

# Winning Tactics for Millennial Employee Retention



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## Executive Summary

Maintaining the Millennial workforce level is continually one of the most significant challenges facing the service industry in Belgium. The same issue applies to the Erasmus Center Association Sans But Lucratif, also known as Erasmus Center ASBL, which is active in the education service sector. In short, the Free Dictionary by Farlex (n.d.) defines Association Sans But Lucratif as “A French term for non-profit organisation. It is a name for the legal corporate form of non-profits in Belgium and is abbreviated ASBL.” This research identified the most important retention factors for Millennials. To answer the central question, this study provides an understanding and shows the differences between employee turnover and employee retention. In addition, a description of Millennials is offered to help understand who Millennials are and what their view/behaviour is towards labour, as they are the most prominent workforce (to be).

This study analyses information retrieved through in-depth interviews from 8 staff members of the Erasmus Center Association Sans But Lucratif, among them Millennials between the ages 17 and 37 and managers part of Generation X in the age category 38 to 53. Results confirm that job resignation is an outcome of job dissatisfaction – a combination of factors that includes lack of work hours, lack of career progression opportunities, and lack of support of managers, among others. By identifying these employee turnover factors through the respondents and comparing it with the literature findings, the most important retention factors for the Millennials, are (in order of importance) a fitting manager, career progression opportunities, remuneration, promotions, and job benefits.

As the research did not include all Millennial staff members of the Erasmus Center Association Sans But Lucratif, it is recommended to conduct further research focused on gathering insight of all Millennial employees on employee retention factors. Finally, it is also recommended to carry additional research on a larger scale, as the Erasmus Center Association Sans But Lucratif still consists of personnel groups, such as Generation X-ers and Baby Boomers, though no information has been acquired for them.

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## Preface

The final project, "Which are the most important retention factors for the Millennial? – Case study Erasmus Center ASBL", is a case study on elements that could help maintain Millennials at their current job. This final project was conducted to meet the graduation requirements of the European Studies program at The Hague University of Applied Sciences (THUAS). I pledged and fulfilled to research and write this case study between September 2017 and March 2018.

The final project was conducted at the request of Erasmus Center ASBL (EC ASBL), where I undertook a work placement from February to July 2017. The research was challenging, though in-depth analyses were applied, enabling me to answer the questions formulated. I owe my most profound gratitude, to my final project supervisor, Mr Diojdescu, from the THUAS and both my placement mentors from the EC ASBL for their constant disposal and willingness to answer my queries.

I would also like to express my gratitude towards the respondents, without whose cooperation I would not have gathered any data, therefore would not have been able to complete this case study. Special thanks to my girlfriend, Dada Khamany, who supported and kept motivating me in the process of completing this final project. Finally, I would like to thank my family, specifically my mom, dad, Henock Gieskes, Morena Gieskes, Keren Gieskes en Issacar Gieskes from whom I gained the titles of a beloved son and role model.

I hope you enjoy your reading.

Louison Gieskes

The Hague, 6 March 2018

## Chapter One: Introduction

In recent research of human capital trends conducted by Josh Bersin (2014), analysing corporate HR, talent management and leadership, the message is unequivocal: "companies are struggling to engage and retain our modern, 21<sup>st</sup> century workforce", which are the Millennials (para. 1). Statistics show 77% of the 2.500 studied companies over 90 countries do not feel like they have the right HR skills to improve employee retention, of which 25% are critical (Bersin, 2014, para. 3).

A manager/supervisor of a large or small company should be able to rely on this generation's workforce, which is the Millennial, to do the job they cannot conduct themselves. Ideally, big projects are to be handed over to colleagues. However, the service sector in Belgium suffers from a decrease of employee retention; hence, the possibility to hand over big projects to colleagues quickly is at a small scale (Turnover Indices, n.d.). This decrease of employee retention occurs mainly during the first three to six months, when a new employee is still susceptible to resign from their new job. According to a February 2014 survey by BambooHR, "on average, companies lose 16-17% of their new hires during the first three months" (Bauer, Ellis, Erdogan & Nifadkar, 2017, para. 2; Maurer, 2015). Not being able to retain employees comes with high costs in different forms, such as financial costs, time-related costs, and moralistic costs. Therefore, to prevent or to keep these costs at a minimum level, it would be in a company's best interest to retain their new hires as long as possible.

In addition, an organisation invests vast efforts to advertise a right image of their cultural fit for future hires. These advertisings are done through various methods, such as company materials, career websites, during a recruiting and hiring process until an evaluation period of a new employee. The feeling of a cultural fit from a new employee's perspective is (being) triggered, allowing the trigger to develop into an engagement towards an organisation. However, for this to happen, an organisation should practice and represent the cultural fit they advertise through company materials, career websites, during the recruiting, hiring and retention processes until the evaluation period (Biro, 2014; Bauer & Erdogan, 2011).

Therefore, this research aims to identify the most important Millennial retention factors for the Erasmus Center ASBL, to improve their employee retention policies and programs, as the assignment provider of this study wishes for more employee engagement/retention. The employee turnover rate at the Erasmus Center ASBL is approximately 4 percent within a yearly scale. The EC ASBL is a small organisation consisting of 10 to 15 employees; therefore, encountering employee

turnover could have a significant adverse impact on the organisation. Among others, they encounter loss of time in the quest of searching for new (potential) employees to replace those who left, which is done via advertisements, analysing curriculum vitae, and conducting interviews. In addition, they lose time in training their new employees and making sure their new hires are conducting their job correctly through follow-ups. Last, they also must cover for the employees who resigned, which leads to work overload and eventually to improper job completion. To increase employee retention, the EC ASBL managers offered more attractive job roles to their employees; however, this was without success. It is therefore relevant to talk about retention factors for Millennial generations to provide EC ASBL with the right overview of factors they can either implement or improve, as Millennials are the most prominent workforce (to be).

This research starts with an explanation of the theoretical framework, along with past studies that were conducted to understand and establish the causes of employee turnover and retention; in addition, this section provides a brief description of Millennials and their attitude towards labour. Next, an explanation of the designed research methods and the tools applied are detailed to get a better understanding of the chosen methods used to obtain information on employee retention factors. Afterwards, an overview of the research results is exemplified using illustrations and formulas, and what can be assumed from the examined information. A discussion of the main findings is provided, enabling concluding remarks on employee retention factors to be implemented/improved by the Erasmus Center ASBL. Finally, while considering the project's limitations, a few suggestions are offered for future research.

## Chapter Two: Theoretical Framework

The Erasmus Center ASBL is a non-profit organisation that is active in the education/service sector. Thanks to EC ASBL, students can benefit from a personalised follow-up as the centre offers test preparation courses (TOEFL iBT®, IELTS™ and GMAT®, among others), language courses (Dutch, French and Spanish, among others), and admission coaching (Erasmus Center ASBL, n.d.). The EC ASBL is a small organisation consisting of approximately 10 to 15 employees; among them only three are working full time, and the others are part-time and freelance staff members. However, they encounter difficulties with employee retention of the current workforce, known as Millennials. Therefore, in-depth understanding of the problem that the EC ASBL faces is essential to provide courses of actions for the organisation. As a result, a review of past studies has been studied and summarised to form a basis for this project.

### 2.1: Employee Turnover

Armstrong and Taylor (2017), who co-authored the bestseller book: *Armstrong's handbook of human resource management practice*, reported and concluded that many factors could lead an employee to leave a company, also known as *employee turnover*. In brief, employee turnover is a term that occurs in two forms: *involuntary turnover* and *voluntary turnover*. Involuntary turnover often refers to the decision of an employment to terminate the labour agreement with the employee, whereas voluntary turnover refers to the employee's decision to terminate a labour agreement with the employer (Armstrong & Taylor, 2017; Taylor, 2005). Armstrong and Taylor confirmed that reasons for employee turnover could be due to employees leaving or employers making employees leave.

Mobley (1977) argues there is a clear link between job dissatisfaction and employee turnover, and that an employee goes through nine intermediate stages before deciding to resign from their job. Mobley claims, before an employee decides to resign, they go through several intermediate stages that could boost their intention to turnover (simplified illustration of *Mobley's Model of the Turnover Process* after the analysis of Lee (1988) shown below).:

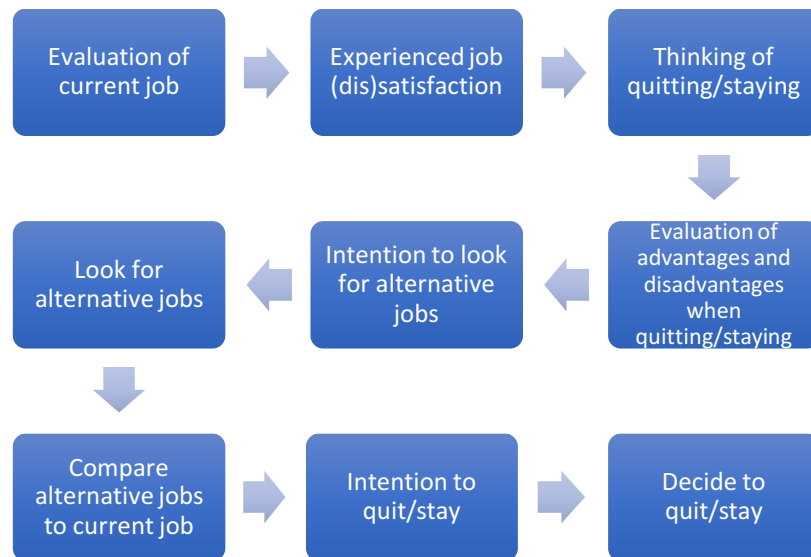


Figure 1. Employee turnover procedure (Mobley, 1977).

In sum, (1) employees evaluate their job and then (2) weigh how often they have experienced job dissatisfaction. When they have analysed how often they have experienced job dissatisfaction, then (3) the thought of quitting their job comes on the scene. Before quitting, an employee (4) evaluates the advantages and disadvantages of quitting their job. From that evaluation, they (5) intend to look for alternative jobs, then (6) look for alternative jobs. Afterwards, an employee (7) compares the alternative jobs to his/her current job, thereafter the employee then (8) intends to quit, which could eventually lead to (9) employee turnover.

George and Jones (2011) conducted in-depth research to retrieve the main factors that lead to employee turnover. Researchers studied the nature of employee work values, whereby the analysers argued there are two types of work values that may cause an employee to turnover, if there is a better job alternative elsewhere (George & Jones, 2011). First, turnover can occur due to a lack of an employee's *intrinsic work values*, whereby an employee values the work content of a job. Factors that apply in this case are "interesting work, challenging work, learning new things, making important contributions, responsibility and autonomy, being creative" (George & Jones, 2011, p. 67). Similar to intrinsic work values is *extrinsic work values*, by which turnover may occur due to a lack of work profits, whereby the researchers address those factors as "high pay, job security, job benefits, status in a wider community, social contacts, time with family, time for hobbies" (George & Jones, 2011, p. 67).



Armstrong and Taylor (2017) further support these factors, as during their research, analysts concluded there is a combination of (primary) factors that causes an employee to turnover, such as: "inability to cope with job, poor relationships with manager/team leader, poor relationships with colleagues, bullying or harassment, personal reasons such as – pregnancy, illness, moving away from the area, etc." (p. 295). An employee who intends/decides to turnover is likely to choose alternative jobs that have: "more pay, better prospects, more security, more opportunity to develop skills, better working conditions, etc." (Armstrong & Taylor, 2017, p. 295). In summary, the analysers of both pieces of research conducted in-depth research and concluded there are various factors for an employee to turnover (Armstrong & Taylor, 2017; George & Jones, 2011). It points out it can either be due to a lack of intrinsic work values at an employee's current job or due to better extrinsic work values at alternative jobs.

Next, employee turnover is frequently associated with organisations facing expensive and difficult challenges in the workforce, which are considered harmful aspects. According to Mobley (1982), employee turnover, specifically voluntary turnover, has several main negative aspects. One aspect is the loss of experienced employees, which could lead to a possible threat of knowledge getting lost as well (Mobley, 1982; Urbancová & Linhartová, 2011). Having less experienced employees on the work floor leads to less productivity, as productivity goes hand in hand with trained, experienced individuals knowing what their role is in an organisation, for an organisation to reach its goal. In the 2012 *Allied Workforce Mobility Survey* conducted by the certified professional organisation in training management on 500 professionals in human resource management, it has been estimated that the time before a new employee becomes productive is 1-2 years (Allied HR IQ, 2012). Hence, being less productive and losing experienced employees probably leads to less or a reduction in profit.

Bersin (2013), the principal and founder of Deloitte, conducted research to summarise the main negative aspects related to employee turnover by analysing prior studies that have been undertaken to find out which negative aspects of employee turnover organisations are camping with the most. He also found "a new person may take 1-2 years to reach the productivity of an existing person" (Bersin, 2013, para. 5). Aside from this, he discusses the costs of hiring a new employee – e.g., advertisings, screening, interviewing and hiring costs. He also points out the costs

for onboarding<sup>1</sup> new employee – e.g., training and management time. Bersin implies that an employer is likely to invest 10-20% of an employee's salary, only for training over two-three years, which is considered lost money. Further, Bersin argues that employees who notice high turnover tend to disengage and lose productivity. When employees notice a (high) turnover, another colleague leaving the organisation, they then ask the question "why?" (Bersin, 2013), which will make them reconsider their position at an organisation.

## 2.2: Employee Retention

The other side of employee turnover is employee retention. Carsen (2002) defines employee retention, as current employees who still work at an organisation for a reasonable period, which employers do not intend to fire. Though she comments that (high) employee retention should not always be seen as a good thing (Carsen, 2002; Taylor, 2002), as employers may keep employees, for the simple reason that they are afraid to demotivate other employees they genuinely want to keep, who may notice turnover and question their position. Carsen's (2002) comment is similar to Taylor's (2002) comment in his book *The Employee Retention Handbook*, as he believes "effective management of employee retention is focused primarily on those groups of staff you employ whose resignations are the most problematic from the organisation's point of view" (p. 12).

Smith (2001), the author of *Here Today, Here Tomorrow: Transforming your Workforce from High-turnover to High-retention*, has been in touch with several CEOs over the globe and many companies who asked how they could improve their productivity. Smith conducted several surveys to find out what employees wanted; seven overall attributes came through as results: (1) Organisations should be critical when hiring managers, as employees are looking for practical leaders; (2) Organisations should rely on their managers to retain good employees in their departments to give a sense of responsibility; (3) Directors, managers, supervisors should put more emphasis on building relationships with their employees, even more, during their first week; (4) Organisations should be organised, oriented, and structured to limit weekly work hours to maximum 35 to 40; (5) Organisations should offer competitive pay and provide benefits when convenient to reduce the intention of employees looking for alternative jobs; (6) Superiors of employees should give (more) compliments to their employees and their work, so they feel valued by the company; (7) Organisations should provide space to learn and occasions to advance within

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<sup>1</sup> In brief, the English Oxford Dictionary (n.d.) defines the onboarding process as "The action or process of integrating a new employee into an organization or familiarizing a new customer or client with one's products or services."

the company. Smith describes the outcome of implementing these guidelines as a “win-win” situation for organisations and employees (p. XXI); employees will feel valued, earn a decent competitive salary, and work in a pleasant environment, which will lead to more productivity, meaning (more) income for organisations. And organisations will save money spent on hiring and training purposes of new employees because of employee turnover.

