

Millennials and Generation Z Employees are here: Is your Organization ready?

Joseph O. Otieno

Management University of Africa

&

Stephen M. Nyambegera

United States International University-Africa

Email:snyambegera@usiu.ac.ke

Abstract

This paper provides a review of organisational development change process and design of organisational development interventions (ODIs) in the context of millennial and post millennial employees. Data was collected through a desk top literature survey of primary and secondary data from millennial and post millennial studies as well as a review of primary and secondary data from scientific research on change management and organisational development. The review found that for effective successful change, organisations need to be cognisant of theory E and theory O of change. Organisations must diligently apply the organisational development four-stage process of “Entering and contracting”, “Diagnosing”, “Planning and implementing change” and “Evaluating and Institutionalizing Change”. The review also found that the millennial (Generation Y) employees are not the only problem affecting the future of the workplace and recommends for further research to be done on the impact of the post millennial (Generation Z) employees and the 4th industrial revolution on the future of the workplace.

Key Words: Millennials, Generation Z, Change, Organization Development

Introduction

The purpose of this paper is to review the progress that has been made in the field of organisational development interventions (ODIs) to address the impact of millennials and post millennial employees on the destiny of organisations. This paper discusses the findings presented in extant research and studies in the field of planned change, ODIs design and implementation in the context of generational cohorts in the workplace. The focus of this paper is to review how the concepts and theories of change are practically applied in industry and provide directions for further research.

Background

The workplace is made up of a mix of multiple generations of employees whose experiences in their respective times have moulded them into individuals with characteristics that define their generation (Nnambooze & Parumasur, 2016). These different generations have different behavioural characteristics that define their expectations and preferences at the workplace. The diverse profiles of various generations bring unique benefits to the organisation but also places unique demands on the organisation to provide an environment in which all the generational age cohorts will thrive in the workplace. The working age population is defined as those aged between 15 to 64 years (OECD, 2019). Table 1 shows the age definition of the generational cohorts and the names that have been adopted for the various generations. The taxonomies of the generational cohorts can be explained by the Theory of generation as posited by Karl Mannheim in 1928. According to Mannheim, as cited by (Pilcher, 1994), people are influenced by the socio-historical environment and notable events that involve them actively, particularly during their youth which gives rise to shared experience within the social cohorts that in their turn influence events that shape future generations

Table *Error! No text of specified style in document.* Age definition of the generational cohorts

Generation Name	Years of Birth	Age Cohorts in 2019
Traditionalists (Silent Generation)	1928 - 1945	74 - 91
Baby Boomers	1946 - 1964	55 - 73
Generation X	1965 - 1980	39 - 54
Millennials (Generation Y)	1981 - 1997	20 - 38
Post Millennials (Generation Z)	1998 - Present	< 21

Source (Pew research center, 2019)

Millennials are quickly representing most of the staff in many organizations as Baby Boomers decrease in numbers by way of retirement (Bartz, Thompson, & Rice, 2017). The definition of generations in table 3-1 and the working population age defined by OECD imply that the first millennials started joining the workforce in the year 1996 and the first of Generation Z employees started joining the workforce in the year 2013. The traditionalists have since retired from the workforce and the last of the baby boomers will remain in the workforce only until the year 2028. The last of generation X employee will stay in the workforce until the year 2044. This means that from the year 2045, the entire workforce will be constituted of only millennial and post millennial employees.

The millennials and post millennials bring with them a different set of characteristics and behavioural traits that will introduce new dynamics in the organisational setting. Therefore, organisations will have to carefully diagnose the impact of issues brought about by the new

generations entering the workforce and design appropriate interventions to ensure that the organisation remain effective, efficient and continue to perform successfully. Jenkins (2019) provides the following as the characteristics and behaviour traits of millennials.

