participants

Variable	Frequency	Valid Percentage
Gender		
Male	38	40
Female	56	58.9
Prefer not to say	1	1.1
Age		
1982 – 1996	73	76.8
1997 - 2000	22	23.2
Highest Qualification		
Leaving Certificate	3	3.2
3rd Level Degree	50	52.6

Master's Degree	41	43.2
PhD	1	1.1

Job Status

Temporary / Contract	60	63.2
Permanent	35	36.8

How long in current role

Less than 1 year	47	49.5
1 – 3 years	38	40
3 – 5 years	9	9.5
5 years +	1	1.1

How long in last role

Less than 1 year	16	16.8
1 – 3 years	49	51.6
3 – 5 years	26	27.4
5 years +	4	4.2

Stay if offered perm (temp only)

Yes	56	59.6
No	5	5.3

Stay for reminder of career (perm only)

Yes	34	35.8
No	3	3.2

4.2 Descriptive Statistics

The following three analysis results will show an overall descriptive of the Big Five personality scale, Motivation levels and Burnout levels amongst millennials. The results of which will be discussed in greater detail throughout the discussion chapter. The analysis of data has found the following:

4.3 Typical Characteristics

The Big Five questionnaire, as previously discussed, is broken down into specific subscales of extraversion, agreeableness, conscientiousness, neuroticism and openness. Descriptive statistics were computed for each of the subscales which can be seen in Table 2. From the table below, it is shown that Openness has the highest mean value (M = 27.15, SD = 4.05).

Table 2. Descriptive statistics on the Big Five factors of personality amongst millennials.

	Mean	Median	SD	Range	Possible Range
Extraversion	22.21	22	3.50	21	0 - 40
Agreeableness	24.78	25	2.90	23	0 – 45
Conscientiousness	22.87	23	2.74	19	0 – 45
Neuroticism	20.24	21	2.68	20	0 – 40
Openness	27.15	27	4.05	28	0 - 50

4.4 Motivation

As previously discussed in the methodology, there are six subscales of the WEIMS questionnaire which determines where motivation stems from, these are; Intrinsic Motivation, Integrated Regulation, Identified Regulation, Introjected Regulation, External Regulation and Amotivation.

Descriptive statistics were computed for each of the subscales which can be seen in Table 3. The table below shows that Identified Regulation has the highest mean value (M = 15.52, SD = 3.01).

Table 3. Descriptive statistics for motivation types.

	Mean	Median	SD	Range	Possible Range
Intrinsic Motivation	11.05	11	2.31	21	0 - 21
Integrated Regulation	10.70	10	4.52	21	0 - 21
Identified Regulation	15.52	16	3.01	20	0 - 21
Introjected Regulation	14.76	17	2.96	21	0 - 21
External Motivation	9.42	7.5	5.11	17	0 - 21
Amotivation	4.44	4	2.18	12	0 - 21

4.5 Burnout

From the methodology section, the MBI questionnaire identifies three areas related to burnout. Those are; Burnout, Depersonalization and Personal Achievement. After computing the total score for each of these groups, the following results were obtained: Burnout has a score of 10, Depersonalization has a score of 19, and Personal Achievement has a score of 22.

Descriptive statistics were run to determine which section of burnout is most prevalent amongst the sample. From table 4 below, it is shown that Burnout has the highest mean value (M = 19.98. SD = 8.44).

Table 4. Descriptive statistics for Burnout.

	Mean	Median	SD	Range	Possible Range
Burnout	19.98	22	8.44	35	0 - 42
Depersonalization	19.73	23	8.71	37	0 - 42
Personal Achievement	17.05	14	8.34	29	0 - 36

In order to determine what levels of burnout exist amongst the participants, frequency analysis was conducted. Table 5 below firstly depicts the overall burnout levels. It is important to note that a high score in the first two sections and a low score in the last section may indicate burnout.

Table 5. Table outlining the frequencies of overall burnout levels.

Participants	Frequency	Valid Percentage
Burnout		
Low	35	36.8
Medium	34	35.8
High	25	26.3
Depersonalization		
Low	6	6.3
Medium	20	21.1
High	68	72.3
Personal Achievement		
Low	92	96.8
Medium	2	2.1

Table 6 below depicts the burnout levels amongst permanent employees versus contingent employees:

Table 6. Table outlining the frequencies of burnout amongst both permanent and contingent employees

Permanent:	Freq.	%	**Contract**:	Freq.	%
Burnout					
Low	32	94.1		3	5
Medium	2	5.9		32	53.3
High				25	41.7
Depersonalization					
Low	6	17.6			
Medium	20	58.8			
High	8	23.5		60	100
Personal Achievement					
Low	33	97.1		59	98.3
Medium	1	2.9		1	1.7

4.6 Hypotheses Testing

After reporting the descriptive statistics of this study, the hypotheses have analysed. The analysis has produced the following results:

Hypothesis 1: Permanent employees experience higher motivation levels in comparison to contingent employees

Null Hypothesis:

$H0: \mu1 \leq \mu2$

Permanent employees show equal motivation levels than contingent employees do

Alternate Hypothesis:

$Ha: \mu1 > \mu2$

Permanent employees show greater motivation levels than contingent employees do

Test Statistics

Upon inspection of the histogram, the data was not normally distributed, however as suggested by Jain (2018) and Brown (2019), on the basis of Skewness and Kurtosis, this is in an acceptable range of normal distribution (Skewness = -.894, SE = .249 and Kurtosis = 3.321, SE = .493). The skewness value is a measure of asymmetry and kurtosis measures the peak of the distribution of data. If skewness depicts less than -1 this would indicate that the data is highly skewed. If skewness falls between -1 and -0.5 or 0.5 and 1, then the data is moderately skewed. If the skewness ranges between -0.5 and 0.5 data is approximately symmetric. The ideal value for Kurtosis is 3, therefore this is within the acceptable range.