### 2.3: Millennial Generation

The biggest workforce group (to become) is Generation Y, also known as the Millennial generation, born between 1980 and arguably mid-1995/early 2000s (Kassab, n.d; Lyons, 2016; "Myths about Millennials," 2015; "Winning the Generation," 2013). Singal (2017) separates Millennials into two categories: old Millennials, born between 1980 and 1988, and young Millennials, born between 1989 and mid-1995/early 2000s. Singal argues that a lot can happen within 18 years and that both Millennial groups, though born in the same generation, have lived different lives from each other due to two milestones that occurred during that era: the financial crisis and the use of social media. The financial crisis caused a gap between old and young Millennials mainly regarding job security. Old Millennials were entering or working before the financial crisis was entirely spread out, so the system of working at one company to gain employment benefits still applied to them for the most part. By the time young Millennials became adolescent, that same system did not apply to them anymore (Singal, 2017). The upswing of the smartphone, and more specifically the use of social media, is not an obsession for old Millennials, but it is for young Millennials. Consider Singal's argumentation:

Think about all the stuff you go through between the ages of 12 and 22 in terms of your development as a person. Now think about how many of those experiences are affected by the presence or absence of a cell phone and social media. (para. 11)

For old Millennials, while being at middle/high school, communication and getting in contact with people often happened without using a smartphone or social media, whilst the development of smartphones and social media mainly occurred when young Millennials were in their elementary school period, and once they reached middle/high school, it became a lifestyle.

Bauer and Erdogan (2011), address several factors of the characteristics and job attitudes of Millennials towards work in their research, arguing that Millennials may not be what one might label as lazy job-hoppers for whom we should roll out the red carpet and that most stereotypes are

conclusions based on incomplete information. They examined these factors under two categories, which occur during the onboarding process until the evaluation process of the new employee (Bauer & Erdogan, 2011). First, there is the new employee characteristics category, wherein four characteristics of Millennials are described as: (1) Having a proactive personality; (2) Being extravert; (3) Being open; (4) Having a veteran attitude (Bauer & Erdogan, 2011). The employee's behaviour category describes three main behavioural factors of Millennials towards work, which are: "(1) Information seeking; (2) Feedback seeking; (3) Relationship building" (Bauer & Erdogan, 2011, p. 52). As an example, Bauer and Erdogan's paper shows an illustration of what they call "A summary process model of socialisation" (p. 52; shown below), which is also known as an onboarding process:

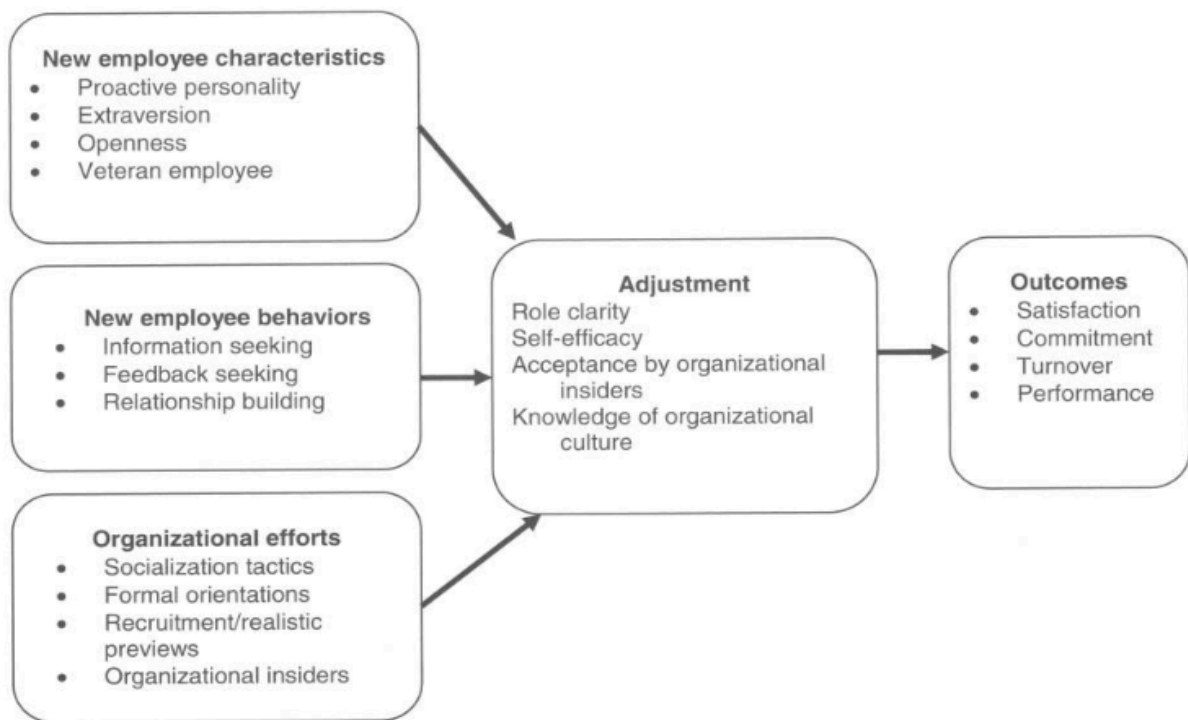


Figure 2. A summary process model of socialisation (Bauer & Erdogan, 2011, p. 52).

Bauer and Erdogan (2011) mention a third category that could lead to successful employee retention, due to an organisation taking the initiative, by practicing four *organisational efforts* such as: "(1) Socialisation tactics; (2) Formal orientations; (3) Recruitment/realistic previews; (4) Organisational insiders" (p. 52). Nevertheless, they discuss that, to maintain employee retention, four main factors should be met and, if not, the necessary adjustments should be practised to meet those four factors. These four factors (as shown earlier in figure 2) are about the: (1) Role clarity of the new employee; (2) Self-efficacy, in which an employee feels like they can complete the role

they have been assigned to do; (3) Acceptance by organisational insiders, such as managers, supervisors, colleagues etc.; (4) Knowledge of organisational culture, to give the new employee the feeling of a cultural fit, which will motivate and make them perform better (Bauer & Erdogan, 2011).

The study mentioned above, with other studies, highlighted that Millennials care about the first impression of an organisation, set expectations, and set demands from their employers. Whenever these statements are not met, they have a truculent attitude or resign from their job during the first three to six months (Ellis, Nifadkar, Bauer, & Erdogan, 2017; Kassab, n.d.; Maurer, 2015; "Winning the Generation," 2013). According to Kassab (n.d.), only a few organisations meet the expectations and demands set by their employees. Bersin (2014) confirmed this argument as Deloitte conducted a major Millennial study, called *Deloitte Global Human Capital Trends*, in which they studied the human capital trends of 2.500 organisations in 90 countries and concluded: "companies are struggling to engage and retain our modern, 21<sup>st</sup>-century workforce" (para. 1). Kassab (n.d.) and Bersin (2014) refer to Crabtree's (2013) article in Gallup, which conducted a worldwide study, called the *State of Global Workplace*, in which 142-countries participated, and concluded that as much as 87% of today's workforce does not engage at work.

Gani (2016), reporting for *The Guardian*, conducted a study and reported five common stereotypes linked to Millennials and explains why they are wrong. First, she explains that it is not true that Millennials set expectations or demands because Millennials think they deserve it. However, Gani, who interviewed Sofia Nazi, a 29-year-old who owns multiple degrees and works as a full-time teacher, explains that Millennials are looking for jobs they are passionate about or are trying to make their present job satisfying. These expectations/demands are due to organisations not paying as well as they used to, nor do they guarantee job security as zero-hour contracts are booming (Gani, 2016).

Second, Gani justifies the label of Millennials being lazy as Millennials being smart, by arguing that Millennials see and practice things differently compared to their prior generations. She puts forward an example of presentism and explains that generations before Generation Y have an attitude of sitting behind a desk for eight hours to answer emails, whereas Millennials, who are used to multi-tasking, preferably answer those emails from their smartphone while being on the move.

Third, the saying "Millennials work to live rather than live to work" is also a myth, according to several persons Gani interviewed, one of which is the author of the book *From Millennials With Love*, Ann-Victoria Pincé. Results from her in-depth interviews showed that Millennials did not like to see their work as work, and their life outside work as living and call these two aspects "work/life balance" (Gani, 2016, para. 17). Millennials combine their work with their daily life activities and prefer calling it "work/life integration" (Gani, 2016, para. 17). Gani points out that Millennials are not driven job-hoppers just for the sake of it. Patrice Thompson, a 23-year-old graduate of the London School of Economics, who was interviewed by Gani, said: "I think, as Millennials, we are cautious. This job might not be forever, and we need to develop ourselves, grow, and pursue self-employment, so we are not just reliant on one particular institution" (Gani, 2016, para. 30).

Last, Gani argues that, as the world is more connected than ever before, Millennials compare their lives to family, friends, colleagues of the same category and seek the need to develop. Finally, the statement that Millennials do not have time for colleagues with more experience than them is also a wrong stereotype labelled to Millennials. Gani suggests Millennials value "reverse mentoring" (para. 33), which implies Millennials value being valued by their colleagues and value giving value to their colleagues. As earlier described by Bauer and Erdogan (2011), new employees are seeking information, feedback, and want to build relationships within the organisation.

Griffin, Phillips, and Gully (2016), pointed out further factors as they studied employee attraction, retention, and engagement factors. They argue that it is essential for managers to know there is a difference among these three aspects concerning factors, as factors to attract employees differ from the factors to retain employees, likewise for factors to engage employees. The researchers refer to the results that came out of a survey conducted on a global scale by Towers Perrin in 2007, called the Towers Perrin Global Workforce Study (Griffin, Phillips, & Gully, 2016). In addition, according to Towers Perrin (2007), there are three worldwide retention drivers for this centuries' Millennial in the age group 18- to 24-year-olds which are: (1) "Organisations who have excellent career advancement opportunities; (2) Organisations who place employees in an environment where new ideas are encouraged; (3) Organisations who make sure that employees feel satisfied with the business decisions that they take" (p. 17). Next, there are Millennials in the age group 25- to 34-year-olds, (from which the eldest today is 37 years, according to "Millennials Coming of Age," n.d.) who value: "(1) Excellent career advancement opportunities at organisations; (2) Satisfaction in decisions made by the organisation's employees; (3) Good relationship with their supervisor" (Towers Perrin, 2007, p. 17).

### Chapter Three: Methodology

The secondary data has been gathered by reviewing existing literature on factors that cause the Millennial generation to leave or to stay at an organisation, known as employee turnover and employee retention, and methods used to counter the intention to turnover and to implement to retain employees. To validate data collected from secondary sources and gather specific and qualitative insight, primary research has been done via qualitative data collection; more specifically, in-depth interviews were conducted in person and via Skype and through email communication with present and past staff members of the Erasmus Center ASBL. Two sets of interview questions, one for EC management and one for current and past employees, have been constructed based on literature findings. The interview questions can be found in Appendix 1.

As described in the theoretical framework, many studies have been carried out mentioning different factors used as the focal point to formulate specific interview questions to ask Erasmus Center ASBL staff members. The interview was conducted with the aim to answer the following questions:

#### Main question:

1. Which are the most important retention factors for Millennials? – case study Erasmus Center ASBL

#### Sub-questions:

1. What are the causes for employees to turnover – according to management?
2. What are the causes for employees to turnover – according to employees?
3. What should be done further by the Erasmus Center ASBL to increase employee retention?

The primary data were collected through key informant participants, as employee retention of Millennials is a complicated matter, which requires in-depth studies (Bersin, 2013). Field research was conducted in the form of a detailed interview, which occurred in two procedures, in person and via Skype, due to its convenience to contact former employees of Erasmus Center ASBL who relocated after they left EC ASBL and employees whose schedules were too busy to meet in person. The method was chosen as it was the most appropriate method to gather specific feedback from participants, for which numerical value could not replace (Kumar, 2006). The participants consisted of seven people categorised into three aspects, and to guarantee the confidentiality of the participants' data, their names were replaced with participant A to H described below:

First, a face-to-face interview was conducted with the founder and head/manager of the marketing department of Erasmus Center ASBL, named participant A. He has a master's degree in computer security, as he graduated from the University College of Dublin. The primary focus of this interview was to find out the main triggers of the high turnover rate at Erasmus Center ASBL, and understand what factors had been practised to increase employee retention for Erasmus Center ASBL employees. The question was asked if he noticed a significant difference between young and old (Millennial) employees and their reasons for leaving Erasmus Center ASBL. These questions were asked to compare the correspondence with the results found in the literature review.

Second, a face-to-face interview was conducted with the co-founder and manager of the administration department of Erasmus Center ASBL, named participant B. She has a bachelor's degree in Personnel Administration from the ECSEDI-ISALT University in Brussels, Belgium. This interview was held to gauge what had been done, what is to be done further, and whether the administrator implements the retention factors that came out of the results, as practising retention factors is mainly the task of an administrator, the HR department, or a supervisor.

Next, Skype interviews were held with two present staff members of Erasmus Center ASBL, who are referred to in this report as participants C, D and E. These employees were a valuable resource, as they are second in position (after the managers) to have the most prolonged experience within the organisation, providing the highest productivity. They helped the research by giving an understanding from their perspective what the causes could be for employee turnover and what retention factors were/could be implemented to make them stay at Erasmus Center ASBL.

Last, Skype interviews and email communications were held with three most recent former employees of Erasmus Center ASBL, referred to in this report as participants F, G and H. This method of collecting data was chosen due to the relocation of the former employees to other cities or countries with a significant time difference, after experiencing employee turnover. These employees were vital informants, who helped the research by explaining the causes of their turnover, what retention factors were implemented to make them stay, and what retention factors should have been practised from their perspective.

The in-depth data acquired from the respondents were analysed and processed in Microsoft Excel using two-dimensional graphs and tables (shown below in the Results section). Variables such as age, academic level, position, and length of work experience at the Erasmus Center ASBL were also



analysed and illustrated using descriptive statistics in numbers and means. Due to the in-depth responses by the participants, tools such as visual illustrations and tables were applied to summarise the results acquired from the interviews for more precise and better understanding and to compare and find specific affiliations and trends between the participants' responses. A brief conclusion was described after each figure and table (or group of figures/tables), which was occasionally referred to past research results. The full transcript of the participants' responses to the interview/email questions can be found in Appendix 2.

Participants were held up to date to the terms and conditions of their participation in the project, both verbally and by employing an informed consent, which they had to sign and date to confirm they had read and understood the description and aims of the research. The signed and dated informed consent can be found in Appendix 3, explaining the purpose of the project, the role of the participants in the project, how a participant can withdraw from the research, and the procedures followed to guarantee the confidentiality of the participants' data. Therefore, (for some) only their age, academic level, (former) position, and length of work experience at the Erasmus Center ASBL is stated in the results section.

## Chapter Four: Results

Eight in-depth interviews were carried out in different forms to gather original data from participants considered most qualified to bring vital insight to the analysis. Interviewees were key participants, who consisted of the founders of Erasmus Center ASBL, who are managers/supervisors to their employees, labelled as participants A and B. Next, three employees were interviewed, who consisted of participants C, D and E and had an extended experience or were considered the most productive at the Erasmus Center ASBL. Last, former employees who experienced the most recent turnover were also interviewed, labelled as participants F, G and H. Among them, one who was considered a highly qualified employee during his time in service by both managers and employees at the Erasmus Center ASBL. By interviewing these focus groups, different but interesting perspectives came forth from the participants, due to their different ages, experiences, and positions at the Erasmus Center ASBL.

As has been mentioned, the responses of the participants provided valuable insight on factors of employee turnover and employee retention for Millennials in the Erasmus Center ASBL case study. Following is an overview of the interview's outcomes.