- 1 Millennials desire feedback, making a difference, and diverse collaboration
- 2 Millennials approach differently how they learn, work, socialize and communicate due to technology.
- 3 Millennials are the first generation that didn't consider parents or teachers as the authority but rather the Internet. They treat the Internet as their external brain and approach problems in a whole new way from previous generations
- 4 Millennials are early adopters of technology (e.g. social media, cell phones, and texting) and seek opportunities to innovate especially as they enter the workforce.
- 5 Millennials' (and every other generation's) communication has and will continue to be shaped by technology.
- 6 Millennials are contributors looking for an active role and immediate impact.
- 7 Millennials are heavily persuaded by their peers. Constantly turning to their networks for new opportunities, to stay in touch, connect with a brand, and to acquire news.
- 8 Millennials demand transparency from leaders, employers, and brands.
- 9 Millennials work/life behaviour and values continue to be shaped by technology.
- 10 Millennials high-tech and hyper-connected upbringing have made them disruption-prone leaders.

Jenkins (2019) further summarises the characteristics and behavioural traits of the post millennials (generation Z) as follows:

- 1 Generation Z will approach work with a do it yourself (DIY) approach, work hard, and pragmatic mindset.
- 2 Generation Z gravitates towards gamified processes or procedures and are native to global communication and collaboration across virtual platforms.
- 3 Generation Z is a video and mobile-centric generation where their mobile devices serve as the remote control of their lives.
- 4 Generation Z is quick to adopt new communication channels and prefers real-time, transparent, and collaborative digital communications.

- 5 Generation Z wants teachers and managers to not be the sole source of their learning but rather supplement their learning -- coaching them through their questions, mistakes, and successes.
- 6 Generation Z has developed a much higher instinctual relationship with technology and the increasingly interconnected world shifts their expectations for how work can and should be executed.
- 7 Generation Z prioritizes honest, transparent, and authentic messaging from friends, leaders, employers, and brands.
- 8 Generation Z expects to co-create with brands, contribute on teams, and collaborate with managers; and they expect innovation from their employers, leaders, and brands.
- 9 Generation Z are self-starters, self-learners, and self-motivators seeking swift impact at work.
- 10 Generation Z place a premium on entrepreneurship, innovation, and "side hustles."
- 11 Generation Z's relationship with technology will re-wire how they show up as workers and consumers.
- 12 Generation Z will leverage the diversity of thought and experience of their generation to create innovative solutions for tomorrow's complex problems.

To understand the different demands that the millennials and post millennials bring to the work place, there is need to compare their traits and characteristics with that of their older counterparts generation X. The following are the traits and characteristics of the generation X (Bartz, Thompson & Rice, 2017).

- 1 Highly independent and goal oriented regarding achieving a position of power
- 2 Thrive in structured hierarchical environments
- 3 View people in positions of power as experts
- 4 Value flexibility and adaptability within a hierarchy
- 5 Quick to adopt new communication channels and prefers real-time, transparent, and collaborative digital communications.
- 6 Follow a "live to work" mentality
- 7 Concerned that they will not be able to retire comfortably;
Structured, punctual, and "linear" in thinking

8 Action oriented AND move through work quickly

Bartz, Thompson and Rice, (2017) further asserts that baby boomers are quite different in terms of their characteristics and behavioural traits as follows:

- 1 Loyalty to the organization where they work
- 2 Value recognition for hard work
- 3 Value flexibility and adaptability within a hierarchy
- 4 Understand change is necessary, but are cautious to adapt (e.g., technology
- 5 Value face-to-face and written communication
- 6 View of work-life balance tends to be more focused on work
- 7 Sometimes apprehensive to diversity and tend to defend status quo
- 8 Value workplace rules, policies, and procedures designated for efficiency and getting quality work done
- 9 Believe in continual professional development for advancements in career, being productive, and effectively meeting job requirements
- 10 Value money and lucrative retirement plans

Various studies have summarized the challenges that millennials and post millennials bring to the workplace to include those related to recruitment of millennial employees; retention ; and leadership , management and engagement (PWC,2013), (KPMG, 2017), (Deloitte, 2018). Much has been written in both mainstream media and in social science research reports about who the millennials and post millennials are; what they want in life and how they impact or will impact the workplace. But the question is “are the millennials and post millennials really the problem?” Whereas the social media and main stream media is made up of a mix of stereotype claims and some factual claims on the subject of the generational gaps, there is a lot of research and studies that present empirical facts that provide answers to the dilemma caused by the generational gaps in the workplace. Examples of such studies and research are, Schuman and Scott (1989), Pilcher (1994),PWC (2013),KPMG (2017), Delottie (2018).

