Retaining Millennials: Values-Based Communication Tactics Employers can use to Appeal to a

Supposed Risk-Adverse Generation

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Abstract

Millennials are growing within the workforce, but they are becoming difficult to attract and retain for longer than two years at a time. In addition, Millennials have generational-specific values that are different than their predecessors. Identifying and applying these workplace expectations to organizational policies have made it challenging for leaders to appeal to this generation. Millennials desire five aspects from their workplace: work with a purpose, to be their own boss or work for a boss that is a mentor, a collaborative work environment, flexible work schedules, and work-life integration and/or work-life balance. Using a survey research method, this thesis outlines how Millennials appreciate these values in a workplace and, because of this appreciation, employers and recruiters should consider them for attrition and recruitment purposes. This thesis also examines why the assumption that Millennials are job hoppers who would rather work for themselves than an established corporation is unfounded. Finally, this thesis finds that the risk aversion trait Millennials possess affects their potential for decision making regarding their career that this trait can be used by organizations to market communication positions to this generation.

Keywords: millennials, recruitment, retention, attrition, values, risk, communications

Introduction

Millennials, those born between 1980 and 2000, are the youngest group entering the

workforce, and they have the ability to change corporate America. They are entering in large

numbers (Alexander & Sysko, 2012); at 80 million, they are the largest generation in the United

States labor force as well as the most educated, with 40% of Millennials having a bachelor's

degree (Graf, 2017). This generation holds some values that are similar to the prior generations,

as well as some that are completely new constructs. It's these values and ideas that have the

ability to change the current corporate culture, which makes them an important group to not only

please, but to also observe and learn about in length.

Described in popular media, Millennials are the subject of criticism from other

generations. Known as the "Look at Me" generation, they are accused of being self-centered and

lazy (Myers & Sadaghiani, 2010). They are said to be lazy, entitled, and in need of hand-holding

(Curwen, 2016). They also are attributed to growing up during the "good times," as they were

valued as children—to the point of helicopter parenting becoming commonplace—and expected

their careers to financially support their needs and lifestyle. These experiences are suggested to

be the reason Millennials have a high level of confidence and self-assuredness that the other

generations lack (Myers & Sadaghiani, 2010).

However, despite their reputation, their work ethic is strong, and they can come up with

creative solutions to problems, especially when they are passionate about the subject. They are

considered to be driven individuals who are very focused on personal achievement and success.

But, Millennials are not known to be loyal to a corporation. Work is not a priority for them; they

do not want to make the sacrifices to their happiness that their parents did (Myers & Sadaghiani,

2010). This causes them to keep career options open, going so far as to change entire careers if they are unsatisfied (Gursoy, Maier, & Chi, 2008).

However, while they are generally not loyal to corporations, they can be very loyal to managers or supervisors that they see as mentors. They have high expectations for leadership, and they expect a boss to lead, not dictate (Pasieka, 2009). This generation prefers for leadership to trust in their skills and not micromanage them (Kiah, 2015). Surprisingly, Millennials would rather work for less money if they are working for the right person (Pasieka, 2009).

Notably, Millennials lived through the global recession of 2008 (The Great Recession), which, like Gen X-ers and the dot com bust, which affected their view of employment and the economy (Myers & Sadaghiani, 2010). Millennials see the stock market unstable and risky, which makes them hesitant to invest. They also witnessed how corporate greed affects the economy, which makes them wary and disloyal of big business as a whole (DeMers, 2016). This has led to them to have the potential for risk aversion due to their conservative habits, especially in terms of their finances. This, along with the technological advances made in the recent century, the pressure from overbearing parents to succeed, college debt, and the overwhelming opportunities available to them, makes experts call them risk-averse (DeMers, 2016). In fact, they're categorized as the most risk-adverse generation than the Silent Generation—who went through the Great Depression (Moskowitz, 2018).

But, while data points towards Millennials being risk-adverse, especially from a financial standpoint, they may not be as conservative in their careers. Deloitte's (2016) survey says how 74% of Millennials in junior positions are less likely to avoid risk. This statistic means that when they are just starting out or in lower-level positions, Millennials are likely to behave in a riskier manner. For an employer, this could mean that they are likely to be gamblers in the workplace or

even more likely to start a business of their own, with over half of Millennials considering an entrepreneurial path.

In addition, Millennials prioritize flexibility in workplace positions more than anything else. In a study conducted by Kiah (2015), it was found that achieving a work-life balance was the most important criterion in a job. The participants in the study noted that not achieving a work-life balance was the primary reason for leaving an employer, regardless of the money or benefits offered. If the job they had begun to usurp their other needs or affect their work-life balance, these participants would begin to look elsewhere for employment. However, 30%, said that they did not believe that there was a job out there that offered the balance they wanted, but they would not settle for a position that had most, but not all, of what they wanted (Kiah, 2015).

The workforce seems to understand that high Millennial turnover is a problem for established organizations. Millennial turnover is high, with the average time Millennials staying at one organization being less than two years (Deloitte, 2016). There is much data regarding how corporations and organizations can appeal to and retain their Millennial employees. And, most recommendations appeal to the five core things Millennials want from a job:

1) Work with a purpose,

2) To be their own boss or work for a boss that is a mentor,

3) A collaborative work environment,

4) Flexible work schedules,

5) Work-life integration and/or work-life balance (Business.com, 2017; Bresman, 2015; Asghar, 2014).

Purpose of the Study

The purpose of this thesis is to understand what Millennials want from a workplace and how this can be used for future recruitment and attrition strategies through an organizational communication standpoint. Despite previous research suggesting that Millennials are risk-adverse, the researchers hypothesize that when it comes to their careers, Millennials are greater risk-takers than the earlier generations, and they work better in uncertainty. The findings from this study will help to develop some best practices that media organizations can use to communicate with this generation that helps to appeal and retain Millennial employees. This thesis exclusively targets those who work in media or communication-related fields. Any candidates for study must have a job where their primary role is to express ideas and information effectively by speech, images, print, or telecommunication (telephone, broadcast, etc.) (Merriam Webster, 2018).

Theoretical Framework

The theoretical framework attraction-selection-attrition (ASA) model of thinking will inform this study. Similar to the person-organization fit model (Chatman, 1989), the ASA model proposes that three individual and organizational processes—attraction-selection-attrition—can determine the types of people in an organization. The types of people in this organization will think similarly, which in term will define the nature of the organization: its processes, culture, and structures. The ASA model places causation of an organization's behavior on the values and actions of the people working there, specifically in a top-down sense: the founders and CEO's characteristics define an organization (Schneider, Goldstein, & Smith, 1995).

The ASA model states the goals of an organization attract certain people, who are then selected by the organization and stay in an organization. The attraction process of the ASA model is when people identify with an organization's values and personality because they see

them in themselves. The selection process is when the organization sees attractive attributes in a candidate, whose values and personality are congruent with those of the organization. Finally, the attrition process occurs when selected individuals either choose to stay with an organization because they "fit in" and have congruent personalities, or they leave to pursue other opportunities due to a lack of "fit" (Schneider, Goldstein, & Smith, 1995).

The ASA model serves as a basis for understanding interpersonal organizational behavior (Schneider, Goldstein, & Smith, 1995). It also can be used to understand and examine turnover and retention rates, since the attrition process will ultimately determine the person-organizational fit of candidates. As well, all three processes in the ASA process, attraction-selection-attrition, can help to measure how well organizations recruit desirable candidates who will help the organization grow.

This model can be applied to the turnover and retention rates Millennials are experiencing within organizations. If an organization's values to do not align with Millennials personalities, they are not expected to be attracted to the organization or, if selected, to stick around. It can also be used to help develop attraction, selection, and attrition strategies to target Millennials who can contribute to the growth of an organization long-term.

Literature Review

The workforce comprises of three very different generations: Baby Boomers, Generation X, and Millennials/Generation Y. These labels are used to group, define, and characterize people born and raised within a similar timeframe. All these three generations have their own ideals and expectations of a workplace; some overlap, while others are vastly different. Scholars have examined how these generations feel about changes in their workplace. The following paragraphs examine the key developments in this area.