Levene's Test for Equality of Variances was conducted in order to determine the variances of the two groups (contingent / permanent) are equal in the population. In this case, the p-value in this homogeneity of variance test must be greater than 0.05 (p > .05) in order treat the groups as equal. The Levene's Test for Equality of Variance shows a p-value of .195 and therefore an Independent Sample T Test was conducted.

An Independent Sample t-test is an inferential statistical test that aims to determine whether or not there is statistically significant difference between the means of two groups. An Independent Sample T Test was conducted on whether there was any significant difference between permanent employees and contingent employees in regards to motivation. The test indicates that motivation amongst temp/contract employees are significantly different with a Sig (two-tailed) of .000 (p = .000).

An Independent Samples t-test was conducted to determine in what way were the results significantly different. The independent sample t-test compared the motivation scores of contingent employees and permanent employees. As can be seen in figure 4 below, there was a significant difference in scores for contingent employees (M = 61.48, SD = 9.40) and permanent employees (M = 79.26, SD = 5.54; t (92) = 10.06, p = .000, two-tailed). The magnitude of the difference in the means (mean difference = -17.7)

These results indicate that permanent employees experience higher motivation levels in comparison to contingent employees. Therefore, the Null Hypothesis (H_0) can be rejected and the Alternate Hypothesis (H_1) can be accepted.
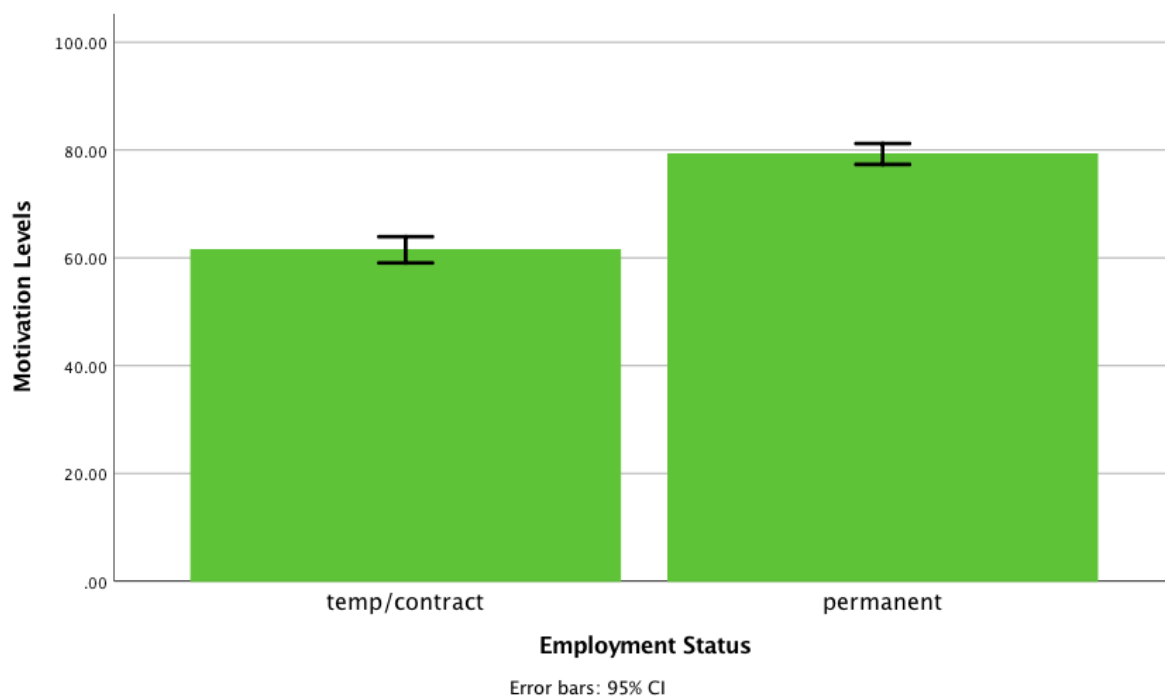
(Figure 4. Motivation levels amongst permanent and contingent employees)

Hypothesis 2: Permanent employees show greater intention to stay than contingent employees do.

Null Hypothesis

$H0$: μ1 ≤ μ2

Permanent employees show equal intention to stay than contingent employees do

Alternate Hypothesis

Ha: μ1 > μ2

Permanent employees show greater intention to stay than contingent employees do

Test Statistics

In order to test the relationship between retention and job status, a Chi-square test for independence was used. Each variable of concern has only two categories (i.e. retention questionnaire = Yes/No questions only and Job Status = Permanent or Contract only). As there are only two categories in each variable, the output of the chi-square tests also includes Yates' Correction for Continuity. The results have shown the following:

Firstly, the researcher ensured no assumptions have been violated by reporting that 0 cells (0.0%) have expected count less than 5 in all of the below results.

"I'm planning on working for another company within a period of 3 years"
98.3% of contingent employees and 2.9% of permanent employees have answered no to the above statement. A chi-square test for independence (with Yates' Continuity Correction) indicated a significant association between job status and intention to stay, x^2 (1, n = 95) = .955, p = .000, phi = .955.

"I see a future for myself within this company"
18.3% of contingent employees and 100% of permanent employees have answered Yes to the above statement. A chi-square test for independence (with Yates' Continuity Correction) indicated a significant association between job status and intention to stay, x^2 (1, n = 95) = .788, p = .000, phi = -.788.

"If I received an attractive job offer from another company, I would take the job"

93.3% of contingent employees and 17.1% of permanent employees have answered No to the above statement. A chi-square test for independence (with Yates' Continuity Correction) indicated a significant association between job status and intention to stay, x^2 (1, n = 95) = .772, p = .000, phi = -.772.

"I have checked out a job in another company previously"

83.3% of contingent employees and 37.1% of permanent employees have answered Yes to the above statement. A chi-square test for independence (with Yates' Continuity Correction) indicated a significant association between job status and intention to stay, x^2 (1, n = 95) = .471, p = .000, phi = .471.

The above results show with significant difference that permanent employees show a greater intention to stay within the company than contingent employees. Therefore, the Null Hypothesis (H$_0$) can be rejected and the Alternate Hypothesis (H$_1$) can be accepted.