To address the disruptions associated with millennial and post millennial employees, organisations are turning to organisational development practise to ensure that they remain efficient, effective and continue to sustainably enjoy positive performance. To attain the desired transformation, the organisational development process should not only focus on building the organisation’s ability to assess its current functioning and to achieve organisational goals, but should also focus on improving the total ecosystem, i.e. the organisation and its parts in the context of the larger environment (Cummings & Worley, 2009). Organisations will realise their desired transformation, through careful design of organisational development interventions and expert implementation of planned change programmes. Cummings and Worley (2009), identified the

three major trends that shape change in organisations as being; - 1) globalization; 2) information technology; and 3) managerial innovation.

Concepts and theories of Change

Burnes (2004), identifies the three main modules of change to be the incremental model; the punctuated equilibrium model; and the continuous transformation model. Incremental change model views change as a process in which individual parts of an organisation deal incrementally and separately with one problem and one goal at a time. The punctuated equilibrium model views organisations evolving through long periods of stability that is punctuated with short bursts of fundamental change. Continuous change model is based on the assertion that the environment in which the organisations operate is continuously changing and therefore organisations must continuously transform to keep aligned with the changing environment (Burnes, 2004). Change may happen at an individual level, at a group level or at a system or organizational level. Burnes (2004) suggested bringing these two concepts together to create a change matrix that could be used to explain most change situations as shown in table 2.

Table 2: Change Matrix

	Incremental Change	Punctuated change	Continuous Change
Individual level	Learning	Promotion	Career development
Groups Level	Kaizen	Team-Building	Changes in Composition and tasks
Organization level	Fine-tuning	Business Process Re-engineering (BPR)	Culture

Drawing on the work of Quinn (1996), Cummings and Worley (2001), Stace and Dunphy (2001), Burnes (2004), proposes change to run along a continuum from small-scale incremental change to large-scale transformational change. Burnes (2004), goes on to propose an approach to manage change relative to the environment in which the change is taking place, suggesting that planned change is more suitable for stable environments while emergent change is suited for turbulent environments. From this phenomenon, Burnes (2004), introduced a third continuum which focuses on behavioural and cultural change at one end, and the other end focuses on changes in organisational processes and structures to create a framework for change model. The framework for change is illustrated in figure 1.