Millennials and Workplace Generational Differences

In America's current workforce, there predominately consists of three generations: Baby Boomers, Generation X, and Generation Y (Millennials). While the generations do coexist together, they are motivated by different factors, making it difficult for a workplace to appease all desires. If an understanding of the extrinsic (tangible rewards) and intrinsic (intangible rewards) values these generations hold (Twenge, et al., 2010), an understanding of what they have in common and where potential conflicts may arise could be achieved. This may factor into how Millennials' interactions with other generations within an organization influence their motivation to remain employed.

Baby Boomers, born between 1946 and 1964, are now starting to pass through the workforce and into retirement. They are currently the generation in most leadership positions; the average age of CEOs across industries is 58, including Fortune 500 companies, and the average C-Suite age is 54 (Korn Ferry, 2017; Shi, 2016). This generation is very driven by extrinsic rewards, and they are characterized as having a high work ethic, ambitious, driven by success, high achievers, and is loyal to their careers and organizations (Alexander & Sysko, 2012). To them, their career plays a significant role in their lives and their identity (Myers & Sadaghiani, 2010). They were taught to respect authority, seniority, and the hierarchy in the workplace. Boomers are more willing to "pay their dues" and wait for their turn for promotions and rewards. But once they do earn their chance at leadership, Boomers enjoy being in charge and want proper recognition for their achievements. Personal gratification is a motivator for Boomers, and they enjoy hearing that they are valued and an important contribution to a business' overall success (Gursoy, Maier, & Chi, 2008).

Although Boomers tend to have positive attitudes, they enjoy taking on important, seemingly risky projects, which can come across as overconfidence. However, if a project fails, they are likely to look for someone else to take the blame. Boomers also take comfort in tradition and require specific directions when asked to do something new. Due to not growing up with technology, Boomers struggle adapting to new technological innovations. They are often resistant to change and tend to be very comfortable doing things how they have always continued to be done (Gursoy, Maier, & Chi, 2008). Boomers also frequently advise the younger generations to work hard, demonstrate their dedication, and patiently wait their turn to climb the ranks, rather than to seize opportunities (Myers & Sadaghiani, 2010).

The generation after the Boomers, Generation X, was born between 1965 and 1979. This generation has intrinsic values, such as a work/family life balance in their careers and flexibility in their schedules. (Alexander & Sysko, 2012). Unlike Boomers, Gen X-ers respond well to instant gratification and do not subscribe to the idea of seniority; they are not willing to wait their turn for promotions and raises. They are problem solvers, and when they succeed in a task, they expect immediate recognition. The best work environment for Gen X-ers is one that keeps them busy, gives them the means to enjoy their life outside work, has opportunities for personal growth, and flexible schedules. Gen X-ers are also considered very tech-savvy and are great multi-taskers who can take on simultaneous projects. Unlike Boomers, this generation is also open to the idea of change; they often expect and demand it in their workplaces (Gursoy, Maier, & Chi, 2008).

Gen X-ers are notorious for being difficult to please and often complain about their situations or conditions. They have little patience for ignorance and for those unwilling to learn. Considered, "Lone Rangers," are more self-reliant, independent, and self-sufficient; they would

rather work in isolation instead of in teams. However, they are more distrustful of big companies and tend to rebel against authority. This could be because they saw from their parents' experiences that following the rules of a company might not guarantee them a job. Gen X-ers subscribe to the mindset that every job is temporary or a stepping stone, so they are not often loyal to a particular company. For this generation, they work to live; they are not willing to sacrifice their outside life for their company (Gursoy, Maier, & Chi, 2008).

Millennials, born between 1980 and 2000, are the new generation emerging into the workforce (Farrell & Hurt, 2014). But, Millennials have traits that differ from the two previous generations. They are known as innovators who discover creative "outside the box" solutions to problems. They have the mentality of "working smarter, not harder" and look for ways to simplify things; not for the sake of laziness, however, but for efficiency (Canning, 2014). This generation is defined as being confident, determined, and extremely tech-savvy and constantly connected to technology and the internet (Curwen, 2016). Having grown up with technology, Millennials can assimilate information quickly and focus on multiple things at one time, making them skilled multi-taskers whose skills surpass previous generations (Gursoy, Maier, & Chi, 2008). Millennials believe in collaborative action in the workplace. And, interestingly enough, Millennials are motivated by similar things as the previous generations: they seek approval and expect their work to be acknowledged (Gursoy, Maier, & Chi, 2008).

Like Gen X-ers, Millennials are not known to be loyal to a corporation. Work is not their top priority and they prefer to keep their career options open. If they are unsatisfied in their current job, they will not hesitate to change careers (Gursoy, Maier, & Chi, 2008). According to a study conducted by Shirley Pasieka (2009), business leaders identified Millennials as disinterested in climbing the corporate ladder. Promises of promotions and titles down the line

did not seem to be a motivating factor for Millennials. They are not loyal to corporations; this generation does not see jobs as long-term commitments; they see them as experiences. This caused business leaders to see their role as offering them a chance at a paycheck every week rather than a career path (Pasieka, 2009). However, while they may not be loyal to their organization, they express loyalty towards the people the work for, and they even would rather work for less money as long as they feel they are working for the right person (Pasieka, 2009).

Millennials also have a reputation for rejecting extrinsic values for intrinsic ones. Three intrinsic workplace values were determined very important for Millennials are an efficient work ethic, goal achievement, and a pro-social environment. In other words, Millennials want efficient workplace systems, mentoring opportunities, and achieving long-term "success," defined as making their mark or improving concepts for the next generation (Winter & Jackson, 2014).

However, in general, it was found that when comparing workplace motivators for younger and older generations, there wasn't a drastic difference. The small, yet significant, differences in motivators between Millennials and older generations centered around skill development, meaningfulness of work, and an optimum work-life balance. Older generations expressed more personal gratification with the meaningfulness of their work, while Millennials valued support in skill development and a work-life balance (Ertas, 2015).

Organizational culture is often determined on those who are in charge. For many established companies, Boomers are the primary leaders (Twenge, J. M. et al., 2010). The goals set for an organization are made from the leader, and these goals ultimately affect the processes and structures used. This determines the types of people who are attracted to an organization. And, over time, those who stay at an organization determines what the organization will be

(Schneider, 1987; Chatman, 1989). This is known as a person-organization fit, which is the congruence of a person's values and norms within an organization (Chatman, 1989).

If Boomer leaders decide to implement strategies and policies that promote the values and desires that differ from those of the younger generations, the organization will reflect them as well. For example, if a policy implemented does not support flexible schedules, since this isn't a Boomer value but is a Millennial one, Millennials may be unlikely to be attracted to the organization. Measuring personality and interests of these generations and implementing strategies that promote similar characteristics, such as the Boomer and Millennial traits of exhibiting high work ethic and confidence, would be a way to attract and retain both generations, rather than simply pleasing one (Schneider, 1987).

A solution would be to adopt a human resource or internal communications approach that views cultural development as a holistic experience, rather than just during certain moments in time. Tailoring different strategies towards the different generations' traits could be a way to please everyone, yet keep a stoic organizational climate. For example, since Millennials desire more instant gratification than their Boomer counterparts, having quarterly evaluations for them rather than annual ones, which Boomers may enjoy, would meet this need (Farrell & Hurt, 2014).

Millennial Generation's Expectation of the Workplace

There are many traits that Millennials desire from their employer, but there are five of the common workplace desires that Millennials have that span numerous articles. They are: work with a purpose, to be their own boss or work for a boss that is a mentor, a collaborative work environment, flexible work schedules, and an optimum work-life balance and/or integration

(Business.com, 2017; Asghar, 2014; Bresman, 2015). These five traits seem to be the core values Millennials want in an employer.

There are other traits that Millennials want in a job or from an employer that has emerged in journals and articles. Millennials crave a structured environment, but they are also interested in being agents of change if they believe it will improve an organization. This is due to them being very achievement-focused. Consequently, this makes them often seek attention and feedback from employers (Farrell & Hurt, 2014). And, along with good pay and benefits, Millennials are also looking for growth opportunities within a career or field. In a survey conducted by Adrienne Ferguson and Wendy Morton-Huddleston (2016), career growth and a work-life balance were ranked equally as the second most desired thing Millennials want, after good pay and benefits. As well, the survey concluded Millennials want a flexible work environment, retirement opportunities, and a strong organizational culture (Ferguson & Morton-Huddleston, 2016).