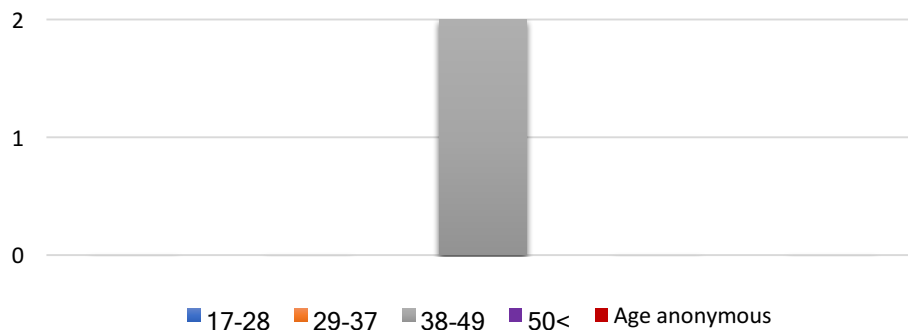


Figure 3. For the managers: Age Distribution.

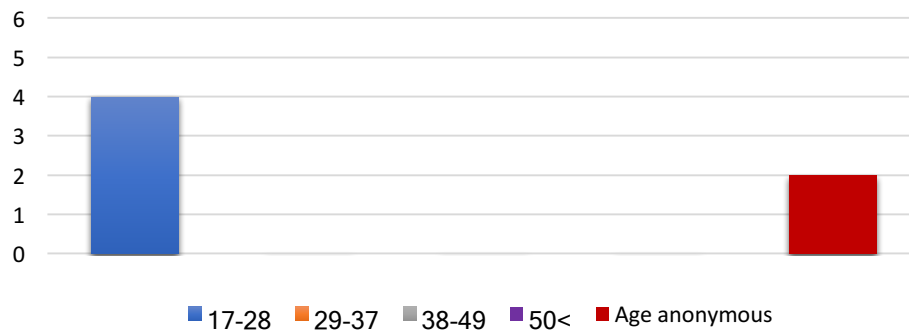


Figure 4. For the former and current employees: Age Distribution.

The figure shows that two managers out of eight respondents are in the age distribution of 38-49, which means they are part of Generation X. Moreover, four out of six (former/current) employees are in the age distribution of 17-28, which means they are part of the Millennial generation, more specifically, they are part of the younger Millennial category. In order to provide further confidentiality, the age of two out of six employees were not displayed.

Figures 5 – 7 show the respondents' profile data, regarding academic level, their (former) position at the Erasmus Center ASBL, and their length of work experience at the Erasmus Center ASBL:

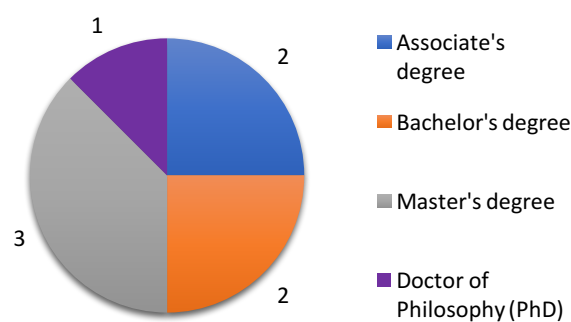


Figure 5. Academic Level.

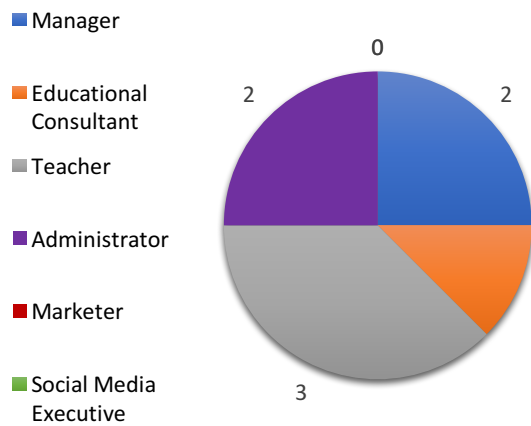


Figure 6. (Former) Position at Erasmus Center ASBL.

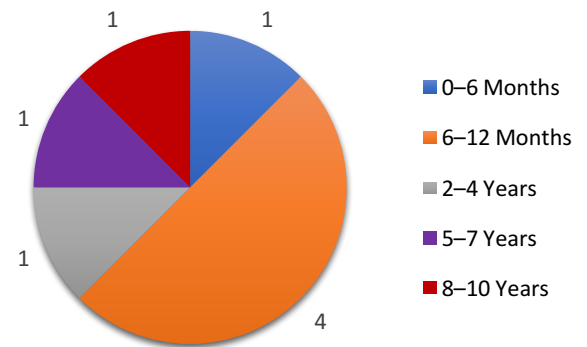


Figure 7. Length of experience at Erasmus Center ASBL.

As presented above, four out of eight respondents have a master's degree, whereas two respondents hold an associate degree, another a bachelor's degree, and one other employee has a Doctor of Philosophy degree. Based on the offered positions at the Erasmus Center ASBL and the chosen respondents, there are/were two employees filling each of these positions: manager, teacher, and administrator. There are no respondents who held the functions of a marketer or Social Media Executive. One out of eight employees with the most extensive experience at the Erasmus Center ASBL has worked for the organisation between 8 and 10 years, followed by one other employee who has worked at the Erasmus Center ASBL between 5 and 7 years. The employee with the least extended experience worked at the Erasmus Center ASBL between 0 and 6 months.

Next, figure 8 shows the interviewees' conviction on the three leading causes of employee turnover:

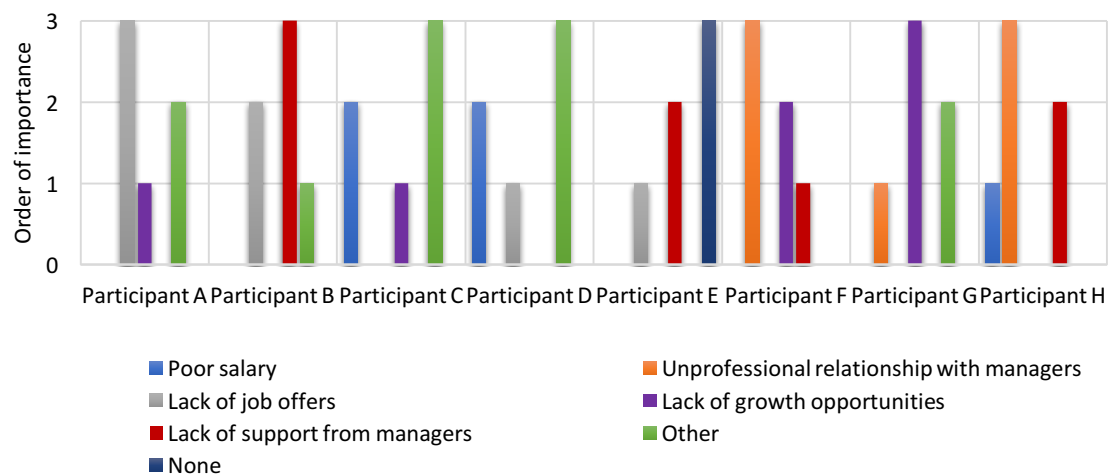
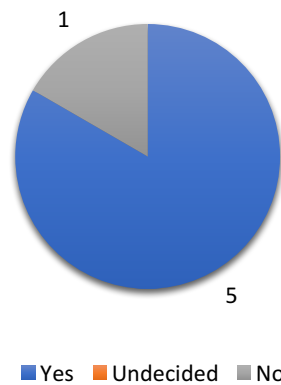


Figure 8. What would you state are the three leading causes (in order of importance) of employee turnover?

By analysing the information retrieved through the in-depth interviews, five repeated factors cause employee turnover, which is also displayed in the legend of figure 8. From a quantitative viewpoint, figure 8 indicates 'other' factors being the reason for employee turnover, followed by a lack of growth opportunities, job offers, and support from managers at the Erasmus Center ASBL, which was chosen by five out of eight respondents. Next, an improper relationship with managers causes employee turnover, which was notably chosen as a factor by all three former employees of the Erasmus Center ASBL. Similar to an unprofessional relationship with managers, a poor salary, lack of job offers, and a lack of support from managers share the same number of votes as cause for employee turnover, which is three out of eight respondents. From a qualitative viewpoint (order of importance), the lack of growth opportunities and lack of job offers comes forth as the main reason for employee turnover, followed by a poor salary, lack of support from managers, and other factors. Last, an improper relationship with managers is chosen as the third reason for employee turnover, along with other factors.

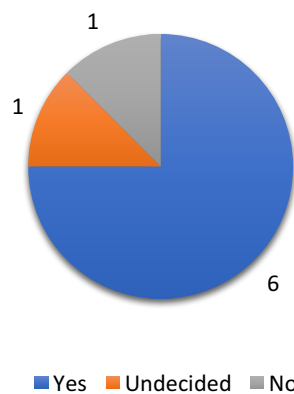
The following figure displays the employees' opinion, whether it is important for an organisation to offer benefit:



*Figure 9. For the former and current employees: Do you think that it is important for an organisation to offer job benefits?*

As it is shown, five out of six respondents seem to find it essential for an organisation to offer job benefit. When re-evaluating the responses of both current and former employees, benefits such as further training, the opportunity to network with other companies, and having a work community were mentioned. In addition, job insurance, lunch tickets, and (public) transport allowance were considered excellent job benefits.

To change the topic, figure 10 illustrates the level of agreement of the participants on the question whether the interviewees think young Millennials have different reasons to turnover than old Millennials. In addition, figures 11 and 12 exemplify the agreement of the respondents on the lack of practice of specific or other factors by organisations, which could lead to employee turnover for both young and old Millennials:



*Figure 10. Do you think that younger Millennials have different reasons to turnover than older Millennials?*

Observing the answers illustrated in figure 10, six out of eight respondents agree that young Millennials have different reasons to turnover than old Millennials. One of eight interviewees do not agree with this theory question and argues that both young and old Millennials have the same reasons to turnover, whereas one other participant was indecisive.

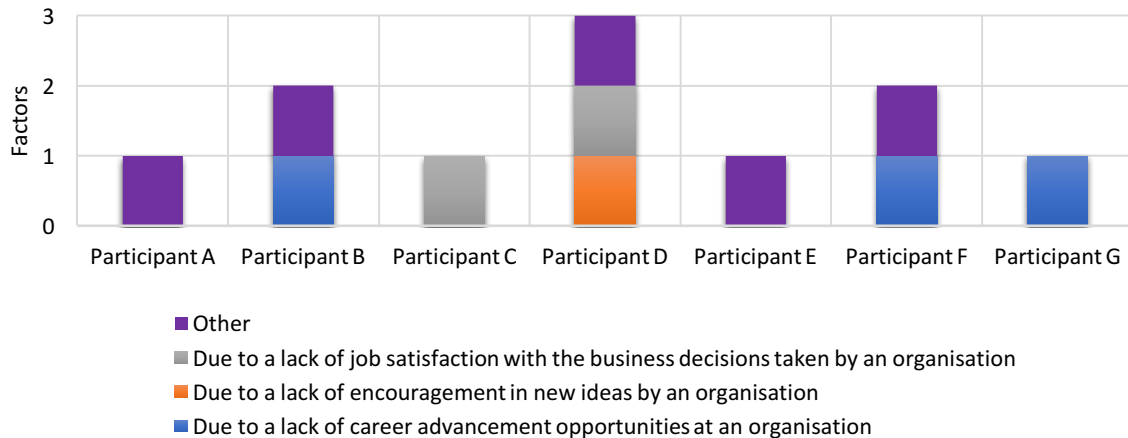


Figure 11. Do you think that younger Millennials have different reasons to turnover than older Millennials due to the following factors:

Figures 11 and 12 present the retention factors for both young and old Millennials mentioned in the *Towers Perrin Global Workforce Study*, suggested by the researchers Griffin, Phillips and Gully (2016; Towers Perrin, 2007). Figure 11 displays that three out of eight respondents think young Millennials turnover due to a lack of career advancement opportunities more than other factors, which has been chosen as the reason by five out of eight interviewees in contrast to old Millennials.

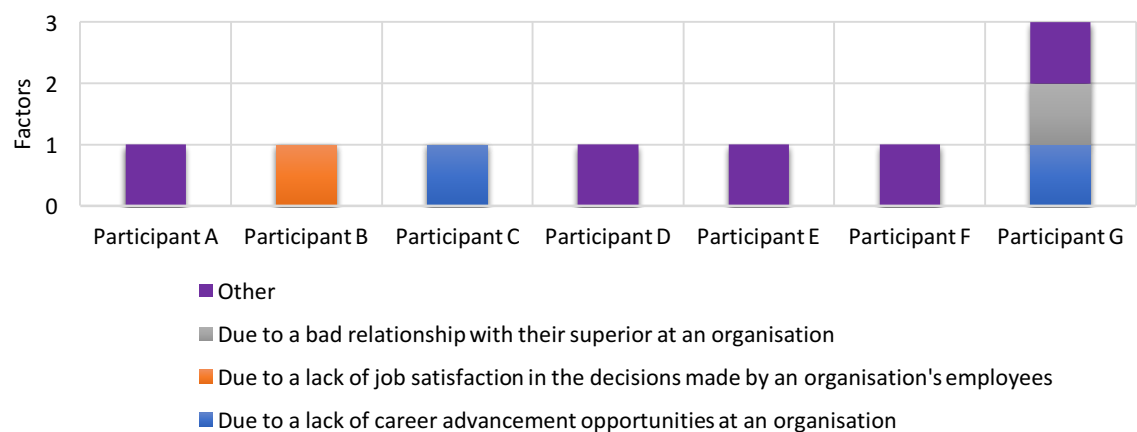


Figure 12. Do you think that older Millennials have different reasons to turnover than younger Millennials due to the following factors:

As was argued by participant G during the in-depth interview, both young and old Millennials have the same reasons to turnover, which is partly supported by the *Towers Perrin Global Workforce Study*. In both age groups, employee tends to turnover due to a lack of career advancement opportunities, which was also the only factor chosen twice by the same participant (G) over both age groups. According to five out of eight respondents, older Millennials (tend to) turnover due to other factors.

Next, figures 13 and 14 display the opinion of both managers and (former/current) employees regarding educational level and its link to employee retention:

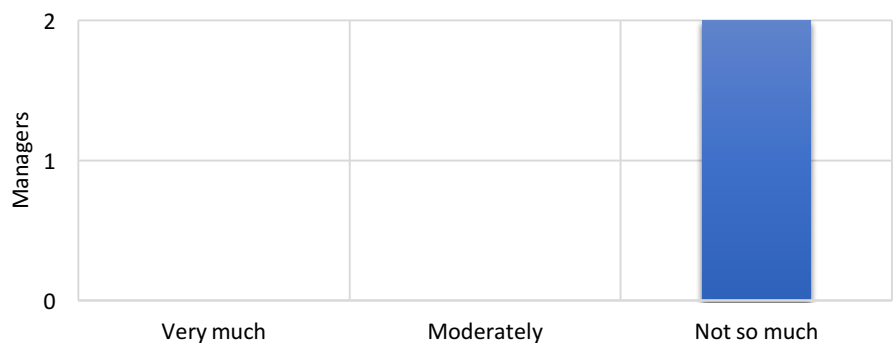
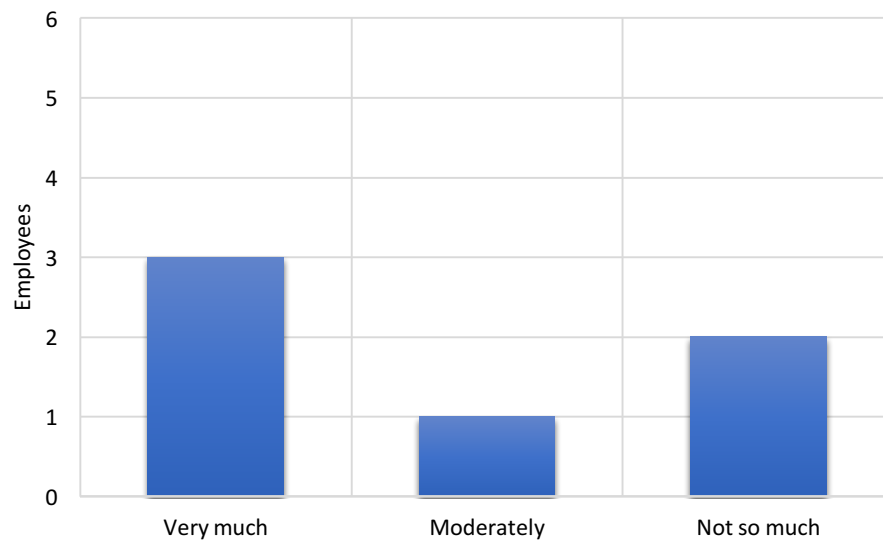


Figure 13. For the managers: To what extent would you state that the educational level of your employees leads to the propensity to stay at a job?