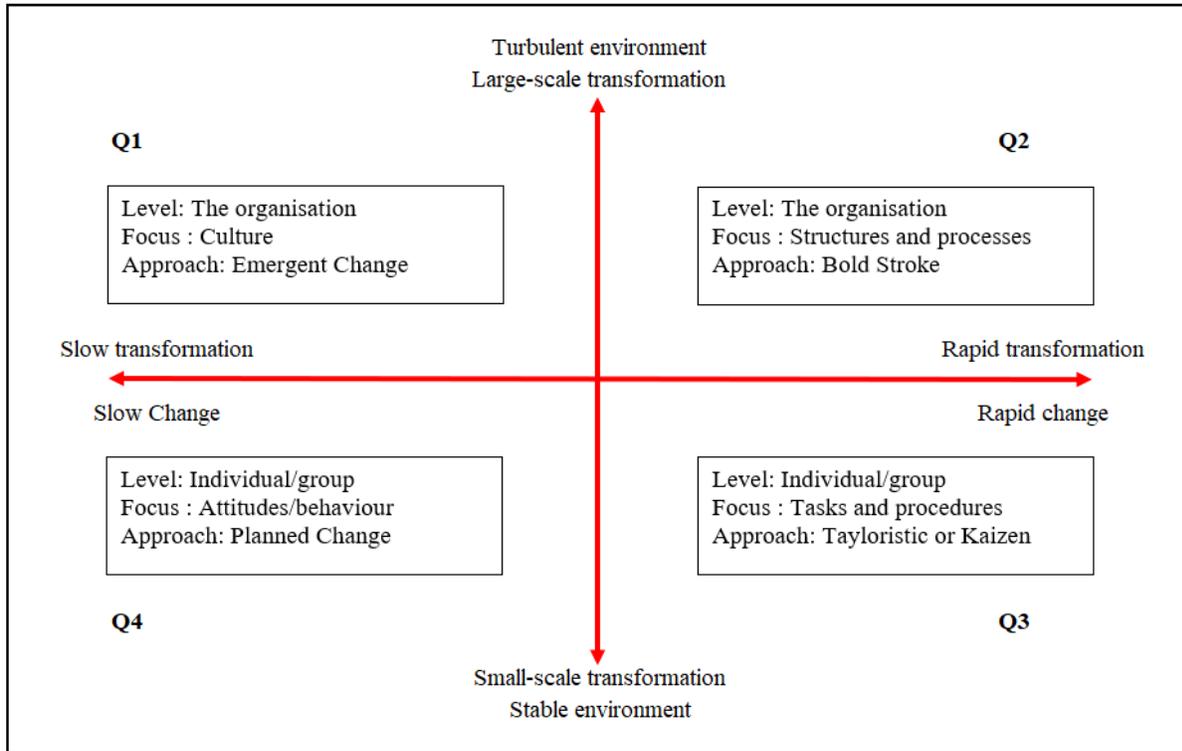


Figure *Error! No text of specified style in document.*: A framework for change

Source (Burnes, 2004).

This framework helps to provide guidance, during the change process, in categorising the nature of change and suggests the approach that managers can take to implement the change in their organisations relative to the environment with which they operate. Research on change has found that 70% of all change initiatives fail (Beer & Nohria, 2000). The failure of change initiatives has been largely attributed to organisations and managers not selecting the correct approaches to effectively implement change. To effect successful change, Beer and Nohria (2000), proposed two basic theories of change, Theory E and Theory O. The two theories view change from two different perspectives. Theory E is based on change through initiatives that will bring economic value which is measured only by shareholder returns. This approach increases business returns through economic incentives, drastic layoffs, and restructuring (Beer & Nohria, 2000). Theory O focuses on developing corporate culture and human capability, patiently building trust and emotional commitment to the company through teamwork and communication.

Beer and Nohria (2000), further found out that all corporate transformations can be compared along the six dimensions, i.e. organisational goals, organisational leadership, focus of the organisation, organisational processes, organisational reward system and the organisation's approach to use of consultant. Table 3 summarizes the application scenarios of theory E and theory O to the six dimensions of change to achieve organisational transformation.

Table 3: Application of Theory E and Theory O to organisational transformation

Dimensions of Change	Theory E	Theory O	Theories E and O Combined
Goals	maximize shareholder value	develop organizational capabilities	explicitly embrace the paradox between economic value and organizational capability
Leadership	manage change from the top down	encourage participation from the bottom up	set direction from the top and engage the people below
Focus	emphasize structure and systems	build up corporate culture: employees' behaviour and attitudes	focus simultaneously on the hard (structures and systems) and the soft (corporate culture)
Process	plan and establish programs	experiment and evolve	plan for spontaneity
Reward System	motivate through financial incentives	motivate through commitment—use pay as fair exchange	use incentives to reinforce change but not to drive it
Use of Consultants	consultants analyse problems and shape solutions	consultants support management in shaping their own solutions	consultants are expert resources who empower employees

Source (Beer & Nohria, 2000)

Organisation development process

A general model that organisational development practitioners and members of an organisation use to implement planned change programmes is made up of four basic activities which flow sequentially, with a feedback loop, “starting from entering and contracting”, to “diagnosing”, to “planning and implementing change”, to “evaluating and institutionalizing change” (Cummings & Worley, 2009). The set of sub-activities that make up the four basic activities of the organisation process are summarized in Table 4.