Hypothesis 3: Contingent employees experience higher levels of burnout compared to permanent employees

Null Hypothesis

> $H0$: $\mu1 \leq \mu2$

Contingent employees experience equal levels of burnout compared to permanent employees

Alternate Hypothesis

> Ha: $\mu1 > \mu2$

Contingent employees experience higher levels of burnout compared to permanent employees

Test Statistics

Upon inspection of the histogram, the data was not normally distributed, however on the basis of Skewness and Kurtosis, this is in an acceptable range of normal distribution (Skewness = -.146, SE = .249 and Kurtosis = .880, SE = .493). Once again, a low kurtosis

figures indicates a lack of outliers. Levene's Test for Equality of Variances was conducted and indicated that p = .937 and therefore the researcher can assume homogeneity.

An Independent Sample T Test was conducted on whether there was any significant difference between permanent employees and contingent employees in regards to burnout. The test indicates that burnout amongst contingent and permanent employees are significantly different with a Sig (2-tailed) value of .000 (p = .000).

An independent-samples t-test was conducted to determine in what way were the results significantly different. The independent sample t-test compared the burnout scores for permanent employees and contingent employees. As seen on figure 5 presented below, there was a significant difference in scores for contingent employees ($M = 62.26$, $SD = 7.93$) and permanent employees ($M = 47.08$, $SD = 7.37$; $t(92) = 9.140$, p = .000, two-tailed). The magnitude of the difference in the means (mean difference = -15.17)

Therefore, the Null Hypothesis (H_0) can be rejected and the Alternate Hypothesis (H_1) can be accepted, concluding that Contingent employees experience higher levels of burnout compared to permanent employees.
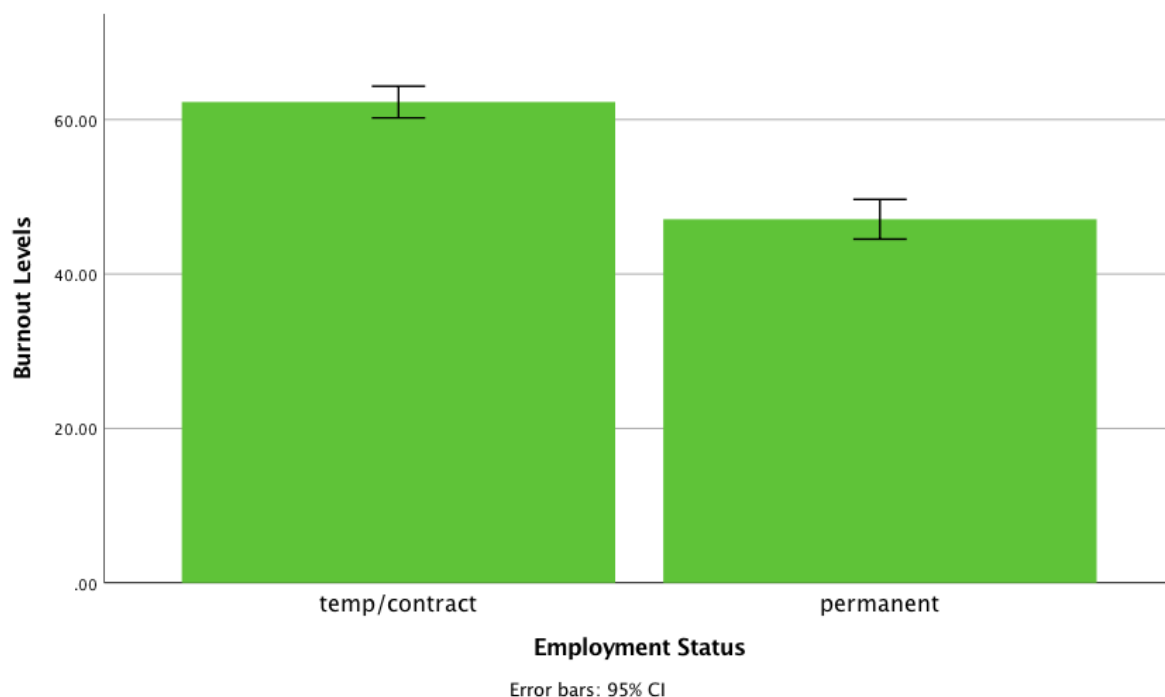
(Figure 5. Burnout levels amongst permanent and contingent employees)

Null Hypothesis

$H0: \beta = 0$

There is no liner relationship Between Motivation and retention

Alternate Hypothesis

$Ha: \beta \neq 0$

There is liner relationship exist Between Motivation and retention

Test Statistics

Multiple regression has been used in order to explore the predictive ability of motivation on retention. To determine how much motivation adds to the prediction of retention, a Hierarchical multiple regression test has been utilized. This allows the researcher to control other variables, such as age, gender and personality characteristics.

By controlling for the possible effects of age, gender and characteristics, this test will determine whether motivation is still able to predict a significant amount of the variance in retention.

Hierarchical multiple regression was used to assess the ability of a control measure (Motivation) to predict retention levels (Retention Total), after controlling for the influence of age, gender and personality. Preliminary analysis was conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. Age, Gender and Personality were entered at Step 1, explaining 10% of the variance in retention. After entry of the Motivation Total at Step 2 the total variance explained by the model as a whole was 22.4%, $F(8, 84) = 3.037$, $p = .005$. The control measure explained an additional 12.4% of the variance in retention, after controlling for age, gender and personality, R squared change $= .124$, F change $(1, 84) = 13.407$, $p < .001$. In the final model, the only variable that makes a unique statistically significant contribution (less than .05) to retention is motivation ($beta = .384$, $p < .001$)

Table 7. Multiple regression model on whether motivation can predict retention.