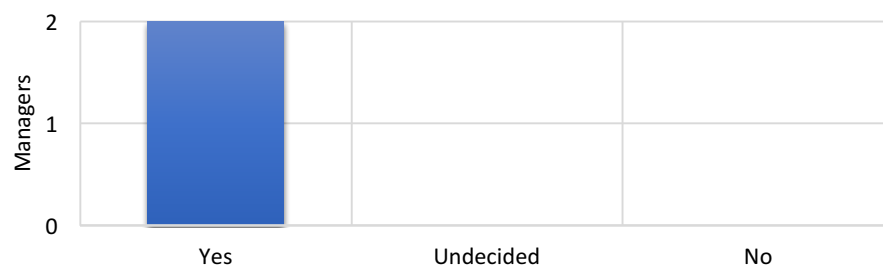




*Figure 14. For the former and current employees: To what extent you would state that your educational level is/was of influence on the propensity to stay at the Erasmus Center ASBL?*

Figure 13 shows that both interviewed managers of the Erasmus Center ASBL do not think their employee's educational level has any significant influence on their intention to stay in an organisation. Figure 14, which refers to the opinion of the employees, exemplifies that three out of six employees think their educational level is of influence on the propensity to stay at the Erasmus Center ASBL. Though, two out of six employees do not think their educational level has any influence. One employee thinks their educational level has a moderate influence.

The following two figures show the respondents' opinion on ones' self-efficacy and the link to employee retention:



*Figure 15. For the managers: Do you think that your employees' self-efficacy is an important factor that could affect their decision to stay at Erasmus Center ASBL?*

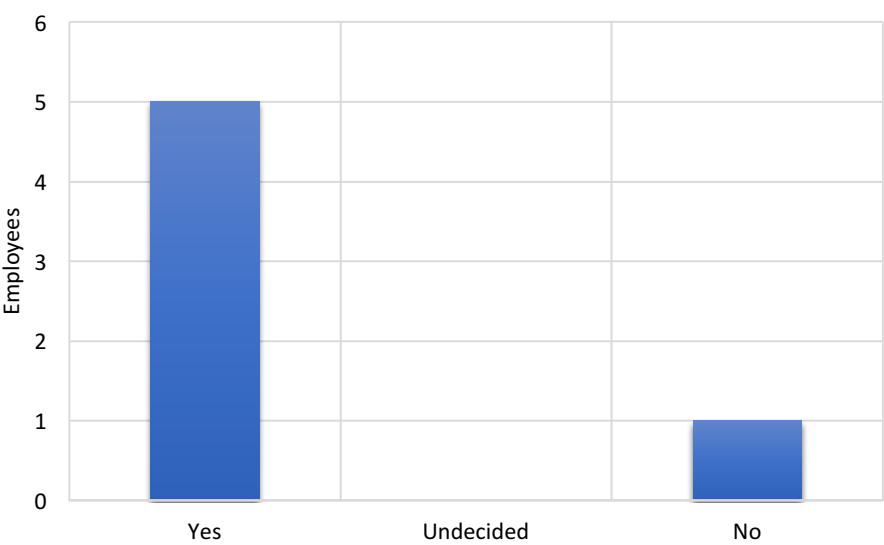


Figure 16. For the former and current employees: Do you think that your self-efficacy is an important factor that could affect/could have affected your decision to stay at Erasmus Center ASBL?

Two out of two managers think their employees’ self-efficacy is a vital factor that affects ones’ intention to stay in an organisation. In a like manner, figure 16 displays that the majority of employees of the Erasmus Center ASBL think their self-efficacy has a substantial effect on their intention to stay in an organisation. However, one out of five employees do not think their self-efficacy influences their decision to stay at the Erasmus Center ASBL.

Figures 17 and 18 refer to both managers and employees and their viewpoint if an appropriate supervisor/leader/manager affects ones’ intention to stay at a job:

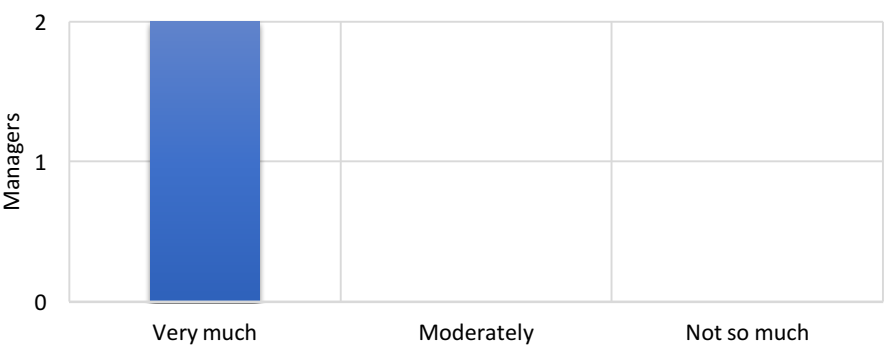


Figure 17. For the managers: To what extent would you state that an appropriate supervisor/leader/manager affects the intention to stay at a job?

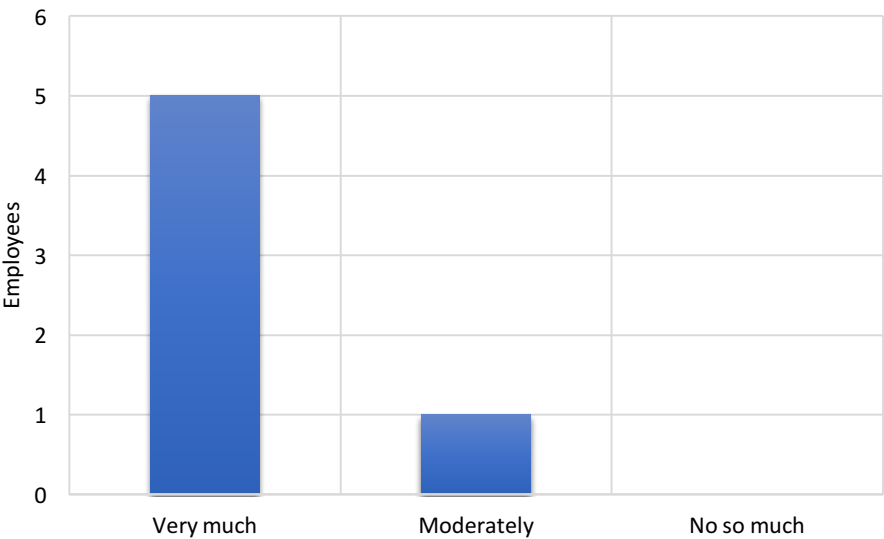


Figure 18. For the former and current employees: To what extent you would state that an appropriate supervisor/leader/manager could affect/could have affected your intention to stay at the Erasmus Center ASBL?

By studying figure 17, both managers state that having an appropriate supervisor/leader/manager affects ones’ intention to stay at a job very much. Also, figure 18 illustrates that five out of six employees affirm that having an appropriate supervisor/leader/manager would affect their intention to stay at the Erasmus Center ASBL at a high rate. Whereas, one employee does not think this theory has too much or too little of influence.

Next, figure 19 shows the respondents’ belief on the question if remuneration is still a primary factor for Millennials:

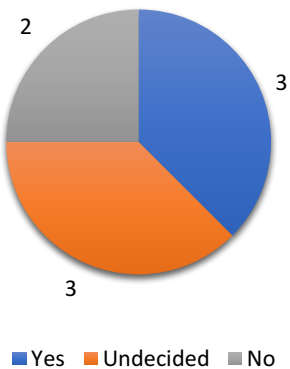


Figure 19. The general belief is that remuneration was the primary factor for employee retention; would you agree that this is still the main factor for the Millennials?

Remarkable when observing figure 19 is that opinions among the respondents are equally divided mostly over two groups, though it includes a third minority group. Three respondents still believe remuneration is the main factor for Millennials for employee retention. Three other respondents are indecisive about this statement, though two respondents do not believe remuneration is the primary factor for Millennials.

Figure 20 illustrates the choices made by the managers for their employees, by asking what their employees would consider more when choosing between remuneration and a good supervisor/leader/manager. Likewise, figure 21 displays the employees' choice of preference of remuneration versus a good supervisor/leader/manager:

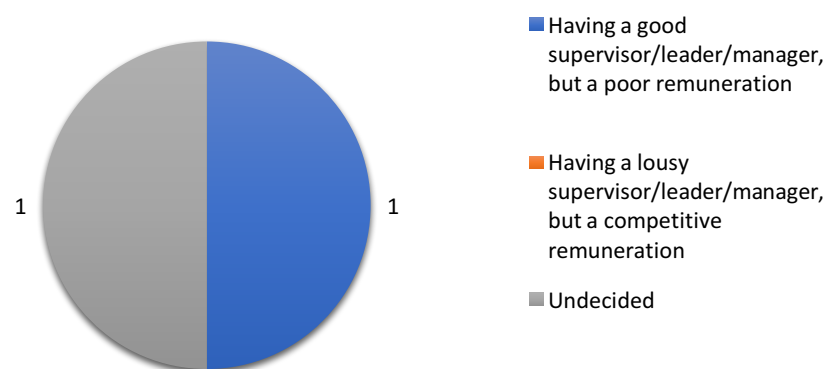


Figure 20. For the managers: What do you think that your employees would consider more:

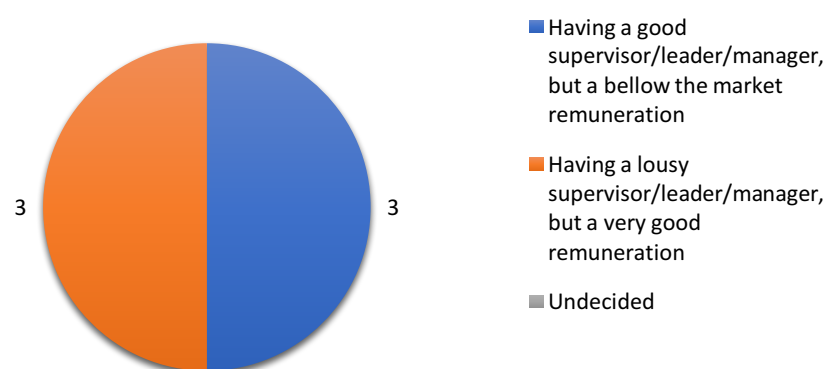
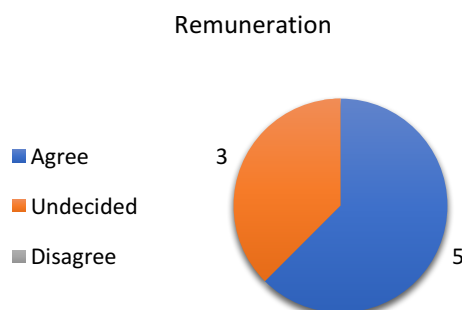


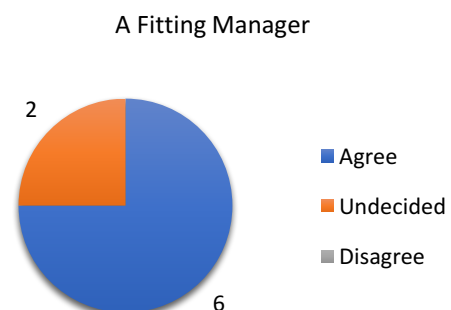
Figure 21. For the former and current employees: What do/would you prefer more:

Reviewing figure 20, it shows that one of two managers thinks their employees would consider more having a good supervisor/leader/manager, but poor remuneration. A second manager was indecisive about the choice their employees would consider more in general. However, when re-evaluating the in-depth interviews, one of two managers (participant B) goes into specifics when stating, younger employees would consider having a good supervisor/leader/manager, whereas older Millennials would consider having a competitive remuneration. Also, figure 21 displays that three out of six employees would prefer having a lousy supervisor/leader/manager, but good remuneration; similarly, three employees would prefer having a good supervisor/leader/manager, but a below the market remuneration.

Figures 22 – 27 moderately follow the participants level of agreement on the improvement of the following factors: remuneration, a fitting manager, benefits, promotions, career progress opportunities, and job appreciation, at the Erasmus Center ASBL, which could influence an employees' decision to stay in an organisation. To test the conformity between the elements and the opinion of the respondents, this question was asked: what could be/should have been done further by the Erasmus Center ASBL to increase employee retention.



*Figure 22.* In order to increase employee retention, should the Erasmus Center ASBL improve their organisational structure in terms of:



*Figure 23.* In order to increase employee retention, should the Erasmus Center ASBL improve their organisational structure in terms of:

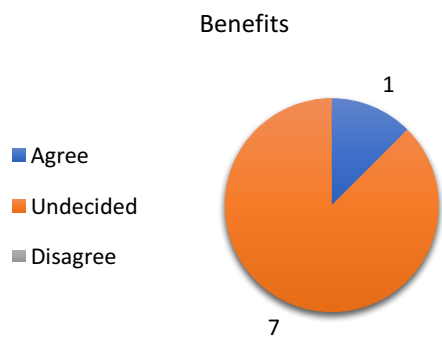


Figure 24. In order to increase employee retention, should the Erasmus Center ASBL improve their organisational structure in terms of:

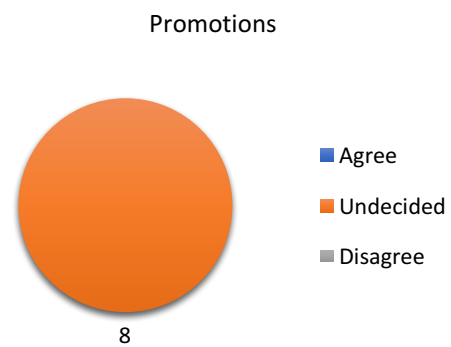


Figure 25. In order to increase employee retention, should the Erasmus Center ASBL improve their organisational structure in terms of:

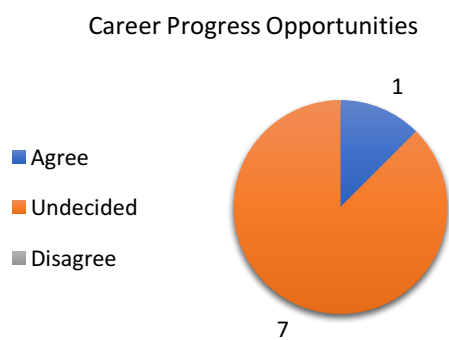


Figure 26. In order to increase employee retention, should the Erasmus Center ASBL improve their organisational structure in terms of:

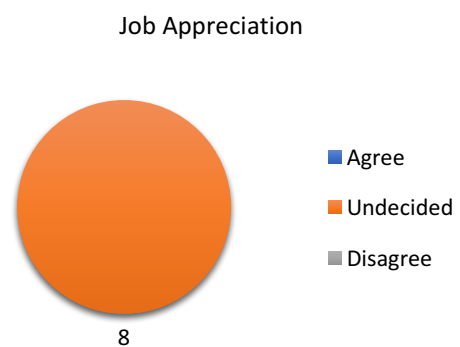


Figure 27. In order to increase employee retention, should the Erasmus Center ASBL improve their organisational structure in terms of:

As shown above, on both figures 22 and 23, at least five out of eight respondents agree that remuneration and the placement of a fitting manager should be improved. When observing figures 24 and 26, in both cases only one out of eight respondents agreed that job benefits and career progression opportunities should be improved at the Erasmus Center ASBL. Figures 25 and 27 illustrate that all participants were indecisive whether promotions and job appreciation should be improved at the Erasmus Center ASBL.