Table *Error! No text of specified style in document.*4: Organisational development process

Entering and contracting	and Diagnosing	Planning and Implementing change	and Evaluating and Institutionalizing Change
Gathering initial data to understand the problem	Detailed study to understand the problem	Plan and implement the Organisation Development interventions ODIs	Feedback the results of the interventions
Develop a contract and agreement to engage in planned change.	Gathering and analysing, and feeding back information at - Organization level - Group level - Individual level	4 groups of ODI are; - -Human process interventions -Technostructural interventions - HR management interventions - Strategic interventions	Reinforce change through feedback, rewards, and training.
	Methodologies include - Interviews - Observations - Survey feedback - Focus groups	Lead and manage the change process	

Source (Cummings & Worley, 2009)

Organisations around the globe are using this four-stage planned change model to address the disruption that millennials and post millennials are bringing into the workplace. Some recent research found that organizations that have used this approach are the PWC’s research “a global generational study” in 2013, KPMG’s “Meet the millennials study” of 2017 and Deloitte’s “2018 millennial survey”

Empirical review of generational employee studies

In the year 2011, PWC in conjunction with university of South California and London Business School conducted a global generational research to study the attitudes, behaviour and goals of millennial employees in the workplace. The research was a comparative study and used both qualitative and quantitative methods. Data was collected from PWC employees and employees from PWC partners around the globe by way of survey, interviews and focus groups. The research covered over 40,000 respondents. The variables under study were workplace culture, communication and work styles, compensation and career structure, career development

opportunity and work life balance. The study defined millennials as employees born the years 1980 and 1995.

The data was collected between 2011 and 2012 and subsequently compiled, analysed and the results of the study released in a report in 2013. The study found that work life balance is one of the most important drivers for employee retention. The study also found widespread similarities between the millennial and their older non millennial counterparts. The findings of the study are summarised in table 5.

Table *Error! No text of specified style in document.*: Key findings of the PWC NextGen study 2013

Key findings of the PWC Next generation study 2013	
1	Millennials value work/life balance, and the majority of them are unwilling to commit to making their work lives an exclusive priority, even with the promise of substantial compensation later on
2	Millennials want more flexibility, the opportunity to shift hours—to start their work days later, for example, or put in time at night, if necessary. But so, do non-Millennials, in equal numbers
3	Millennials place a high priority on workplace culture and desire a work environment that emphasizes teamwork and a sense of community
4	They also value transparency (especially as it relates to decisions about their careers, compensation and rewards).
5	They want to provide input on their work assignments and want and need the support of their supervisors
6	Millennials also are particularly attuned to the world around them, and many want the chance to explore overseas positions
7	They have grown up not expecting their organisations to meet all their needs, including job security, and don't see themselves working for one organisation for their entire careers
8	Although Millennials have a natural aptitude for electronic forms of communication, email and social media platforms are not always their communication vehicles of choice, especially when it comes to discussions with their managers about their careers
9	Also, while a common perception exists that Millennials are not as committed or hard working as their more senior colleagues, the study effectively “busted” this myth by revealing that Millennials are as equally committed to their work

- 10 Millennial attitudes are not totally universal, although there is significant commonality between the United States/Canada and Western Europe. Additionally, we discovered in a few countries where there is a strong differentiated culture that cultural norms can ‘trump’ Millennial views that surfaced elsewhere in the world.
 - 11 The NextGen study revealed that while the reasons for staying or leaving the firm are virtually the same between both Millennials and non-Millennials,
 - 12 Millennials have a greater expectation to be supported and appreciated in return for their contributions, and to be part of a cohesive team. Flexibility in where they work and how much they work is also a key driver in Millennial satisfaction
 - 13 This view differs in importance from that of the non-Millennial generation, which places greater importance on pay and development opportunities
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Source (PWC, 2013)

The NextGen study found that Work-life balance, employee engagement, competitive pay and job opportunities drive employees’ emotional connection with the firm, and this leads to employee retention (PWC, 2013). Utilising this finding and the rich data obtained from the NextGen study, PWC got a greater understanding of the turnover risk of staff by level, geography and other demographics. This information is already being used in territories around the PWC network to improve people engagement and reduce turnover. From this research, PWC put forward some recommendations that organisations can use to plan for and implement change to address the disruptions that the millennial employees bring to the work place.