	R^2	β	B	SE	CI 95% (B)
Model 1	.101				
Age		.520	.213	.259	.006 / 1.035
Gender		.491	.243	.220	.054 / .928
Extraversion		-.016	-.054	.037	-.090 / .058
Agreeableness		.001	.003	.052	-.102 / .105
Conscientiousness		-.006	-.016	.046	-.097 / .085
Neuroticism		.035	.092	.049	-.062 / .133
Openness		.021	.081	.028	-.036 / .077

Table 8. Multiple regression model on whether motivation can predict retention.

	R^2	β	B	SE	CI 95% (B)
Model 2	.224				
Age		.439	.180	.243	-.044 / .921
Gender		.537	.265	.206	128 / .946
Extraversion		-.003	-.010	.035	-.072 / .066
Agreeableness		-.032	-.089	.050	-.130 / .067
Conscientiousness		.048	.127	.045	-.042 / .138
Neuroticism		.026	.067	.046	-.065 / .117
Openness		.014	.057	.027	-.038 / .067
Motivation		.033	.384	.009	.015 / .052

Hypothesis 5: Burnout levels can predict an employee's intention to stay

Null Hypothesis

$H0: \beta = 0$

There is no liner relationship between burnout levels and retention.

Alternate Hypothesis

$Ha: \beta \neq 0$

There is liner relationship exist between burnout levels and retention

Duplicating the same steps as previously mentioned above, the same hierarchical multiple regression testing was used in order to determine whether burnout levels can predict retention, whilst controlling for age, gender and personality.

Preliminary analysis was conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. Age, Gender and Personality were entered at Step 1, explaining 10% of the variance in retention. After entry of the Burnout Total at Step 2 the total variance explained by the model as a whole was 24.1%, $F(8, 84) = 3.33$, $p = .002$. The control measure explained an additional 14% of the variance in retention, after controlling for age, gender and personality, R squared change $= .140$, F change $(1, 84) = 15.541$, $p < .001$. In the final model, the only variable that makes a unique statistically significant contribution (less than.05) to retention is burnout (*beta* $= -.393$, $p < .001$)

Table 9. Multiple regression model on whether Burnout can predict retention.

	R^2	β	B	SE	CI 95% (B)
Model 1	.101				
Age		.520	.213	.259	.006 / 1.035
Gender		.491	.243	.220	.054 / .928
Extraversion		-.016	-.054	.037	-.090 / .058
Agreeableness		.001	.003	.052	-.102 / .105
Conscientiousness		-.006	-.016	.046	-.097 / .085
Neuroticism		.035	.092	.049	-.062 / .133
Openness		.021	.081	.028	-.036 / .077

Table 10. Multiple regression model on whether Burnout can predict retention.

	R^2	β	B	SE	CI 95% (B)
Model 2	.317				
Age		.403	.165	.228	-.050 / .744
Gender		.357	.177	.194	-.029 / .856
Extraversion		.005	.016	.033	-.060 / .070
Agreeableness		-.016	-.046	.046	-.107 / .075
Conscientiousness		.029	.078	.041	-.052 / .110
Neuroticism		.006	.016	.043	-.080 / .092
Openness		.035	.138	.025	-.015 / .085

Burnout	-.060	-.489	.012	-.083 / -.037

4.7 Summary

1. Alternate hypothesis (H$_1$): *Permanent employees experience higher motivation levels in comparison to contingent employees.*

The above analysis has found the following:

- Permanent employees show higher levels of motivation compared to contingent employees .
- The null hypothesis was rejected on the basis that this was a significant difference.

2. Alternate hypothesis (H$_1$): *Permanent employees show greater intention to stay than contingent employees do.*

With regards to turnover intention, the following has been found:

- Permanent employees show a greater intention to stay with a company in all aspects of the questionnaire.
- Each chi-square test concluded that there was a significant difference and therefore the null hypothesis was rejected.
- Concluding that permanent employees show greater intention to stay in a company when compared with contingent employees.

3. Alternate hypothesis (H$_1$): *Contingent employees experience higher levels of burnout compared to permanent employees.*

Results of this study has found the following:

- Contingent employees show higher levels of burnout compared to permanent employees
- This difference was significant, and therefore the alternate hypothesis was accepted

4. Alternate hypothesis (H$_1$): *Motivation levels can predict an employee's turnover intention.*

This study has found the following results:

- A multiple regression test was conducted and after controlling for other variables (age, gender & personality), it was concluded that motivation can predict an employee's turnover intention.
- As it was found that motivation contributed significantly to retention, the alternate hypothesis was accepted.

5. Alternate hypothesis (H$_1$)*: Burnout levels can predict an employee's turnover intention.*

In relation to whether burnout levels can predict retention, this study has found:
This study has found the following results:

- After controlling for other variables (age, gender & personality), it was concluded that burnout can predict an employee's turnover intention
- As burnout contributed significantly to retention, the alternate hypothesis was accepted.

The results section has outlined quantitative findings of the data obtained and concisely summarised the results. In the next chapter, a discussion based on these findings will interpret what they mean and whether or not they corroborate or contradict current literature.

Chapter Five

Discussion and Practical Implications

5.1 Introduction

The discussion chapter aims to interpret the findings and discuss, in depth, the meaning of the results. This chapter will highlight whether the results obtained will substantiate and align with current and relevant literature. However, it will also discuss any literature that contest these findings.

5.2 Overview of Results

This study aimed to determine whether Retention, Motivation and Burnout levels differ amongst contingent employees and permanent employees, along with the objective to determine whether motivation and burnout levels can predict retention levels.

5.3 Millennial Characteristics

Extraversion

Extraversion is often associated with assertiveness and gregariousness, but also, leadership. Extraverts are complacent with unfamiliar situations and meeting others. A high score in extraversion is typically associated with traits such as being sociable, energetic, outgoing, forceful, enthusiastic and adventurous. There is evidence supporting generational increases in extraversion, suggesting that millennials tend to be more extravert than those of past generations (Ng, Lyons & Schweitzer, 2012).