Last, figure 28 exemplifies a rating scale from 1 to 10, wherein the respondents had to rate the importance of the following elements at the Erasmus Center ASBL: remuneration, a fitting manager, benefits, promotions, career progress opportunities, and job appreciation. Additionally,

tables 1 – 6 illustrate the average rating of these elements in a formula to present the importance of each factor.

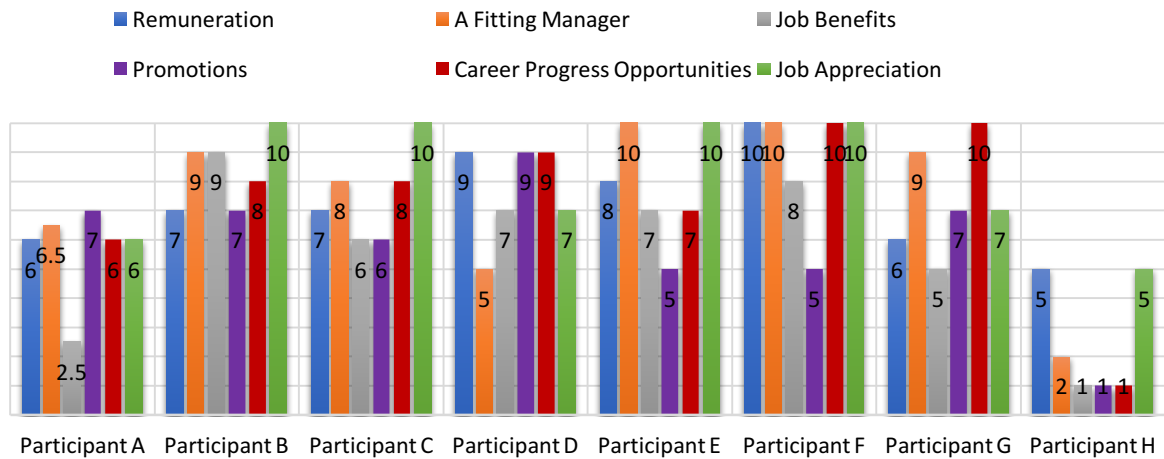


Figure 28. On a scale of 1 to 10, how would you rate the importance of the following elements at the Erasmus Center ASBL?

Table 1. Formula: Remuneration

Formula: Remuneration	
Number of respondents:	8 Respondents
Sum of factor rating:	$6 + 7 + 7 + 9 + 8 + 10 + 6 + 5 = 58$
Average rating:	$58 / 8 = 7.2$

Table 2. Formula: A Fitting Manager

Formula: A Fitting Manager	
Number of respondents:	8 Respondents
Sum of factor rating:	$6.5 + 9 + 8 + 5 + 10 + 10 + 9 + 2 = 59.5$
Average rating:	$59.5 / 8 = 7.4$

Table 3. Formula: Job Benefits

Formula: Job Benefits	
Number of respondents:	8 Respondents
Sum of factor rating:	$2.5 + 9 + 6 + 7 + 7 + 8 + 5 + 1 = 45.5$
Average rating:	$45.5 / 8 = 5.6$

Table 4. Formula: Promotions

Formula: Promotions	
Number of respondents:	8 Respondents
Sum of factor rating:	$7 + 7 + 6 + 9 + 5 + 5 + 7 + 1 = 47$
Average rating:	$47 / 8 = 5.8$

Table 5. Formula: Career Progress Opportunities

<b>Formula: Career Progress Opportunities</b>	
Number of respondents:	
	8 Respondents
Sum of factor rating:	
	$6 + 8 + 8 + 9 + 7 + 10 + 10 + 1 = 59$
Average rating:	
	$59 / 8 = 7.3$

Table 6. Formula: Job Appreciation

<b>Formula: Job Appreciation</b>	
Number of respondents:	
	8 Respondents
Sum of factor rating:	
	$6 + 10 + 10 + 7 + 10 + 10 + 7 + 5 = 65$
Average rating:	
	$65 / 8 = 8.1$

Figure 28 shows the individual scores the respondents rated on six factors, which could influence an employee to stay in an organisation, according to studied literature mentioned in the theoretical framework. What is remarkable about this figure is that the job appreciation factor has four participants who rated a 10. It does not score lower than a 5, as when evaluating the tables 1 to 6, remarkably, the job appreciation factor has the highest average rating, with an 8.1. A fitting manager factor has the second highest score with an average rating of 7.4, having two participants rating this element with a 10. But the job benefit factor has the lowest average score with a 5.6, whereas two respondents rated this factor with a 2.5 and a 1.

In the analysis section, the results acquired through conducted interviews with EC ASBLs' management were compared with the interview results of current and former employees and with the findings from the studied literature.



## Chapter Five: Analysis

The results outlined above helped us answer the research questions stated in the Methodology. First, through the individual perspectives of the managers, participants A and B, illustrated in figure 8, it is confirmed there is no sole cause for employee turnover, however a combination of factors (Armstrong and Taylor, 2017; George and Jones, 2011). The findings show that, in the context of the Erasmus Center ASBL, the (leading) causes for employee turnover, according to the managers, are due to a lack of job offers, a lack of growth opportunities, a lack of support from managers, and other factors. These findings were expected, as several researchers conducted in-depth research, among them the most recent research conducted by Armstrong and Taylor (2017), who supported other researchers' findings by stating there are various factors for employee turnover, as mentioned by the managers of the Erasmus Center ASBL.

While the general belief is that remuneration is the primary factor for employee turnover if not satisfied with employees, both managers could not agree nor disagree, though were somewhat indecisive about this statement, as shown in figure 19. In contrast, as illustrated in figure 20, one out of two managers, who were indecisive whether remuneration was still a primary factor for Millennials, stated their employees would alternately having a good supervisor/leader/manager, and a poor remuneration, whereas the other manager was indecisive. Expressing this statement resulted in consistency with Armstrong and Taylor's (2017) conclusion, wherein they specify that employee turnover occurs due to a poor relationship with a manager/team leader, where after an employee who experienced turnover is then likely to choose alternative jobs with more pay. This outcome was not expected, as the general belief of remuneration being a primary factor for employee turnover is mainly assumed by generations older than Millennials, such as Generation X-ers and Baby Boomers. Both managers are part of Generation X, so for one of them to think that Millennials would consider having a good supervisor/leader/manager, and a poor remuneration shows they (sort of) know the expectations of their employees.

Next, it is concluded through the perspectives of the current and former employees, illustrated in figure 8, there are/were combinations of factors that either led or could lead to employee turnover (Armstrong and Taylor, 2017; George and Jones, 2011). According to the current employees, participants C, D and E, employee turnover could be due to a poor salary, a lack of job offers, a lack of growth opportunities, a lack of support from managers, and other factors. Former employees, participants F, G and H, pointed out that employee turnover was due to an unprofessional relationship with their manager, a lack of growth opportunities, a lack of support from the

managers, a poor salary, and other factors. Notably, some factors mentioned by the current and former employees are supported by Armstrong and Taylor (2017) as they specifically mentioned a few factors that could lead to employee turnover, among them, having a poor relationship with a manager/team leader (p. 295). In addition, though in different focus groups, in a similar manner, current and former employees' face(d) the same experiences with job dissatisfaction, which could eventually lead to employee turnover, as Mobley (1977) argues there is a clear link between job dissatisfaction and employee turnover.

Both the findings from the literature review and some results acquired through the interviews indicate there is a difference in the agreement of specific factors that need improvement that could lead to increased employee retention. According to studied literature, there are six (primary) factors that could influence employee retention if practised/implemented. Findings illustrated in figures 2 and 23 show that at least five out of eight respondents agreed that remuneration and a fitting manager needed further improvement to increase employee retention. Among the literature findings, the agreement confirmed by the majority of the respondents show consistency with Smith's (2001) seven overall attributes to increase employee retention.

The four remaining factors, exemplified in figures 24 – 27, got one respondent who agreed to it, whereas most respondents were indecisive whether the Erasmus Center ASBL should improve their organisational structure according to these factors. Considering the indecisiveness of some participants to the remaining elements could suggest that other factors (internal or external) could have been considered by the respondents for improvement regarding Erasmus Center ASBL. Therefore, it is recommended that Erasmus Centers' employers should be wary of other possible factors that could affect their employees' decision to change jobs and take the necessary measures to increase employee retention. Specifically, this organisational act is also suggested by Bauer and Erdogan (2011), who presented four organisational efforts that could lead to successful employee retention.

Last, as previously stated, it has been confirmed by both findings from the literature and the respondents that employee turnover is due to a combination of factors. Therefore, the opinion of the respondents was linked to the literature findings that suggest six factors could either cause employee turnover if not emphasised enough or retention if emphasised enough, to identify the most important retention factors. Results show that four out of six factors score above a scale of seven, whereas the top six of most essential retention factors is as follows: job appreciation, a

fitting manager, career progression opportunities, remuneration, promotions, and finally job benefits. The top three were expected, as several findings from the literature determine that employee retention of the Millennial workforce not be (mainly) driven by salary, which is an extrinsic work value. Conversely, (mainly) due to other factors being part of the intrinsic work values (Griffin, Phillips, & Gully, 2016; George and Jones, 2011; Towers Perrin, 2007). Therefore, we suggest employers of the Erasmus Center ASBL regularly ask their employees if they are satisfied with their job, to gauge whether their intention to turnover deviates from the current identified employee turnover factors.

## Chapter Six: Conclusion and Limitations

The present research acquired a vast amount of data that contributed to the extensive knowledge of employee retention factors for Millennials regarding the Erasmus Center ASBL, as reasons for employee retention can differ from individual to individual (Armstrong and Taylor, 2017). Nevertheless, findings conducted via in-depth interviews show that, from a qualitative and quantitative viewpoint, the lack of growth opportunities and a lack of work hours at the Erasmus Center ASBL are the vital factors that contribute to employee turnover. However, complexions in the disposal of both current and former employees for the in-depth interview due to different time zones, or busy schedules, forced us not to consider several employees to interview. To be more specific, only two managers, three of the most productive employees, and employees who experienced the most recent turnover were considered for this project; though, all intermediary employees were not taken into concern.

Results show the level of agreement of staff members if remuneration is still a primary factor in employee turnover for Millennials – whereas less than half the respondents did not agree with this statement. However, considering that half the respondents think remuneration is the primary factor for employee turnover, another half of the participants would prefer/consider having a good supervisor/leader/manager over a competitive market remuneration. In addition, a significant indecisiveness ruled among the participants when asked whether six presented retention factors needed improvement at the EC ASBL, though, according to the respondents, remuneration and a fitting manager are factors that need improvement. The sample limitation also affected the research since the focus group of this project are Millennials. However, employees outside this focus group, such as Generation X-ers and Baby Boomers, could have provided valuable insight to compare with the ones obtained from the Millennials to develop and complement the research on retention factors.

Finally, thanks to the outcome of the research, the essential retention factors for Millennials for EC ASBL were pointed out by first letting the participants gauge the importance of six retention factors on a scale of 1 to 10. Afterwards, through the means of a formula, the average score was determined per factor to summarize the most crucial retention factors for the EC ASBL to design their retention policies and programs. In order of importance, the six factors are job appreciation, a fitting manager, career progression opportunities, remuneration, promotions, and job benefits. This research contributes to raising awareness of understanding the behaviour, expectations, and

demands of the most abundant workforce (to be), known as Millennials, to improve employee retention.

## Chapter Seven: Recommendations

Unfortunately, conducting this research did not come with no restrictions. Despite identifying and confirming some of the vital employee retention factors for the Erasmus Center ASBL, it could not decisively define which elements need the most improvement nor which are the most crucial, due to not involving all Millennial employees of the EC ASBL. Therefore, it is recommended that future study should focus on gathering insight on all Millennial employees of the EC ASBL, which should be conducted during the evaluation process of employees or a staff meeting, to get a more decisive and in-depth conclusion on employee retention factors to implement or improve.

Despite the fact that Millennials are the most prominent workforce (to be), the Erasmus Center ASBL still consists of other personnel groups, such as Generation X-ers and Baby Boomers, though no (in-depth) information on employee retention factors has been gathered for these personnel groups. Future research should be conducted on a larger scale to acquire more balanced feedback from Baby Boomers and Generation X-ers of the EC ASBL, regarding employee retention factors. This study could be done by proposing this research proposal to Universities as a final project for students, with a minimum time span of six months to a maximum of one year, allowing a student to gain credits. This would be beneficial for the EC ASBL, as it will not cost them in any financial aspect, except for their time/disposal, though in return, they will gain an overview of retention factors for both Baby Boomers and Generation X-ers.

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## Appendices

### Appendix 1 – Interview Questions

Regarding past review, specific questions were formulated that could contribute to understanding why Erasmus Center ASBL encounters difficulties retaining employees of the current workforce and measures to counter this problem. The questions were formulated as follows (including colour importance measurement: 1, 2, 3):

#### Appendix 1.1: Questions for management:

##### 1) Greetings.

- a) Hi, my name is Louison Gieskes, and I am a 5th year European Studies student at The Hague University of Applied Sciences. I am conducting a case study with Mr Dan Diojdescu to identify the most important retention factors for the millennial for Erasmus Center ASBL.
- b) We guarantee to treat the information acquired through this interview with the utmost confidentiality, and it will only be used for academic purposes.
- c) To assure the privacy of the candidates, participants will be addressed as participant A, B, C, D etc., and only their age, academic level and position at Erasmus Center ASBL will be mentioned in the project.

##### 2) Introduction to the topic.

##### 3) Questions.

- a) Please, introduce yourself by stating your:
  - i) Name:
  - ii) Age:
  - iii) Academic Level:
  - iv) (Former) Position at Erasmus Center ASBL:
  - v) Years of Experience at Erasmus Center ASBL:
- b) What would you state are the three leading causes (in order of importance) for your (former) employees to turnover and why?
- c) Do you think that employees tend to turnover due to better job benefits at different industries? Why?
- d) Your current workforce consists of millennials, and studies imply that you can categorise them in older and younger millennials. The eldest today is 37 years, and the youngest is 17 years. What is your opinion on younger and older employees and their intention to change jobs; is there a significant difference between their reasons? How come?

- e) To what extent would you state that the educational level of your employee leads to the propensity to stay at a job? Why?
  - f) Do you think there is a significant difference in employee retention of those who are able/have the ability to complete the role they have been assigned to within Erasmus Center ASBL? Why?
  - g) To what extent would you state that an appropriate supervisor/leader/manager affects the intention to stay at a job? Why?
  - h) In theory, it is said that remuneration was the primary factor for employee retention for past workforce generations other than the current workforce. Would you agree this is still a determining factor, and why?
  - i) What do you think that your employees would consider more:
    - i) Having a lousy supervisor/leader/manager, but a competitive remuneration, or;
    - ii) Having a good supervisor/leader/manager, but a poor remuneration?
  - j) According to studied literature, a combination of six factors could influence an employee to stay at an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements:
    - i) Remuneration;
    - ii) A Fitting Manager;
    - iii) Benefits;
    - iv) Promotions;
    - v) Career Progress Opportunities;
    - vi) Job Appreciation.
- 4) The closure of the interview, credits and regards.
- The interview has now come to an end. Thank you for your time and disposal to help this case study. Greetings

## Appendix 1.2: Questions for (former) employees:

## 1) Greetings.

- a) Hi, my name is Louison Gieskes, and I am a 5th year European Studies student at The Hague University of Applied Sciences. I am conducting a case study with Mr Dan Diojdescu to identify the most important retention factors for the millennial for Erasmus Center ASBL.
- b) We guarantee to treat the information acquired through this interview with the utmost confidentiality, and it will only be used for academic purposes.
- c) To assure the privacy of the candidates, participants will be addressed as participant A, B, C, D etc., and only their age, academic level, and position at Erasmus Center ASBL will be mentioned in the project.