Table 6 provides a summary of the recommendations proposed by this research. Organisations should reflect on the core learnings of this study and explore new policies, procedures and cultural attitudes that reflect a new workplace order and will support a sustainable business model where all generations feel welcome (PWC, 2013).

Table **Error! No text of specified style in document.**: Recommendations from the PWC Next generation study 2013

Recommendations from the PWC Next generation study 2013	
1	Create a flexible work culture, adopt policies that promote greater work/ life balance, such as providing employees greater flexibility in their work location or schedule without having to execute a more formal flexible work arrangement

- 2 Fully leverage technology, To Millennials this is an absolute must—they expect to have access to the best tools for collaboration and execution.
- 3 Increase Transparency around compensation, rewards and career decisions.
- 4 Build a sense of community. Emphasize teamwork, appreciation and support from supervisors, and give employees honest, real-time feedback, face-to-face
- 5 Consider introducing or accelerating your global mobility program
- 6 Evaluate the impact that Millennials may have on the contingent workforce strategy of your organisation.
- 7 Invest time, resources and energy to listen and stay connected with your people. Understand the generational Create innovative ways to keep employees engaged and perform at their best
- 8 One size does not fit all. Generational differences do exist among Millennials and non-Millennials, and should be considered by organisations that include employees from both groups

Source (PWC, 2013)

In 2017 KPMG conducted a study on a small sample size of 70 millennial and post millennial to understand employee attitudes around employment related challenges, employment priorities and expectation from employment. The millennials were defined as those born in the years 1980 to 1995 and the post millennials those born in the years 1996 to 2010. Data was collected using survey and interview methods. The data was analysed using both qualitative and quantitative methods. This study also researched gender related issues among the millennial. The findings of the study were reported based on three themes of what millennial want in relation to the workplace. These three themes are; attracting millennial talent; engaging millennial employees in the workplace; and retention millennial employees. The results for this study are summarised in table 7.

Table *Error! No text of specified style in document.*7: Findings and recommendations from KPMG’s Meet the millennials study 2017

Attracting millennials to the workplace	
1	They prioritise culture. How the employer portrays the overall experience of working for them is a key differentiator when they decide which positions to apply for. Companies need to formally prioritise work-life balance
2	They want to enjoy their working experience. Companies need to focus their efforts on ensuring that from the time they start their work day to the time they finish, millennials are enjoying every minute

- 3 They want open and honest communication. Companies need to adopt a transparent communication policy.
- 4 They want flexibility. Companies need to formally prioritise work-life balance

Engaging millennials in the workplace:

- 1 Social impact is important. Companies need to cultivate a reputation for social responsibility
- 2 They want to socialise. Companies need to shun the perception that socialisation at work is a distraction and start actively encouraging it
- 3 They want mentoring. Companies need to consider how they are going to provide mentoring to 50% of their workforce
- 4 They want celebration for smaller successes as well as big. Companies need to understand how to engrain more employee appreciation into their ways of working
- 5 They want to talk business. Companies need to involve millennials more in this bigger picture
- 6 They need the right manager. Companies need to encourage the adoption of different management styles.

Retaining millennials in the workplace

- 1 They demand balance Work-life is balance. Companies need to engrain flexibility to foster an 'anytime anywhere' work environment to replace the traditional 9-5 mentality. Opportunities such as being able to work from home
- 2 They want to see internal promotions over external hires. Companies need to set honest expectations for millennial workers so that they know that if they stay longer, they will be rewarded with a better title, more money and the opportunity to grow.
- 3 They yearn to e-learn. Companies need to prioritise learning and, more importantly, upgrade how it happens
- 4 They want security. Companies need to focus on providing millennials with the safety blanket they so need. Proactive communication helps, giving them the opportunity to constantly air their thoughts and concerns.

Source (KPMG, 2017)

This study also identified that millennials have different characteristics, among themselves, that will influence their needs and expectations at the workplace. The research found that there are

gender issue differences between female and male millennials. Their millennial DNA make up is different; they want different things, face different challenges therefore companies should pay attention to these differences when designing change programmes (KPMG, 2017).

