An investigation into what are the important motivation factors that help to retain Generation Y and Z employees in a mining company in Laos

By

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Declaration

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This thesis entitled: “An investigation into what are the important motivation factors that help to retain Generation Y and Z employees in a mining company in Laos” is submitted in partial fulfilment of the requirements for the Unitec degree of Master of Business.

Candidate’s declaration

I confirm that:

• This thesis project represents my own work.
• The contribution of supervisors and others to this work was consistent with the Unitec regulations and policies.
• Research for this work has been conducted in accordance with the Unitec Research Ethics Committee Policy and Procedures, and has fulfilled any requirements set for this project by Unitec Research Ethics Committee.

Research Ethics Committee Approval Number: 2018-1050

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ABSTRACT

Mining industry has the highest employee turnover rate compared to the other industries. The staff turnover does not only imply the organisation lost its employees, but also losing skilled talent, knowledgeable and experienced that those people possess. With regard to staff turnover, the Human Resource Management (HRM) is the main source in designing and planning policies that uses to motivate employees to stay with the organisation, especially the Generation Y and Z employees. The main reason for the organisation focusing on these generations more than the other groups, is that these Generations are the current key driver for the organisation to accomplish goals and objectives. The older generation such as baby-boomers and Generation X are in a retired point in the workflow.

This research project uses a qualitative approach to study what are the effective approaches in retaining skill personnel of the organisation. The main research objective is to investigate into what are the important motivation factors that help to retain Generation Y, who were born in the year 1978 to 1989 and Z employees, who were born in 1990 onwards in a mining company in Laos. Assessing the current retention practices, what are the main factors that Human Resource Management should be designed and implemented in order to improve its retention program in the organisation. With regards to a data collection, the semi-structured interview uses as the main data collecting method. The semi-structured interview is conducted in Laos with twelve participants from a mining company A in Laos.

The research revealed that there are other factors that the organisation should take into account in relation to motivate employees to stay with the organisation for a longer time, especially Generation Y and Z. The findings exposed the Extrinsic rewards such as Financial reward, includes cash-out annual leave and performance appraisal. Secondly, Development rewards, consists of learning, training and development and career planning. Finally, Social rewards organisational culture, performance support, work-group affinity are the motivation factors for these Generations. Job challenges, work autonomy and technology from Intrinsic rewards are the motivation factors that these Generations take into consideration whether to stay or to leave the company. Interestingly, technology comes into a part in their decision making process when decide to stay or to leave a company.
Surprisingly, these factors have motivated these Generations to put more effort into their jobs. In contrast, the reward system seems to be ineffective as this can not motivate Generation Y and Z employees to work harder or to stay with the organisation.

To conclude findings, this study proposes a suitable motivation model for a mining company in Laos to apply for improving the effectiveness of its retention program.
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# Table of Contents

Declaration .......................................................................................................................... I  
ABSTRACT .......................................................................................................................... II  
ACKNOWLEDGEMENT ......................................................................................................... IV  
LIST OF TABLES AND FIGURES ........................................................................................ VII  
LIST OF ABBREVIATIONS ............................................................................................... VIII  

## Chapter 1: Introduction .................................................................................................. 1  
1.1 Problems in mining industries ..................................................................................... 1  
1.2 The motivation of the study ......................................................................................... 2  
1.3 Research background .................................................................................................. 3  
1.4 The aim and objectives of the research project ........................................................... 4  
1.5 Research questions ..................................................................................................... 4  
1.6 Research Methodology ............................................................................................... 5  
1.7 Limitation of the study ................................................................................................ 5  
1.8 Thesis structure .......................................................................................................... 6  
1.9 Chapter summary ...................................................................................................... 6  

## Chapter 2: Literature Review ......................................................................................... 7  
2.1 Introduction ................................................................................................................ 7  
2.2 The definition and the importance of retention ......................................................... 9  
2.3 The definition and characteristics of Generation Y and Z .......................................... 10  
2.4 The appropriate retention practices for Generation Y and Z ..................................... 11  
2.5 Definition of rewards .................................................................................................. 12  
2.5.1 Cash Benefits- Cash-out annual leave ................................................................... 15  
2.5.2 Performance Assessment ....................................................................................... 15  
2.5.3 Leanning, Training & Development ....................................................................... 17  
2.5.4 Career planning and development ........................................................................ 18  
2.5.5 Definition of work environment ............................................................................ 20  
2.5.6 Organisation culture .............................................................................................. 21  
2.5.7 Workgroup affinity ................................................................................................. 22  
2.5.8 Job challenges ....................................................................................................... 22  
2.5.9 Definition of employee empowerment .................................................................... 24  
2.5.10 Technology and it’s important to Generation Y and Z ........................................ 25  
2.6 Conclusion ................................................................................................................ 26  

## Chapter 3: Research Methodology ............................................................................... 28  
3.1 Introduction ................................................................................................................ 28  
3.2 Methodology and research design ............................................................................. 28  
3.3 Research Methods ...................................................................................................... 29  
3.3.1 Sample strategy ..................................................................................................... 30  
3.3.2 Research Design and Data Collection .................................................................. 31  
3.3.3 interviews ............................................................................................................. 32  
3.4 Data analysis .............................................................................................................. 33  
3.5 Ethical issues .............................................................................................................. 33  
3.6 Conclusion ................................................................................................................ 35  

## Chapter 4: Findings .................................................................................................... 37  
4.1. Introduction .............................................................................................................. 37
Chapter Five: Discussion of findings .................................................................58
  5.1. Introduction .........................................................................................58
  5.2. Findings ............................................................................................58
    5.2.1 Research Question One: ...............................................................58
    5.2.2 Research Question Two: ...............................................................60
    5.2.3 Research Question Three .............................................................66
    5.2.4 Research Question Four ...............................................................70
    5.2.5 Research Question Five: ..............................................................77
    5.2.6 Research Question Six: .................................................................82
  5.3 Conclusion .........................................................................................85

Chapter 6: Research Conclusion and Recommendations ...................................87
  6.1 Introduction .........................................................................................87
  6.2 Research conclusion ..........................................................................87
  6.3 Summary of the research findings ......................................................87
    6.3.1 Research Question One: ...............................................................87
    6.3.2 Research Question Two: ...............................................................88
    6.3.3 Research Question Three .............................................................90
    6.3.4 Research Question Four ...............................................................91
    6.3.5 Research Question Five: ..............................................................93
    6.3.6 Research Question Six: .................................................................95
  6.4 Recommendations .............................................................................97
    6.4.1 Ensuring working culture match with the needs of Generation Y and Z employees ..........................................................97
    6.4.2 Adjusting rewards system to fit with Generation Y and Z employees ..........................................................98
    6.4.3 Technology ..................................................................................99
  6.5 Limitations of this research and directions for future research ................99
    6.5.1 Limitations ..................................................................................99
    6.5.2 Further research ..........................................................................100
  6.6 Summary ............................................................................................100

References ..................................................................................................103

Appendices ..............................................................................................126
  Appendix 1: Labor Mobility by Industry ..................................................126
  Appendix 2: Total Workforce Composition .............................................126
  Appendix 3: Interview Question Composition .......................................127
  Appendix 4: Information for potential participants ................................129
  Appendix 5: Participant Consent Form ..................................................131
  Appendix 6: Organisational Consent Form ............................................135
LIST OF TABLES AND FIGURES

Tables

Table 1: Elements of total reward .................................................................14

Figures

Figure 5.1: Extrinsic motivational factors that a mining company A in Laos could use to retain their employees. ..........................................................77
Figure 5.2: Intrinsic motivational factors that a mining company A in Laos could use to retain their employees. ...................................................82
Figure 5.3: Intrinsic motivational factors that a mining company A in Laos could use to retain their employees. ...................................................85

Figure 6.1 as developed and shown in chapter 5: Extrinsic motivational factors that mining company A in Laos could use to retain their employees. ..........................................................96
Figure 6.2 as developed and shown in chapter 5: Intrinsic motivational factors that mining company A in Laos could use to retain their employees. ..........................................................97
**LIST OF ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
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<tbody>
<tr>
<td>HR</td>
<td>Human Resource</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>KSA</td>
<td>Knowledge, Skills, Ability</td>
</tr>
<tr>
<td>LAO P.D.R.</td>
<td>Lao People's Democratic Republic</td>
</tr>
<tr>
<td>OCB</td>
<td>Organizational Citizenship Behaviour</td>
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<tr>
<td>UREC</td>
<td>Unitec Research Ethics Committee</td>
</tr>
<tr>
<td>MMG-LXML</td>
<td>Mineral and Metals Group- Lane Xang Mineral limited.</td>
</tr>
<tr>
<td>IT</td>
<td>Information and Technology</td>
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<tr>
<td>CPA</td>
<td>Certified public accounting</td>
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<tr>
<td>Gen</td>
<td>Generation</td>
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<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<td>CD</td>
<td>Career Development</td>
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<td>CP</td>
<td>Career Planning</td>
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<tr>
<td>KPIs</td>
<td>Key Performance Indicators</td>
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<td>CSFs</td>
<td>Critical Success Factors</td>
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<tr>
<td>PSS</td>
<td>Perceived Supervisor Support</td>
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<td>STI</td>
<td>Short term incentive</td>
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<td>PY</td>
<td>Participation-Generation Y</td>
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<td>PZ</td>
<td>Participation-Generation Z</td>
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<tr>
<td>SAP</td>
<td>Systems Applications and Products</td>
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<td>CPA</td>
<td>Certified Public Accounting</td>
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Chapter 1: Introduction

1.1 Problems in mining industries

It is difficult to recruit the right people to fill specific job positions. Moreover, it is more difficult to maintain and motivate skilled people who have been trained and have the expertise in a particular task to work for the organisation for a long-term. This is very much the case in the mining industry where the working conditions are unique and limited. One of the reasons that makes mining unique is the nature of work. For instance, firstly, the temperature. Some mining operation/site workers have to work under very hot temperatures for a long period of time. Secondly, increasingly, mining companies have sought to keep the mines open 24 hours a day and running seven days a week work.

Thirdly, working in a rural area causes difficulties for workers such as travelling back and forth (fly in-out) to work and home, as well as the safety issues concerning their job and the pressure of the production processes where time and procedures are strict and limited. In other words, they have to stay far away from their families and loved ones. Jenkins (2019) state that Generation Y and Z prefer to have a work-life balance more than the older Generation such as baby-boomers. Therefore, they often call in sick or quit the job if they experience work burn out or feel stressed from work. There are researches in this area that illustrated the turnover and the declining of work engagement caused by the fly in-out roster (Beach, Brereton, & Cliff, 2003, Albrecht & Anglim, 2018).

According to the Workforce Turnover in Australian FIFO mining operations, a summary report illustrated that the turnover rate from the mining industry is larger than other industries. In 2002, there was over 20 percent of the staff turnover from the mining sector (Beach, Brereton, & Cliff, 2003). The report shows that the mining sector needs to take staff retention more seriously. (See appendix 1, in Appendices). Apart from that, the mining company in Laos is also facing the problem of the employee turnover. According to a 2014 sustainability report in appendix 2 in the appendices, the percentage of the employee turnover in Mineral and Metals Group (MMG) have a high percentage of the employee turnover (“MMG Limited | Sepon,” 2014).
1.2 The motivation of the study

The passion of this research paper has come from my personal experiences working in the mining company. During my five-year work experience in the mining company, I have seen many colleagues, who are in my age or younger than me, quitting the job for various reasons. Some of the reasons people decided to leave the company include refusing to work on site wherein they have to be away from their family for a long period of time. Some quite the job because they had poor relationship with their supervisors or line managers. While others are offered higher salary from other companies. It is also the case that there is no recognition for their work efforts and a lack of flexibility in their working conditions. Therefore, I want to investigate how Human Resources Management (HRM) practices can be improved with regards to retaining skilled people to work for the organisation for longer periods.

Another problem that mining companies face is retaining the young or new generation which is Generation Y and Z who arrives in the workforce. These Generation Y and Z are those people who were born in the late 1977-1989 and from the year 1990 onward. They are becoming the majority of the workforce these days (Lim, 2012). These generations are referred in many different ways such as “Gen Y-ers”, “Gen Z-ers”, “touch-screen generation” or the “generation of new technologies; however, they are commonly known as “Millennials” (Wiatrowska, 2016). They possess essential traits, characteristics, attitudes and talents different from the previous generation and are more challenging for HRM and their organisation to cope with (Wiatrowska, 2016).

The abilities, characteristics and attitudes that distinguish the new generation with other generations include: having short concentration, impatient, agile, vulnerable, and impulsive. The motivation of Generation Y and Z does not lie in the long-term as they are unlikely to plan things in advance. They also known as job-hoppers, mainly due to they can easily change their jobs, if they do not like working with one particular organisation even if the current company could offer them development opportunities. (Rosen, 2010; Bencsik, Juhasz, & Machova, 2017; Baugh & Sullivan, 2018, Raman, Ramendran, Beleya, & Nadson, 2011). The company has to take these characteristics into consideration and ensure that policies and strategies assist the organisation to keep those people working for them for a long period (Crișan, 2016; Wiatrowska, 2016). Furthermore, it is unclear what the organisation’s approach should be in order to retain these potentially valuable assets within the firm.
1.3 Research background

The lifeblood of an organisation is financial capital and economic capital (cash and intangible assets). However, it is the human capital (people) who delivers and makes the cash and control intangible assets to drive firm performance (Fitz-enz & Mattox, 2014). Therefore, Human Resources act as a catalyst for the organisation development. The skills and abilities of employees can help an organisation accomplish its goals and achieve competitive advantage. Human resources are not only considered as the most important resources of the organisation but are also considered as the key resources that creates huge impact toward the company’s performance (Du Plessis, Keovilay, Marriott, & Seth, 2015). For that reason, Human Resource Management (HRM) practices need to ensure that the organisation has sufficient and effective resources such as remuneration, human resource, strategies and policies to assist a company to achieve its goals. The human resources in particular is the human capital (Brian, 2013). Furthermore, Greer, Lusch and Hitt (2017) argued that human capital means the knowledge, skills, and abilities of an individual, which is normally based on a person’s experience and education background.

The human capital is about balancing the relationship between the organisation’s strategies and performance. This means that the organisation uses the human capital to implement the organisation’s strategy. The implementation of a firm’s strategy can be determined from the organisation’s capabilities which, in turn, affects the organisation’s performance (Greer, Lusch, & Hitt, 2017). As mentioned above, the human capital is very crucial for the organization, therefore the human resource must be managed in effective ways, such as developing skills and enhancing motivations and opportunities in order to robust the human capital’s effectiveness, which eventually bring a positive effect on organization’s values. Moreover, the organizations also need to attract, develop and create strategies in effective way to retain talented human capital to implement their strategies that can boost (Greer, Lusch, & Hitt, 2017).

As such, an important facet of human resources in the organisation is essential, and the high staff turnover of the organisation means a gigantic lost for the organisation. Employee resignation can cause huge impacts in various ways. For instance, the quality of service offered to the company’s customers can be effected if the staff turnover. (Thompson, 2014; Mastroberte, 2017). Vishnuprasad, Vasanthi and Reimara (2008) state that turnover can have an impact not only on direct, indirect but also tangible and intangible costs which the loss of
social capital may impact on firm success. The tangible cost includes the cost of training, recruiting and selection, adjustment time for the new comers and the cost of replacement of workers.