## 2) Introduction to the topic.

## 3) Questions

- a) Please, introduce yourself by stating your:
  - i) Name:
  - ii) Age:
  - iii) Academic Level:
  - iv) (Former) Position at Erasmus Center ASBL:
  - v) Years of Experience at Erasmus Center ASBL:
- b) What would you state are/were the three leading causes (in order of importance) for you to turnover and why?
- c) Would you say you would have the propensity to stay at the Erasmus Center ASBL if appealing job benefits were offered? Why?
- d) The workforce of Erasmus Center ABSL consists of millennials, and studies imply you can categorise them in older and younger millennials. The eldest today is 37 years, and the youngest is 17 years. What is your perspective on younger and older employees and their intention to change jobs?
- e) To what extent you would state that your educational level is/was of influence on the propensity to stay at the Erasmus Center ASBL? Why?
- f) Would you say there is a significant difference in employee retention of those who are able/have the ability to complete the role they have been assigned to within Erasmus Center ASBL? Why?
- g) To what extent you would state that an appropriate supervisor/leader/manager could affect your intention to stay at the Erasmus Center ASBL? Why?

- h) In theory, it is said that remuneration was the primary factor for employee retention for past workforce generations other than the workforce. Would you agree this is still a determining factor, and why?
  - i) What do/would you consider more:
    - i) Having a lousy supervisor/leader/manager, but a competitive remuneration, or;
    - ii) Having a good supervisor/leader/manager, but a poor remuneration?
  - j) According to studied literature, a combination of six factors could influence an employee to stay at an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements at the Erasmus Center ASBL:
    - i) Remuneration;
    - ii) A Fitting Manager;
    - iii) Benefits;
    - iv) Promotions;
    - v) Career Progress Opportunities;
    - vi) Job Appreciation.
  - k) What should have been/could be done further by the Erasmus Center ABSL to increase employee retention?
- 4) The closure of the interview, credits and regards.
- a) The interview has now come to an end. Thank you for your time and disposal to help this case study. Greetings.

## Appendix 2 – Interview Transcripts

These interviews were lightly edited for better understanding.

## Appendix 2.1: Participant A – Manager

## Interview Transcript

**Interviewer:** Louison Gieskes

**Interviewee:** Participant A – Manager

**Date and Time:** 10/11/2017, 17:30 p.m.

**Location:** Brussels, Belgium

**Audio file information:** Manager Interview A – 45:18 minutes

### Start of Interview

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**Interviewer:** Please, introduce yourself by stating your:

**Age:**

**Academic Level:**

**(Former) Position at Erasmus Center ASBL:**

**Length of work experience at Erasmus Center ASBL:**

Interviewee: My name is Participant A. I am 43 years old. I studied computer science as my bachelor's, and my master's was further studies in computer science. I am one of the founders of the Erasmus Center ASBL, and I have approximately six years of experience in this organisation.

**Interviewer: What would you state are the three leading causes (in order of importance) for your (former) employees to turnover and why?**

Interviewee: In the first place, qualified teachers are in high demand, though they might not necessarily know the specifics of the topics/subjects we offer to our students such as TOEFL iBT® or IELTS™ and so on. Once we have trained teachers on those topics, they turnover, as a reason they can earn more money elsewhere or because they are in high demand to students who want private classes. Second, I would state that many of our employees (in this particular case teachers) are not typical classic English teachers. They are teachers of some type, whether it is an English



teacher with a computer science degree or other university-level degrees, though we consist of a lot of native English speakers who contain a PhD degree. Most of the time, those same teachers are in Brussels Belgium or at the Erasmus Center ASBL for just a period, before moving to something else, whether it is to another organisation, which is consistent with their studies, or whether it is to move to another country. The final reason, which is partly connected to the first reason, is that we evaluate our teachers on an ongoing basis. They are self-employed, which means we do not employ them directly. As we are evaluating our teachers, through feedback from our students, some of our teachers would not make the grade, and in effect, we would offer them fewer students to teach, which leads to fewer work hours and, as a consequence, employee turnover.

**Interviewer: Your current workforce consists of Millennials, and studies imply that you can categorise them in older and younger Millennials. The eldest today is 37 years, and the youngest is 17 years. What is your opinion on younger and older employees and their intention to change jobs; is there a significant difference between their reasons? How come?**

Interviewee: We get a unique cross-section of Millennials, because they are travelling Millennials, though we only hire native English speakers coming from the United States, United Kingdom and such. When we hire an employee, they get a taste of teaching English or any other subjects we offer to our students. Some of them like it, and others cannot get away from it as quickly. The difference between younger and elder Millennials is that younger Millennials (between 17 to 25) still have many options ahead of/open to them. The older ones (between 26 to 37), due to their age group, might find it more difficult to change jobs even if they do not like their job. Also, younger Millennials see their job as a stopgap before they move on to something bigger and better, whereas older Millennials have a more mature attitude and are more likely to stick at their job for three or more years.

**Interviewer: To what extent would you state that the educational level of your employee leads to the propensity to stay at a job? Why?**

Interviewee: It is not so much about their educational level; however, the education as a function of some years in education equals more maturity. As mentioned earlier, we consist of a lot of PhD employees who are over 30+, since we noticed the difference in maturity, and we know that they are going to stick around a lot longer, which as an organisation that is where our preference lies.

While on the other end of the spectrum, younger Millennials tend to job-hop a bit more, because they often do not have a clear career path yet.

**Interviewer: Do you think that your employees' self-efficacy is an important factor that could affect their decision to stay at Erasmus Center ASBL?**

Interviewee: Yes, we have an expression in English: "You are pushed into the deep end of the swimming pool, you either sink or swim." This way of testing employees does not necessarily allow us to see if an employee can practice a task given to them, but whether or not they are motivated to learn, by doing their research first and asking questions to the managers afterwards. In sum, self-efficacy is an essential factor, since an employee's self-efficacy is paired with their willingness to learn, which will make them decide whether they want to stay at the Erasmus Center ASBL.

**Interviewer: To what extent would you state that an appropriate supervisor/leader/manager affects the intention to stay at a job? Why?**

Interviewee: I would state this is a very important factor, for the same reason that I think that the onboarding process at the Erasmus Center ASBL is very important. By practicing a good onboarding process for your employees, you show you are an appropriate supervisor/leader/manager; however, employees with this function can only do so much. We practice this process; though, we do not practice and monitor the success of this process enough to know whether we offer an appropriate supervisor/leader/manager to our employees. If an employee feels like they have not completed a job well, due to a lack of onboarding training, they might not feel appreciated, which then could lead to employee turnover.

**Interviewer: The general belief is that remuneration was the primary factor for employee retention; would you agree that this is still the main factor for the Millennials; why?**

Interviewee: I would state that remuneration is partly crucial for Millennials. That is to say that remuneration is important for Millennials because they want to spend money, and to spend money, you need money. Conversely, I do not think that remuneration is essential, as they look for experience within their job, although I do believe that an employee should get paid according to his/her ability.



## Appendix 2.2: Participant B – Manager

## Interview Transcript

**Interviewer:** Louison Gieskes

**Interviewee:** Participant B – Manager

**Date and Time:** 08/11/2017, 15:30 p.m.

**Location:** Brussels, Belgium

**Audio file information:** Manager Interview B – 26:15 minutes

### Start of Interview

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**Interviewer:** Please, introduce yourself by stating your:

**Age:**

**Academic Level:**

**(Former) Position at Erasmus Center ASBL:**

### Length of work experience at Erasmus Center ASBL:

Interviewee: My name is Participant B. I am 40 years old. By the time I graduated, a bachelor was still called a personal assistant. I am an associated manager, and an English teacher. I have three years of experience at the Erasmus Center ASBL, though I used to work for another organisation with the same concept as Erasmus Center ASBL, so I have around eight years of experience in total.

**Interviewer: What would you state are the three leading causes (in order of importance) for your (former) employees to turnover and why?**

Interviewee: At first, I would say that most of our employees come from abroad, such as The United States, United Kingdom, Australia and so on; however, when they come to Brussels, Belgium they do not always intend to stay long due to different (personal) reasons. Next, (former) employees might leave/have left the organisation due to a lack of job offer, since we cannot always assure them a minimum amount of salary, as they are paid on an hour base. A final point could be due to a lack of supervision, as our (former) employees do/did not always know what to do and need/needed us to direct them.

**Interviewer: Your current workforce consists of Millennials, and studies imply that you can categorise them in older and younger Millennials. The eldest today is 37 years, and the youngest is 17 years. What is your opinion on younger and older employees and their intention to change jobs; is there a significant difference between their reasons? How come?**

Interviewee: Initially, I would state that, when young Millennials come/came to work for us, they want(ed) to discover the working life after their studies. However, once they start working, young Millennials realise that the theory they studied for is not the same as the practice. That being the case, young Millennials attempt to adapt themselves, though sometimes, they also think that it might be better to work somewhere else. Young Millennials want to have an extensive background in work experience in different organisations or industries, so after two or four years at the same job, they tend to turnover. The older Millennial tends to turnover less as a consequence that, on the job market, they are considered old; however, unless they are very sorrowful at their job, they still resign.

**Interviewer: To what extent would you state that the educational level of your employee leads to the propensity to stay at a job? Why?**

Interviewee: Depending on what study background my employees have, they will decide whether to stay. That is to say that, if an employee decided to stay, they probably want to assure themselves for different reasons, like stability or a comfortable work environment. On the other hand, I would state that employees in possession of a Master of Business Administration degree or higher might not stay long at the Erasmus Center ASBL, as they might find there are no further possibilities for them to develop themselves. Specifically, they might feel like all the theory they learned at school might not be appropriately used, as they can only use their knowledge to a certain extent at Erasmus Center ASBL. In sum, I would say that the educational level is not of influence; however, the educational background is.

**Interviewer: Do you think that your employees' self-efficacy is an important factor that could affect their decision to stay at Erasmus Center ASBL?**

Interviewee: Yes, I am convinced that it is an essential factor, since the Erasmus Center ASBL consists of a small team. So, we aim to explain the role of an employee as well as possible; with this

in mind, as managers, we set high expectations for our employees, as we want them to push themselves to achieve more than they are currently capable of doing. So, even if an employee's self-efficacy is low, we want to challenge them by giving them a tough assignment to boost their self-confidence intending to retain them at the Erasmus Center ASBL. Though, on the other hand, it is true that some employees might say they find the assignments given by the managers too difficult, which could cause the intention to leave.

**Interviewer: To what extent would you state that an appropriate supervisor/leader/manager affects the intention to stay at a job? Why?**

Interviewee: It is a crucial factor, since a manager is the image of an organisation, and a manager is also pulling his/her team behind him/her to get the best out of his/her employees. More productivity is being practised, which then leads to more profit for an organisation. Given these points, a manager should be strict, however also understanding towards its employees.

**Interviewer: The general belief is that remuneration was the primary factor for employee retention; would you agree that this is still the main factor for the Millennials; why?**

Interviewee: It depends, as Millennials can be divided between younger and older Millennials, so you have different priorities, depending on which age group you belong. An elder Millennial is likely to have more substantial responsibilities, such as a family or a mortgage. Under those circumstances, an elder Millennial is less flexible on deciding whether to leave an organisation, since staying remunerated is an important factor, whether the payment is good or poor. A younger Millennial still has the option to leave an organisation that does not pay a good salary. However, if he/she is provided with attractive job benefits such as concert tickets, lunch vouchers, invited to eat at a restaurant once a month etc., it could tempt a younger Millennial to stay at his/her job.

**Interviewer: What do you think that your employees would consider more:**

- 1. Having a lousy supervisor/leader/manager, but a competitive remuneration, or;**
- 2. Having a good supervisor/leader/manager, but a poor remuneration?**

Interviewee: Again, it depends on the Millennial age group. I would say that my younger employees would consider option two more, while older Millennials would consider option one more.

**Interviewer: What should have been/be done further by the Erasmus Center ASBL to increase employee retention?**

Interviewee: To begin with, I would state we should have been more present for our employees, instead of just giving them an assignment and letting them further explore it on their own. Next, we should have been more precise with the expectations we had for our employees regarding projects, by explaining the starting point and where we want(ed) them to finish.

**Interviewer: According to studied literature, a combination of six factors could influence an employee to stay in an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements:**

- a. **Remuneration;**
- b. **A Fitting Manager;**
- c. **Job Benefits;**
- d. **Promotions;**
- e. **Career Progress Opportunities;**
- f. **Job Appreciation**

Interviewee: Remuneration: 7, a fitting manager: 9, job benefits: 9, promotions: 7, career progress opportunities: 8, job appreciation: 10.

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## End Interview Transcript

### Appendix 2.3: Participant C – Current Employee

## Interview Transcript

**Interviewer:** Louison Gieskes

**Interviewee:** Participant C – Current Employee

**Date and Time:** 20/11/2017, 19:30 p.m.

**Location:** The Hague, Netherlands (via Skype)

**File information:** Current Employee Interview C – 22:00 minutes

### Start of Interview

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**Interviewer:** Please, introduce yourself by stating your:

**Age:**

**Academic Level:**

**(Former) Position at Erasmus Center ASBL:**

### Length of work experience at Erasmus Center ASBL:

Interviewee: My name is Participant C. I am 'x' years old. I have an academic level of a doctorate. I am namely in the possession of a PhD in International Relations. I hold the position of teacher at the Erasmus Center ASBL, and I have been there for almost one year.

**Interviewer: What would you state are the three leading causes (in order of importance) for you to look for another job or to turnover and why?**

Interviewee: The main cause that could lead me to look for another job would be if I found a job that spoke to my education/qualification. Second, I would state that financial reasons could make me turnover. Last, due to job satisfaction, to be more specific, if I found a job that spoke to me in terms of my passion and interests, I would go for that job.

**Interviewer: Do you think that it is important for an organisation to offer job benefits and why?**

**If yes, which benefits would you require from your job?**



Interviewee: Yes, I think it is important for any organisation to offer job benefit. In my case, I would require further training, anything that would allow me to improve my skills. I always considered the opportunity to network with likeminded people as a great importance. Specifically, having a community in a particular discipline to meet and discuss affairs which relate to work.

**Interviewer: The current workforce of Erasmus Center ASBL consists of Millennials, and studies imply that you can categorise them in older and younger Millennials. The eldest today is 37 years, and the youngest is 17 years. Do you think that the younger would have different reasons to change jobs than the older? Which would be those?**

Interviewee: Yes, job security is a big factor when thinking about differences in age groups. Perhaps younger Millennials are more accepting of temporary employments, as that is the world we live in now. Furthermore, I would state that older Millennials think more about their career (progression/opportunities) as opposed to the thought of just having a job.

**Interviewer: To what extent you would state that your educational level is of influence on the propensity to stay at the Erasmus Center ASBL? Why?**

Interviewee: Being in the possession of a PhD, I am probably considered an overqualified employee, as I have the opportunity to pursue other options that would pay more or have more prestige. Though, I am happy with my current work, so I would state it my educational level is a factor, however, it does not have a major influence.