In a study conducted by Kiah (2015), Millennial-aged workers said the main thing they wanted from their employer was the ability to achieve an optimum work-life balance. It was also the primary reason that they left their employer, regardless of the money or benefits offered. In addition, three out of the 10 participants said that they did not believe they would find an employer who would give them the optimum balance they craved (Kiah, 2015).

Millennials have a variety of wants when it comes to their employer, and they will not hesitate to leave a job that does not meet their expectations. Kiah's study concluded that three out of 10 Millennials surveyed said they would not settle for a position that had most, but not all, of what they wanted (Kiah, 2015). Blaire Hoffman (2018) reported that 64% of Millennial employees would leave their jobs if their employer made it difficult to take sick or personal days,

56% of Millennials would leave if they were unhappy with the work culture, 43% would leave if their employer didn't offer flexible hours, and 46% would leave if they didn't feel they were progressing in their careers. In addition, three out of five Millennials feel that the option to work remotely would be essential in their next role (Hoffman, 2018).

Organizational Attraction and Retention Strategies

The current millennial turnover in organizations is high. According to a survey conducted by Deloitte (2016) that surveyed 7,700 Millennials across 29 countries, the average time a Millennial worker stayed at one job was less than two years and 66% intended to leave their current job by 2020. The main internal factor to this phenomenon is that Millennial values are not being considered when creating workplace policy, including the core five. Because of this, organizations and corporations have started developing retention strategies to appeal and retain Millennial employees. However, given that many Millennials have not entered the workforce yet, there is limited information about workplace training. Any analysis of Millennials' personalities and learning style is based on assumption. Thus far, businesses have had to rely solely on academic studies to understand how to properly train Millennials to adapt to their culture or workplace (Farrell & Hurt, 2014). This can affect attraction and retention strategies.

Some retention strategies appeal to the Millennial values include offering Millennials the chance at an optimum work-life balance by offering PTO in lieu of sick days, so they can take time off for more personal endeavors; providing maternity/paternity leave and healthcare benefits; and giving them the chance to work from home as well as flexible hours (Joyce & Barry, 2016; Ferguson & Morton-Huddleston, 2016). Since Millennials value work with a purpose, recruiters are marketing the importance of their organization's mission and how they can make a difference by working at said company (Ferguson & Morton-Huddleston, 2016). To

emphasize that an organization cares and provides mentorship opportunities, employers are

creating strong internship programs and in-house training opportunities (Joyce & Barry, 2016;

Ferguson & Morton-Huddleston, 2016). Finally, to foster teamwork and a collaborative work

environment, it's recommended that employers assign projects to pairs or teams when they're

able (Frankel, 2016).

      Other strategies include appealing to other values. To create a strong organizational

culture, it's recommended to foster a culture of collaboration that focuses on trust, a common

purpose or goal, clear roles, communication, and an appreciation of diversity (Ferguson &

Morton-Huddleston, 2016). It's also recommended to screen candidates for compatibility before

hiring and conduct research into how the candidate thinks and works. This can help determine if

the candidate is invested in continuing their career in an organization (Joyce & Barry, 2016). As

well, increasing an organization's social media presence can reach more potential Millennial

recruits, clients, and associates, as they are a tech-savvy generation (Joyce & Barry, 2016).

Finally, create a culture that is fun as well as efficient by throwing birthday celebrations, hosting

gatherings (like sports outings), and encouraging after-work events (Joyce & Barry, 2016).

      In a study conducted by Ertas (2015), it was found that several job factors related to the

likelihood of turnover, such as employee satisfaction, pay satisfaction, creativity, professional

development, opportunities for growth based on merit, and having positive relationships with

coworkers. Job satisfaction was the biggest deciding factor in terms of turnover. Interestingly,

creativity, opportunities for professional development, relationships with coworkers, work-life

balance, and meaningfulness of the work were not more important than overall job satisfaction

for Millennial employees (Ertas, 2015).

The results of Ertas' (2015) study suggest that in order to reduce turnover, organizations should maintain the quality of all of the factors above for overall job satisfaction. However, the study also claimed that more support for work-life balance reduced Millennials' likelihood to quit altogether. Overall, predictors for turnover intentions between Millennials and the older generations did not differ greatly; the main predictor for both age groups is comprehensive job satisfaction (Ertas, 2015).

Comprehensive job satisfaction can determine work attitudes. And these work attitudes are affected by the organization's culture and leaders, as well as whether there is an optimal person-organization fit. This can lead to person-organizational fit as being a predictor in employee turnover, based on whether work attitudes, job performance, and overall job satisfaction are inherently negative. While person-organizational fit may not be a direct relation to turnover possibilities, it can be an indirect factor in an employee's decision. However, using person-organization fit in retention strategies would be best used post-hire, for placement, and not for pre-hire selection, due to it not being related to job performance like it is to job satisfaction (Arthur, Bell, & Villado, 2006).

Millennials and Risk Aversion

Millennials want the opportunity to take risks in their careers, even though they are often considered risk-averse by industry experts (Hoffman, 2018). This risk aversion can be considered side effects of a variety of environmental factors; things this generation experienced that others did not. Millennials also have more student debt than the other generations, which makes them less likely to invest money into stocks and bonds due to the higher monthly expense. This also leads to them earning less investment gains (DeMers, 2016).

Because of the Great Recession, Millennials see the stock market as something incredibly risky, as they've seen how their parents could potentially lose everything. This also ties into corporate disloyalty, as many adults lost their jobs during the Great Recession. Millennials have also seen how corporate greed affects the economy during the events of 2008 and this, combined the bombardment of advertisement in the digital age, has made them less likely to make financially risky decisions (DeMers, 2016).

This risk aversion may only be towards their financial choices, not their careers. Millennials in junior positions, 36%, as compared to Millennials in senior positions, 51% (department heads and above) avoid trouble and work to minimize personal risk (Deloitte, 2016). But, because Millennials lived through The Great Recession, they are wary of the idea of staying loyal to one corporation for decades only to potentially be laid off. This has made them more receptive to the thought of taking risks in their jobs, and even ensure that they are the proper fit for the job (Hoffman, 2018). They also prefer the idea of startups to established companies, with 62% of Millennials considering starting their own business and 51% knowing someone who already has (Deloitte, 2016).

Millennials have a reputation for wanting to leave Corporate America to pursue startups or entrepreneurial ventures. According to a 2011 survey conducted by the Buzz Marketing Group and the Young Entrepreneur Council, 20% of Millennials planned to quit a 9 to 5 job in favor of a startup (Gerber, 2011). 22% of Millennials believe entrepreneurship is the best way to advance their careers (EIG, 2016). However, less than 2% of Millennials are self-employed, compared to 7.6% of Gen X-ers and 8.3% of Baby Boomers (Wilmoth, 2014). Even though entrepreneurship is intriguing to this generation, many Millennials are reluctant to start a business themselves, citing financial difficulty, a lack of desire, a lack of knowledge, and a fear of failure (EIG, 2016).

This doesn't suggest that self-employment among Millennials is going to stay forever stagnant, as a study by Daniel Wilmoth (2014) suggests that, like previous generations, self-employment rates may rise in a few decades, as there was a spike in entrepreneurs around the age of 55 for the previous generations.

Research Questions and Hypothesis

This thesis answers whether Millennials subscribe to the five aspects—work with a purpose, be their own boss or work for a boss that is a mentor, work in collaborative environment, flexible work schedules, and a work-life integration and/or work-life balance—in their workplace and whether these values can assist corporations in managing attrition and recruitment. Additionally, while extant research suggests that Millennials are risk-averse (Hoffman, 2018), this study hypothesizes that when it comes to their careers, they are greater risk-takers than the previous generations and they work better in uncertainty. This research answers the following questions and hypothesis:

RQ1. What values-based appeals that employers/organizations can be *attractive* to the millennial generation?

RQ2. What cultural aspects are being used by employers/organizations that can fail to *retain* the millennial generation?

RQ3. What are some of the commonly observed personality and character traits of Millennial employees?

RQ4. Are Millennials risk-takers when it comes to their career decisions?