Moreover, this may also cause the delay of the product or service to be provided to the customer (Thompson, 2014; Mastroberte, 2017). Intangible costs include the cost of the position that is vacant until an appropriate replacement is found and the loss of knowledge. The loss of knowledge not only involves losing people from the organisation but also the knowledge which that person possesses (Vishnuprasad, Vasanthi, & Reimara, 2008). As the importance of the human resources and the result of the turnover abovementioned, the retention strategies are the most effective tools to retain skilled members to work for the organisation. Therefore, the organisation should take this into account in order to improve their retention strategy (Thompson, 2014; Mastroberte, 2017).

1.4 The aim and objectives of the research project
The aim of this research study is to investigate the important factors to retain generation Y and Z workers in Lao mining company.

The research question of this research paper as followed:

- What are the practical factors that could retain Generation Y and Z employees in a Mining Company A?

The objectives to this research are:

- To assess the current retention strategies used in a mining company in Laos.
- To provide/suggest improvements to staff retention practices in the Lao mining company.
- To investigate motivational factors to retain generation Y and Z employee who work for a Lao mining company.
- To determine other issues that makes generation Y and Z employees leave the company.

1.5 Research questions
The research question is identified below to achieve the objective of this research paper. To achieve the above aims, the following questions should be answered:

- What is the role of retention in retaining Generation Y and Z employees in a mining company in Laos?
What are the current retention approaches implemented in mining company in Laos to retain Generation Y and Z employees?

How do retention practices work in keeping employees in generation Y and Z employee?

What are the issues confronting that impact on why Generation Y and Z staff leave a Lao mining company?

1.6 Research Methodology

This research project applied a qualitative methodology for attaining data which a semi-structured interview and the case study was employed. The qualitative methods involved 6 employees who are from Generation Y and 6 employees from Generation Z who were born during 1978-1989 and from the year 1990 onwards.

50 people of the potential participants from different department had been contacted by the HR department via email with the information sheet attached. The consent form and a concise explanation of the research project and a brief interview process were also provided to the participants. 12 participants who agreed to participate in this research project were contacted to arrange the interview meeting depending on the participant's availability and convenience. The semi-structured interview aims to understand their view points on retention and the important factors that motivate them to work with the organisation for a longer time that the organisation could use to retain them. In regards to data analysis, text coding, thematic analysis has been used to analyse qualitative data.

1.7 Limitation of the study

There are some limitations in relation to conducting this research project. Firstly, due to time constraints. Secondly, even though the volunteer participants are from the different departments and from different roles in the organisation, the sample size is small.

Qualitative methods or semi-structured interview is however, relatively small, which might reduce the accuracy, reliability and validity of the findings in this research. Thus, this research study might not represent the overall HRM practices in the mining industry but is representative for the biggest mining companies of Laos.
1.8 Thesis structure

This study consists of six chapters. Chapter one provides a discussion of the problems around the high turnover in mining industries, motivation of the study, research background, importance of a human resource, negative impact of the staff turnover aim and objectives of this thesis, the research questions and research methodology.

Chapter two presents a broad review of the literature on employee’s retention for the purpose of laying out the theoretical foundation of the study. The literature review provides an in-depth coverage of the Cash benefits-cash-out annual leave, Performance appraisal as rewarded, Learning, training and development, Career planning, Organisational culture, Performance support and Work group affinity from the financial rewards, developmental rewards and social rewards under the Extrinsic and Intrinsic rewards that can be used as a guideline for the analysis of this research study.

Chapter three includes the research methodology and also discusses the population and sampling, data collection procedures, and analysis instrumentation.

Chapter four provides the findings and results of data analysis.

Chapter five presents a discussion of the findings.

Chapter six presents the conclusion of the findings, limitations and recommendations.

1.9 Chapter summary

Chapter one provided the background about problems of the turnover of the mining company chosen in this research as well as the motivation to commence this research project. In addition, this chapter illustrated the basic knowledge of the meaning of human resources and the effects of staff turnover to an organisation. Moreover, this chapter also presented the aim, objectives, and the research questions of this research study.

The next chapter reviews the literature to provide appropriate knowledge about effective HRM practices on the retention practice.
Chapter 2: Literature Review

2.1 Introduction

The highly competitive business world requires organisations to have the ability to retain talented people in order to remain competitive. Because human resource is a valuable asset to every organisation, organisations have to focus on improving their retention program in order to retain skilled people. Staff turnover can be destructive for the organisation's performance as well as amongst the employee (Gandy, Harrison, & Gold, 2018). On the other hand, the turnover means tremendous loss for the organisation because it has to restart the process of recruiting, training for the new member (Härtel & Fujimoto, 2015). Employee turnover is a huge issue for many companies in recent time and it results from various reasons, which management has to pay more attention to. This is due to the fact that the more skilled human resources the organisation has, the more potential sustainable growth they will have.

The retention approach plays a significant role in particular in the mining industry, where working conditions and the environment are distinct. Mining employees have to deal with physical and mental challenges. The employee’s life is put at risk, as they sometimes have to work in unsafe working conditions and far away from home (Stewart, 2010). For instance, in terms of physical challenge, the underground mining workers have to work under hot temperature approximately 28°Celsius and sometimes up to 30-40°Celsius during long working hours (Stewart, 2010).

Nevertheless, there are far more great potential risks for the workers who work in mine site and who might get exposed in various conditions. For instance, the physical and psychosocial aspects that include noise pollution, expose to poisonous gas and work accidents. Noise is one example that could possibly leads to damaging of both the middle and inner canals and this can permanently affect a person’s hearing. (Amponsah-Tawiah, Leka, Jain, Hollis, & Cox, 2014). Similarly, they have to confront the mental challenge such as stress in different forms. For instance, they have to confront the anxiety of the performance, role conflict and pressure on production within limited time. Lastly, the workers have to maintain a competitive advantage in the face of coping with change. Besides, the incidence rate of the mining industry seems to be higher than other industries (De Klerk & Mostert, 2010).
Hobart and Sendek (2014) state that while Generation Y are gaining work experience, baby boomers and Generation X are becoming retired. In other word, Gen Y are replacing the loss of knowledge of those older Generations in the workforce. Generation Y enter to the workforce as new young workers and whom they have been assuming to take part in leadership roles in their organisation in the future (Tulgan, 2011). Besides, Merrett (2015) states that Generation Z is the digital native generation and it is believed that this generation will push the digital world forward and will assist leading businesses through it. Moreover, Merrett (2015) claims that "In the coming decade, generation Z will be stepping into these mission-critical roles", "That's why developing strategies for recruiting and retaining Generation Z starts now, Universum said in its research report" (Merrett, 2015, p.1).

Moreover, Generation Z are the newest young adult in the workforce who are augmenting the global youth waves in current workforce (Tulgan, 2016). Therefore, the management team, especially the Human Resource Management (HRM), needs to take action in enhancing retention policies in order to retain their valuable asset of the company, in particular, the Generation Y and Z. Even though these Generations possess some similar unique characteristics such as dealing with boredom and are unafraid of changes (Crişan, 2016). However, the differences between them and the previous generation are distinct. This difference is not only the age but also the differences in lifestyle, attitudes and behaviour. These differences result in the improvement of creativity and productivity in the new generation (Bencsik, Juhasz, & Machova, 2017). As a consequence, this leads to a call for the Human Resource Management and every other department to develop appropriate approaches for the retention quality employees. There are various authors who have researched the link between the Human Resources Management strategies and the organisation (Al-Emadi, Schwabenland, & Qi Wei, 2015; Kim & Sung-Choon, 2013).

Even though there is a significant body of knowledge regarding the functions of Human Resources Management (HRM) on the retention strategies, there is very little research performed in Laos’s context, especially in the mining industry. For instance, research on the motivation and retention practice in Laos’s context specifically focused only on the banking area (Du Plessis, Sumphonphakdy, Oldfield, & Botha, 2013) and the Effective motivation practices that could enhance employee performance in the mining industry in Lao PDR by Keovilay in 2015 (Keovilay, 2015). However, the research does not explore the importance of motivation practices on retaining Generation Y and Z employees in the organisation. There is
also some relevant research on retention practices, which focused on Generation Y. However, it was conducted in a different context as in the Information and Technology setting (Aruna & Anitha, 2015). For this reason, the

### 2.2 The definition and the importance of retention

ALDamoe, Yazam and Ahmad (2011) refer to retention as any activities or strategies that help the organisation to keep their skilled employee for a long period. Retention activity means an intentional endeavor of the organisation in providing a good environment with the intention to keep or preserve employees for a long term (Balakrishnan & M, 2014). It simply means retention is about keeping the personnel who are performing to achieve the organisation’s needs (Du Plessis, Sumphonphakdy, Oldfield, & Botha, 2013). Staff retention is persuaded by the attractive approaches that the company offers for the organisation and individuals under the compromising process in order to ensure both individual and organisation's goals are met (Garcia & Coltre, 2017).

Al-Emadi, Schwabenland and Qi Wei (2015) state that the retention means “initiatives taken by management to keep employees from leaving the organization, such as rewarding employees for performing their jobs effectively, ensuring harmonious working relations between employees and managers, and maintaining a safe, healthy work environment.” (Al-Emadi, Schwabenland & Qi Wei 2015, p. 8). Further to that, retention can also be influenced by applying an effective recruitment process, which means hiring the right person to perform the right job at the first stage, assimilating new members quickly, ensuring staff’s expectations are met, applying transparent on pay policies, communication, promoting employee development and work-life balance (Al-Emadi, Schwabenland, & Qi Wei, 2015).

The reason why organisations have to pay attention to the retention strategy is that when employees leave, employers must reinvest its budget and time in recruitment, employment, transportation, on-boarding, and training a new member (Courtney, 2017; Härtel & Fujimoto, 2015; Shahvazian, Mortazavi, Lagzian, & Rahimnia, 2016, Henderson, 2014). It takes time for a new member to assimilate into the new working culture, environment and be familiar with their new tasks. The assimilation period therefore has a negative effect on the organisation’s productivity (Courtney, 2017; Härtel & Fujimoto, 2015; Shahvazian, Mortazavi, Lagzian, & Rahimnia, 2016). Simultaneously, the organisation also loses experienced human resource and this has a negative impact on the organisation’s reputation (Wilson, Dalton, Scheer, &
Radford and Chapman, (2015) pointed out that improving the retention practice to retain experienced workers leads to advance work quality, advance company memory, increase organisation competitive advantages at the same time reducing training, advertising and recruitment cost. In addition, the cost of the turnover is tremendous which includes financial cost regarding recruiting, selecting, and training to replaced departure staff member and decline of the products and services delivered from the organisation (Garner, Hunter, Modisette, Ihnes, & Godley, 2012). The Society for Human Resource Management has calculated that in the Certified Public Accounting (CPA) firm, it can cost from 50 percent to 60 percent of an employee’s salary to replace one person (Courtney, 2017; Härtel & Fujimoto, 2015; Shahvazian, Mortazavi, Lagzian, & Rahimnia, 2016).

2.3 The definition and characteristics of Generation Y and Z

Generation Y are those who were born in the period of the early 1980s – 1900s. They are also known as Gen Yers or Millennials and some may define them as Net Geners or Dot Com Generation. In contrast, there are several of start dates of the Generation Z in a different period of time by different authors. Some authors refer to the Generation Z as those who were born in the late 1990, while others refer to people who were born in the middle of 1990’s and or even at the beginning of 2000. The Generation Z are also known as Gen Zers, Millennials and some called them teen I Geners (Rosen, 2010; Tulgan, 2013; Minter, 2013; Puiu, 2016; Tysiac, 2017, Tulgan, 2016, Tulgan, 2013).

Generation Y and Z are recognized as the generation of new technology. They possess essential traits, characteristics, attitudes, talents and high level of corporate social responsibility (CSR) different from the previous generation which are the baby boomer or generation X (Rosen, 2010; Baugh & Sullivan, 2018). Millennials and Gen Z have a robust manner compared to Generation X which results from their necessity to confront with globalization, global warming and the arrival of the advancement of the social media environment. They are concerned with environmental problems and are aware of natural resources shortages. These actions show that they have a higher degree of responsibility regarding the environment and natural resources (Singh & Dangmei, 2016).

Rosen (2010) asserts that Generation Y and Z are multitasking, socialising and creative. Generation Y and Z are practical and brave so they are likely to take the lead. Furthermore, they are also defined as friendly, open-minded, intelligent, responsible, educated, motivated, and civic-minded (meaning that they mindful and care about their society or community).
However, generation Y and Z’s motivation does not lie in the long-term as they are unlikely to plan things in advance. Thus, they can easily change jobs if they do not like working with one particular organisation even if the organisation offers them opportunities (Rosen, 2010; Bencsik, Juhasz, & Machova, 2017; Baugh & Sullivan, 2018).

Generation Y and Z expect freedom and flexibility, meaning they prefer to accomplish their task by their own approach. Moreover, they are task-oriented, result-oriented and tend to have loyalty to the task or job over the employer. They are in favour of teamwork and unafraid of changes. Therefore, they need to be motivated and empowered in all manners (Aruna & Anitha, 2015; Crișan, 2016; McDonald, 2016).

Generation Y and Z characteristics, however, have some negative sides such as being impatient, agile, vulnerable and impulsive (Crișan, 2016). In a working context, Singh and Dangmei (2016), assert that Generation Z have a lack of aspirations, are very demanding, have high expectations from their employer and materialistic compare to the earlier generations like Generations X and Y. In addition, working remotely is one of the most preferred working arrangements for Generation Z compared to Gen X. There is a significant percentage of Generation Z working remotely that overshadows Generation X. while the percentage of 58 percent of Generation X working remotely, there are 74 percent of Generation Z (Gilchrist, 2019).

However, some of the literature affirms that Generation Z are likely to be more independent, reliable, tolerant and they are not likely to be motivated by the money, while Generation X’s main motivations are salary, bonuses and stock options (Singh & Dangmei, 2016, Bova & Kroth, 2001). Generation Z, likewise, are considered as DIY (Do It Yourself) generations thus, they require work autonomy from their workplace managers (Singh & Dangmei, 2016).

2.4 The appropriate retention practices for Generation Y and Z

There are some differences between Generation Y and Generation Z in terms of job searching. Many Gen Y-ers look for meaning in a job and career opportunities as they believe it will allow them the purpose of working not just for a title or salary. On the other hand, Gen Z fellows’ emphasis that salary is the most crucial element in choosing an employer (Tysiac, 2017; Dutton, 2017). However, the most vital career objectives for both generations are work-life balance and workplace stability (Bencsik, Juhasz, & Machova, 2017). Some researchers Bencsik, Juhasz and Machova (2017), however, suggest that these generations focus on money
and career development. Thus, in order to retain them, the organisation can apply the traditional retention approaches such as financial standard salary, bonuses, individual and group’s motivations, profits and stock sharing, commissions and so on. Likewise, a good working environment and training opportunities are also part of the traditional approaches (Bencsik, Juhasz, & Machova, 2017).