The results of this study coincide with this. The average score for extraversion is 51%, whereas the participants of this study have scored above average with 55%. This high score indicates that millennials are energetic, outgoing and talkative, which some may regard as attention-seeking. This attention-seeking translates to the workplace in ways such as millennials will look for attention and stimulation from colleagues or management in order to

gain status or admiration for achieving a goal (Montag et al., 2012; Thompson and Gregory, 2012).

Agreeableness

A high score in agreeableness is linked to traits such as being trusting, forgiving, courteous, cooperative, tolerant, good-natured, soft-hearted and flexible are the traits most frequently linked to agreeableness. While extraversion tends to increase with each generation, research produces conflicting evidence on agreeableness. Smit et al., (2011) suggests an increase with each generation, however a study conducted by Konrath et al., (2011) argues this increase.

The present study substantiates Konrath's (2011), as millennials scored below average in agreeableness. The average for agreeableness is 63% whilst participants scored 55%. This low score indicates that millennials may be more competitive. As agreeableness is associated with an individual putting others' needs before their own, and rather than competing with others, cooperating with others. This low score therefore coincides with the literature in that, millennials priority is to climb the corporate ladder, and they will do what it takes to get there (Ng et al., 2010). However, the findings of this study is in contrast to DeVaney (2015) findings on millennial characteristics, suggesting that millennials are team-orientated and socially conscious.

Conscientiousness

High scores in conscientiousness are typically associated with traits such as being responsible, careful, organized, thorough, planful and achievement-oriented (Digman, 1990). Conscientiousness personality trait is associated with self-control, neatness and work ethic characteristics. However, again there is conflicting evidence that support the millennial generation increases (Smits et al., 2011; Andre et al., 2010).

This study corroborates with studies by Smits et al. (2011) and Andre et al., (2010) as the millennial participants scored below average with 50%. This indicates that millennials do not want to work hard for their goals, substantiating the literature that suggests millennials give little time to working for the sake of it (Smola & Sutton, 2002; Twenge et al, 2010) in comparison to The Baby Boomer generation who believes that long hours of work and

persistency is mandatory for career progression (Campione, 2015). Conscientiousness amongst millennials may also be identified within their work/life balance, as mentioned throughout the literature, millennials value their outside lives more than past generations (Hanny and Fretwell, 2011; Twenge, 2010), therefore putting more focus on this aspect rather than their work life.

Neuroticism

Neuroticism is frequently known as emotional stability (Borgatta, 1964; Conley, 1985; Hakel, 1974; John, 1989; Lorr & Manning, 1978; McCrae & Costa, 1985; Noller et al., 1987; Norman, 1963; Smith, 1967). A high score in neuroticism is often associated to traits such as being worried, embarrassed, anxious, blue, emotional, insecure and angry. Research suggest that neuroticism is associated with millennial generational increases (Twenge, 2011). An increase in neuroticism may correlate to higher levels of poor mental health and anxiety (Goodwin, 2003; Scollon and Diener, 2006; Swindle et al., 2000; Twenge, 2000; Twenge et al., 2010). However, the present study has found contrasting results. The millennials in this study have scored lower than average, with a score of 50%. This low score indicates that millennials experience less negative feelings and can be described as more emotionally stable. This low score coincides with research from Twenge & Campbell (2008) who suggest that millennials have a higher level of narcissism and great confidence in their capabilities, with a firm feeling of self-worth (Twenge, 2010), therefore they may not experience the levels of stress or negative emotions due to their high levels of confidence.

Openness

Openness is also known as Intellect (Borgatta, 1964; Digman & Takemoto-Chock, 1981; Hogan, 1983; John, 1989; Peabody and Goldberg, 1989). A high score in openness is associated with traits including being original, cultured, artistically sensitive, imaginative, curious, intelligent and broad-minded.

In contrast to the other personality types, openness is one that research suggests has declined with millennials (Ng, Lyons & Schweitzer, 2012). This can be seen in studies conducted by Gentile et al. (2012) who suggest that millennials are now less open to experience, and Kim (2011) who reports a decrease in creativity. The results of this study supports these theories

as millennials have scored 54% which is below the average results. This is contrasting to the typical perception of millennials, as DeVaney (2015) suggests they are creative, innovative and solution-concentrated, it also contradicts Migliaccio's (2018) study who further suggests that millennials are creative, it does however align with the concept that millennials require guidance, feedback and instruction and look for immediate success with each and every effort (Hartman and McCambridge, 2011).

5.4 Motivation

This study has found that Identified Regulation was the main form of motivation amongst millennials. Using Deci & Ryan, (2008) Self-Determination Theory, this indicates that millennials motivation primarily stems intrinsically. This means that millennials are motivated by achievement, advancement, responsibility, growth, recognition and the job itself (Herzberg, 1956)

Deci, Connell, & Ryan, (1989) and Zuckerman, Porac, Lathin, Smith, & Deci (1978) suggest that a supportive work environment will intrinsically motivate millennials and thus, result in positive work-related outcomes and job satisfaction. This supportive work environment can be aligned to receiving feedback (Ilgen, Fisher, & Taylor, 1979; Steelman, Levy, & Snell, 2004). This is backed up by Molander (1996) in which it is stated that an employee's quality of work is enhanced through higher levels of job satisfaction stemming from motivational factors. Therefore, substantiating the literature previously discussed suggesting millennials will generate their best outcomes when greatly motivated (Huddelston & Good, 1999).

The lowest motivation results derived from External motivation and Amotivation. External motivation and Amotivation are classified as non-self-determined motivators. This indicates that millennials are not stimulated by external factors. Linking this back to Herzberg (1956) Two Factor Theory, this indicates that millennials are not motivated by factors such as salary, security supervision, work conditions, relationships, company policies and remuneration. While these findings support some literature such as the study conducted by Srinivasan (2012) suggesting that millennials are intrinsically motivated, the findings contradict the study conducted by Kultalahti and Viitala (2014) which finds that, job security, salary, accountability and working conditions were the primary motivators amongst millennials. The

findings also contradict a study conducted by Dokadia et al. (2015) which suggest millennials primary motivation stems extrinsically and Anantatmula and Shrivastav (2012) who also reports the importance of monetary and position in motivating millennials. This study further contradicts Anderson, Baur, Griffith. and Buckley (2016) who also suggest that higher value is placed on extrinsic rewards.