Research Method

This study utilizes survey research to collect data to investigate the values and workplace cultural factors that appeal to the millennials and how these are being communicated to

prospective and current millennial employees. The survey is categorized into four parts based on the subjects of the literature review above: workplace values, current workplace culture, potential for risk aversion, and personality and character traits. This survey was distributed via social media sites, such as Facebook, and via email. These outlets were chosen based on convenience and ease of distribution. It was also determined based on prior research that indicated 41% of Millennials use Facebook every day. It also found that every other social media platform, such as LinkedIn, was more popular with Millennials than Non-Millennials (Shaul, 2016).

A survey will be used due to the benefits they bring to a study. Surveys are a cost-effective, convenient form of sampling. As well, surveys are flexible in distribution, as they can be on paper, online, or face-to-face, among others. Surveys are also a good way to measure multiple characteristics of a larger population due to the diverse number of questions that can be included. Finally, surveys allow for anonymity, which encourages responders to be more honest and upfront than they would be if their names were on it.

Purposive sampling was used to collect data. The researcher collected 121 valid responses from Millennials in media-based careers to analyze the appeals and retention strategies. The sample size was determined based on the difficulty in accessing >100 full-time Millennial employees in a field that isn't growing in Millennial-aged employees (BLS, 2017). Men and women between the ages of 19 and 39 were targeted.

The data was collected between May 2019 and June 2019. The survey consisted of 35 questions, with two being demographic questions to determine eligibility and one being a basic demographics question. Please see **Appendix B** for the survey questionnaire. The questions for the survey were developed based on the works of (Ertas, 2015). Regression analysis was used to analyze data. SPSS was used to analyze the data and draw conclusions. The item scales were

created by the researcher—strongly agree, agree, neither agree or disagree, disagree, and strongly

disagree. A reliability test was conducted using Cronbach's Alpha. Nine questions based on the

five core Millennial values were considered, with the reliability value calculated at .511, less

than the recommended >.70.

Results

The survey garnered 180 responses; however, after factoring in those who did not meet

the qualifications and were not eligible to finish the survey, only 121 relevant responses were

recorded. Since participants had the option to skip questions, the number of responses for each

question were between 110 and 106. All but two of the 35 questions were multiple choice; one

was fill in the blank and one was click all the apply and fill in the blank. Of the 121 eligible

participants, 77.7% identified as female, 21.5% as male, and .8% did not wish to specify their

gender affiliation. These results are Millennial-exclusive and do not apply to the other

generations because the five core values, workplace desires, and personality traits are not

comprehensively shared by both or either of the older generations. These values, desires, and

traits influenced the questions.

RQ1 (What values-based appeals that employers/organizations can be attractive to the

millennial generation?) was reflected in questions 1-8, excluding elimination questions—please

see **Appendix I**. Data for questions 1-8 were analyzed in SPSS and ran through a two-tailed T-

test. All questions were deemed highly statistically significant, $p < .001$. The survey results

supported the notion that Millennials do appreciate having the five aforementioned values from

their workplace, and these are important to them. 45% of participants agreed that having an

optimum work-life balance was the most important aspect of their jobs. 48.4% of participants

said having work with a purpose was important to them, compared to 1.2% who did not find it

important; 41.1% said a collaborative environment was important to them, compared to 7.8% who did not; and 37.8% said having a workplace mentor was important to them, compared to 12.2% who did not. Because flexible schedules is related to obtaining an optimum work-life balance and was assumed it would be reflected in that question, it was asked whether having this workplace flexibility or making 10K more a year was more appealing to Millennials: 23.9% of Millennials agreed, where 26.2% disagreed.

[Insert Table 1 Here]

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The survey did support the idea that Millennials are passionate about these values. When asked if they would quit a job that does not promote their workplace values, 36.1% of Millennials agreed, where 6.1% disagreed. The survey did not provide conclusive evidence about Millennials being distrustful of their employer, however. 27.8% of Millennials did not feel that their employer prioritizes their values over profit, compared to 21.6% who agreed. And, when asked if they feel their employer cares about their workplace values, 24.5% of Millennials disagreed, compared to the 18.9% who agreed.

RQ2 (What cultural aspects are being used by employers/organizations that can fail to retain the millennial generation?) was reflected questions 9-17—please see **Appendix B**. Data for questions 9-16 were analyzed in SPSS and ran through a two-tailed T-test. All questions were deemed highly statistically significant, $p < .001$. The survey results did not support that Millennials feel neglected, with 26.7% of Millennials feeling that their workplace does not care more about the older generations wants and needs instead of their own, compared to 13.9% who agree. As well, the survey suggests Millennials do feel that their leadership cares about them, with 33.9% who disagree that their manager/supervisor does not listen to them, compared to 15%

who agree. 40.6% of Millennial participants feel valued at their workplace, where 11.1% do not.

Finally, 34.4% of participants are satisfied with their job overall, where 15% do not.

[Insert Table 2 Here]

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The survey questions also asked Millennial participants whether their current workplace

currently offers employees the ability to indulge in the five aforenoted workplace values. 45% of

Millennial employees said they have flexible schedules, 14.4% did not; 40% feel they have an

optimum work-life balance, 19.4% did not; 33.9% said they have a workplace mentor, 25.6% did

not; and 46.7% said they have a collaborative work environment, 12.8% did not. A question

about meaningful work was not proposed because overall job satisfaction and feeling valued at

their job implies the answer. Finally, 30% chose to work for their organization because of

flexible schedules, 20% because of meaningful work, 23.9% because of an optimum work-life

balance, 24.4% because of salary, 18.9 because of a collaborative work environment, 32.8%

because of benefits, and 11.7% because of mentor opportunities.

RQ3 (What are some of the commonly observed personality and character traits of

Millennial employees?) was reflected in questions 25-33—please see **Appendix B**. Data for

questions 24-32 were analyzed in SPSS and ran through a two-tailed T-test. All questions were

deemed highly statistically significant, $p < .001$. The survey results supported prior literature that

said Millennials are particular about what jobs they apply for and who they work for. 53.9% of

participants said they were particular about what jobs they apply for, compared to 2.8% who said

they were not. And, 51.7% of participants said they were particular about where they applied for

employment, compared to 4.5% who were not. The idea that Millennials prefer to work smarter

and not harder was supported, with 54.4% agreeing and .6% disagreeing. As well, the claim that

Millennials are receptive to change was supported, 38.4% agreeing and 8.4% disagreeing. The survey results also revealed that Millennials enjoy working amongst the older generations, with 7.3% of participants preferring to only work with other Millennials, compared to 40.6% who did not feel this way.

[Insert Table 3 Here]

[Insert Graph 3 Here]

The notion that Millennials are job-hoppers and are not typically loyal to one company could not be proven based on the results of this survey. 25% of participants agreed that they do not want to make a career at their current workplace, where 19.5% disagreed. The idea that Millennials are unable to be satisfied is disproven based on the survey results, with 34.4% believing their dream job exists, compared to the 14.5% who do not. Finally, the notion that Millennials will not settle for a job that does not give them everything they want from a workplace long-term cannot be proven based on this survey, as 25.5% would not settle and 18.9% would.

RQ4 (Are Millennials risk-takers when it comes to their career decisions?) was reflected in questions 19-25—please see **Appendix B**. Data for questions 18-24 were analyzed in SPSS and ran through a two-tailed T-test. All questions were deemed highly statistically significant, $p < .001$. This was not supported by the results of this survey. While 46.1% of participants agreed that the potential for larger rewards was worth taking a huge risk for—compared to 3.9% who disagreed—whether Millennials would apply this to their careers could not be proven. 21.7% would actually risk failure for a high payoff, where 21.6% would not. As well, 34.5% of participants also said they described themselves as cautious people, where 11.6% disagreed with that statement.

[Insert Table 4 Here]

[Insert Graph 4 Here]

When it came to job loyalty, the survey was inconclusive. 23.3% of participants said they were more likely to change jobs than stay with one company, but 23.9% disagreed. However, the survey disproved previous literature that said Millennials would rather work for themselves or at start-up companies than established corporations. 3.3% would rather work for a start-up, and 12.8% would like to be their own boss, compared to the 43.3% who would rather work for an established organization. As well, the survey supported the idea that Millennials thrive in a highly competitive environment, as 29.4% agreed and 19.4% disagreed.