Even though there are numerous organisations applying financial incentives for their best performers, many researchers such as Du Plessis and Sukumaran (2015) advise that this is not the key to retain employees. Additionally, others are also aware that money alone cannot address the staff turnover. In other words, the retention or motivation strategies should be done under the consideration of organisation’s culture, where transparency is promoted and the sense of the innovative and forefront are provided (Courtney, 2017).

It is inconclusive what is the best way to design and use retention strategies to retain the young generation as Gen Y and Gen Z as Härtel and Fujimoto (2015) states that:

“The workforce today comprises a vastness? of unique and diverse employees who have different perceptions, ideas and values about what constitutes “work” and the employment relationship. Therefore, it makes sense that these people would also have different opinions about what constitutes a reward and the type of rewards they prefer.” (Härtel & Fujimoto, 2015, p. 308).

Therefore, to retain these Millennials, organisations have to take a closer look at the needs of these generations, since they are the existing and future workers in the workforce.

**2.5 Definition of rewards**

The term “rewards management” was coined by the many writers in United Kingdom concerning the remuneration and benefit’s role in accomplishing organisational objectives (Rees & Smith, 2014). The reward system plays a critical role on employee turnover intention. Company’s rewards system can impact on the performance of the worker and their aspiration to remain employed (Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012). Härtel and Fujimoto (2015) assert that a reward system includes the intrinsic and extrinsic rewards. Intrinsic rewards refer to financial remuneration, for example, fair salary, bonuses, motivations of the individual and group, stock and profits sharing and commissions. Extrinsic reward consists of recognition, give employee first choice as to recognize their quality of work, and receipt of valued things which consider as a non-financial reward (Härtel & Fujimoto, 2015).
Nankervis, Baird, Coffey and Shields (2016) also state that the reward management can be divided into two categories such as the intrinsic and extrinsic rewards. The extrinsic rewards emerge from the factors that come with the job, not directly from the nature or the content of the job. The extrinsic rewards include financial rewards or remuneration, developmental rewards and social rewards (Nankervis, Baird, Coffey, & Shields, 2016; Aktar, 2012).

The intrinsic rewards emerge from the content or nature of the job itself it provides. Work autonomy, task variety, challenges, feedback on work accomplishment, the meaning and the significance of the job contribute to form the intrinsic rewards. The intrinsic rewards consist of job challenge, responsibilities, autonomy and task variety (See Figure 1) (Nankervis, Baird, Coffey, & Shields, 2016). Moreover, Aktar (2012) assert that the intrinsic rewards include intangible rewards or rewards that associate with the psychological rewards such as appreciation, job challenges, job rotation and employer’s attitude like caring and positive attitude. Cherry (2019) state that intrinsic rewards are factors that people persevere doing activities from the pure of enjoyment. The motivation arises from the inner instead of the external rewards like prize, money or praise.
**Table 1:** Elements of total reward

<table>
<thead>
<tr>
<th><strong>Extrinsic reward:</strong></th>
<th><strong>Intrinsic rewards:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial rewards/ remuneration:</strong></td>
<td>• Job challenge</td>
</tr>
<tr>
<td>• Fixed/ base pay</td>
<td>• Reposibilities</td>
</tr>
<tr>
<td>• Cash benefits</td>
<td>• Autonomy</td>
</tr>
<tr>
<td>• Performance related pay</td>
<td>• Task variety</td>
</tr>
<tr>
<td><strong>Developmental rewards:</strong></td>
<td></td>
</tr>
<tr>
<td>• Learning, training and development</td>
<td></td>
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<tr>
<td>• Succession planning</td>
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<tr>
<td>• Career progression</td>
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<tr>
<td>• Other indirect/ non-cash benefits</td>
<td></td>
</tr>
<tr>
<td><strong>Social rewards:</strong></td>
<td></td>
</tr>
<tr>
<td>• Organisational, climate/management culture</td>
<td></td>
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<tr>
<td>• Performance support</td>
<td></td>
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<tr>
<td>• Work group affinity</td>
<td></td>
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<tr>
<td>• Work/life balance</td>
<td></td>
</tr>
<tr>
<td>• Other indirect/ non-cash benefits</td>
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</tbody>
</table>

(Nankervis, Baird, Coffey, & Shields, 2016, p. 429)

Nankervis, Baird, Coffey and Shields (2016) assert that having meaningless reward system creates dissatisfied employees. Dissatisfied employees will be unable to produce positive responses both psychologically and behaviorally with regards to their job performance and eventually they will be unable to support the firm’s objectives and strategies. It is not simple to plan and manage a reward system that can provoke attitude and behaviour of the employees appropriately.
2.5.1 Cash Benefits - Cash-out annual leave

The purpose of leave from the organisation offered to the employees serves to enhance employee’s health, increase personal development and boost self-esteem (Nel et al., 2017). Ahmad, Yei and Bujang (2013) state that benefits plan such as leaves, loan and retirement benefits is one of the factors that have a positive impact on the workers’ retention. It has a major impact on the organisation’s ability to recruit and retain its qualified people to remain with the firm. Simultaneously, employees take these factors into consideration when deciding whether to remain with the organisation or not (Ahmad, Yei & Bujang, 2013). As a result, in order for the organisation to retain capable, skilled and productive employees they have to design employee benefits depending on their needs and the possible reality (Slaytor, 2015; Cameron, 2011).

In relation to leave, there are five main types of leave that organisation provide their employees: annual leave, sick leave, medical leave, compassionate leave and maternity leave. In terms of the annual leave, employees can accrue the leave that they did not use throughout the year and enables them to make the arrangement to cash out their accrued annual leave with the company. This means instead of taking leave, employees are able to be paid for the leave that they accrue. However, in some organisations, workers are not allowed to cash out their accrued annual leave more than 2 weeks, or less than four weeks in any 12-month period (depending on the company’s policies) (Slaytor, 2015; Cameron, 2011). The annual leave must have an agreement in a written record which states that the amount of leave; payment methods and the payment date must be specific. To sum up, the leave benefit not only assists employees to decide whether to stay or leave the company but also it can assist the firm to attract, retain and motivate employees (Slaytor, 2015).

According to the discussion above, cash benefits is likely to be effective motivation factor in terms of encouraging employee to work their best. Hence, to understand Generation Y and Z employees’ perspective toward cash benefits and to find out whether the cash benefits work with them, the interview questions is created to gather information from these Generations.

2.5.2 Performance Assessment

Pay is the most essential part in securing employee’s services and the employer considers it as a huge investment. The main reason for most people to work is to earn money to live. A main
motive for when people move jobs is to get higher income. Therefore, the organisation has to take pay into consideration as this can assist an organisation to retain suitably qualified employees. Organisations that organize the pay closest to the top of the market level certainly attract job applicants and have more opportunities to retain employee (Boxall & Purcell, 2011). Furthermore, Schreurs, Guenter, Schumacher, Van Emmerik and Notelaers (2013) affirm that employees’ satisfaction with their current based pay can result in various outcomes such as boosting employee performance and commitment while, simultaneously reducing the turnover intention as well as declining the turnover and absenteeism behaviour within the organisation. The organisation can pay employees in several ways such as internal equity where the firm pays an employee based on the value of the job to the company and the external equity which is pay based on the competitive market rate within the same industry (Nankervis, Baird, Coffey, & Shields, 2016).

A method called performance management is a tool that helps employees ensure that they, as an individual know their expectations, the reason for doing tasks and time frame for the tasks they are given by the organisation's managers. Simultaneously, performance management is a method designed to enhance organisation, team and employees as an individual outcome (Herholdt, 2012). Having an effective performance system that employs the ethical standards of the procedure and is strictly followed, will change organisational culture to be more performance-oriented. This can motivate the employee to work in order to accomplish objectives and goals of the organisation (Herholdt, 2012). In order for the management to evaluate an individual employee’s performance, the method called Key Performance Indicators (KPIs) is employed. KPIs (Key Performance Indicators) is the system that shows management the performance of the organisation. It helps the management of the current and future success factors by monitoring them. By doing this, the management of these success factors enables the gradual improvement of the organisation’s performance (Parmenter, 2015). As Herholdt (2012) argues, nothing affects the accomplishment of the firm more than the performance of its employees.

Apart from that, Performance-Related Pay (PRP) or pay for performance is a reward system that rewards performance as an individual or as a group performance (Parry & Tyson, 2014). This reward illustrates a transparent connection between the performance of an employee and reward (Lee, Iijima, & Reade, 2011; Nankervis, Baird, Coffey, & Shields, 2016). According to Nankervis, Baird, Coffey and Shields (2016), a performance-related pay can be classified
into three categories: individual performance-related rewards; performance-related pay and collective performance-related rewards. The performance-related pay is defined as a flexible and performance oriented pay wherein the payment has to be over and above basic pay, plus it must be available to all members. This is also referred to as a voluntary contract between a line manager and employee or as a team performance goals (Müller, Schmidt, & Trittel, 2011).

Benefits of the performance-related pay (PRP) can be divided into two elements: firstly, potential skilled worker that the organisation possess showing increased productivity. Secondly, it decreases the rate of staff turnover for high potential employees and more members with high potential are attracted to the organisation (Boxall & Purcell, 2011). The performance-related pay has a huge impact on employer and employee work relations. It is a call to use the PRP as employees are less striving for the chance of promotion (Mahy, Plasman, & Rycx, 2005). Furthermore, Boxall and Purcell (2011) claim that “PRP is attractive to higher performing employees and the lack of opportunity to be recognized for their higher productivity can demoralize them or induce them to go elsewhere” (Boxall & Purcell, 2011, p, 210).

2.5.3 Leaning, Training & Development

Training is an inevitability in the workplace. This is because training programs generate the superior return from the employee outcomes while assisting the organisation on accomplishing the maximal level of staff turnover (Elnaga & Imran, 2013). Therefore, companies should pay more attention to the employee learning process, especially the young worker who joined the company recently to ensure the productivity of the employees. Moreover, employees are more keen to share their knowledge that includes experience and the ability for the organisational growth more than for individual purpose (Pilukienė, 2017). The organisation’s capacity to accomplish its goals is determined by possessing qualified human resource in the right place and at the right time. To enhance the capacity of the organisation, it must offer training and development to make sure that workers’ knowledge, skills, professional development opportunities and capability fits with the future Human Resource requirements. If the organisation fails to continually improve their employee’s capacity, knowledge and skills; the competency and competitiveness of the organisation will drop. Employees, moreover, do not have savvy on their duties or responsibilities (Stone, 2011; Elnaga & Imran, 2013).
Employees require more skills as they contribute them to the employer with more flexible options. Meaning that employees are broadening their understanding of the work process to contribute to the firm (Nel et al., 2017). By implementing long-term planning and investing in enhancing new skills, their workforce will enable employees to deal with the uncertain conditions that they may experience in the future work life (Elnaga & Imran, 2013). Nankervis, Baird, Coffey and Shields (2014) state that the Generation Y employees are passionate to have significant and continuous learning and development opportunities, together with a desire for promotion and enrich their marketability. Without these factors, it is clear that organisations are prone to lose chances to develop and retain these precious human resources. However, the training should be cost-effective as any other functional activity (Stone, 2011).

Moreover, Nankervis, Baird, Coffey and Shields (2014) claim that the development style of learning geared towards young Generations such as Y and new graduates have to include a learning that focusses on experiential learning. Therefore, the best training for the new generation such as Generation Y is a hands-on experience or on the job training. On the job training is one of the most used technique in the employees’ development that focuses on the non-managerial level. This training provides a hands-on experience which involves supervisor, senior employee giving instructions to the member where they gain a hands-on experience in a normal working condition. Quadri (2018) argues that on the job training plays a crucial role in enhancing the attitude of commitment. Additionally, it is giving an opportunity for both instructor or mentor and new member to build a good relationship (Nankervis, Baird, Coffey, & Shields, 2016).

2.5.4 Career planning and development

Adekola (2011) refer Career Development (CD) as a process to develop employees which benefits to both individual and organisation. Career development is a complex and ongoing process which consists of organised, formalized and design effort to accomplish for both individual and organisation work force requirement. CD refers as an outcomes stemming from the communication of individual career planning and organisation career management process (Adekola, 2011). Some authors consider career development as career outlining, succession planning, management development and assimilating career development with organisational development. Also aligning with performance appraisal which focused on design suitable tools and affiliate such appraisal with the needs in training, promotion, transfer and relocation.
(Ahmed & Kaushik, 2011). In other words, career development is the outcomes stemming from the collaboration of employee’s career planning individually together with organisation management processes (Adekola, 2011). On the contrary, Adekola (2011) affirm that CD has a stronger connection with job satisfaction. Hence, managers have to identify career planning that can help enhance the meaning and purpose of work for individuals, which will eventually help organisations minimize costly issues of low job involvement and high employee turnover (Adekola, 2011).

Career planning refers to an action wherein organizations assist its employees in planning his or her career regarding their capacities, in particular, planning on the specific career path of its employee in the foreseeable future (Ahmed & Kaushik, 2011). Career planning is a systematic process wherein an individual selects career goals and design their pathway to accomplish these selected goals (Gautam, Nigam, & Mishra, 2016). Career goals are related to the formation of a career identity based on self-perceived talents and aspiration (Ismail, Rahim, Lee, & Thahrir, 2016). The typical aspiration of the career planning is to grow up the cooperate ladder and be a part of the management team, and it is usually future oriented (Gautam, Nigam, & Mishra, 2016). This entry to the ladder of career pathway offers employees job security which results in the happiness of the employees and therefore they are prone to stay with the firm which, in turn, increases the loyalty of members to the organisation (Ismail, Rahim, Lee, & Thahrir, 2016). The organisation that shows their commitment to their employees in the form of improving employee’s development and growth individually, looking after their career-path and direct them to the intensive training and applying a performance evaluation. Hence, setting employee career pathways and developmental goals helps the organisation reinforce employee’s sense of appreciation and fair treatment which result in increasing loyalty of the employees (Taanneh, Alsaad, & Elreihai, 2018; Gravallese, Metzgar, & Ward, 2016).

Generation Y staff desire to learn and to be successful, together with a craving for career development. Therefore, when the organisation cannot provide them with the career development opportunities, they will seek other organisations that can provide them with these opportunities. This eventually means that the organisation is prone to losing these valuable assets (Nankervis, Baird, Coffey, & Shields, 2014). Moreover, Generation Y employees are active in terms of career planning and are prone to take responsibility by themselves rather than relying on the employer. They are also more active in taking a role in executing their career goal because they still have a longer time to go in careers compared to the older employees.
Moreover, Nankervis, Baird, Coffey and Shields (2014) claim that the style of career goal and development geared towards young Generations such as Generation Y and new graduates includes a customised form of training and career pathways wherein this Generation can quickly learn and prepare to confront each task with more coaching and mentoring. Apart from that, in order to build an effective career plan, it involves organising clear objectives and strategies to accomplish them. More importantly, the employee must effectively interpret and plan a variation in advancing career opportunities, adjusting and upskills themselves in order to adjust and meet the industry’s needs (Jackson, 2017). It is an employee's responsibility to seek opportunities that energize and excite them, also they have to take charge and pursue their career journey that suits himself/herself (Gravallese, Metzgar, & Ward, 2016).

Based on the literature discussed above, it was observed that some of the literatures discussed on the Generation Y and Z’s characteristic such as impulsive, impatient and does not focus on the long-term plan (from 2.3) are contrasting with the concept of the career planning and development. Therefore, this contrasting idea need to be answered using research question and literature to support.