Permanent Employees V Contingent Employees

This research has found that permanent employees show greater motivation levels than contingent employees. Research indicates that companies are less willing to provide opportunities, such as training for an example, as they believe the contingent employee will not benefit them long-term (Feldman, Doerpinghaus, & Turnley, 1994; Kochan, Wells, & Smith, 1992; Morris, 1999; Tregaskis, 1997). This is consistent with the Gebel (2009) and Virtanen et al., (2003) who suggest that in addition to less opportunities in training and development and career progression, agency hired temporary employees are often compensated considerably less than permanent employees. Contingent employees are deemed not as pivotal as permanent employees, organisations therefore put practices in place to retain their permanent employees (Jong, Schalk & Cuyper, 2009) without consideration of contingent workers. Contingent employees who notice these differences, may feel unfairly treated for completing the same job, but experiencing less benefits such as the examples above, this concept relates to a motivation theory called Equity Theory.

Equity Theory relates to an employee who is concerned with the rewards they are receiving for their outputs, but who is also interested in what their colleagues are receiving. Tension can then be created if an employee feels the rewards are imbalanced or unfair (Robbins, 1993). As stated by Pinder (1984), an employee will feel this imbalance when "people believe they are not receiving fair returns for their efforts and other contributions." When an employee begins to experience this imbalance, they may act in various ways (Champagne, 1989), they may increase their workload to strive for more favourable outcomes, or they may reduce the work effort and somewhat withdraw, both these actions can lead to burnout. In addition, another action may be that the employee completely resigns and pursues external opportunities. This does not solely apply to motivation, the results of this study has also found a similar situation amongst burnout.

5.5 Overall Burnout

The results of overall burnout show mixed results. This test, whilst not designed to diagnose burnout, can however depict an indication of burnout. A high score in the first two sections and a low score in the last section may indicate burnout. However, as found in this study, Section A (burnout) resulted in low-level, while Section B (depersonalization) and Section C (personal achievement) both suggest high level burnout.

5.6 Burnout/Exhaustion

Low-level burnout

The burnout section is also known as exhaustion, and is the most analysed subsection of burnout. High levels in this section can cause an employee to emotionally and mentally distance themselves from their work.

Despite earlier research suggesting that burnout is associated with situation-specific and job related circumstances (Freudenberger 1983, Warr 1987), burnout has since been associated with depression (Bakker et al 2000, Glass & McKnight 1996, Leiter & Durup 1994). A high score on the previously discussed personality trait, neuroticism, can indicate an individual may be more prone to depression, which can indicate they may also be prone to burn out. A study conducted by Barrett et al., (2016) supports this, finding that a high score in neuroticism was correlated to burnout. Further supporting this, Bakker, Van Der Zee & Lewig, (2006) also suggest that neuroticism is positively related to burnout. This would mean those who scored high in neuroticism, and high burnout, would avoid challenging work situations due to the sense of threat and prompting stress Eschleman & Bowling (2009).

However, contrasting to the above, this study has found that overall, participants scored low in this section (table 5). This coincides with the below average score in neuroticism. This indicates that millennials are not afraid nor threatened to take on challenging situations. Again, as millennials are focused on climbing the corporate ladder, this is no surprise, as they are confident in their abilities. Those who do experience this burnout (exhaustion) will exhaust at the very thought of work, which is in contrast to Ziegler (2011) who suggest millennials show readiness to learn and eagerness to do a good job.

In addition, exhaustion often reflects a stress-related element, again a low score in such linking back to neuroticism traits. Burnout is more common amongst individuals who are motivated extrinsically, further supporting the findings of the WEIMS questionnaire, where results showed participants lean toward intrinsic motivation.

5.7 Depersonalization & Personal Achievement

High-level burnout

A high score in depersonalization and personal achievement can lead an individual to distance and disengage themselves. Research suggests that exhaustion and depersonalization coincide with another and that personal achievement is a result of the two (Byrne 1994, Lee & Ashforth 1996), however in the context of this study, that did not appear. The sample of this study have scored within a high-level burnout range in depersonalisation and personal achievement. These high burnout levels can impact job performance in many ways. Research suggest those experiencing high burnout levels tend to show higher absenteeism, along with a high turnover intention and lower commitment levels. For those who do stay in a job while burnt out, productivity tends to be lower and the employee is less effective (Maslach, Schaufeli, & Michael , 2001). High levels in depersonalization and personal achievement can result in employees feeling unfulfilled and conducting themselves inadequately with customers and colleagues, and as a result their performance suffers.

Research conducted by Demeroutie et al. (2001) suggest that these high levels of burnout can stem from a mixture between workload, demands etc. in conjunction with insufficient resources in place. This is a cause for concern as Cherniss (1980) and Edelwich and Brodsky (1980) suggest that burnout is transferrable, further supporting this, Burke & Greenglass (2001) also report burnout can be spread/filtered through casual communication amongst employees. This could lead to a problematic team culture, considering this study has found that contingent employees are significantly suffering from higher levels of burnout than permanent employees.

Permanent Employees V Contingent Employees

Amongst the millennial participants, contingent employees are those who are experiencing higher levels of burnout (shown in figure 5). It has been found that low organisational

commitment and high turnover intention is correlated to burnout (Schaufeli & Enzmann, 1998), this is consistent with contingent employees retention levels. A study conducted by Jackson & Maslach (1982) and Leiter (1988) report that organisations suffer consequential costs in connection with burnout due to high turnover rates. It has been acknowledged by Maslach et al. (2015) that burnout primarily stems from the workplace, however an employee's attitude towards their work can also contribute. As contingent employees show lower motivation and lower retention rates, this could play a role in their higher burnout levels.