Discussion

The survey results supported the notion that Millennials are very invested in their workplace values, with most participants saying they'd leave a job that did not support their values. Based on the data, Millennials do want and appreciate the five core workplace values mentioned throughout. Having work with a purpose was deemed the most important value, which does contradict previous literature that suggested it was having an optimum work-life balance or flexible schedules. Having a workplace mentor was the least important value, according to the participative sample. As well, the survey results did not support the idea that money isn't as important with Millennials and they would rather have workplace flexibility or an optimum work-life balance, as the participants were split in their responses. Other values that were mentioned in the survey were inclusivity and equality, respect, employee appreciation and wellness, giving back to the community, hard work, customer service, family-oriented policies, honest communication, and creativity.

Because these values are so important to Millennials, it's recommended that recruiters utilize these values in their strategies. Because having work with a purpose is the number one value Millennials seem to want from a workplace, based on the data, recruiters should market each position as one that benefits multiple parties than just the one employee or even their employer, if possible. They should also consider incorporating this value into slogans as a way to integrate this idea into the company's culture.

The survey revealed that Millennials are split in their view of corporations. There was no conclusive evidence of Millennials viewing established corporations in an entirely positive or negative light, as the sample was split in their responses. There is no supportive evidence that Millennials feel that their employer cares about their well-being over profit or supports their values. However, there were responses in the survey that indicated Millennial job dissatisfaction, including that their employer lacks values or does not act on them, employees are replaceable, employees not treated like people, a lack of employee appreciation, and poorly worded employee evaluations. Another strategy that recruiters can consider is to assure potential Millennial employees that their employer does care about them. Providing specific examples of this, and even having current employee testimonies on-hand, can prove that the company cares about their workers and their workplace values as much as their bottom line.

The survey data revealed that Millennials do mostly feel heard by their employer in the workplace, as compared to the older generations. They also feel that their leaders care about them, which makes them feel valued in their positions. The data also supported the idea that this sample of Millennials are satisfied in their communications-related position overall. Part of this workplace happiness and satisfaction could be because many participants are in positions where one or all of the five core workplace values are present at their job. Millennials also selected why

they chose to work for their organization, with benefits being the main reason, followed by

flexible schedules and salary. The least chosen reason was mentoring opportunities and a

collaborative environment. Other reasons were to learn new skills, an advancement in their

career, job availability in a competitive market, and to gain experience.

In order to continue to keep Millennials satisfied in their positions, it's recommended that

employers continue to check in with their employees. This can be done via survey, email, or in-

person discussion. Any fixable issues should be addressed in a timely manner, and workplace

cultural initiatives should be evaluated by the Millennial audience, where feedback can be

solicited. Millennials did say they chose to work for their organization because of benefits,

salary, and flexible schedules. Because of this, it's recommended these are three workplace

attributes that should be focused on the most in order to retain Millennial employees.

Interestingly, the one core value with the lowest number of participants saying they

experience the value in their workplace is having a mentor, where the highest is a collaborative

work environment. This is an unprecedented comparison, since it can be assumed collaboration

can lead to mentoring opportunities. As well, it's interesting that it's not as common, as it's a

value Millennials don't care about as much as others. However, it also can be an opportunity for

employers to establish a leadership training seminar or class geared toward becoming a mentor.

This way, any collaborative efforts can be doubled as leadership opportunities for Millennial

employees to become mentors, which is a desire indicated in previous literature. It also allows

for other Millennials to seek out trained mentors during collaboration.

The data supported previous literature suggesting that Millennials are particular about

where they apply for jobs and what jobs they apply for. It also supported the idea that Millennials

are innovate and creative, as they prefer to work smarter, not harder. Millennials are also

receptive to change, mentioned in prior literature. Finally, it was revealed that Millennials would gladly work with the older generations.

Surprisingly, the notion that Millennials are job-hoppers not loyal to their employer not be proven based on the data provided. There wasn't much disparity between participants who wanted to make a career in their current workplace and ones who don't. This does not support the fear that Millennial attrition is a problem, but it also does not completely disprove it. What also could not be proven was that Millennials would not settle for less than everything they want, with the data too close to provide an accurate claim. It can be said that while Millennials are particular about their career moves, they are realistic in their expectations. However, what also was not supported was the idea that Millennials do not believe that their dream job exists, as suggested in previous literature. Most Millennials believe that their dream job exists.

The idea that Millennials are particular, yet realistic in their expectations, about their career choices can be useful for recruiters and employers looking to market towards this group. Understanding that Millennials are also innovative, creative, open to chance, and willing to bridge the generational gap can help with policymaking, as well. Finally, the idea that Millennials are job hoppers could not be proven. However, the data suggests that it is entirely possible for Millennials to feel satisfied in their positions and that they could be open to having a career at their current workplace. Knowing this, recruiters and employers should feel comfortable investing resources into Millennial employees.

This hypothesis could not be supported based on the data collected. While Millennials did agree in taking big risks for a high reward in theory, the evidence suggests they are careful to do so in practice. Most participants described themselves as being cautious by nature, which can be assumed to affect their decision making. When asked if they would risk failure for a high payoff

in regards to their careers, the sample was split in their response. The survey also indicated that Millennials were uncomfortable leaving a corporation in favor of a start-up or entrepreneur venture, as the participants overwhelmingly said they would rather work for an established company, which contradicts previous literature. The survey was also inconclusive when it came to job loyalty, as participants were split in their responses.

Conclusion

Millennials are taking the workforce by storm, and communications fields are no exception. They are innovative, creative, ambitious, and ready and willing to accept change. With the boundless opportunities open to them, corporations will need to be creative in order to recruit and retain Millennial employees. What worked for previous generations very well may not work for Millennials: They have specific workplace values; they know what they want, and they are applying to the right positions and places to find it.

While survey data doesn't support the theory that Millennials are job hoppers who are disloyal to their organization, it does reveal that Millennials have high, yet realistic, expectations from their employer. Millennials want to work for established corporations, and they are satisfied in working in the field of communications. They don't want to embark on the risks that entrepreneurship and start-ups entail. However, they also want the ability to have the flexibility to have a life outside their careers, ensure their work has meaning, and thrive in a collaborative environment with the ability to develop mentor relationships.

In an ever-evolving corporate landscape, guaranteeing that recruitment strategies will appeal to the best people is crucial. And, what may be more important is ensuring current employee satisfaction is high. By understanding the Millennial workforce—who dominate the industry today—and who they are as workers, what they want in workplace culture, what values

they hold dear, and their risk-taking habits, employers will better understand how to recruit and retain this unique generation. Because, "Nonetheless, understanding and adapting to this new generation's work ethic will be critical to the restored, continued, or future success of American business and industry" (Alexander & Sysko, 2012, p. 64).

Limitations

There were a few limitations in regard to this study. Along with being a graduate student, the researcher is a Millennial working full-time as a corporate employee in a communications-related position. The study recognizes the potential for bias due to the researcher being the same age and in the same field as the survey's participants. As well, many survey participants work for the same company as the researcher. But because the survey is anonymous, there's no way to tell how large the sample from the researcher's company is. Depending on the number of participants from this organization, it's possible the results can reflect the feelings of many satisfied or disgruntled employees from one company. There is potential for future research regarding a larger purposive sample of Millennial employees from a multitude of corporations, rather than risking having all participants come from the same organization(s).

The survey officially recorded 180 responses. However, even participants who were redirected to the end of the survey due to not meeting the requirements outlined in the first two questions were recorded as completing the survey. Therefore, only 121 of the responses were complete and eligible. Participants could also pick and choose which questions to answer, so data for each question varies from 110 responses to 106 responses. The survey was anonymous and not taken in view of the researcher; it's possible that participants could not have been fully truthful regarding their answers, specifically to the two elimination questions. It can be assumed

that all participants were Millennials who worked in full-time communication-related fields and met the requirements for study participation. However, this cannot be completely assured.

The gender of survey participants was very female-dominated. This is to be expected, as communication-related fields and positions predominately have female employees. However, this can suggest the results reflect the views of more female Millennials over male ones, particularly for the potential for risk aversion. While the survey results indicated that females were more likely to take risks than males, there was also a disproportionate number of female participants vs. male ones, which could alter the numbers. There is the potential for future research regarding the gender-specific likelihood of risk-taking for one's career.