2.5.5 Definition of work environment

The work environment in a company has a direct impact on employee’s performance, thus the company needs to take the working environment into account when it comes to planning a retention program. Having a good working environment can enhance employee work performance, in the opposite way. Similarly, a bad working environment can also cause a decline in an employees work performance. A good working environment determines the success of an organisation where it can achieve its goals. This is because, a good working environment is considered when employees produce their best work, and they are robust, safe and comfortable. In contrast, a bad environment is able to minimize the motivation of the employees as well as enthusiasm which eventually reduces the performance of employees (Muchtar, 2016).

Additionally, the work environment is the most basic pre-requirement that a firm provides to the employees to encourage the employees to perform their best. The previous generation employees such as Generation X or baby boomer had long hours working time, worked mainly
in the office, had lesser technology that influenced and support and had a no fun atmosphere. From this viewpoint, the Generation Y members have huge expectations from the firm with regards to the work environment. The expectations that this Generation expects from the firm includes both physical and social aspects. The physical aspect includes a comfortable environment and the social enhancement environment that is limitless and open; the technology diffusion for the knowledge and entertainment purposes, social media and a fun atmosphere. In other words, the organisation is the place where Generation Y learn, socialise and collaborate (Aruna & Anitha, 2015). Jain and Kaur (2014) argues that the work environment can connect the social relation in the organisation and also cultivate the relationship between workers, supervisor and the organisation as a whole.

The workplace has been described as a neighboring setting where members of the organisation are working together. Moreover, a good working environment is one of the essential factors that influence the motivation and satisfaction of the employees. Hence, a satisfied, joyful and hardworking employee is the greatest valuable asset of every organisation. This is because the organisation’s productivity and success relies on the level of satisfaction of the employees (Jain & Kaur, 2014). In additional, Hasle, Limborg, Kallehave, Klitgaard and Andersen (2012) argue that a pleasant and rewarding work environment results in a decreasing level of absenteeism and employee’s turnover.

2.5.6 Organisation culture

The organisation refers to a mixture of organisation structures such as organisational charts and organisation roles; individual responsibilities like job descriptions and relationship between the members and the management team. These combinations create a culture within the firm where it defines how work is done within the firm (Moran, 2015). The organisational culture is about the norms, values, attitudes and feelings that an organisation is sharing which guide the behaviour of the member within the organisation. Those norms and values are the parameters for the members to know how to behave within the and outside the firm and it joins the organisational members together (A, 2013; Aswathappa, 2009). Apart from that, A (2013) also argue that “Organizational culture is the set of assumptions, beliefs values and norms that are shared by an organization’s members” (A, 2013, p. 1273). Organisational culture offers a sense of uniqueness, increases employee’s motivation, morale and commitment to the firm. Besides, when employees adopt the values of the organisation, they feel like their job is
intrinsically rewarding and has a strong uniqueness among the fellow members (Aswathappa, 2009).

Moreover, Henderson (2014) refers culture to performance and it plays a crucial role in an organisation’s results. However, this only matters if the organisation understands and views the culture as such. Henderson (2014) also argues that culture can be an influencing factor on organisation’s performance more than the organisation’s strategy alone. Kagaari (2011) states that when employees work in positive cultures such as higher levels of job satisfaction and commitment to their organisation, they are more prone to be satisfied with their work assignment. In addition, an organisational culture is a tool that drives employee’s behaviours and communicates what is valued in the firm. A culture that is open to feedback for both positive and negative criticism, helps employees to be more motivated. They feel valued by the company when they have given positive support and their contribution of ideas assists the company success. The feedback, however, does not mean that the employee is the only one receiving feedback. The managers should also be open to feedback as well (Caramela, 2017).

### 2.5.7 Workgroup affinity

Having good teamwork is essential for the organisation. Being part of a team makes an employee feel that they belong since they interact with each other on a daily basis and acknowledge their achievements which, in turn, helps to eradicate a sense of isolation within the firm (Myers & Sadaghiani, 2010). As a result, this could help lower the absenteeism and employee turnover rate within the firm. Moreover, including workers in teams will assist the organisation during change and encourage new ideas openly (Myers & Sadaghiani, 2010; Hasle, Limborg, Kallehave, Klitgaard, & Andersen, 2012). Wiersma (2014) stated that it is the employer’s responsibility to maintain a positive work environment. This means that the employer or manager are to attend to the employee’s concerns that might be both job related and non-job-related. Having an open working environment helps strengthen the relationship between the worker and their employer. Apart from that, Millennials rely on effective teamwork and want to be part of the decision making process (Myers & Sadaghiani, 2010).

### 2.5.8 Job challenges

A job refers to a specific work, duty or activities in a company. However, a job and the organisational position or career are not the same. While the organisational position classifies
a job with regards to other parts of the organisation, a career refers to a classification of job experiences (Nelson & Quick, 2013). Smith (2014) states that a job that is challenging can be a tremendous motivator. This is because challenging jobs can keep employees involved, engaged and interested in their job. A job challenge refers to the intrinsic motivation which is an individual experience to react to the fun, enjoyable or challenge that evokes from the job rather than from the external frustration or prizes or rewards (Masvaure, Ruggunan, & Maharaj, 2014; Boxall & Purcell, 2011). Intrinsic motivation refers to an eagerness and interest to operate, participate in some certain events or activities as an individual feel that attract and pleasurable (Sepora & Jafari, 2012). Thus, Intrinsic motivation is becoming a more important element of retaining and boosting employee’s motivation (Masvaure, Ruggunan, & Maharaj, 2014; Boxall & Purcell, 2011).

Furthermore, Boxall and Purcell (2011) argue that the organisations that apply intrinsic motivation for their employees are likely to have a great asset for its organisation. This is especially relevant for the management level because, the more intrinsically motivated employees are, less supervision will be needed and those employees will always perform to their best which means the organization will eventually enjoy the employee's achievements (Masvaure, Ruggunan, & Maharaj, 2014). Baugh and Sullivan (2018) argue that the challenge of work has a positive association with job satisfaction. Employees who have a positive challenge of the job are prone to have job satisfaction and they are less prone to leave an organisation for a comparable job (Baugh and Sullivan, 2018). Also, when a person likes their job they find their job interesting as they employ their particular skills effectively as well as it can offer them opportunities to grow. Many people prefer to have to deal or overcome a difficulty to some degree rather than face boredom and have an unchallenging job. A job without challenges is boring, unpleasant, distasteful or a turn-off (Boxall & Purcell, 2011).

One of the methods that an organisation can use to cultivate the challenge for the employee is providing a job rotation where employees are offered to learn new thing from their counterparts within the company. Job rotation allows the employee to understand other functions within the organisation by putting themselves in someone else’s shoes (Le Meunier-FitzHugh, 2015). Nelson and Quick (2013) refer to “job rotation as a variation of job enlargement, exposes a worker to a variety of specialized job tasks over time” (p. 520). However, it is believed that specialized work leads to a lack of variety which leads to under stimulation and under deployment of the employee. The employee would be more motivated and better exploited by
increasing the variety in the job such as adding the number of activities or by rotating them through a different job. The job rotation and cross-training program can be a positive means for developing work experiences for career development. Moreover, it can provide tangible benefits for workers through an increment of salary and through promotions (Nelson and Quick, 2013). Some study asserted that workload, anxiety and boredom are factors that develop job dissatisfaction (Jain & Kaur, 2014).

2.5.9 Definition of employee empowerment
Hong, Hao, Kumar, Ramendran and Kadiresan (2012) state that, in general, employee empowerment refers to a power of action and decision making, giving more responsibility and authority to the employees to accomplish their mission. Employee empowerment also refers to the level of the involvement that the employee received from their employer to their work and the strength of the commitment to their job and the organisation. Employee empowerment means employees receive adequate authority to control their tasks performance (Hong, Hao, Kumar, Ramendran and Kadiresan, 2012). Furthermore, in the broader picture, empowerment contains the involvement of the employee in setting and planning goals, decision making and allowing employees to work in an environment that encourages participation in decision making. Moreover, they also argue that empowered employees are the key that drives the organisation’s success (Hong, Hao, Kumar, Ramendran & Kadiresan, 2012; Taranowski, 2011). This is because empowered employees are more prone to engage with their task and are more committed to the company operation. However, it is an individual’s experience of internal motivation that is based on perceptions about him or herself with regards to his/her work role.

Employee empowerment can create a sense of affiliation and ownership regarding the current firm (Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012). Employees would be more engaged in their work when employees experience empowerment that foster a proper match between their expectation and their working conditions (Stander & Rothmann, 2010). Hasle, Limborg, Kallehave, Klitgaard and Andersen (2012) emphasize that employee empowerment refers to giving employee empowerment and autonomy to make decision and control toward their work process in order to get work done. This will boost the sense of ownership and responsibility of the employees which, in turn, creates satisfaction and a rewarding working environment for the organisation. As a result, employee empowerment can improve the quality of employees’ work life. Moreover, Ismail, Rahim, Lee and Thahrir (2016) claim that employees who feel
that they have been given a high degree of self-direction at work would express higher levels of intelligence, engagement and self-esteem as opposed to those who have less self-direction.

Work autonomy theory provides a useful concept for employers to apply to a workplace in building the capability of the employees and to retain them to work with the organisation. Employee empowerment is important for managers who work closely with the employees to aware of its importance. Therefore, work autonomy or employee empowerment is included in this study.

2.5.10 Technology and it’s important to Generation Y and Z.

Technology is one of the organisation’s resources which those includes human, time and expertise, budget. Thus, organisations should make sure that those resources are used optimally (Capelle, 2013). Technology is defined as the use of tools, methods and actions that organisations apply to transform their assets into production. The assets or input of the firm include human resources, devices, materials, information data and capital. Whereas, the production includes products and services that the company provides to the external (Nelson & Quick, 2013). Technology conveys people work conditions both physical and economic. Technology assists people on buildings, machines or engines, tools and resources. Even though, technology creates effectiveness, it also creates some restrictions on people in many ways as well (Javed, 2018; Wang & Chen, 2005). Information Technology (IT) has a direct impact on the level of organisation output, in particular in the collective level which results in enhancing organisation performance (Yeow & Huat Goh, 2015).

Computer technology is an essential instrument for the organisation to grow and develop in the modern era along with the quality of customer relationship management. Hence, companies, firms and organisations ought to attempt to employ quality and efficient technology for the successful growth of their business (Jave, 2018). Grcíková and Vojtovič (2017) assert that small and medium-sized business enterprises and entrepreneurs who have adapted to new technology quickly are prone to have increased their annual profits faster than their competitors by 15 per cent.

Aruna and Anitha (2015) state that the technology advancement for the purpose of learning and entertainment, social media and enjoyment are the criteria that the Generation Y employees
aspire to learn, socialise and cooperate with others members. Moreover, Millennials are prone to stay longer with an organisation that provides and support sophisticated technologies that can help their job interests, satisfaction and entertainment. These sophisticated technologies motivate a person to perform better and make more feasible goals for them to achieve (Ismail, Rahim, Lee, & Thahrir, 2016). Ismail, Rahim, Lee and Thahrir (2016) also assert that Generation Y use internet and social network as a factor influenced their worldviews.

Moreover, Tulgan (2015) and Wesley (2019) illustrate that Generations Y and Z are accustomed to the upgrade and up-to-date technologies. They will not use apps or websites if they are slow and not up-to-date (Carreau, 2018). They will try to do everything to allow them to work faster, work better and much easier even though they have to spend their own money investing on software they think will help them with their work (Tulgan, 2015). Working remotely is another reason for Gen Y and Z but requires advanced and reliable technology. Gilchrist (2019) claims that the percent of Generation Z working remotely is expected to be increase during the next ten years. Therefore, it could be said that technology plays an important part in Generation Z’s work life.

In addition, technology advancement also plays a part in training, especially in electronics form which leads to developing techniques for employee’s development. The advanced techniques resulted in more effective and economic efficiency than the traditional training techniques (Nankervis, Baird, Coffey, & Shields, 2016).

2.6 Conclusion

This Chapter discussed the review of literature and several theories related to retention and employee motivation factors. This chapter was divided into six sections. The first section of this chapter discussed the introduction of the chapter. The second section discussed the definition and the importance of retention. The third section defined the characteristics of Generation Y and Z. The fourth section discussed the appropriate retention practices for Generation Y and Z employee. The fifth section defined relevant terms of intrinsic and extrinsic from the work of Nankervis, Baird, Coffey and Shields (2016). Those reward includes rewards, job challenge, employee empowerment, work environment, workgroup affinity, career planning and development; learning, training and development rewards, performance
assessment, organisational culture, cash-benefits-cash-out annual leave and technology and generation Y and Z. This model will be used as a research theme of this research project.

The sixth section of this chapter examined previous studies that are relevant to retention practices.

In chapter three the research methodology and methods applied in this research project are discussed.
Chapter 3: Research Methodology

3.1 Introduction

The previous chapter presented the literature review that will be used to support the theory of this research. This chapter presents the methodology that will be applied to this research. The data collection of this research was conducted in Lao PDR which is located in South East Asia.

This research will apply a qualitative method wherein a semi-structured interview is employed. A semi-structured interview was used because, firstly, the purpose of this project is to obtain more knowledge and understand factors that motivate Generation Y and Z in Lao mining company. Secondly, to explore the practical practice that will help organisation to cope with a particular issue, for instance, the staff turnover. Lastly, enhancing the organisation performance, individuals via the change of rules and procedure they are operating. A case study approach from the qualitative methodology will also be the main method in conducting this research. Mainly because cast study can offer a chance to explain the reasons why things might happen more than focusing on what are those outcomes are (Denscombe, 2010).

The selected methodology will be presented in this chapter as well as the research design, data collection, sample structuring and data analysis and finally the ethic practice in conducting the research project will be explained in this chapter.

3.2 Methodology and research design

Research methodology means the regulation and procedures and steps of logic that are employed in a scientific investigation, a structure of methods used. Methods concern the procedures that are available to collect and analyse data for the purpose of the research project (Fellows & Liu, 2015). The research procedure is to gather, analyse and interpret data in order for researchers to gain a deep understanding of the phenomenon about the topics that the researcher is concerned about or interested in (Keovilay, 2015). According to Denscombe (2010), researchers should choose the methods based on the reason of “usefulness” and most suitable methods in reality rather than looking for the superior methods over others in any sense.

Therefore, the scholar should ask themselves which method best fits the mission of the investigation and operate upon their presumption. When it comes to choosing a method for data collection, it is essential to choose the best methods for a particular task to achieve a
specific goal (Denscombe, 2010). Rabionet (2011) asserts that the qualitative method is an instrument to catch the voices and the meaning of people’s experiences in a flexible and powerful way. Additionally, Krishnaswami and Satyaprasad (2010) also assert that qualitative research is a way to assess people’s behaviour, attitude and views.