For those contingent employees who would desire a permanent contract, which is 92%, are inclined to devote themselves substantially in their role with the hopes of converting to a permanent contract. This is consistent with the low score in agreeableness characteristics, which implies millennials are more competitive and want fast advancement. However, the repercussions of trying to impress, or as the high score in extraversion refers to, attention seek, in order to gain recognition with the hope to transition to permanency, can cause adverse effects, leading the employee to feel burnt out (Montag et al., 2012; Thompson & Gregory, 2012). Vroom's (1964) Expectancy Theory explains that an employee who believes they are performing well, believes they will achieve their desired outcome as a result of their high performance. On the other end of this, if the contingent employee is feeling their efforts are not being recognised, or they are not receiving the feedback the believe they deserve, a permanent position may feel far reached and therefore they may withdraw and detach, thus burning out (Twenge, 2010). This withdrawal stems from millennials need for regular feedback on their performance (Hannay and Fretwell, 2011).

In addition, as literature suggests, organisation are less likely to provide development opportunities to contingent employees and therefore they are less likely to invest themselves in return (Jong, Schalk & Cuyper, 2009). These findings are consistent with Boyce et al., (2007) and Rogers & Henson (1997) who suggest that contingent employees are treated negatively in comparison to permanent employees, thus resulting in negatives outcomes such as burnout, again, relating back to aforementioned Equity Theory.

5.8 Retention

Turnover Intention

This study has found that both motivation and burnout is a predictor of retention (or turnover intention). This is problematic for organisations as millennial turnover rates are a significant issue. PwC (2013) report that their millennial employees are turning over quicker than they have ever experienced before. Studies conducted by Kowske et al., (2010) and Twenge (2010) suggest actual turnover is in fact higher than the turnover intention to leave, this means turnover can be anticipated via turnover intention (Mobley, Horner, & Hollingsworth, 1978). The findings of the present study are consistent with Herda & Lavelle (2012) who suggest that burnout is a key indicator in an employee's intention to leave and also with (Baard, Deci, & Ryan, 2004; Meyer & Gagne´, 2008) who report that employee retention studies indicate that motivation can predict retention levels.

Considering the low levels of motivation and high levels of burnout, this is a worrying find. These findings substantiate with Locke & Latham (2004) and Becker, Meyer & Vandenberghe (2004) who suggest correlation between work motivation and retention, along with Frankel (2016) who reports that a business who can successfully motivate their employees, will see a low turnover.

Permanent Employees V Contingent Employees

This study has found that permanent employees experience higher levels of retention, meaning contingent employees are more likely to leave the company. This study has found that, as mentioned above, contingent employees are also unmotivated and feeling burnt out, considering it has been found that motivation and burnout are predictors of retention, low retention results are consistent with these findings.

With such a high level of employees experiencing turnover intention, it poses more problems than just high costing for the company. Turnover can have a negative impact on an organisations reputation. In order for an organisation to obtain a respectable reputation, the employees need to act in alignment of the organisational goals, with an appetite and wanting to work for chosen organisation (Morgan, 1997). In addition, these high turnover intentions can also present problems for organisations in terms of productivity and efficiency, as it can

take time to replace and train a new employee (Wallace and Gaylor, 2012). Furthermore, team morale can also suffer the consequences. It is therefore imperative for management to understand why contingent employees are experiencing turnover intention, keeping in mind the role that both motivation and burnout play.

5.9 Limitations of the Study

This study provides a snapshot of one point in time amongst millennials, as previously mentioned in the methodology section, a longitudinal would provide a deeper insight into the millennial generation of permanent and contingent employees. A longitudinal approach would allow the researcher to determine whether Retention, Motivation and Burnout change over time, or increase if the employee transitioned to a permanent contract. It would also be useful to determine whether a motivation and burnout intervention would change contingent employee's outlook and attitude toward their work.

The millennial generation are the workplace newcomers, there is still plenty to learn about this generation and therefore a longitudinal design would provide HR with a more in depth illustration of millennials.

Furthermore, the study uses Generational Theory, this implies that all millennials will hold the same attitudes, beliefs and values. Whilst this theory is a sufficient concept, it must be noted that not all millennials can be labelled the same.

Ideally the study would of collected a larger sample size, however due to time constraints, the study was relying on immediate responses. A longer timeframe would of allowed for a larger sample size and in turn provided greater representation of permanent and contingent millennial employees.

5.10 Future Research

The results of this study has answered the intended questions, however has also prompted further questions for future research. The findings of this study prompts the question on whether there is correlation between personality and motivation and burnout, and therefore future research could potentially explore the relationship between these factors.

As burnout is considered to be spread amongst colleagues, a study focusing on the effects of low motivation and high burnout rates on the permanent employees who are not experiencing these levels, i.e. investigating whether the contingent employees levels effect the permanent employees perceptions. Furthermore, this could also focus on individual employees, exploring whether burnout/low motivation at a team level affects the individual employee.

The use of a qualitative approach would be beneficial for future research in order to understand *why* contingent employees are feeling so contrastingly different to their permanent colleagues.

In addition, conducting this research study amongst past generations such as Baby Boomers or Generation X, to determine whether permanent employees and contingent employees experience the same contrasting results of these factors.

<div align="center">**Chapter Six**</div>

<div align="center">Conclusion & Recommendations</div>

6.1 Conclusion

The millennial characteristics have turned organisations normal practices upside down, management are finding it increasingly challenging to meet the needs and expectations of this generation (Montag et al., 2012). Millennials are not like past generations, their needs and their values are different and therefore management styles need to adapt to this change. These changes are so significant that theoretical frameworks need to be revaluated in order to determine whether they're relevant and appropriate for the millennial generation (Anderson et al., 2016). In order to effectively manage the millennials, management must understand their characteristics, they must understand what drives millennials, what motivates them, what will stop them burning out, and in turn, what will retain them.

It is evident that retention, motivation and burnout hold key significance in the millennial work force, this is evident throughout this study, where it finds that motivation and burnout can predict retention, and also others studies. However, this study has sought to close the gap on permanent employees and contingent employees who evidently are experiencing contrastingly different levels of such factors.