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Table 1—Workplace Values

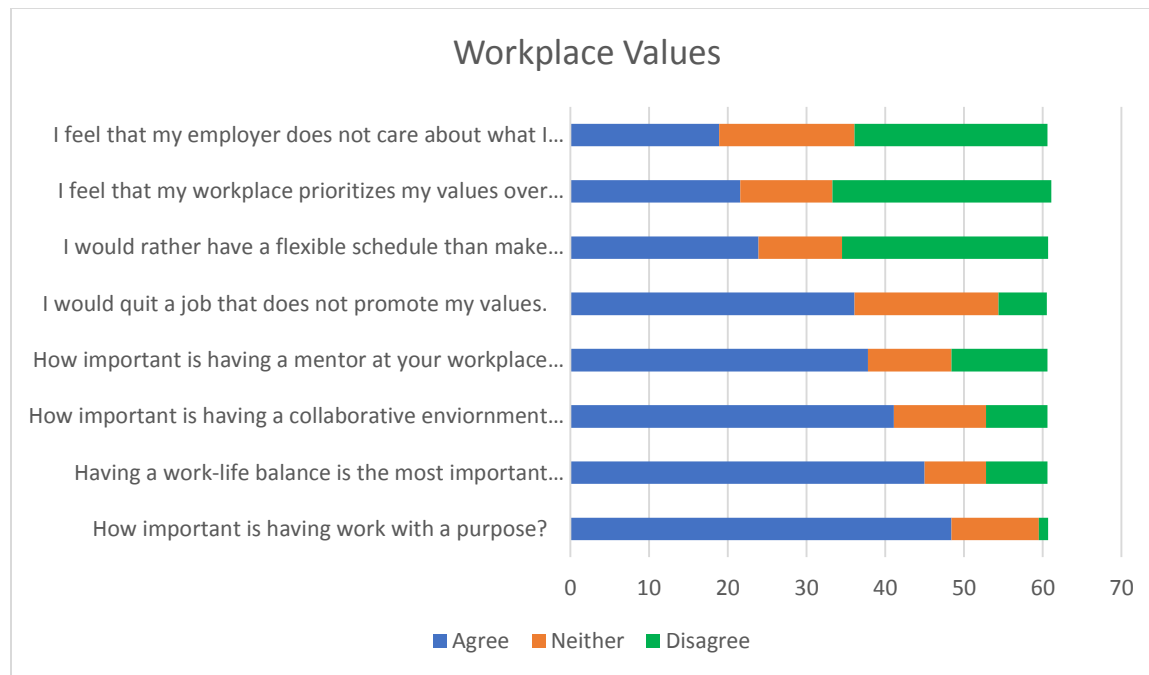| Survey Question	Agree	Neither	Disagree
How important is having work with a purpose?	87(48.4%)	20(11.1%)	2(1.2%)
Having a work-life balance is the most important aspect of my job.	81(45%)	14(7.8%)	14(7.8%)
How important is having a collaborative work environment to you?	74(41.1%)	21(11.7%)	14(7.8%)
How important is having a mentor at your workplace to you?	68(37.8%)	19(10.6%)	22(12.2%)
I would quit a job that does not promote my values.	65(36.1%)	33(18.3%)	11(6.1%)
I would rather have a flexible schedule then make 10K more a year.	43(23.9%)	19(10.6%)	47(26.2%)
I feel that my workplace prioritizes my values over profit.	39(21.6%)	21(11.7%)	50(27.8%)
I feel that my employer does not care about what I value in a workplace.	34(18.9%)	31(17.2%)	44(24.5%)

Graph 1—Workplace Values

Table 2—Current Workplace Culture

Survey Question	Agree	Neither	Disagree
My job promotes a collaborative environment.	84(46.7%)	N/A	23(12.8%)
My current job offers flexible schedules.	81(45%)	N/A	26(14.4%)
I feel that my employer appreciates the work I do and values me as an employee.	73(40.6%)	14(7.8%)	20(11.1%)
My current job gives me an optimum work-life balance.	72(40%)	N/A	35(19.4%)
Overall, I am satisfied with my current job/position.	62(34.4%)	18(10%)	27(15%)
I have someone I look up to as a mentor at my job.	61(33.9%)	N/A	46(25.6%)
As a Millennial, I feel that my manager/supervisor does not listen to what I want.	27(15%)	19(10.6%)	61(33.9%)
My employer cares more about the needs and wants of older employees than younger ones.	25(13.9%)	34(18.9%)	48(26.7%)

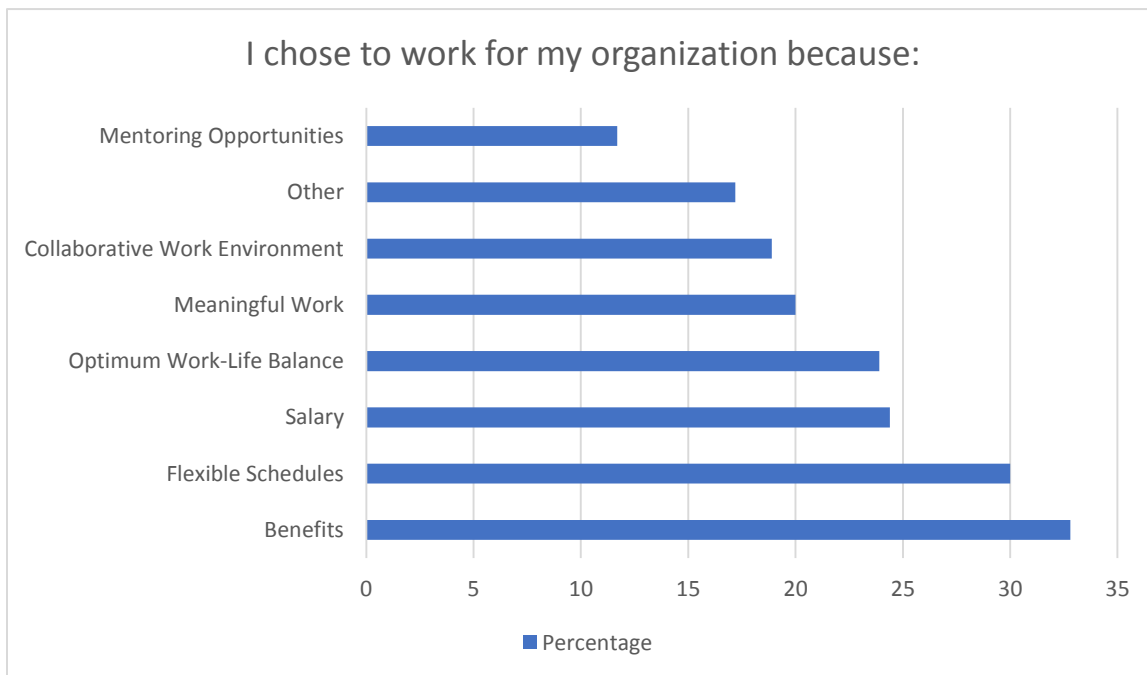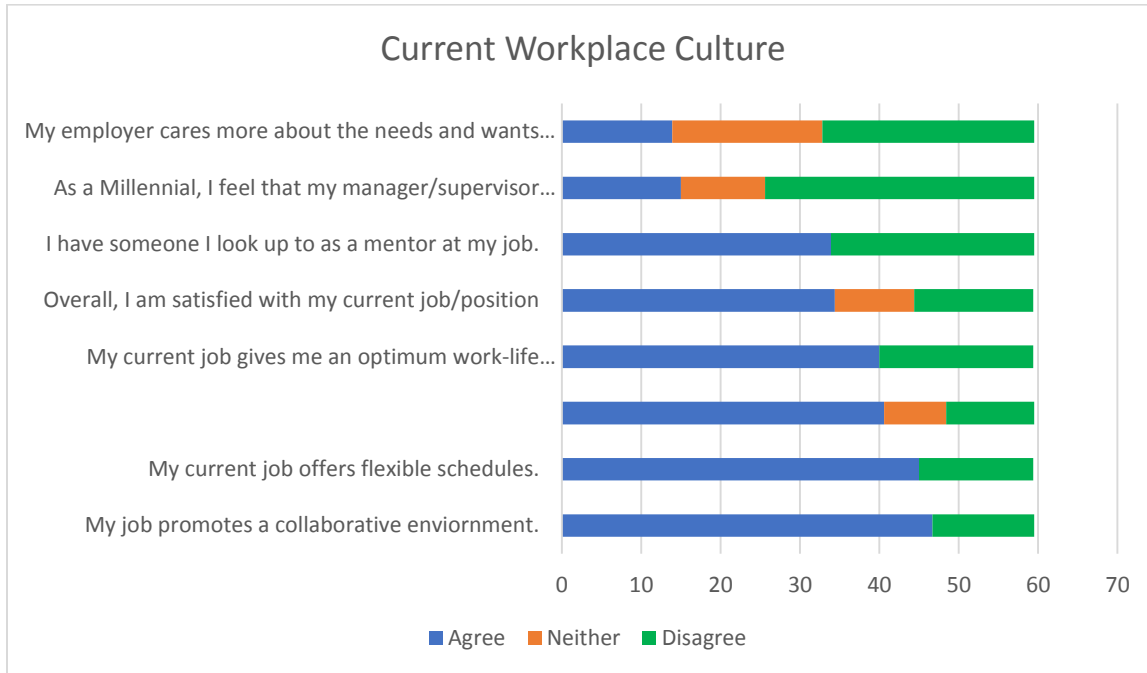| I chose to work for my organization because: (Check all that apply)	
Benefits	59(32.8%)
Flexible Schedules	54(30%)
Salary	44(24.4%)
Optimum Work-Life Balance	43(23.9%)
Meaningful Work	36(20%)
Collaborative Work Environment	34(18.9%)
Other	31(17.2%)
Mentoring Opportunities	21(11.7%)