Data collected from the post millennial respondents provided the early indicators of the generation Z. These findings are summarised in table 8. To prepare for the post millennial, organisations should start to engage with the parents and teachers to shape the generation Z.

Table 8: Characteristics of Generation Z

Characteristics of Generation Z	
1	They're less focused Gen Z are living in a world of continuous updates. They process information faster than other generations thanks to apps like Snapchat and Vine. Thus, you won't blame them if their attention spans are significantly lower.
2	They're better multi-taskers
3	They're early starters. Researchers are predicting that Gen Z will go straight into the workforce, opting out of the traditional route of higher education.
4	They're more cautious. Growing up amid tumultuous times of a global recession, war and terrorism has made Generation Z more realistic that opportunities are not boundless, as many millennials believe. They're expected to take less risks and seek more stability than the freedom and flexibility that millennials seek
5	They're more entrepreneurial. Being born into a highly networked and tech-fueled world has resulted in the entire generation thinking and acting with an entrepreneurial hat on.

The KPMG 2017, study concluded that today's workforce isn't quite the traditional, homogenous cohort that it once used to be, and one size really doesn't fit all. There has been a genuine focus on embracing and capitalising on these differences to move towards a more harmonised, generationally diverse workforce (KPMG, 2017). The implementation of the recommendations from this study in industry has led to a reduction of HR's headaches of constant recruitment and resignation. Employers are happier as they can now rely on a more consistent delivery team, and the company's brand image has never looked better. Employees are delivering faster, innovating more and producing higher quality as their voices are being heard. This is reflected in organisation's bottom line profits (KPMG, 2017).

Deloitte, a multinational consulting company has been conducting annual studies on human capital trends globally over the last two decades. The 2018 Deloitte millennial survey received responses from 10,455 millennials across 36 countries. This study defined millennials as those born in the years 1983 and 1994. The sample was drawn from millennials who have college or university

degrees and are working in large private-sector organisations. The research methodology was survey and interviews and the results were analysed using both qualitative and quantitative methods. This study also included 1,844 Generation Z respondents from Australia, Canada, China, India, the United Kingdom and the United States. The research defined Generation Z as those born in the years 1995 and 1999. The sample was drawn from post millennial respondents who are currently studying, have obtained a college/university degree, or are working either full time or part time. The findings of the Deloitte 2018 study are summarized in table 9.

Table *Error! No text of specified style in document.*9: Findings of Deloitte 2018 millennial survey

Deloitte 2018 millennial survey Summary of findings	
1	There continues to be a stark mismatch between what millennials believe responsible businesses should achieve and what they perceive businesses' actual priorities to be
2	Both millennials and Gen z find Diversity and flexibility are key to loyalty.
3	Millennials feel unprepared for Industry 4.0.
4	Millennials see business leaders having a more positive impact than religious or political leaders
5	Millennials see employers falling short in developing soft skills
6	Climate and income inequality are now among young workers' top concerns
6	Millennials and Gen z are optimistic about the economy, less so about the social and political situation
7	Only in emerging markets are younger workers confident about the future
8	Millennials see employers falling short in developing soft skills

Source (Deloitte, 2018)

The Deloitte 2018 survey shows a dramatic, negative shift in millennials feelings about business motivations and ethics. Respondents were disappointed that business leaders' priorities don't seem to align with their own (Deloitte, 2018). The research also found that millennials are increasingly taking on senior positions in which they can influence how their organisations address societal challenges.

Discussion

All the three studies on the millennial and post millennial employees that have been reviewed in this paper identified that there is a problem the employee generational cohorts will cause at the work place. After gathering initial information to understand the problem that needs solving, the three organisations entered into contracts with internal or external organisational development

practitioners with the aim of instituting change programmes that would solve the problems caused by millennial and post millennial employees. The set of activities at this initial stage are consistent with the “entering and contracting” activities described in the planned change model outlined earlier.