In relation to this research project, it only focused on two Generations - Generations Y and Z who are employees in one organisation which is a mining company A in Lao P.D.R. Therefore, in order to collect the insightful of thought, behaviour and perspective of Generation Y and Z with regards to factors that motivate them to stay working in the organisation. In such particular circumstance, a qualitative method needs to be used in this research project in order to extract the factors that the organisation can use to cultivate the employee in Generation Y and Z. Apart from that, the case study within a qualitative methodology is one of the most appropriate method for this research study. This is because the case study is the best way to describes some behaviour that influences or influenced by the external factors or social constructions, in which the issue to be researched is in detail and depth (Arar & Öneren, 2018; Yin, 2014). Denscombe (2010) assert that case study helps the researcher to understand the complexity of causes and relationship operating in a particular social setting.

According to Gillham (2000) case study is a human activity implanted in the real world and can only be learned or made sense of in the context and occurs in the present time. Besides, the single case study could be an individual or a group like family, class, hospital ward; and could be an institution, for instance, school, kid’s home or a factory. Furthermore, it could be on a large-scale such as a community within a town, an industry or profession. For this reason, the single case study is employed. Wiley, Hanna and Wiley (2015) also assert that the case study acts as an observation by its nature. It is used to illustrate the events in an individual case in time. In addition, a case study is one way that uses to investigates the specific case in order to answer the specific research question (which might be slightly loose, to begin with) and that looks for a range of evidence of different kinds. The evidence that occur there in the case study setting ought to be abstracted and organise in order to get feasible answers (Gillham, 2000).

### 3.3 Research Methods

According to Denscombe (2010) a strategy is an action plan designed to accomplish a specific goal. This research paper employed a semi-structured interview with a qualitative methodology for the data collection in order to get in depth and insightful information. The open-ended
interview questions, or also called the non-structured interview, could provide rich data than the data collected from surveys (Yin, 2012). Moreover, Yin (2012) also states that the participants who are the key persons of the company, communities or small groups can provide information related to the reality and situation as well as the vital insights into the case study.

To explore the factors that influence Generation Y and Z employee’s loyalty and commitment to stay with the organisation for a longer time and to understand the attitudes and perspective of these Generations towards to retention practice the qualitative approach, especially the semi-structured interview was used in order to answer the main question and some sub-questions that were raised to support this research study.

3.3.1 Sample strategy

In the qualitative research study, the sample selection normally uses a purposeful sampling technique. It is also called purposive sampling and criterion sampling and is sometimes called a non-probabilistic. The purposeful sampling employed is based on what the researcher wants to encounter, understand and gain a profound understanding. Therefore, the sample selection must be selected from those who matches the purpose of the research study and from whom the researcher thinks can learn the most from them (Merriam, 2009; Merriam & Tisdell, 2015).

For this reason, the targeted participants of this research involved twelve people from two Generations, including Generation Y, who were born from 1978 to 1989 and the generation Z, who were born from 1990 and later. However, the participants from both generations were above 18 years old. This is because they are capable of stating their concerns, ideas and give their consent without a guardian. Hence, the semi-structured interview involved 12 interviewees. The reason for choosing this number is, there is no exact number regarding the sample size. A small sample size can be used to capture a wide range of data depending on the purpose of the research study and the objectives of qualitative research project (Hennink, Kaiser and Marconi, 2017). A typical for the qualitative research to involve from two to ten participants in the research data collection process in order to gain rich and insightful results (What is qualitative research? - qualitative research consultants association,” 2017). In addition, Taylor, Bogdan, & DeVault (2015) claimed that the number of the participant relatively unimportant. The significant point is the ability of participants can assist the researcher to enhance theoretical insights regarding a social life that being studied.
For the selection process, 50 people of the potential participants from different department had been contacted by the HR department via email with the information sheet attached. The consent form and a concise explanation of the research project and a brief interview process were also provided to the participants. All documents attached to this application were translated into Lao using a verified translator. This process allowed all participants to have a clear understanding of the study before deciding to participate in the research. Potential participants can contact the researcher or her supervisors via email or phone, as indicated in the Information sheet. If there is any concern or issue being raised, the researcher is willing to listen and clarify. However, if any participant issues that might arise are unable to be resolved by the researcher, they will be dealt with by the researcher’s supervisors. The participants contacted the researcher directly via email or phone after they decided to participate in the research. After receiving the responses from target participants, the researcher contacted the participants via email or phone for further steps to be communicated to them concerning the data collection process. The consent form also provided all conditions for the participants such as they have the rights to withdraw from this project at any stage of the project. However, once data collection was underway (2 weeks following emailing transcripts to participants), whilst all efforts were made to withdraw the interview’s information from this participant, it may be impossible to remove all interview’s information due to the thematic analysis method used that will anonymously code the data into themes. Once the targeted interviewee replied positively to attend this research project, the interview meeting was arranged following the participant's availability and convenience.

3.3.2 Research Design and Data Collection

The main location of the semi-structured interview was held in Vientiane, the capital city of Lao P.D.R. The interview was conducted one-on-one in a Coworking environment where it is convenient for the interviewees. The participants of this research project are from the mining company A in Laos, which is one of the largest mining company in Laos. The participants hold different positions such as officer, supervisor from Purchasing, Account payable, Marketing, Human Resources (HR), IT (Information and Technology), and Communication department.

In order to conduct any research in Laos, it is customary for the researcher to contact the administration department or personnel department which is responsible for the overall
management within the organisation. The approval needs to be given by the mining company A participant, to indicate their willingness in participating in the project, the researcher also has to gain permission from the mining company A’s managerial personnel to conduct interviews with their staff within their organisation.

Data collection for this research started from late October 2018 to early November 2018. The researcher was the only one who conducted the interview. The interview was recorded using a recorder. After the interview, the recordings were saved and secured with a password in the computer of the researcher. Moreover, the information derived from the interview is accessible only to the researcher and her supervisors. In terms of ethical practices, the confidentiality of the interviewees such as name, age and current work department and other information related to the participants were changed and the name of the participants was changed to letters and a number. For instance, participants were changed to PY1, PY2, PY3, PY4, PY5, PY6, PZ1, PZ2, PZ3, PZ4, PZ5 and PZ6 respectively. PY represent the participants in Generation Y, and PZ refers to participants in Generation Z. Additionally, the names of the company in this study are anonymous which was changed to mining company A. This is to make sure that there is no harm and to avoid identification for both company and participants.

3.3.3 interviews

With regards to the interview, Mojtahed, Nunes, Martins and Peng (2014) refer to an interview as a technique used by the qualitative researchers to investigate about the phenomenon by using a series of interview questions in order to generate facts and knowledge. The semi-structured interview was conducted in a meeting room at a Coworking space in Vientiane, the capital city of Laos, where it was convenient for the participants to commute to. The interviews were conducted involving 12 Lao employees who work at both the mining site and head office and in different departments. The interviews were executed in the Lao language and also were recorded to make sure that the vital information was not missed out. Even though the consent form and information related to this research project had been sent to all participants, the researcher had to emphasize all details relating to their rights and that all details contributed from them will be treated confidentially and it is unlikely that comments or ideas will be revealed to their organisation. This would help participants feel more relaxed and willing to express their real feelings, views and emotions. Furthermore, the researcher also emphasized the participants right to withdraw from this project at any time.
However, it may be impossible to remove all data once the data collection is underway (2 weeks following emailing transcripts to participants), this is because of the data is used into thematic analysis method used that will anonymously code the data into themes.

3.4 Data analysis

The semi-structured interview was conducted in Lao language which is a mother tongue of all participants. Once the data collected from the interview, the original interview (raw data) was transcribed and translated into the English written report by the researchers. This can help the researcher become familiar with the data intimately, create a sense of understanding of the entire of the data which allows the researcher to obtain a better understanding of the meaning of the phrases or the terms when viewing the entire context (Castleberry & Nolen, 2018). Moreover, this is because the confidentially of the information and identity of the participants is followed (Yin, 2014).

The method used to analyse the data in this research project is Thematic Analysis which is a method of using data to identify, analyse, and categorize theme (reporting patterns) (Castleberry & Nolen, 2018). Yin (2014) and Balkin and Kleist (2016) asserts that a large amount of data can be categorised and coded by using a coding tool and guidance and that analysis approach is called Thematic Analyses. Elliott (2018) argue that coding process is a universal process of analyzing data from a qualitative text. The process includes taking the data apart, categorize to see the outcome in order to form them in a meaningful way. Castleberry and Nolen (2018) declare that coding raw data from the semi-structured interviews converts phrases from the raw data into themes, concept or ideas where those themes are connected to each other (Castleberry & Nolen, 2018).

Wiley, Hanna and Wiley (2015) affirm that Thematic Analyses is a system for analyzing qualitative data which can combine with methodologies. This information might come in a form of chunks or units or may consist of only a few words. Finally, in order to confirm the answers to the research question, the data will be compared or linked with the theories in the relevant literature and analysed in a written report.

3.5 Ethical issues

Dahlberg and McCaig (2010) affirm that the pioneer of the ethical practice originated from the Ancient Greek philosophers named Socrates and Aristotle. They discovered the relationship
between guiding oneself in the correct way or doing the right thing to accomplish the desired result which is a human happiness. Under those circumstances, human happiness and well-being became the principal focused on modern research ethics. Hence, it is critical that all researchers have to ensure that their research does not produce unhappiness to any of its participants. Thomas & Hodges (2010) assert that:

“Research ethics are the standards of professional conduct that researchers are expected to maintain in their dealings with colleagues, research participants, sponsors and funders, and the wider community. These include responsibilities to ensure research projects are designed and conducted safely, fairly and with integrity.” (Thomas & Hodges, 2010, p, 2).

Cohen, Manion, & Morrison (2017) also emphasize that the scholar must be clear on research’s ethics in terms of disclosing private or sensitive data. Moreover, they have to know how to protect people who are prone to any risk or vulnerable group from the research and know how to manage the justified undercover research, whether to report people by identifying them or not.

In terms of the Ethical practice, human ethics form must be signed by the researcher and submitted it to the Unitec Research Ethics Committee (UREC) before conducting the primary fieldwork. The researcher had to ensure that the written approval issued by UREC has been received before conducting any activities relevant to the research, especially collecting data (the UREC approval number 2018-1050). All processes for gathering data were conducted based on the Unitec Research Ethics Committee guidelines. In addition, in terms of the conducting a research in Laos, it was customary for the researcher to contact the administration department or personnel department, which is responsible for overall management within the organisation. The approval needed to be acquired from the mining A participant to indicates their willingness in participating in the project and that the researcher had gained permission from the mining A’s managerial personnel to conduct interviews within their organisation.

In relation to the practice, the document related to this project such as information sheet, consent form and interview questions has been sent to the Human Resources Management department. The documents, moreover, has been translated into Lao language using a verified translator. After the company gave the permission to conduct the research, the information sheet, consent form and interview question was attached and sent to 50 potential participants
by the personnel department. This process allows all participants to have a clear understanding of the study before deciding to participate in the research. The consent form also stated that if there is any concern or issue raised about the research being conducted, the researcher is willing to listen and clarify. They can contact the researcher or her supervisors via email or phone which was indicates in the Information sheet.

Apart from that, all the information given by the interviewees will be treated with complete confidentiality and security. There is no way that anyone other than the researcher and supervisors would know the names of participants or what was said during interviews. Furthermore, real names will not be included in the thesis and participants will be reminded about this by the researcher. Therefore, participating in the research is not likely to be discomforting or be of any risk or be harmful to the participants. Furthermore, if there were any sensitive questions which participants felt uncomfortable to answer or answering emotionally, they do not need to answer them. In order to minimize harm, the researcher avoided asking questions that could relate to commercially sensitive information. However, if the interviewees revealed this kind of information by chance, the information would remain confidential and the researcher would not use that information in the research. Moreover, the participant’s contribution would be treated confidentially and comments will not be personally identified or reported back to the organisation.

The consent form also explained that the examined version of the thesis would be provided to all participants. There may be publications or conference presentations published for academic purposes such as a journal and conference papers or may be posted in the Unitec database (Research bank) which can be available for other thesis students for reference for their studies.

3.6 Conclusion

This chapter introduced the methodology employed in this project, which is the qualitative methods. This methodology helps the researcher to catch the voice of people’s experiences in a flexible and powerful way. The semi-structured interview, also known as the open-ended interview or unstructured interview could offer richer and more profound data than the data gained from surveys. Twelve participants from one mining company in Laos were interviewed by the researcher and were encouraged to talk freely by expressing their thoughts about the topic with minimal prompt or lead. Apart from that, the case study applied in this research can help the researcher describe some behaviour that influences or influenced by the external
factors or social constructions. The case study also supports the researcher to investigate the issue in detail and depth. In terms of data analysis, once data is gathered from the interviews, the data will be categorised and coded by a coding tool and guidance called Thematic Analyses. This process is a system for analyzing qualitative data which can combine into various methodologies.

The chapter also explained the research strategy which research design and data collection is employed, as well as the ethical issues related to this research project.
Chapter 4: Findings

4.1. Introduction

The previous chapter demonstrated the methodology that was deployed in this research which is a qualitative method using a semi-structured interview to collect the data. The main methodology that was discussed includes the introduction of the research project, the sample selection of the research methods, data collection, data analysis techniques such as thematic analysis and concerning about the ethical practice of this research.

The aim of this research study is to investigate Generation Y and Z employees’ perspective on the retention program. In other words, to gain a deeper understanding of the factors that helps mining company A to retain Generation Y and Z employees. In relation to this chapter, it demonstrates the results and findings obtained a qualitative data, with 12 semi-structured interviews using the open-ended questions that collected from the field research. In addition, the research questions regarding the retention practice which includes Extrinsic and Intrinsic reward.

The findings covered the perspective and views of employees in Generation Y and Z, their view towards their management in the firm and the factors that influence them to stay with the company. This will assist the researcher to not only gain a deeper understanding about the Generations Y and Z’s perspective towards the retention factors, but also allow the organisation to use these staff retention factors from the findings to help retain Generations Y and Z and influence them to stay loyal with the organisation for a longer period of time.

4.2 Demographic of study

The main location of the semi-structured interview was held in Vientiane, the capital city of Lao P.D.R. The interview was conducted one-on-one in a Coworking environment where it is convenient for the interviewees. The participants of this research project are from the mining company A in Laos, which is one of the largest mining company in Laos. The participants hold different positions such as officer, supervisor from Purchasing, Account payable, Marketing, Human Resources (HR), IT (Information and Technology), and Communication department.

In terms of ethical practices, the confidentiality of the interviewees such as name, age and current work department and other information related to the participants were changed. The
participants were divided into two groups: Generation Y, who were born in the years ranging from 1978 to 1989 and Generation Z, who were born from 1990 onwards. The name of each of the participants was coded using letters and a number. For instance, participants from Generation Y were coded PY1, PY2, PY3, PY4, PY5, PY6, along with Generation Z as PZ1, PZ2, PZ3, PZ4, PZ5 and PZ6 respectively.

In order to cover the aims and objectives of the research, the interview questions were designed from general to specific questions. For instance, “What “retention program” means to you?” This question was designed to ask Generation Y and Z staff to express their basic understanding regarding the retention program/practice. And specific questions such as “What comes to your mind when it comes to retention in your organisation?” and “What are the external elements do you think that organisation could use to retain their generation Y and Z staff?” is designed to obtain more information about the mains factors that the organisation can use to motivate Generation Y and Z employees to work for the company for a longer time.