Graph 2—Current Workplace Culture

Current Workplace Culture

- My employer cares more about the needs and wants…
- As a Millennial, I feel that my manager/supervisor…
- I have someone I look up to as a mentor at my job.
- Overall, I am satisfied with my current job/position
- My current job gives me an optimum work-life…
- My current job offers flexible schedules.
- My job promotes a collaborative enviornment.

Agree ■ Neither ■ Disagree

I chose to work for my organization because:

- Mentoring Opportunities
- Other
- Collaborative Work Environment
- Meaningful Work
- Optimum Work-Life Balance
- Salary
- Flexible Schedules
- Benefits

Percentage

Table 3—Personality and Character Traits

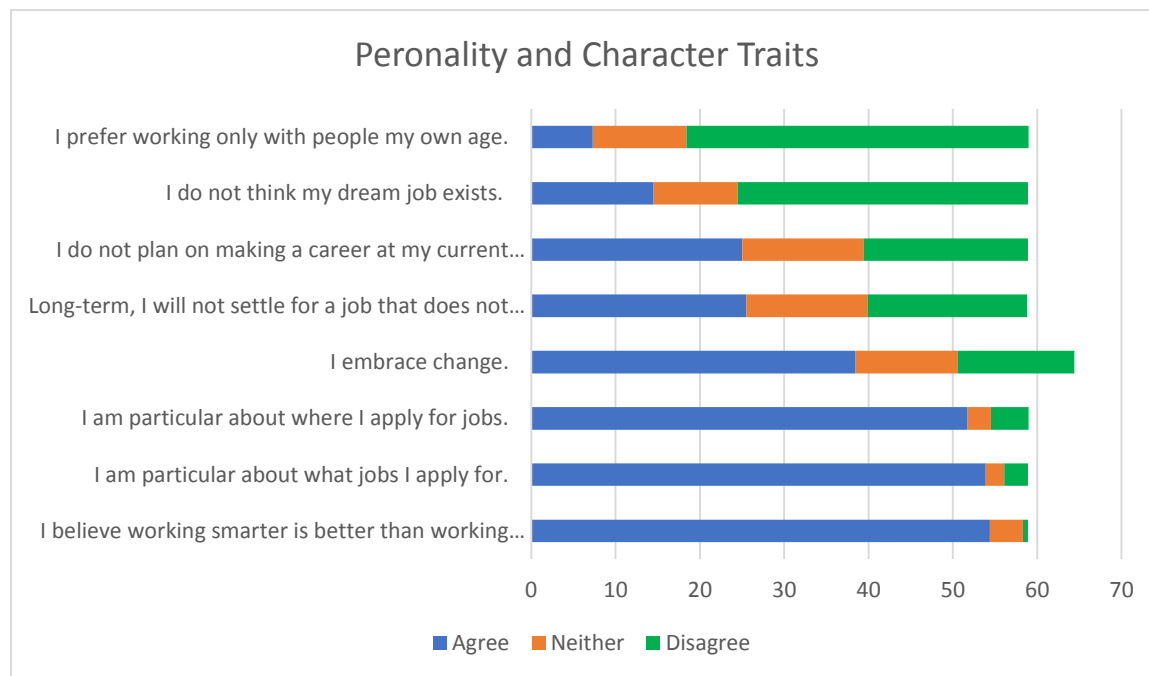| Survey Question	Agree	Neither	Disagree
I believe working smarter is better than working harder.	98(54.4%)	10(3.9%)	1(.6%)
I am particular about what jobs I apply for.	97(53.9%)	4(2.2%)	5(2.8%)
I am particular about where I apply for jobs.	93(51.7%)	5(2.8%)	8(4.5%)
I embrace change.	69(38.4%)	22(12.2%)	15(13.8%)
Long-term, I will not settle for a job that does not give me everything I want.	46(25.5%)	26(14.4%)	34(18.9%)
I do not plan on making a career at my current workplace.	45(25%)	26(14.4%)	35(19.5%)
I do not think my dream job exists.	26(14.5%)	18(10%)	62(34.4%)
I prefer working only with people my own age.	13(7.3%)	20(11.1%)	73(40.6%)

**Graph 3—Personality and Character Traits**

Table 4—Potential for Risk-Aversion

Survey Question	Agree	Neither	Disagree
I believe that the potential for earning big rewards are worth taking risks for.	83(46.1%)	17(9.4%)	7(3.9%)
I would describe myself as a cautious person.	62(34.5%)	22(12.2%)	21(11.6%)
I thrive in a highly competitive environment.	53(29.4%)	19(10.6%)	35(19.4%)
I do not plan on making a career at my current workplace.	45(25.3%)	26(14.6%)	35(19.6%)
I am more likely to change jobs than stay with one company.	42(23.3%)	22(12.2%)	43(23.9%)
For my career, I would risk failure for a potentially high payoff.	39(21.7%)	29(16.1%)	39(21.6%)

Which option best describes your ideal work situation?	
Working for an established company	78(43.3%)
Being an entrepreneur/owning my own business	23(12.8%)
Working for a startup	6(3.3%)