**Interviewer: Do you think that your self-efficacy is an important factor that affected your decision to stay at Erasmus Center ASBL?**

Interviewee: Yes, it is an important factor, as you want to be able to be efficient. If I felt that, or if I was not able to achieve my tasks properly, that would most certainly be a reason perhaps why I would not want to stay at the Erasmus Center ASBL.

**Interviewer: To what extent you would state that an appropriate supervisor/leader/manager affects your intention to stay at the Erasmus Center ASBL and do you have an appropriate supervisor/leader/manager? Why?**

Interviewee: Your interaction with the person who is employing you and who is leading/supervising/managing you is important. Previously, I have chosen not to stay at jobs where that relationship was not satisfactory. To put it briefly, in terms of job satisfaction, if the relationship between a supervisor/leader/manager and an employee is not adequate, it could cause employee turnover.

**Interviewer: The general belief is that remuneration was the primary factor for employee retention; would you agree this is still the main factor for the Millennials; why?**

Interviewee: One of the clichés about Millennials is that they are in extreme debt, due to high fees of university and such, so I would state that remuneration is a vital factor for them to consider. Although, in today's job market, due to the financial crisis, or even the university qualification competition among Millennials, I think that Millennials have a tiny say on their remuneration, as Millennials are obligated to take whatever they are offered. Remuneration is probably the second factor Millennials think of (if there is room to negotiate), after acquiring a job.

**Interviewer: What would you prefer more:**

- 1. Having a lousy supervisor/leader/manager, but a very good remuneration, or;**
- 2. Having a good supervisor/leader/manager, but a below the market remuneration?**

Interviewee: I would prefer having a good supervisor/leader/manager, but a below the market remuneration, because work is a huge part of our daily life. In my case, as I spend approximately 20-40 hours a week to work at my previous job, I could not bear spending any more of that time in an uncomfortable environment.

**Interviewer: What should be done further by the Erasmus Center ASBL to increase employee retention?**

Interviewee: The most certain case would be to increase the number of work hours available, which is low. The more hours there are offered, the more likely an employee would want to stay. Building a community around the workforce could also be an important factor to improve, as there is none of that at the Erasmus Center ASBL at this moment.

**Interviewer: According to studied literature, a combination of six factors could influence an employee to stay in an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements at the Erasmus Center ASBL:**

- a. **Remuneration;**
- b. **A Fitting Manager;**
- c. **Benefits;**
- d. **Promotions;**
- e. **Career Progress Opportunities;**
- f. **Job Appreciation**

Interviewee: Remuneration: 7, a fitting manager: 8, benefits: 6, promotions: 6, career progress opportunities: 8, job appreciation: 10.

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## End Interview Transcript

#### Appendix 2.4: Participant D – Current Employee

## Interview Transcript

**Interviewer:** Louison Gieskes

**Interviewee:** Participant D – Current Employee

**Date and Time:** 20/11/2017, 18:00 p.m.

**Location:** The Hague, Netherlands (via FaceTime Audio)

**File information:** Former Employee Interview D – 22:13 minutes

### Start of Interview

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**Interviewer:** Please, introduce yourself by stating your:

**Age:**

**Academic Level:**

**(Former) Position at Erasmus Center ASBL:**

**Length of work experience at Erasmus Center ASBL:**

Interviewee: My name is Participant D. I am 27 years old. I have a master's degree in teaching, and I am a Spanish teacher at the Erasmus Center ASBL, where I worked for the past 2 years.

**Interviewer: What would you state are the three leading causes (in order of importance) for you to look for another job or to turnover and why?**

Interviewee: First, due to no stability, as timetables/working hours at the Erasmus Center ASBL are not very consistent, so it is hard to plan things because you never know whether you need to work. Second, due to the salary, which is rather poor and last, because of the location of my present job, as I would prefer to find something closer to my home country in Spain.

**Interviewer: Do you think that it is important for an organisation to offer job benefits and why?**

**If yes, which benefits would you require from your job?**

Interviewee: At my current work, I think it is essential to be able to follow academic courses; however, there should also be the possibility to improve your employment status, through career progression opportunities. Furthermore, I would require job/health insurance, lunch tickets, or (public) transport allowance.

**Interviewer: The current workforce of Erasmus Center ASBL consists of Millennials, and studies imply that you can categorise them in older and younger Millennials. The eldest today is 37 years, and the youngest is 17 years. Do you think that the younger would have different reasons to change jobs than the older? Which would be those?**

Interviewee: Yes, one reason is probably due to younger Millennials being eager to learn from different experiences than just the academic field, causing the intention to turnover. Mostly young Millennials work with a lot of (new) digital technologies. They want/try to share their knowledge with their present job on how to infuse technology with their tasks. However, if their present job is not open to new ideas or open enough to adapt their work structure, Millennials then might start looking for another job, where there is more room for innovation.

**Interviewer: To what extent you would state that your educational level is of influence on the propensity to stay at the Erasmus Center ASBL? Why?**

Interviewee: My educational level has a significant influence on my intention to stay at the Erasmus Center ASBL, as my studies were focussed to form/shape me into a Spanish teacher. There are some improvements to make on the Spanish course department at the Erasmus Center ASBL, and I consider myself to be a great asset to help improve it, due to my educational background.

**Interviewer: Do you think that your self-efficacy is an important factor that affects your decision to stay at Erasmus Center ASBL?**

Interviewee: Yes, it did; however, lately I want to challenge myself more and not only give classes. That is to say that I would like to expand my responsibilities and my work hours by creating new courses.

**Interviewer: To what extent you would state that an appropriate supervisor/leader/manager affects your intention to stay at the Erasmus Center ASBL and do you have an appropriate supervisor/leader/manager? Why?**

Interviewee: It could be pleasant sometimes to have a supervisor nearby; however, I do not require supervision all the time. Though, in the case of the Erasmus Center ASBL, it would be nice to have a contact person to solve problems or help to manage/train me concerning platforms/tools we, as employees, are working with at the Erasmus Center ASBL.

**Interviewer: The general belief is that remuneration was the primary factor for employee retention; would you agree this is still the main factor for the Millennials; why?**

Interviewee: Yes, I think that the remuneration is still a primary factor today. There are many jobs offers lately, so you can easily find a job no matter where in the continent that remunerates better regarding payment or in another form such as (better) job benefits. I mentioned job benefits, as having benefits such as a job insurance, lunch tickets, or (public) transport allowance is considered as a remuneration.

**Interviewer: What would you prefer more:**

- 1. Having a lousy supervisor/leader/manager, but a very good remuneration, or;**
- 2. Having a good supervisor/leader/manager, but a below the market remuneration?**

Interviewee: I would prefer having a lousy supervisor/leader/manager, but a very good remuneration because I consider work as a part-time responsibility in my life. More important, I believe that the choice of a good remuneration will give me more advantages and freedom to conduct things in my personal life, than having a good supervisor/leader/manager.

**Interviewer: What should be done further by the Erasmus Center ASBL to increase employee retention?**

Interviewee: Initially, by increasing the number of work hours, to compensate my fees, as I only work one day a week as a freelancer.

**Interviewer: According to studied literature, a combination of six factors could influence an employee to stay in an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements at the Erasmus Center ASBL:**

- Remuneration;**
- A Fitting Manager;**
- Job Benefits;**
- Promotions;**
- Career Progress Opportunities;**
- Job Appreciation**

Interviewee: Remuneration: 9, a fitting manager: 5, job benefits: 7, promotions: 9, career progress opportunities: 9, job appreciation: 7.

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## End Interview Transcript

## Appendix 2.5: Participant E – Current Employee

## Interview Transcript

**Interviewer:** Louison Gieskes

**Interviewee:** Participant E – Current Employee

**Date and Time:** 30/11/2017, 20:00 p.m.

**Location:** The Hague, Netherlands (via Skype)

**File information:** Current Employee Interview E – 16:42 minutes

## Start of Interview

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**Interviewer:** Please, introduce yourself by stating your:

**Age:**

**Academic Level:**

**(Former) Position at Erasmus Center ASBL:**

### Length of work experience at Erasmus Center ASBL:

Interviewee: My name is Participant E. I am 24 years old. I am in my second year of a Business Administration program. I used to be an intern, but I became a teacher, and I have one year of experience.

**Interviewer: What would you state are the three leading causes (in order of importance) for you to look for another job or to turnover and why?**

Interviewee: In the first place, due to a few work hours. Second, due to a lack of management supervision. However, I do not have a third cause.

**Interviewer: Do you think that it is important for an organisation to offer job benefits and why?**

**If yes, which benefits would you require from your job?**

Interviewee: Yes, job benefits are substantial, though as I have little experience in the labour market, I do not know what kind of job benefits I would require specifically. However, having a



meal ticket could be interesting; another interesting job benefit could be a so-called 'eco-ticket'. My father also received an eco-ticket at his workstation, which allows you to purchase electronic appliances.

**Interviewer: The current workforce of Erasmus Center ASBL consists of Millennials, and studies imply that you can categorise them in older and younger Millennials. The eldest today is 37 years, and the youngest is 17 years. Do you think that the younger would have different reasons to change jobs than the older? Which would be those?**

Interviewee: Yes, I think there is a significant difference in our reasons to look for another job. With younger Millennials, they want to work in an organisation that represents them. Older Millennials might put more emphasis on remuneration and work stability, which are high requirements that younger Millennials do not have.

**Interviewer: To what extent you would state that your educational level is of influence on the propensity to stay at the Erasmus Center ASBL? Why?**

Interviewee: It does not have a significant influence on my propensity to stay, however, to leave. In case I can find something closer to my educational program, I would go for that.

**Interviewer: Do you think that your self-efficacy is an important factor that affects your decision to stay at Erasmus Center ASBL?**

Interviewee: Yes, as I mentioned earlier, here at the Erasmus Center ASBL, there is a lack of management supervision. So, to appreciate your work, it is essential to be self-efficient and to have a set level of self-efficacy. If you cannot be self-efficient due to a lack of management supervision, your self-efficacy will also decrease, which will eventually lead to employee turnover.

**Interviewer: To what extent you would state that an appropriate supervisor/leader/manager affects your intention to stay at the Erasmus Center ASBL and do you have an appropriate supervisor/leader/manager? Why?**

Interviewee: I think it has a significant effect because, if we (me and my co-workers) were more supervised, guided, or received more feedback on our work, that could affect people's decision to

stay at the Erasmus Center ASBL. Some scenarios occurred in which interns or other colleagues finished a job, though they could go two or three days with no further insight from a manager.

**Interviewer: The general belief is that remuneration was the primary factor for employee retention; would you agree this is still the main factor for the Millennials; why?**

Interviewee: No, I do not think that it is the primary factor for Millennials, though I think it is the second factor. The primary factor would be that Millennials recognise themselves in the work they practice. Work recognition, being a primary factor, could be because Millennials are young and might still live with their parents. That being the case, they are not too dependent on income, which causes no significant requirements for remuneration.

**Interviewer: What would you prefer more:**

- 1. Having a lousy supervisor/leader/manager, but a very good remuneration, or;**
- 2. Having a good supervisor/leader/manager, but a below the market remuneration?**

Interviewee: I would prefer having a having a good supervisor/leader/manager, but a below the market remuneration, because if this is not the case, I would not like the work environment, which could eventually lead me to turnover.

**Interviewer: What should be done further by the Erasmus Center ASBL to increase employee retention?**

Interviewee: By implementing a better structure at work; that being said, the Erasmus Center ASBL should offer a good manager or work on the cohesion between the managers. Sometimes, a scenario occurs wherein one manager says one thing, and the other manager says another thing. Furthermore, I would require a better remuneration.

**Interviewer: According to studied literature, a combination of six factors could influence an employee to stay in an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements at the Erasmus Center ASBL:**

- a. Remuneration;**
- b. A Fitting Manager;**
- c. Job Benefits;**



## Appendix 2.6: Participant F – Former Employee

## Interview Transcript

**Interviewer:** Louison Gieskes

**Interviewee:** Participant F – Former Employee

**Date and Time:** 08/11/2017, 21:00 p.m.

**Location:** Brussels, Belgium (via Facetime Audio)

**Audio file information:** Former Employee Interview F – 10:31 minutes

### Start of Interview

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**Interviewer:** Please, introduce yourself by stating your:

**Age:**

**Academic Level:**

**(Former) Position at Erasmus Center ASBL:**

**Length of work experience at Erasmus Center ASBL:**

Interviewee: My name is Participant F. I am 25 years old. I am a last year student in a Bachelor program, and I was an administrator at the Erasmus Center ASBL for six months.

**Interviewer: What would you state were the three leading causes (in order of importance) for you to look for another job or to turnover and why?**

Interviewee: Due to a lack of leadership and lack of growth within the Erasmus Center ASBL. I want to feel like I am growing and learning things in an organisation or company, and I did not have that feeling at the Erasmus Center ASBL. Last, I would say a bad work environment/relationship between the supervisor and the employees.

**Interviewer: Do you think that it is important for an organisation to offer job benefits and why?**  
**If yes, which benefits would you require from your job?**

Interviewee: Yes, it is vital for an organisation to offer benefits to their employees and the most important benefit is insurance from and to work. It is not a typical thing for every country to have work insurance, but it is essential to have that for an employee to feel secure at their job.

**Interviewer: The current workforce of Erasmus Center ASBL consists of Millennials, and studies imply that you can categorise them in older and younger Millennials. The eldest today is 37 years, and the youngest is 17 years. Do you think that the younger would have different reasons to change jobs than the older? Which would be those?**

Interviewee: Yes, I think the youth has different reasons since, at a young age, you are still trying to find a path, and you want to grow, so I would say that growth is one reason. Another factor would be better job opportunities elsewhere.

**Interviewer: To what extent you would state that your educational level was of influence on the propensity to stay at the Erasmus Center ASBL? Why?**

Interviewee: My education level did not influence my propensity to stay; however, due to the requirement of my program, I stayed at the Erasmus Center ASBL, as practising an internship is a mandatory activity, which has to be practised, and I did not want to fail my year.

**Interviewer: Do you think that your self-efficacy was an important factor that affected your decision to stay at Erasmus Center ASBL?**

Interviewee: I would say no since the managers of the Erasmus Center ASBL hired me as an administrator, and once hired, I was also practising different activities than purposely hired. I got to practice marketing activities, which I saw as a challenge and an opportunity to learn something new that I did not know anything about.

**Interviewer: To what extent you would state that an appropriate supervisor/leader/manager affected your intention to stay at the Erasmus Center ASBL and did you have an appropriate supervisor/leader/manager? Why?**

Interviewee: It affected my decision on a high level, since for me it is important to have a good leader. I did not receive proper supervision at the Erasmus Center ASBL. It is an essential factor

because you have other colleagues you are working with, and to avoid misunderstandings and inequalities of the workload, it is necessary to have a leader who supervises the situation and makes sure that everything is done right.

**Interviewer: The general belief is that remuneration was the primary factor for employee retention; would you agree this is still the main factor for the Millennials; why?**

Interviewee: I think yes and no. I would say no, it is not a primary factor depending on the company you work for and if you are happy with the work tasks given to you, while you get a low salary. On the other hand, I would say yes, it is still a primary factor; for example, if you get to work for a company like Erasmus Center ASBL and you feel like you are not growing within the company, the remuneration would be a vital factor to stay at the Erasmus Center ASBL. However, if they also offer reduced salary, you might look for another job. Nonetheless, a job should not always be about remuneration.

**Interviewer: What would you prefer more:**

1. Having a lousy supervisor/leader/manager, but a very good remuneration, or;
2. Having a good supervisor/leader/manager, but a below the market remuneration?

Interviewee: I would prefer a lousy supervisor/leader/manager, but a very good remuneration, because if you are conducting many work activities without supervision due to a lousy supervisor and you still put down a good job, then it should be compensated with a good remuneration.