In this initial stage of identifying the problem, the information that is known about the millennials and post millennials is scanty and mainly made up of stereotypes and myths from mainstream media and internet blogs. Research has shown that there is a lot of similarity between the millennial employees and their older counterparts (PWC, 2013) (KPMG, 2017) (Deloitte, 2018). To correctly diagnose the problem that requires intervention, the three companies undertook detailed studies to understand the root cause of generational problems. The method used to diagnose the organisations was the survey feedback method. Scholars of organisational development have identified the survey feedback method as one of the effective methods for engaging the organisation during the problem diagnosis stage of the organisational development process (Cummings & Worley, 2009). The findings from the three studies indicate that as much as the magnitude and priorities may vary, the millennials and the older generations want the same things from the workplace, and they have similar expectations of their employers.

This suggests that millennials are not the only problem that organisations should concern themselves with. The question then is; how did the generational cohort phenomena become a problem in the first place? Studies on generational cohorts traits, behaviour and attitudes have shown that the differences observed among the different cohorts are as a result of the changes in global events over time from the first industrial revolution, to global economic recessions, political climate and finally the digital technology transformation that the workplace is experiencing today (PWC, 2018). Therefore, when diagnosing the problem, organisations must focus on both the human behavioural factors from the generational cohorts as well as the economic, political and technological factors of the changing times. The studies reviewed in this paper have found that the post millennials (Generation Z) on the other hand, do have some different characteristics and traits that need to be watched as they start to enter the workplace (KPMG, 2017). Organisations should start preparing for the disruption that the Generation Z will bring.

The finding from the three studies summarized the problem that organisations face due to these generational cohort dynamics as; 1) challenges in attracting and recruiting new talent, most of whom will come from Generation Y and Generation Z; 2) managing and engaging the employees at the workplace; and 3) employee retention. The studies put forward several recommendations to solve the problem the millennial employee is posing. A close examination of the recommendations shows that there is no “one size fits all” approach when it comes to designing the organisational development interventions to implement change. The studies propose interventions which are aligned with the four organisational development interventions for planning and implementing change. There are recommendations that address the human related processes at the workplace. Some of the recommendations address the technological factors and the structures of the organisations. Then there are recommendations that address issues related to the human relations management issues at the workplace. And finally, there are recommendations that address the

organisational overall strategy to ensure that the implemented change is institutionalized and remains sustainable over time.

The studies reviewed in this paper provide evidence that organisations are already enjoying the benefits derived from implementation of some of the recommendations from the millennial research projects. (KPMG, 2017), (Deloitte, 2018). This is consistent with Beer and Nohria' theory E and theory O which holds that for effective successful change to occur, organisations must focus on changing both the economic factors as well as the corporate culture and human capability of the organisation.

Conclusion and future directions

Organisations today are operating in a complex environment that is constantly changing. To remain effective and efficient, organisations need to correctly address the challenges that the changes bring. The change framework proposed by Burns (2004) provides an effective framework that organisations can use to understand and precisely articulate the type of change they face. The framework also provides guidance on which approach will be required to implement the needed change programme. Further, organisations must be cognisant of Beer and Nohria' theory E and theory O of change.

Another ingredient of a successful change programme is the ability of the organisation to diligently follow the four-stage organisational development process, i.e. "Entering and contracting", "Diagnosing", "Planning and implementing change" and "Evaluating and Institutionalizing Change". This will ensure that the organisation engages competent resources that will correctly identify the actual problems ailing the organisation and prescribe or design effective organisational development interventions that will solve the problems. Well implemented change programmes result in the institutionalization of the desired change initiatives which in turn will give the organisation sustained competitive performance over time.

This paper identified that the millennial (Generation Y) employees have a lot of similar expectations and similar demands as those of their older counterparts. This finding points to the fact that Generation Y employee is not the only problem that employers will face at the workplace. The post millennial (Generation Z) employees and other factors such as global economic issues, political issues and the 4th industrial revolutions bring with them unique disruptions in the workplace. This paper recommends that further research should be done to understand what impact the post millennial (Generation Z) employee and the 4th industrial revolution (Industry 4.0) will have on the future workplace.

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