Graph 4—Potential for Risk-Aversion

Which option best describes your ideal work situation?
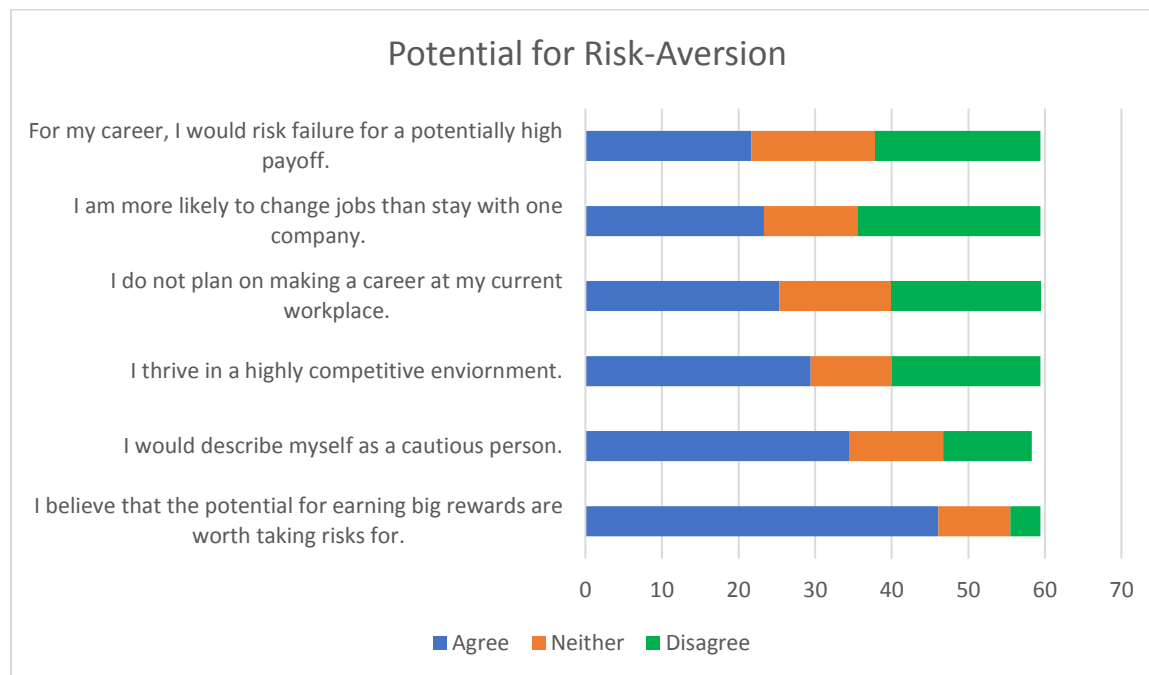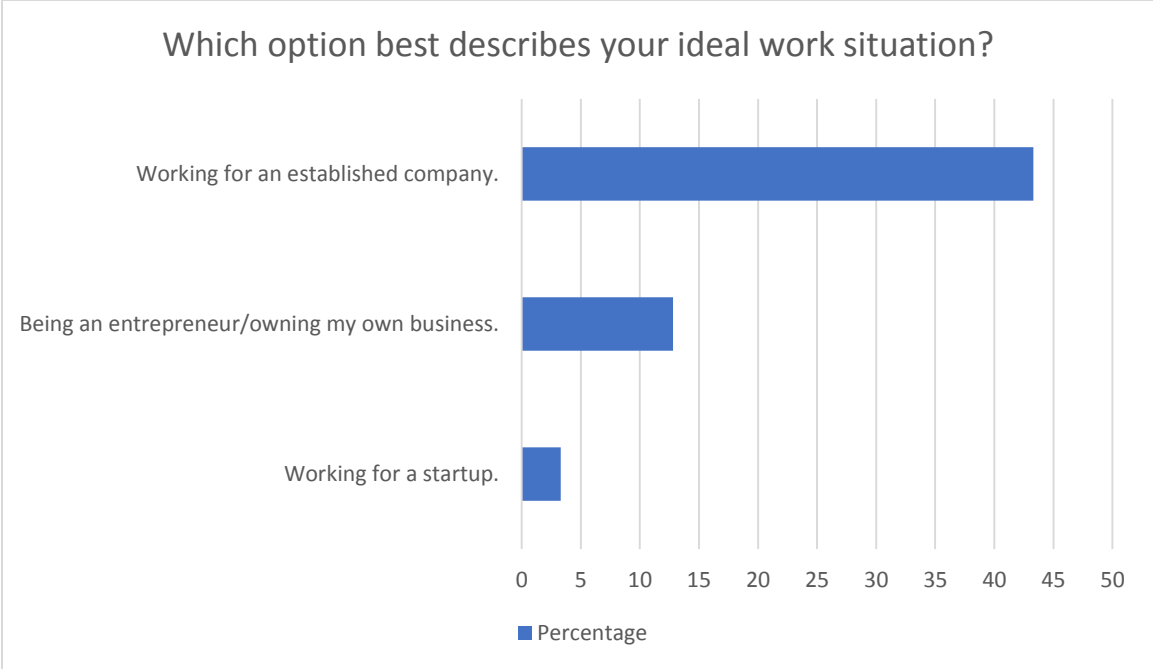
Appendix A

Consent Form:

Dear Participant, My name is Erica Santillo and I am a graduate student at the University of North Florida. I am conducting a research study on how Millennial workplace values can assist in recruiting and retaining Millennial employees. If you take part in my project, you will take part in a survey that should take no more than 10 minutes of your time. Data from the study may be used in academic publications, such as journal articles. Your responses will be anonymous. All records of this study will be kept in a password protected hard drive. No one other than I will have access to the records. Although there are no direct benefits to or compensation for taking part in this study, others may benefit from the information that is learned from the results of this study. Additionally, there are no foreseeable risks for taking part in this project. Participation is voluntary and there are no penalties for skipping questions or withdrawing your participation. Thus, you may choose to withdraw from this study or skip any questions you do not wish to answer with no penalty or loss of benefits you would otherwise be entitled to receive. If you have any questions or concerns about this project, please contact me. If you have questions about your rights as a participant, you may contact the University of North Florida's Institutional Review Board at 904-620-2455 or irb@unf.edu. If you consent to participate in this survey and you are at least 18 years of age, please indicate your agreement by checking the box authorizing your consent.

Thank you,

Erica Santillo

Appendix B

1) Were you born between 1980 and 2000?

- Yes (moves on to the next question)

- No (takes to the thank you page)

2) What is your gender?

- Female

- Male

- Do Not Wish To Specify

3) Do you work in a communication-related field or job role? I.E: A job where your *primary* role is to express ideas and information effectively through speech, images, print, or telecommunication (telephone, broadcast, etc.)

- Yes (moves on to the next question)

- No (takes to the thank you page)

<u>Workplace Values</u>

1) I feel that my workplace prioritizes my values over profit.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

2) Having a work-life balance is the most important aspect of my job.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

3) I would rather have a flexible schedule then make 10K more a year.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

4) How important is having work with a purpose?

- Very Important

- Somewhat Important

- Not sure/Don't Know

- Of Little Importance

- Not Important

5) How important is having a collaborative work environment to you?

- Very Important

- Somewhat Important

- Not sure/Don't Know

- Of Little Importance

- Not Important

6) How important is having a mentor at your workplace to you?

- Very Important

- Somewhat Important

- Not sure/Don't Know

- Of Little Importance

- Not Important

7) I would quit a job that does not promote my values.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

8) I feel that my employer does not care about what I value in a workplace.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

9) List any other values that your employer has that you identify with.

- Fill in the Blank

Current Workplace Culture

10) My employer cares more about the needs and wants of older employees than younger

ones.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

11) My current job offers flexible schedules.

- Yes

- No (explain)

12) My current job gives me an optimum work-life balance.

- Yes

- No (explain)

13) I have someone I can look up to as a mentor at my job.

- Yes

- No (explain)

14) My job promotes a collaborative environment.

- Yes

- No (explain)

15) As a Millennial, I feel that my boss/supervisor does not listen to what I want.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

16) I feel that my employer appreciates the work I do and values me as an employee.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

17) Overall, I am satisfied with my current job/position.

- Very Satisfied

- Somewhat Satisfied

- Neutral

- Somewhat Unsatisfied

- Very Unsatisfied

18) I chose to work for my organization because: (Check all that apply)

- Flexible Schedule

- Meaningful Work

- Optimum Work-Life Balance

- Salary

- Collaborative Work Enviornment

- Benefits

- Mentorship Opportunities

- Other (please explain)

Potential for Risk Aversion

19) Which option best describes your ideal work situation.

- Working for a startup

- Being an entrepreneur/Having my own business

- Working for an established company

20) I am more likely to change jobs than stay with one company.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

21) I believe that the potential for earning big rewards are worth taking risks for.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

22) I would describe myself as a cautious person.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

23) For my career, I would risk failure for a potentially high payoff.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

24) I thrive in a highly-competitive environment.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

Personality and Character Traits

25) I am particular about what jobs I apply for.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

26) I am particular about where I apply for jobs.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

27) I believe that working smarter is better than working harder.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

28) I prefer working only with people my own age.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

29) I embrace change.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

30) I do not plan on making a career at my current workplace.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

31) I do not think my dream job exists.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree

32) Long-term, I will not settle for a job that does not give me everything I want.

- Very Strongly Agree

- Strongly Agree

- Unsure/Don't Know

- Disagree

- Strongly Disagree