**Interviewer: What should have been done further by the Erasmus Center ASBL to increase employee retention?**

Interviewee: They should have put more emphasis on the supervision of their employees. Also, communication between supervisors and employees should have been improved, perhaps by holding staff meetings, to know the state of affairs.

**Interviewer: According to studied literature, a combination of six factors could influence an employee to stay in an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements at the Erasmus Center ASBL:**

- a. Remuneration;



## Appendix 2.7: Participant G – Former Employee

## Interview Transcript

**Interviewer:** Louison Gieskes

**Interviewee:** Participant G – Former Employee

**Date and Time:** 14/11/2017, 14:00 p.m.

**Location:** Brussels, Belgium (via Facetime Audio)

**Audio file information:** Former Employee Interview G – 10:12 minutes

### Start of Interview

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**Interviewer:** Please, introduce yourself by stating your:

**Age:**

**Academic Level:**

**(Former) Position at Erasmus Center ASBL:**

### Length of work experience at Erasmus Center ASBL:

Interviewee: My name is Participant G. I am 23 years old. I am conducting a master's degree in Communication, and I am in my first year. I held a position as an Administrative assistant at the Erasmus Center ASBL, and I was working there for approximately two and a half months.

**Interviewer: What would you state were the three leading causes (in order of importance) for you to look for another job or to turnover and why?**

Interviewee: The first reason would be due to the manager. I found the management bad as it was also difficult to get along with them. The tasks handed over to me did not meet my expectations, as they were not challenging enough for my level of education. Last, I was looking for a job with more career development opportunities, which was not the case at the Erasmus Center ASBL.

**Interviewer: Do you think that it is important for an organisation to offer job benefits and why?**

**If yes, which benefits would you require from your job?**



Interviewee: I do not think that job benefit is an essential factor for an organisation to offer, though it could be nice for someone who does an internship to have a small remuneration.

**Interviewer: The current workforce of Erasmus Center ASBL consists of Millennials, and studies imply that you can categorise them in older and younger Millennials. The eldest today is 37 years, and the youngest is 17 years. Do you think that the younger would have different reasons to change jobs than the older? Which would be those?**

Interviewee: In this case, both young and old Millennials have the same reasons to change jobs. In my particular circumstance, it was due to a lack of career progression opportunities, job benefits and a failing management that caused me to turn over. Those same aspects also apply to older Millennials.

**Interviewer: To what extent you would state that your educational level was of influence on the propensity to stay at the Erasmus Center ASBL? Why?**

Interviewee: It had a significant influence, not to sound presumptuous; however, I studied much theory during my bachelor's program, which caused my expectations of job labour to be high. However, once I started working at the Erasmus Center ASBL, the practice was not as I expected it to be. I was practising basic tasks such as: taking phone calls, answering emails etc., and due to my education level, I found these job tasks did not meet my level of education.

**Interviewer: Do you think that your self-efficacy was an important factor that affected your decision to stay at Erasmus Center ASBL?**

Interviewee: Yes, because if you do not have a good relationship with your managers, and the managers are not sufficiently present to supervise well enough, it is hard to be productive. I felt like I was not productive enough, which made me question if I was implementing my skills at the right organisation, and eventually, it led me to the intention of leaving the Erasmus Center ASBL.

**Interviewer: To what extent you would state that an appropriate supervisor/leader/manager affected your intention to stay at the Erasmus Center ASBL and did you have an appropriate supervisor/leader/manager? Why?**

Interviewee: As mentioned earlier, the preeminent reason for me to leave the Erasmus Center ASBL was due to a bad relationship with, and the lack of supervision of the management. Due to these reasons, I would state it is an essential factor because a supervisor/leader/manager should be supportive and appreciate the job conducted by an employee since, in my case, the job I conducted was never sufficient or at least not appreciated enough. I did not receive (clear) enough directives to be more productive, while more productivity was required.

**Interviewer: The general belief is that remuneration was the primary factor for employee retention; would you agree this is still the main factor for the Millennials; why?**

Interviewee: No, because the present job market is becoming more and more competitive, so Millennials need to deal with the fact that sometimes they are offered a poor salary, or in the case of an internship, they might not get remunerated. Millennials try to find other factors that could retain them at their current job, as in my case, which was factors such as either having a good manager or career progress opportunities.

**Interviewer: What would you prefer more:**

- 1. Having a lousy supervisor/leader/manager, but a very good remuneration, or;**
- 2. Having a good supervisor/leader/manager, but a below the market remuneration?**

Interviewee: It is a tough question to answer. However, I would prefer having a lousy supervisor/leader/manager, but a very good remuneration, because I require a manager who provides small, but 'decent' directives for me to be more productive.

**Interviewer: What should have been done further by the Erasmus Center ASBL to increase employee retention?**

Interviewee: First, I would state that the Erasmus Center ASBL should work on their internal-organisation. The managers should be/have been clear(er) with their expectations from me, as this was not always the case, mainly when it was about tasks. The managers should put more effort in creating a manager-employee type of relationship, which did not occur due to them being absent most of the time. Last, as an intern, it would have been nice to receive a small remuneration or a job benefit like a lunch ticket.

**Interviewer: According to studied literature, a combination of six factors could influence an employee to stay in an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements at the Erasmus Center ASBL:**

- Remuneration;**
- A Fitting Manager;**
- Job Benefits;**
- Promotions;**
- Career Progress Opportunities;**
- Job Appreciation**

Interviewee: Remuneration: 6, a fitting manager: 9, job benefits: 5, promotions: 7, career progress opportunities: 10, job appreciation: 7.

////////////////////////////////////

## End Interview Transcript

## Appendix 2.8: Participant H – Former Employee

## Interview Transcript

**Interviewer:** Louison Gieskes

**Interviewee:** Participant H – Former Employee

**Date and Time:** 15/11/2017, 16:30 p.m. (USA-California time) > 16/11/2017, 01:30 a.m. (Amsterdam, Netherlands time)

**Location:** The Hague, Netherlands (via email communication)

**File information:** Former Employee Interview H

## Start of Interview

////////////////////////////////////

**Interviewer:** Please, introduce yourself by stating your:

**Age:**

**Academic Level:**

**(Former) Position at Erasmus Center ASBL:**

**Length of work experience at Erasmus Center ASBL:**

Interviewee: My name is Participant H. I am 'x' years old. I am in the possession of a Post Master's Degree. I used to be an educational consultant at the Erasmus Center ASBL, where I had one year of experience.

**Interviewer: What would you state were the three leading causes (in order of importance) for you to look for another job or to turnover and why?**

Interviewee: First, due to a lack of funding for the position. Second, due to a lack of support from owners with necessary items/equipment to do the job. Third, due to unprofessional behaviour of the owner not showing for meetings, making promises that were not kept and lack of respect for employees.

**Interviewer: Do you think that it is important for an organisation to offer job benefits and why?**  
**If yes, which benefits would you require from your job?**

Interviewee: Yes. Benefits make employees more stable, dedicated, and engaged in work and show that the employer is committed to bettering the employees.

**Interviewer: The current workforce of Erasmus Center ASBL consists of Millennials, and studies imply that you can categorise them in older and younger Millennials. The eldest today is 37 years, and the youngest is 17 years. Do you think that the younger would have different reasons to change jobs than the older? Which would be those?**

Interviewee: My experience is that the EC ASBL, besides myself and the teachers, were students who were working for free on an internship – the model used by the EC ASBL is that they use these students to do their work for free, which is a flawed model. Based only on the question, I could not speculate as I do not know the positions of the variance of age individuals.

**Interviewer: To what extent you would state that your educational level was of influence on the propensity to stay at the Erasmus Center ASBL? Why?**

Interviewee: I feel that, had I been given a more extended opportunity and funding, I could have made a difference. My experience in managing a business, developing teams, and training teachers would have differentiated the EC from their peers. However, the Erasmus Center ASBL did not commit funding.

**Interviewer: Do you think that your self-efficacy was an important factor that affected your decision to stay at Erasmus Center ASBL?**

Interviewee: I always believe that employees should be self-sufficient to some degree. My issue with the EC ASBL was that they could not afford to pay me or to provide materials needed.

**Interviewer: To what extent you would state that an appropriate supervisor/leader/manager affected your intention to stay at the Erasmus Center ASBL and did you have an appropriate supervisor/leader/manager? Why?**

Interviewee: If I had had full support and funding from the owners, I would have stayed.

**Interviewer: The general belief is that remuneration was the primary factor for employee retention; would you agree this is still the main factor for the Millennials; why?**

Interviewee: Yes – no funds to run the programs.

**Interviewer: What would you prefer more:**

1. Having a lousy supervisor/leader/manager, but a very good remuneration, or;
2. Having a good supervisor/leader/manager, but a bellow the market remuneration?

Interviewee: This could be situational based on the needs of an individual, but a better work environment with less money would be my choice.

**Interviewer: What should have been done further by the Erasmus Center ASBL to increase employee retention?**

Interviewee: Offer more support, have clear goals, and objectives with funding from the owners.

**Interviewer: According to studied literature, a combination of six factors could influence an employee to stay in an organisation. On a scale of 1 to 10, how would you rate the importance of the following elements at the Erasmus Center ASBL:**

- a. **Remuneration;**
- b. **A Fitting Manager;**
- c. **Job Benefits;**
- d. **Promotions;**
- e. **Career Progress Opportunities;**
- f. **Job Appreciation**

Interviewee: Remuneration: 5, a fitting manager: 2, job benefits: 1, promotions: 1, career progress opportunities: 1, job appreciation: 5.

////////////////////////////////////

## End Interview Transcript

## Appendix 3 – Student Ethics

**Student Ethics Form****European Studies  
Student Ethics Form**

**Your name:** Louison Gieskes

**Supervisor:** Mr. Dan Diojdescu

**Instructions/checklist**

Before completing this form, you should read the APA Ethics Code (<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects you should also look at the sample consent form available in the Final Project and Dissertation Guide.

- a. ☐ Read section 3 that your supervisor will have to sign. Make sure that you cover all these issues in section 1.
- b. ☐ Complete sections 1 and, if you are using human subjects, section 2, of this form, and sign it.
- c. ☐ Ask your project supervisor to read these sections (and the draft consent form if you have one) and sign the form.
- d. ☐ Append this signed form as an appendix to your dissertation.

**Section 1. Project Outline (to be completed by student)**

(i) **Title of Project:** Which are the most important retention factors for the millennial? – case study Erasmus Center ASBL

(ii) **Aims of project:** The Erasmus Center ASBL encounters difficulties when it comes to employee retention of the current workforce which is known as millennials. Therefore, in-depth understanding of the problem the Erasmus Center ASBL is facing, is essential to provide courses of actions for the organisation.

(iii) **Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your supervisor, you should answer 'NO' to this question.):**

✓ YES

**If no: you should now sign the statement below and return the form to your supervisor. You have completed this form.**

This project is not designed to include research with human subjects. I understand that I do not have ethical clearance to interview people (formally or informally) about the topic of my research, to carry out internet research (e.g. on chat rooms or discussion boards) or in any other way to use people as subjects in my research.

Student's signature \_\_\_\_\_ - date \_\_\_\_\_

**If yes: you should complete the rest of this form.**

**Section 2 Complete this section only if you answered YES to question (iii) above.**

**(i) What will the participants have to do? (v. brief outline of procedure):**

The participants will give their insight on the problem the Erasmus Center ASBL is facing, since their feedback is of rich relevance to the outcome of the results and analysis of the project.

**(ii) What sort of people will the participants be and how will they be recruited?**

The participants consist of three categories, namely: two managers, three current employees, and three former employees of Erasmus Center ASBL. The current employees will be the ones with the most experience, as for the former employees, those will be the ones who recently left Erasmus Center ASBL.

**(iii) What sort stimuli or materials will your participants be exposed to, tick the appropriate boxes and then state what they are in the space below?**


**Questionnaires[ ] ; Pictures[ ] ; Sounds[ ] ; Words[ X ] ; Other[ X ].**

First the participant will be exposed to an 'Informed Consent Form', wherein the topic will be described, as well as some terms and conditions to make them aware of their rights. After agreeing to the consent, a verbal interview will be conducted.

**(iv) Consent:** Informed consent must be obtained for all participants before they take part in your project. Either verbally or by means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual.:

**(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data?** Personal data (name, addresses etc.) should not be stored in such a way that they can be associated with the participant's data.:

There will be eight participants, among them two managers, three current- and three former employees, they will be addressed as: participant A to H in the exact order as stated above, as well as their positions at the organisation will be mentioned in the project.

**Student's signature:** .....  ..... **date:** 10-10-17.....



**Supervisor's signature** (if satisfied with the proposed procedures): ..... **date:** ..10.10.17



## Appendix 4 – Informed Consent

**Informed Consent Form****Informed Consent Form**

- 1) **Research Project Title:**  
Which are the most important retention factors for the millennial? – case study Erasmus Center ASBL
- 2) **Project Description (1 paragraph):**  
The Erasmus Center ASBL encounters difficulties when it comes to employee retention of the current workforce which is known as millennials. Therefore, in-depth understanding of the problem the Erasmus Center ASBL is facing is essential to provide courses of actions for the organisation.
- 3) **What will the participant have to do? (v. brief outline of procedure):**  
The participant will give his/her insight on the problem the Erasmus Center ASBL is facing since their feedback is of rich relevance to the outcome of the results and analysis of the project.
- 4) **How can the participant withdraw from the research?:**  
Participants can withdraw at any moment from the research, by sending an email to the researcher and mentioning that they would like to withdraw from the research.
- 5) **What procedures will you follow in order to guarantee the confidentiality of participants' data?**  
Participants will be addressed as: participant A, B, C, D, etc., as well as their positions in the organisation, will be mentioned in the project. Further personal data will not be asked.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed: \_\_\_\_\_

Date: 10/11/2017

## Informed Consent Form

### Informed Consent Form

- 1) **Research Project Title:**  
Which are the most important retention factors for the millennial? – case study Erasmus Center ASBL
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I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed:  Date: 08/11/17

## Informed Consent Form

### Informed Consent Form

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I consent to take part in the research on the basis of the guarantees outlined above.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

20/11/2017

## Informed Consent Form

### Informed Consent Form

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I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed:  Date: 26/11/17

## Informed Consent Form

### Informed Consent Form

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Which are the most important retention factors for the millennial? – case study Erasmus Center ASBL
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I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

**Signed:** David Beer **Date:** 30/11/2017



## Informed Consent Form

### Informed Consent Form

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- 5) **What procedures will you follow in order to guarantee the confidentiality of participants' data?**  
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I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.


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I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed:  Date: 08/11/2017

## Informed Consent Form

### Informed Consent Form

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Participants will be addressed as: participant A, B, C, D, etc., as well as their positions in the organisation, will be mentioned in the project. Further personal data will not be asked.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed: \_\_\_\_\_



Date: 14/11/2017

**Informed Consent Form**

**Informed Consent Form**

- 1) **Research Project Title:**  
Which are the most important retention factors for the millennial? – case study Erasmus Center ASBL
- 2) **Project Description (1 paragraph):**  
The Erasmus Center ASBL encounters difficulties when it comes to employee retention of the current workforce which is known as millennials. Therefore, in-depth understanding of the problem the Erasmus Center ASBL is facing is essential to provide courses of actions for the organisation.
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Participants will be addressed as: participant A, B, C, D, etc., as well as their positions in the organisation, will be mentioned in the project. Further personal data will not be asked.

**If you agree to take part in this study please read the following statement and sign this form.**

**I am 16 years of age or older.**

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

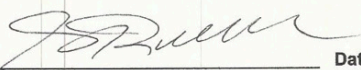
I understand that the researcher offers me the following guarantees:

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I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed:  Date: 11-15-17