Moreover, questions were designed for the participants to talk freely about their point. Simultaneously, to obtain the factors that these generations see as an influencing factor that the organisation can employ to retain these two generations.

The semi-structured interview employed in this research assists the researcher to gather information directly from the interviewees concerning their specific viewpoints and experiences. The semi-structured method enables the researcher to clarify questions for the interviewees/participants when they were not clear with the questions being asked, as well as for the researcher to ask for more explanation from the participants when answers needed more clarification or need deeper information.

**4.3 Research Question One:**

The aim of this research question is to attain the basic understanding and the perception of Generation Y and Z employees in a mining company A toward the retention practice implementing in their organisation, in particular, in Lao’s context. To accomplish this, the sub-questions below were asked for both Generations Y and Z in order for the researcher to collect the information about their perspectives concerning the retention that is practised in their organisation. Therefore, the questions below were designed to asked Generation Y and Z staff to express their basic understanding regarding to the retention program/practice.
What does the “retention program” means to you?
Are you aware of the retention practices in your organisation?

The retention would mean to keep the skilled people from the organisation to work for the organisation for long term or longer period. This is because it is costly for company’s budget and time to start the process of hiring new people to replace one person, especially for the training process as well as time consuming for the new comer to blend in or seize to their new job (PY1, PY2, PY3, PY4, PY5, PY6).

The retention might be to keep the skilled people from the organisation and motivate them to stay (PZ1, PZ2, PZ3, PZ4, PZ5, PZ6).

In addition, the PY3 also shared the experience and perspective about the turnover that he/she has experienced.

The training for the new member is unforeseen and horrible. For instance, one new member who joined us last year. We were expecting that she can learn and starts her role within 3 months or later one more month but it took her a year to perform independently and confident with the process (PY3).

However, there are some participants from the Generation Z that have little understanding about the retention practices in general as well as within their organisation. However, they have been facing some issues from staff turnover in their department. For instance, two interviews argued about the retention as:

I’m not sure about the retention practice but once a team member is resigned. We as a team have to take those responsibilities that handed-over from the person who left the team. Moreover, it takes time for us to hand-over the tasks to the new member because the training processes need to be done in order for the new comer to learn their position’s processes and this process takes a lot of time for both new comer and the trainer who have to give up their time to train the new member (PZ5)

I am not quite sure about the impact of the staff turnover would cost but I think it takes time to recruit the new people to work when someone resigned which cause a team problems (PZ6)
The knowledge sharing derived from these two Generations illustrate that almost all participants have a similar understanding of the retention program which includes the meaning and practices of the retention of staff within Generation Y and Z in their organisation. For these reasons, the answers given from these two Generations results in Theme one: Meaning of Retention for Generation Y and Z.

4.4 Research Question Two:

From the previous set of questions, the answer from the participants illustrates that both Generation Y and Z employees have a similar opinion on the negative impact of the staff turnover towards themselves as an individual, as well as to their organisation as a whole. Apart from that, they also understand the importance of retention in a similar direction. Following questions will help the researcher obtain a deeper understanding of the practice and their view on what is the most significant when it comes to the retention. Moreover, this also allows them to share their opinions on how they think about the importance of the external factors that the organisation can use to encourage them to stay. Therefore, the question:

“What comes to your mind when it comes to retention practices in your organisation?”

This question was asked the participants to allow them to come up with their individual preference of the retention practice from the mining company A. The question intends not only to understand the new generation preference but also the outstanding of the retention practicing within the mining company A implicitly. Based on the interview answers derived from both Generations individually, all participants responded to the question in a similar way.

_I can apply for Sick Leave when my family member gets sick. I don’t have to use my annual leave which at the end of the year I still can accrue and apply for the buys-out to get cash back (PY2)._

_I think the Annual leave buys out is one factor that makes the retention here more outstanding as we allow to accrue the annual leaves and sale it back to the company by applying for buys-out process to get the cash at the end of the year or accrue to use it later (after years) (PZ3)._
The leave benefits that allows us to cash-out the accrued leaves when we did not use it is the most outstanding of the retention from my perspective (PY1).

Sick leave is flexible. For instance, I always can take a break if I am feeling sick as I can escalate work to team and come back to work when I fell better without worrying (PZ4).

I feel that the organisation cares for me especially when I got sick as I can go to the hospital and paid off the bills first by using the insurance membership and once I get back to work I can apply a medical claim to get the money back (when I have to go to the hospital with or without appointment), plus I don’t have to apply for the leave if I took leaves lesser than three days, which I still have the same amount of the leave remaining for me to cash-out (PZ1).

I have working here for sometimes so I get used to the practice of cash-out the accrued leaves and I think it is one of the practice that I like about this company (PY4).

I think there is a lot of retention practice applying here such as Cross training, Training, Technology, etc. but the most outstanding for my opinion is the Benefits such as annual leave cash-out, school fee (PY5).

Based on the answers derived from both Generations, 7 participants stated that the most significant factor that they see as a factor that influences them to stay in one company is cash benefits that come in the form of cash-out annual leave. The participants stated that the Leaves benefits that this mining company A practice is one thing that is different from other companies and they have a positive feeling about it. The leaves benefits include sick leave and annual leave that they can accrue and sale or cash-out the accrued leaves if they want to do it end of the year. Therefore, it can be said that Cash Benefits is employee’s (Generations Y and Z) preference in retention practice. As a result, this emerged to Theme One: Cash Benefits-Cash-out annual leave.

Another facet of the Cash benefits-cash-out annual leave under the Extrinsic rewards theme which come in the form of rewards/awards was also asked.
Are you familiar with the term Rewards System?

The answer obtained from Generations Y and Z interviewees claimed that there is rewards practice in the organisation. All participants asserted that the rewards system has been practicing within the organisation. However, 7 out of 12 participants argued that this is not the factor that persuades them to work harder. For instance, regarding PY1, PY4, PY6, PZ1, PZ2, PZ4, PZ5 and PZ6 stated as below.

There is a monthly staff award called Champion awards where its allows employees to vote for their colleagues who made the most outstanding performance. This awards comes with in the monetary as a voucher and certificate.

There is also a Transition award for the team who participate in the transition process which involves people from different departments. The transition means to learn how to process the tasks for a particular department from Kinsevere site to move to Laos site to process them (as they want to move all the tasks from Kinsevere office to Laos office to process in order to cut down the employees in Kinsevere office). This award comes with certificate and money (as a gift voucher). This is not the factor that motivate me to put more effort to get the award as this is another part of the job. However, it doesn’t fair when the money is only $50 and have to divide for everyone of the transition team. Thus, this Gift voucher that provide for the group award which comes in financial mode the money should be higher than the individual ones because the more people the money should be higher as well (PY1).

There is monthly staff award. I can’t remember much about it. It does not encourage me to work harder or stay in the organisation just for this (PY4).

Monthly award which is offer both financial and non-financial such as certificate and $50 per award. However, this is not the main reason that encourage me to work to increase work performance (PY6).

The reward does not make me feel motivate to work, however, I prefer to have certificate so that I can use it when I apply for the new job (PZ2).
I haven’t received it. I do not know the criteria clearly; I know that it depends on the performance and we can vote for the others. But I’ll try my best. Recognition is a good thing, but it’s not the main reasons I push more effort on the tasks I have given. I just try my best to do it (PZ4).

There is a monthly staff award but this doesn’t have much effect on encouraging me to put more efforts toward working (PZ5).

They have the employee awards but it doesn’t make me feel like to put more effort in order to get the award I just doing my daily task as usual (PZ6).

However, there are also some participants asserted that the rewards system plays in a motivation role and they have a positive feeling about it.

This is one thing that prove for the transparent process of award as it’s not relying only on line managers or leader to vote for them but as a team or another department who appreciated the work we do for them then they vote for us. And this encourage me to work harder as it can be seen by everyone (PZ1).

Oh yes the incentive award……Yes, they have employee award, I used to get one but that’s long time ago and it make me feel happy to work hard because my effort is seen (PZ3).

The reward should come in both Financial and non-financial rewards because if only get the financial without the recognition then it’s likely to work for a short term. As we work hard but no one sees it so there’s no point of working hard (PY3).

Based on the answers derived from both Generations, even though the organisation is applying the rewards system into practice, 8 participants affirmed that this it is not the main motivation factor for the Generations Y and Z employees to put more effort to their job. At the same time, participants PY5, PZ3 and PY3 state that they have a positive feeling toward the ward while PY2 and PY5 does not given any comment on this. As a result, this result in Theme Two: Rewards System.
Under the same theme, the Financial rewards, some of the participants also mentioned about performance-related pay. 6 participants mentioned that they have a positive feeling towards the Performance-Related Pay.

The performance award makes me feel worth putting effort into every task I’ve given as the performance have been reviewed fairly which is observed by the line manager. They observed your performance the whole year and provide the award according to your performance which result to having more opportunity to raise the fixed pay, bonus and the STI (Short-term incentive). They review employees on performance which is the correct thing to do to give them promotion or bonus at the end of the year. Not because of the manager likes or dislikes someone then they give someone promotion but from their actual performance they performed (PY3).

The target list that they practice here is encouraging me to work…as I could see that I did a good job by clearing the target list which line-managers use this to measure their team’s performance (PZ2).

The performance review happens monthly in the one on one meeting where the line manager allows us to clarify the task that we could not solve and may need more time or may need help to solve the problem (PZ4)

I have a forth nightly performance review (different from other within the team). This is because I look after the Lasbambas site which has the different time zone. If I have any pending tasks I just clarify the problems and solve it within the time flame and it not going to effect on my performance review at the end of the year (PY6)

There is a daily performance review where the line manager monitors the daily task through the system which is fair and this will have an effect on my KPI and STI that I will get at the end of the year. For instance, how many invoices have been process within a day and then (PZ6).

My performance review happens daily as it is monitored by a line manager which help them to assess my performance as a result in increasing or declining my KPI (PZ3)
Based on the answers derived from the interview, it emerged to Theme Three: Performance Assessment.

4.5 Research Question Three

From the previous question, the answers indicated the preference and the outstanding of the retention practice from their organisation. The next question will help the researcher gain more information about the Generations Y and Z’s perspective toward the external factors that influence them to continue working for mining company A. Simultaneously, to investigate motivational factors in retaining generation Y and Z employees to work for a company longer. Therefore, the questions below were asked to the participants.

“What are the external factor elements do you think that organisation could use to retain their generation Y and Z staff?”

9 participants such as PY3, PY4, PY5, PY6, PZ2, PZ3, PZ4, PZ5 and PZ6 claimed that the way that company value the knowledge of their employees, showed in the form of providing adequate training for their members, the training related to work directly and indirectly are the most outstanding practice. The training is the main factor that fosters these participants to stay with the organisation. The direct work-related training includes exchange of knowledge, in-house training such as job-rotation where the employee can have the training with other departments within the organisation and overseas mine site (with other mine sites such as on sites in Australia, South America such as in Peru) and the non-work related training from the company, for instance, emotional intelligence and service excellent and English skills.

One thing that motivate me to stay with the organisation is the way they support me on the education (PY3)

The organisation offers efficiency workshop directly and indirectly to their job. Moreover, they also provide education and training as well cross training and career planning such as training. These practice is the one thing I like about the retention program they have (PZ2)

The organisation offers efficiency workshop directly and indirectly to their job (PZ6).

The English training not only benefits us now but also for our future as well (PY5).
This company provide not only the professional aspect but also the personal aspect as well such as the training on the emotional intelligent (PY6).

Learning (on the job) makes me feel challenge to work every day (PZ5).

This company organise training that is not directly to the work and I think it is useful (PZ4)

I have the opportunity to have training in-house and oversea to improve my skills (PY4)

They provide Training not only the salary (PZ3)

Apart from the efficient training and learning opportunities, both direct and indirect work-related aforementioned have a positive influence on their performance. The cross-training or job rotation is one of the factors that helps the organisation retain talented people as it enables Generation Y and Z employees to always have new things to learn and have challenges with their daily task.

I used to work in Account Payable role for one year then I have a chance to move to Global Purchasing role in 2015 when I am now working in this role for two and a half years. From this cross training I got to learned the process from the start to end and it made me understand more that some of the process from the purchasing may caused some issue for the Account Payable and how it happened. I also got to learned the Incoterms (International Commercial Terms) used in trades or procurement processes) more as purchasing not only order goods but we have to deal with the delivery terms that applied when ordering goods. From this training I also have a chance to keep on learning (training) as I wish and suits my desired (PY6).

Based on the answer derived from the interview, 9 out of 12 participants all agreed that the learning, training and development opportunities are the factors they valued from the retention practice from the mining company A. Therefore, this can be classifed as Theme One: Learning, Training and Development.
From the development rewards under the Extrinsic reward theme, a career development is a common answer derived from the participants. 6 participants claimed that the organisation does not focus only on training but also focus on the career development of the employees as well.

The career planning comes in a form of training where they can plan for the courses they want to learn and discuss with the line manager to pursue it and then they will organise the course for us (PY3).

Apart from training the Career development and career opportunities is one of the stimulation factor for me to stay with the organisation (PZ1).

The career development where I see the pathway for the promotion and bonus increment is what I like (PY1).

People development such as supporting internal employee to get a higher position if they have the capacity to do it, which is back to training Career planning where I can foresee my future career and position (PZ3).

Career development is the reason that motivates me to stay/work with a particular company (PZ4).

Career planning such as on the job training is the one thing I like about the retention program they have (PZ6).

From the interview results, it is suggested that Generation Y and Z employees look forward to planning their career growth like other generations. The participants such as PZ1, PY1, PY3, PZ3, PZ4 and PZ6 asserted that the opportunity to plan their career growth have been provided where they can foresee their career pathway within the organisation. As a consequence, **Theme Two: Career planning and development** has emerged.

### 4.6 Research Question Four

The previous questions target to evoke the opinion of Generation Y and Z employees on external factors such as financial and development rewards that influence them to stay with the company. The next question also aims to understand other external factors, in other aspect such
as the social rewards that includes Organisational, climate/management culture, performance support, workgroup affinity, work/life balance and other indirect/ non-cash benefits that employee in age group of Generation Y and Z value that the mining company A can use to retain them.

“What motivates you to stay/work with a particular company?”

The answers gathered from the interview from both two Generations illustrated as follows:

This company have a Monthly Check-In where all employees are welcome to raise any idea in relation to job where the ideas are taken seriously and everyone is included in the meeting (PZ1).

This company have a Monthly Check-In where everyone is included in the meeting (PZ2)

This indicated in the form of allowing me to involve in every meeting, meaning that I have been given the information related to my job directly. Also they have a good working culture where everyone is willing to take feedbacks from the each other (team) without taking into personal (PY1).

The reason I stay in one organisation I would say the organisational culture that work sincerely, open and respect each other, support working environment whenever we ask for help from leaders he/she always willing to help (PZ3).

They open for ideas if I want to raise any issue as well as always ask for the improvement in terms of the automation which can help me to work easier and faster. For instance, always ask for opinion about the automation which materials or vendors that we should put the purchase order automatically instead of purchase order manually. I like this practice as it helps me to work faster (PZ5).