In order to determine whether permanent employees and contingent employees experience these factors differently, the researcher conducted quantitative research implementing four existing validated questionnaires to a mix of 95 permanent and contingent millennial employees. Findings indicated that contingent employees are experiencing low motivation, high burnout and low retention levels. These findings are significantly contrasting to those of their permanent colleagues in all aspects.

Prior to analysing the results, based on previous literature the researcher had estimated that motivation and burnout would predict retention, however the contrasting difference between permanent and contingent employees came as a surprise.

The quantitative approach helped the researcher substantiate certain factors and contradict others, therefore providing insight on current literature and indicating areas for future

research. In order to bridge the gap between permanent employees and contingent employees, human resources must put strategy in place in order to utilize their contingent employees.

6.2 Recommendations and Financial Implications

Knowledge Management

As contingent work has been on the rise, the need for human resources to be more flexible is becoming apparent (Tregaskis, Brewster, Mayne, & Hegewisch, 1998). Research suggests that human resources require appropriate reward practices, staffing strategies, career planning and training opportunities in order to successfully manage both their permanent employees and contingent employees (Lepak & Snell, 1999). From the literature, it is evident that contingent employees are excluded from any further development training opportunities. Research suggest that training opportunities can product positive outcomes on, productivity (Huselid, 1995; Tsang et al., 1991), performance (Russel, Terborg, & Powers, 1985) and employee retention (Huselid, 1995), thus a viable option in addressing the retention issues, whilst gaining a more productive, better performing employee.

While management along with human resources may not want to largely invest in their contingent employees for financial reasons, alternative strategies can be put in place to better retain their contingent employees. Considering the cost of turnover, as Bliss (2015) reports can equal 150 percent of the base salary of the employee, alternative strategies should be budgeted for in order to save costings in the long run (i.e. cost of turnover and continuous recruitment drive.

Firstly, understanding the millennial generation, and recognising that management styles will need to be adapted in order to successfully lead this generation is of crucial importance. Once understood, knowledge management can then be utilised. Bassi (1997) describes knowledge management as the creating, capturing and using the knowledge in order to increase organisational outcomes, i.e. if millennials motivations are understood, this information can be utilised to defer burnout and in turn, retain their millennial contingent employees.

Motivation and Burnout Support Programs

Although it is suggest that motivation is one of the most complicated factors for management, due to the constant changes (Bowen & Radhakrishna, 1991). By focusing on the implementation of support programs for employees dealing with stress or any aspect related to demotivation or burnout (Kreitner, 1998) will allow for the continuous process of understanding the unmet needs of employees or where their motivation may be lacking in real time.

As previously mentioned, the cost of turnover is expensive, however if a demotivated or burnt out employee stays with the company, they will be less productive, less efficient, detached and frequently absent, therefore negatively impacting the organisation, their team, and potentially spreading these feelings amongst colleagues (Cherniss, 1980; Edelwich & Brodsky; 1980). A social support program, which offers time and stress management training, will aim to curtail feeling of burnout.

Feedback Practices

As discussed throughout the literature, millennials seek attention and want constant recognition and frequent feedback on their performance (Montag et al., 2012; Thompson and Gregory, 2012). By implementing a 1:1 meeting with contingent employees, giving them regular feedback (Hannay & Fretwell, 2011) will aid in any ambiguity the employee may be feeling. As contingent employees tend to be management by their external agency, setting up a 1:1 meeting every second week, will give the employee a sense of belonging and curtail feelings of detachment.

Career Development Plan

It is suggested by Buonocore, Russo and Ferrara (2015) that career development is important to millennials. This is support by Lu & Gursoy (2016) who suggest this is due to millennials wanting to rapidly progress.

Although the nature of contingent employees means they will not remain in the company for their career, by managing their expectations at the initial stage of employment will curtail any

feelings of uncertainty. Managing these expectations are an important factor, as suggested by Luscombe, Lewis and Biggs (2013).

By developing these career expectations, it provides the contingent employee with open information with regards to their career whilst employed at the company. This can be implemented for a small cost to companies, as HR can structure such career plans.

Grounded Theory

High turnover may drive organisations to consider new strategies for their employee retention issues, and while these strategies are not sufficient, they are rarely based on grounded theory. It is therefore recommended the management along with HR should understand Equity Theory in order to implement fair and reasonable salaries, benefits, reward, performance reviews etc. and Expectancy Theory, which has partially been mentioned in the above Career Development Plan, in order to manage the expectations of contingent employees.

Chapter 7

7.1 Reflection

Throughout this study, I questioned every step I took, every article I read, every process I used. Although I have completed an undergraduate research study, I was nervous to what an MA in Human Resource Management would entail. Whilst I experienced many challenges and some confidence issues along the way, I learned so much about myself and my capabilities.

I attempted a quantitative design, though not feeling confident with statistics or the SPSS system, and whilst I lost some time trialling tests and ways to use SPSS, I believed I gained an invaluable skill set from taking on this approach. I believe this new skill set will allow me to analyse HR data, whether it be performance, employee development, training or retention data, by taking this quantitative approach it has given me the confidence in an organisational context. It has also given me a realistic perspective of data collection.

Throughout this study, I was in full-time employment and therefore experienced organisational, routine and timing difficulties in finding a balance. However, I quickly adjusted my time management skills. On that note, this research study has provided me with a true appreciation for academia and those in the field of research, as it has provided me with an insight to the time spent and challenges encountered whilst undertaking a research project. I have taken invaluable experience from writing this research paper and I have gained a new level of confidence in myself in terms of conducting a research study whether it be in further studies or within an organisation, but also I have gained confidence in simply being able to speak to others about the subject matter, as I have immersed myself in the literature.

I believe that no matter what road I take throughout my career, I will bring this invaluable knowledge and understanding of the research process with me, along with the skills obtained throughout; learning to critically analyse, identify relationships and patterns throughout literature, along with identifying gaps or conflicting evidence. I look forward to bringing this experience with me to an organisation HR context.

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