They are willing to listen to any ideas being raised by the employees and include everyone in every changes in the organisation. More importantly, they have a task development program that link to the Key Performance Indicator (KPI) where the employees who raises an idea in order to improve daily task will effect to their KPI (PY6).
This management opens for feedbacks and ideas to improve on the working procedure. By doing one-on-one session (face-to-face). This session can talk about both personal and professional goals where they can express about the personal need and working style (PZ4).

Organisation open for ideas relating to the work process. However, if there is any change about the management they did not included me in the meeting. I just follow the change if they are finalized without asking them back (PZ6).

Based on the outcome of the interview, the answer can be divided into three themes: organisation culture/management culture, performance support and workgroup affinity. 8 participants argued that work culture is the most crucial part in retaining the employee, especially the Generations Y and Z employees. Precious working culture for Generation Y and Z refer to the organisation that has open opportunity for the employees to share their opinion in order to improve the work process. As a result, this result in a Theme One: Working Culture.

Apart from the working culture/management culture aspect aforementioned, the Generation Y and Z workers also emphasized another factor that organisation could use to retain the employee, especially for them. Another factor that they relate to is the organisation that promotes supportive on the production. 6 participants such as PY1, PY3, PY4, PY6, PZ2, and PZ3 claimed that the mining company A provides them with performance support. The support is not only focused on professional performance but also the personal performance which eventually effects work productivity. Moreover, 6 participants reveal that this factor motivates them to stay with the organisation. The example illustrates below.

Team workshop that team members are open for any problem or query. Coaching and willing to help each other when one of us facing any problem (PY1).

I always have a support from the team whenever I faced difficulties. They are willing to share their knowledge and help me to solve the problem which is the most important thing for me (PZ2).

Whenever I ask for help from leaders he/she always willing to help because we spend more time with the team so this is the most important for me (PY3).
Because of having Flat hierarchy, the supervisor or manager easily offering support to their followers effectively and equally (PY4).

Having good support from the team and colleagues not only the work related but also the personal life. Offering help if they need anything to help both work and personal life (PY6).

Having full support from the line-managers in order to solve problems is the main reason that I like the most (PZ3).

The answer originated from the interview above can be arose to **Theme Two: Performance Support**

Apart from the organisational culture/management culture and performance support practice mentioned above, interviewees from both Generation Y and Z also claim that one of the most important factors for them to consider staying with the organisation is the relationship within the team members.

**Workgroup affinity (care or empathy) where leader in the team concern and care about their team member such as noticing the different in their staff’s behaviour. Concerning not only their work but personal problems and offering to help. Ex: some staff came late and always come to work with fatigable for a few days, the team’s supervisor asked them to have the one-on-one meeting and discussed if they have any problem at work or at home and offering to help if needed (PY1).**

**Working team culture- Empathy and compromising is the most valuable where employers (managers and leaders) cares and compromise the employees with the working time. For instance, I always have an emergency case like my mom urgently go the the hospital then I can go out without taking leave or come back to work if I am not finish it yet. I can call and tell them if I am coming back or not and I don’t have to show them any document to prove that (PY2).**

Another example of the workgroup affinity illustrated from the PY2 statement is that
I heard a lot of people complaining about their work relationship and work procedures that are not well-organised and can not get along well with each other results to making being an obstacle to perform and eventually resign (PY2).

Good Team work (happy, good team work and supportive team work) because we spend more time with the team so that this should be reason that I concern and like the most (PY3).

Relationship with colleagues. I mean people are having the same manner and focus on the same point like working only no personal issue related (PY5).

Having good work group affinity with leaders and colleagues is important where every parties have the same manner which is open for feedback from each other. Moreover, the retention from my point of view is more to do with leaders not the organisation because we work closely with them, they should be the one who look after and maintain the relationship in order to have an effective retention because I think the relationship is the most important factors of keeping talented people to work for them (PY6).

The relationship within the team must be a good relationship and compromising to each other. The reason I resigned from the previous position (within the same company) is that I did not have a good relationship with my team so that it’s hard for me to deal with them and it eventually made me decided to quit the job (PY2).

Good working relationship with the team members and colleagues. The good supporting from the team when I faced difficulties and they are willing to share their knowledge and help me to solve problems is the most important thing for me (PZ2).

6 of the 12 interviewees all agreed that the work group affinity is the most essential factors that influence them to stay with one organisation. Therefore, this emerged to Theme Three: Work Group Affinity.
4.7 Research Question Five:

The next question intends to understand the intrinsic rewards that associated with the internal factors that can foster employee’s energy to put forth the effort, in order to accomplish the organisational goals. Intrinsic rewards are those internal factors that encourage people persevering doing activities from the pure of pleasure or delight. The motivation that arises from within, instead of the external rewards like prize, money or praise (Cherry, 2019). The intrinsic rewards include: job challenges, responsibilities, autonomy and task variety (Nankervis, Baird, Coffey, & Shields, 2016). To discover other aspects of the motivation factor, the interviewees were asked to identify the internal factors that motivate them to stay within an organisation. The question below was asked.

“What are your viewpoints on the current retention program?”

Based on the interview answered from 12 participants, 8 participants from Generation Y and Z claimed that the job challenge is one of the first main factors that influence them to stay working in an organisation. This illustrated on the statement of the participants as followed.

I resigned from my previous job because I was working there for 4 years and I am on the period that I have not thing much to learn, no more challenge of work and it makes me feel that I could not gain more knowledge and experience from it so I decided to quit the job (PY4).

Challenge of the job is one of the reason I want to stay working for an organisation. This is because almost every year since I stated working here I have been assigned to join the new project which enables me to learn new thing from the project (PY1).

The safety is one of the awards practicing here, however, I don’t bother this much as I value the challenge of the job rather than other factors (PY2).

I like the retention of this company as they focus on the People development such as supporting internal employee to get a higher position if they have the capacity to do it, which is back to training. Additionally, the job rotation or job advancement also the one of current retention practice here where they allow employees to learn from another department where they want to while they can move to that department if they desire. Moreover, they always assign new task (on the project) which encourage their staff to enhance their skills from the project (PY3).
The challenge of the task that always allows me to learn day by day (PZ1).

The job challenge makes me feel excited to work every day and to face the challenge everyday and learning makes me feel challenge to work every day (PZ5).

I used to work in one department and I have to deal with people a lot which I don’t feel comfortable doing that so that I asked to change to another department within the same organisation where I enjoy and it suits me more (PY2).

I stay with one organisation the main thing for me to consider is the challenge of the job that there are always new things for me to learn (PY4).

The nature of work must be challenging and then the feeling towards the job (I like it or not) (PZ3).

Work must be challenging and the positive feeling towards the job (PZ4).

The result from the interview that derived from both Generation Y and Z employees above, result in **Theme One: Job Challenges**.

Job challenges allow the Generation Y and Z employees to continue enhancing their ability, sharpen their knowledge and skills from the work experience which leads to increased job satisfaction, organizational commitment, incentive motivation, empowerment, and accomplishing professional and personal goals.

Under the Intrinsic rewards, work autonomy is one of the sub-themes that participants mentioned that can stimulate their capabilities and stimulate their commitment working for the organisation. Work autonomy refers to the capability of an individual to make choices within a critical situation and in a sensible manner (Hasle, Limborg, Kallehave, Klitgaard, & Andersen, 2012). To obtain more understanding, the participants were asked to express their views in relation to autonomy or employee empowerment. The question below was asked to all participants.
“Are you familiar with the term of the Employee Empowerment?”.

Based on the answer attained from all participants, all of the participants were not familiar with this term. Therefore, the researcher explained briefly about the term, then the participants were free to express their views.

In terms of the work autonomy, all participants claimed that they have rights to make a decision about their job to some degree which was indicated in their Job Description.

*Having autonomy allows me to have more opportunities in a decision making process in my daily tasks. However, the higher position holds, the more decision making you have to be involved or have been included* (PY1).

*Employer believes that their employees have a capacity to deliver services to the customers and the employees have full rights to make any decision upon their job without fear or point out if they made any mistakes (which they have to learn from their mistake). This leads to motivating the employees* (PY3).

*Given the autonomy to decide on the task myself is important and motivate me to work* (PZ2).

*There is autonomy to work and make decision upon our daily tasks. However, the requirement for permission still occur when it comes to budgeting* (PY4, PY2, PY5, PZ1, PZ3, PZ4 and PZ6).

The permission indicated as this example.

*I have some autonomy to work on my daily task, however, the permission is required when it comes to budgeting. For instance, to install software, this process IT staff have to ask the permission to install some software from their line-manager which sometimes slower their working process* (PY4).
10 participants (PY1, PY2, PY3, PY4, PY5, PZ1, PZ2, PZ3, PZ4 and PZ6) all asserted that having some degree of the autonomy of work stimulates them to work more effectively. They claim that work autonomy assists them to work faster as they have lesser procedures that involve the requirement for permission to perform their day-to-day task from the line manager or supervisor. As a result, the majority of the participants affirmed that working autonomy is the internal factor influences them to stay with the organisation. This result in Theme Two: Work Autonomy.

4.8 Research Question Six:
To investigate the key factors for the organisation to use in retaining their employees, the question “What are the strengths and weaknesses of the retention strategy in your organisation?” was asked all the participants both Generations to express their opinions. The question is specifically asked in order to gain a deeper and profound understanding of these Generation’s views towards retention practice and what motivates them to stay with the company. This will help the organisation know the main factors that they should take into account when it comes to improving the retention system within the organisation.

The technology or working system called SAP (Systems Applications and Products), that comes with the automation system and electronic process which helps the working process be easier, shorter, smarter and always continue improve (PY1).

The technology that using the international system which is well-organised, well-structured so it is easy to follow. Thus, it makes us to work more effectively and professionally (PY2).

The technology system allows us to have more time to focus on the other tasks (PY3).

A ticket logged in Assyst system in SAP for every jobs as a references. It acts as query from customers to process one task, which allow the end user to know the status without sending email to ask the processor (officer). This part the line-manager also can tract for the job status to see if their member needs help in some particular case on time. This advancement also allows them to have more time to focus on the other tasks. As a result, this Assyst system also used by the manager to see the performance of their followers where they use for the performance review at the end of the year relations to their member’s KPI (PZ1).
Working system such as well-organise and technology system that support the work (PZ6).

The international working system. This means this organisation has good reputation in terms of working professionally (PZ3).

The technology that using the international system help me to work faster and the organisation always update the system (PZ5)

This organisation always keeps updating working process where it assists me to work faster and smarter. Along with always assigning new task in order for me to learn new things (PZ6).

Another factor that plays a part in retaining Generations Y and Z employees to stay working in the company is the working system or technology. Almost all participants have the same opinion when asked about what motivates them to stay with the organisation. The working system that helps them to keep track of what is happening with their daily tasks and needs to have a clear and proper working structure. This is the most essential factor to the participants. 9 of the participants claimed that the organisation has a proper working procedure and provides the continued improvement of their technology, to support the work process that can benefit the organisation and also for employees’ well-being in terms of reducing stress and confusion of work. Consequently, this finding emerged into Theme One: Technology.

4.9 Summary
From the Chapter 3, it illustrates the methodology that this research project applied. This chapter illustrates the findings that originated from the semi-structured interview.

Combining from the research findings, the key themes with regards to extrinsic rewards such as Financial rewards include cash benefits-cash-out annual leave, rewards system, performance rewards under shown to be important for most Generation Y and Z staff in the mining company A in Laos. Apart from financial rewards, the development rewards and social rewards also play a huge role in the retention practice that Generation Y and Z staff view as influence factors to stay with the organisation. The development rewards include learning, training and development rewards and career progression as well as social rewards including working culture/ management culture, performance support and workgroup affinity.
Surprisingly, another important factor that appeal to Generation Y and Z employees are intrinsic rewards that include job challenges, responsibilities, autonomy and task variety.

It is interesting to note is that apart from the Extrinsic and Intrinsic rewards, another factor that the Generations Y and Z view as important for them to stay working for the organisation is the working system or technology.

The next chapter, chapter five, will analyse and evaluate the results of findings that appeared from the participant interview findings in chapter four, in particular, the essential factors that motivate the Generations Y and Z in the mining company A in Laos and their implications on the effectiveness of retaining staff at Mining company A.
Chapter Five: Discussion of findings

5.1. Introduction

The previous chapter of this research project demonstrated the findings obtained from a semi-structured interview. The interview involves 12 participants who are in the Generation Y and Z from Mining Company A which is one of the largest mining company in Laos P.D.R. The results of the findings reveal some key motivational factors that Generation Y and Z view as an important part in the retention that the organisation can use to retain them.

Chapter 5 will discuss the findings of chapter 4. Simultaneously, the discussion will use the literature review from Chapter 2 to support any claims.

5.2. Findings

5.2.1 Research Question One:
What does the “retention program” means to you?
Are you aware of the retention practices in your organisation?

Theme one: Meaning of Retention practices for Generation Y and Z.

The results from the findings in chapter 4 revealed a theme called Meaning of Retention for Generation Y and Z. Based on the theme, 10 out of 12 participants (that covered 83 per cent) revealed that employee turnover has a negative impact on the organisation. The participants all asserted that staff turnover means a tremendous loss of to an organisation. A company’s budget and time are the two main loses resulting from staff turnover. There are many authors who support this theory. For instance, the loss of budgeting to re-invest on recruitment, employment, transportation, on-boarding, and training a new member (Courtney, 2017; Härtel & Fujimoto, 2015; Shahvazian, Mortazavi, Lagzian, & Rahimnia, 2016, Henderson, 2014, Du Plessis, Keovilay, Marriott, & Seth, 2015). Simultaneously, the organisation also loses experienced human resource and this has a negative impact on the organisation’s reputation (Wilson, Dalton, Scheer, & Grammich, 2010).

Furthermore, staff turnover not only has a negative effect on the organisation but also on the members of the organisation as individuals. From the employee point of view, the participants in this research assert that the department experienced the problem of having new staff. Even though a new member had the ability to pass the probation period, coaching time is needed from older members. This is because the new member needs a longer time to adapt and learn
the work processes to meet the department’s standard. The new member was expected to learn and blend into the department within three months, however, trainers/mentors spend more than three-months teaching new employees. Wilson, Dalton, Scheer and Grammich (2010) state that the decision making within the team has a negative effect resulting from losing the experienced staff, especially in directive consultative such as police, military, education, business, and other professions. This negative effect means declining the strength and consistency of work processing on a daily basis.

In addition, one participants such as PZ5 state that “I’m not sure about the retention practice but once a team member is resigned. We as a team have to take those responsibilities that handed-over from the person who left the team. Moreover, it takes time for us to hand-over the tasks to the new member because the training processes need to be done in order for the new comer to learn their position’s processes and this process takes a lot of time for both new comer and the trainer who have to give up their time to train the new member (PZ5). Another example from one participant argue that “I am not quite sure about the impact of the staff turnover would cost but I think it takes time to recruit the new people to work when someone resigned which cause a team problems (PZ6). This illustrates that they are not sure about the cost that results from the staff turnover, but they have experienced difficulty working when one of the team members resigned. They have to give up their time to learn or to hand-over the task from the member who is about to leave. Once the new member arrived they also had to spend time on training the new member. The Institute of Chartered Management (2013) states that resignation has an impact on the morale of staff who are remain working in the organisation.

From the tremendous loses aforementioned that includes financial cost regarding recruiting, selecting, and training to replaced departure staff member and decline of the products and services delivered from the organisation (Garner, Hunter, Modisette, Ihnes, & Godley, 2012). For these reasons, the advantages of retention are: saving cost on the recruitment of and training of the future new candidates, increase productivity, and employee’s performance and hence boosting organisation’ profits as well as meet the organizational goals and objectives (Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012). Therefore, there is a call for the organisations to improve the retention practices to retain talented people to stay with the organisation. According to the literature, it is critical for most organisations to attract and retain their best talent for long term success (Atkin & Brooks, 2014). An organisation should ensure that those employees who have strong potential to be future leaders and who are the best performers in
the organisation are those to pay more attention to (Miller, 2014). Retention means the approaches taken by the managers to encourage employees to stay with the organisation (Cascio, 2003, Institute Chartered Management, 2013). The approaches include providing rewards for their effective task performance, assuring to have a pleasant relationship among the organisation and maintaining a safe and healthy workplace environment (Cascio, 2003). The retention activities mean an endeavour of the organisation to provide a good working environment deliberately to keep or preserve employees for a long term (ALDamoe, Yazam and Ahmid, 2011, Balakrishnan & M, 2014). Retention comes in different forms that involve providing rewards with both intrinsic and extrinsic; a good working environment, learning opportunities, and employee engagement. The retention refers to any activities or strategies that help the organisation retain skilled employees of the organisation to stay with the organisation for a longer period of time (Al-Emadi, Schwabenland & Qi Wei, 2015).

From the Human Resource perspective, retention can be done from the first stage of the recruitment process. This process means hiring the right person to perform the right job, assimilate new members quickly by having an effective induction, ensuring staff’s expectations are met, applying transparency concerning pay policies, communication, promoting employee development and work-life balance (Al-Emadi, Schwabenland, & Qi Wei, 2015). The recruitment processes are critical and expensive. However, the cost of recruiting an insufficiently qualified and ineffective performance employee or those staff that leave the company before he/she are able to contribute to the company is equally expensive to the recruitment costs. Therefore, the time and effort investing in planning of recruitment’s procedures will assist the firm in ensuring that the right person is placed in the right position which in turn, reduces staff turnover in the future and increases the chances of competitive advantage (Institute Chartered Management, 2013). In addition, Shahvazian, Mortazavi, Lagzian and Rahimnia (2016) state that organisations today need to have the ability to retain skilled people to remain in a highly competitive environment.

5.2.2 Research Question Two:
“What comes to your mind when it comes to retention practices in your organisation?”
**Theme One: Cash Benefits-Cash-out annual leave.**
This research question aims to reveal the perspective of Generation Y and Z employee regarding the retention practice within their organisation. In particular, the extrinsic rewards
that the organisation can use to encourage them to stay with the firm for a longer time. Nankervis, Baird, Coffey and Shields (2016) refer to extrinsic reward as the external factors that reinforce employee’s motivation to perform their task better. Extrinsic reward is crucial in motivating employees to intensify their potentials and boosting employee’s energy to push their best effort and produce their best performance in the long run. An extrinsic reward is an effective tool for encouraging people to stay motivated (Nankervis, Baird, Coffey, & Shields, 2016).

Based on the findings in this research, 7 participants argued that the significant factor that the Mining Company A practice is the benefits that comes in the form of cash out annual holidays which is under the cash benefits theme. They asserted that this benefit is the most significant, unique and hence is different from other companies. Moreover, they all assert that this benefit is one of the factors that they consider to make them stay with the company. These retention approaches are supported by various authors such as Ahmad, Yei and Bujang (2013) who state that cash benefits have a positive impact on staff retention rates. They also asserted that the benefits plan such as leaves, loan and retirement benefits that the organisation provided to their employee are some of the factors that have a positive impact on the workers’ retention (Ahmad, Yei & Bujang, 2013).

In addition, it has a gigantic impact on the firm’s proficiency to recruit and retain the firm’s skilled people to stay with the firm (Ahmad, Yei & Bujang, 2013). In relation to this, Slaytor (2015) and Cameron (2011) also supported that these benefits are examples of external factors that employee take into account when considering whether to stay with one organisation. Therefore, to retain capable, skilled and productive people, the organisation requires to design benefits that focus on the employee’s needs as well as aligning with the reality. Some authors also argue that leaves benefit not only assist the organisation to attract and maintain skilled people and to motivate them to perform their best but also assists the employee to decide whether to stay loyal or leave the firm (Slaytor, 2015).

In relation to this, Slaytor (2015) and Cameron (2011) also supported that these benefits are examples of external factors that employee take into account when considering whether to stay with one organisation. Therefore, to retain capable, skilled and productive people, the organisation requires to design benefits that focus on the employee’s needs as well as aligning with the reality. Some authors also argue that leaves benefit not only assist the organisation to
attract and maintain skilled people and to motivate them to perform their best but also to assist the employee to decide whether to stay loyal or leave the firm (Slaytor, 2015).

Moreover, based on the findings, participants reveal that there are types of leaves that are practiced in the organisation. The practice of the leaves includes annual leave, sick leave, medical leave, compassionate leave and maternity leave. The annual leave practice is that employees can accrue the leaves that they did not use throughout the year and enable them to make the arrangement to cash out their accrued annual leave with the company. This means instead of taking leave, the employees are able to be paid for the leave that they accrue (Slaytor, 2015; Cameron, 2011).

**Sub-question One: Are you familiar with the term Rewards System?**

**Theme Two: Rewards System**

Under the same cash benefit theme, the participants were asked about their perspective on the reward system that the organisation practice. The findings indicated the sub-theme as a rewards system. 8 out of 12 participants claimed that the rewards system is not the main motivational factor for them to stay with the organisation (PY1, PY4, PY6, PZ1, PZ2, PZ4, PZ5 and PZ6). In addition, they also state that this practice does not persuade them to put more effort to get the award. However, there are 3 out of 12 participants (covered 25 per cent) such as PZ1, PZ3, PY3 who received the rewards claim and stated that the rewards the firm is practising have a positive feeling which motivates them to put an effort toward working.

According to Härtel and Fujimoto (2015), a rewards system consists of the intrinsic and extrinsic rewards. The intrinsic rewards refer to monetary reward, for example, fair salary, bonuses, motivations of the individual and group, stock and profits sharing and commissions. The extrinsic reward consists of recognition, first choices of choosing the preference as to recognize their quality of work, and receipt of valued things, which are considered as a non-financial or non-monetary reward (Härtel & Fujimoto, 2015). According to the interview answers, it is inconclusive whether the intrinsic or extrinsic rewards are factors that help an organisation to retain their skilled people, in particular, Generation Y and Z. The findings illustrated that three participant’s responded positively toward the reward systems, while eight participants state that rewards are not the main factor that motivate them to work or stay with the firm. This asserts that most of Generation Y and Z in the Mining Company A are not prone
to be motivated to stay with the organisation or put more effort toward their daily task by rewards that the firm provided.

Some authors agreed that it is inconclusive what kind of rewards a firm can use to influence their employees to stay. For instance, Perkins and Arvinen-Muondo (2013) state that both extrinsic and intrinsic plays a vital part in planning a retention program. Some employees may state that the extrinsic reward or may be called tangible reward, or the recognition of the achievement in the form of pay, benefits and praise are the rewards to ensure their efforts of performing tasks as required, are paid adequately or fairly. In contrast, some employees may feel more valued or rewarded by the company with the intrinsic reward or intangible ways such as the development opportunities, acknowledge of their leadership qualities, recognition of organisation values, sense of satisfaction and achievement (Perkins & Arvinen-Muondo, 2013).

Even though many authors argued that reward is a powerful tool to provoke and activate reward-desired behaviours, Sansone and Harackiewicz (2000), argue that rewards weaken intrinsic motivation. This is especially the arbitrary reward contingencies that usually used explicitly to influence employee individually to perform tasks in unusual ways. The example of the unusual ways to perform task includes to work extremely long hours, neglect their personal and professional relationships and interests (Sansone & Harackiewicz, 2000). Moreover, that reward can create more serious and ingrained problems. For instance, employees are prone to be motivated if they received unsatisfied appraisals that they want. Employees may perform their task in a short cut way when reward is not implemented, and then the conflict may occur over the good and bad jobs performance (Ueno, 2013). Lin and Lamond (2014) affirm that an individual who identified himself or herself as inequitable either under or over the rewards, may result in having negative (dissatisfaction) and positive (satisfaction) which, in turn, may have the affected employee taking action inappropriately in order to increase or decrease their performance so that to rebuild the equity.

In terms of reward systems in the education context, Reiss (2012) points out in order to expose the effectiveness of rewards systems teachers can ask their students to share their opinion towards the rewards by asking them to list down their negative feeling when they have to perform in order to get the reward. He pointed out that some students refer to distraction, anxiety and frustrating performance. As a result, organisations can also use this method of
assessing the effectiveness of the rewards system to motivate and retain its employees in order to improve the retention system in the organisation.

**Theme Three: Performance Assessment.**

With the same question: Are you familiar with the term Rewards Systems? participants exposed other motivation factors that Mining company A is applying. Based on the findings, 6 participants revealed that the performance reward is one of the practices that the Mining Company A is applying and that they have a positive feeling toward their rewards. The participants state that the fairness of the practice is the main motivation that fosters their commitment and performance.

The organisation performance means the organisation’s capability to achieve its objectives and the performance measurement is a basic principle of the management as it offers an essential connection between strategy and management activities (Kuzmanovic et al., 2019). Purwanti, Pasaribu and Lumbantobing (2011) argued that employees know that performance appraisal is a foundation of promotion and salary assessment for them. Performance appraisal is initially designed to offer systematic judgments to support the salary increment, promotions, relocation, and sometimes as a degrade and terminations of the employee. Semakula-Katende, Schmikl, and Pelser (2013) state that this method also helps the organisation to determine how to improve employee effectiveness. For this reason, it is essential that the expectation, reason and time frame to perform each task are provided by the organisation to the individual employee. The approach mentioned is called performance management. This is a method designed to improve organisation, team and employee’s performance outcomes (Herholdt, 2012).

There are various methods used to measure an individual’s performance as well as generate incentives, motivation and reward outstanding performers. However, organisations have to remember that the performance appraisal needs to be done at least annually and based on the core competencies and Key Performance Indicators (KPIs) which are coordinated with the firm’s objectives (Atkin & Brooks, 2014). Parmenter (2015) believe that the most powerful and fairest method to assess employee’s performance is Key Performance Indicators (KPIs). KPIs assists in management identify the critical success factors (CSFs) in order to assess, understand and control the CSFs throughout a recent and future phase. This can be done by monitoring the performance of an individual which is linked to organisation performance
Moreover, KPIs enable management to have an overall summary and monitor an organisation’s performance. It also indicates to the organisation what action needs to be done. Therefore, firms enable to enhance organisation performance intensely (Parmenter, 2015, Atkin & Brooks, 2014). Newcomer, Hatry, & Wholey (2015) affirmed that there are impacts from the performance measurement on managerial decisions and services enhancement, however, the hard evidence documents to support this idea is uncommon.

Hancock, Hioe, & Schaninger (2018) state that employees feel that the feedback on their performance is biased and disconnected from their job if the firm does not have a proper assessment system. For instance, many companies set their goals too enormous and too broad for their employee and sometimes the priority of the organisation’s goals has changed but the individual performance targets have not reflected this change. Thus, in building trust in performance management, the expectation and how their work fits into the bigger picture of the organisation’s goals have to be identified clearly. As a result, the reality of the expectation is essential for each individual (Hancock, Hioe, & Schaninger, 2018).

From the perspective of one participant in this research, the participant stated that “The performance award makes me feel worth putting effort into every task I’ve given as the performance have been reviewed fairly which is observed by the line manager. They observed your performance the whole year and provide the award according to your performance which result to having more opportunity to raise the fixed pay, bonus and the Short-term incentive (STI). They review employees on performance which is the correct thing to do to give them promotion or bonus at the end of the year. Not because of the manager likes or dislikes someone then they give someone promotion but from their actual performance they performed (PY3). Participants viewed the performance assessment that the Mining Company A practices as fair and supportive to their work performance.

Furthermore, he/she states that their performance has been measured without the preference of managers but the actual work performance the employee has been performing throughout the year. For instance, “Also “I have a forth nightly performance review (different from other within the team). This is because I look after the Lasbambas site which has the different time zone. If I have any pending tasks I just clarify the problems and solve it within the time flame and it not going to effect on my performance review at the end of the year” (PY6). The fairness
of the performance assessment’s process matters to individuals (Pichler et al., 2016). When employees trust that their performance is judged fairly, they will increase the trust and respect of the assessment system. As a result, they will then view the performance appraisal as a process to enhance their performance (Purwanti, Pasaribu, & Lumbantobing, 2011).

Therefore, management needs to ensure that the process of performance appraisal is procedurally fair as it is matters to individuals. To ensure that the performance appraisal works, the employees need to understand a firm’s performance appraisal’s practices and expected outcomes. It is essential the managers and employees meet to discuss the process and the standards of performance appraisal that the employees will be responsible to with regards to the performance review. As a result, the performance appraisal, if conducted fairly can promote the perceptions of the employees that the manager is fair and supportive (Pichler et al., 2016). Therefore, the organisations have to ensure that the performance assessment system is effective due to the fact that it can lead the organisation culture to be more performance oriented. At the same time, it can motivate employees to work towards the organisation’s goals and objectives. In other words, an employee’s perception of performance appraisal practice as being unfair and bias if the performance rating is lean, to be more on personal liking and/or for the purpose of punishing employees, this may lead to job dissatisfaction that influences employee intention to quit (Poon, 2004). This means that the firm needs to apply and follow ethical standards of the performance appraisal strictly (Herholdt, 2012).

5.2.3 Research question Three

“What are the external factor elements do you think that organisation could use to retain their generation Y and Z staff?”

Theme One: Learning, Training and Development.

The question was aimed to explore the external factors that influence Generation Y and Z to continue working for mining company A. In addition, it enables the researcher to gain the perspective of Generations Y and Z on the motivational factor they valued and consider as their preference retention practice. Nel et al. (2017) state that the external and internal factors have an impact on motivation. Those factors can be divided into two dimensions such as extrinsic and intrinsic rewards (Nankervis, Baird, Coffey, & Shields, 2016). Extrinsic reward refers to the external factors that reinforce the motivation of the employee in order to enhance their task
performance. Ryan and Deci (2000) pointed out that extrinsic motivation refers to any activities that constructed in order to accomplish the specific outcome.

Based on the findings, 9 participants in this research revealed that the main motivational factor that Mining Company A practice is training. All participants affirmed that the way the enterprise valued the knowledge of their employees by providing adequate training for their members is to convince them to stay with the company. The participants argued that the firm provides them with training that is both directly and indirectly work related. The direct work-related consists of an exchange of knowledge, in-house training such as job-rotation and the non-work related training from the company, for instance, service excellent and English skills and emotional intelligence which the course enables them to know how control their emotion in both personal and professional life. One of the participants from the group stated that “One thing that motivates me to stay with the organisation is the way they support me on the education” (PY3). For example, he/she stated that “the organisation supported me on the Certified Public Accountant (CPA) course in order for me to meet a professional accounting standard that is a directly related to my job. Elnaga and Imran (2013) affirm that training is an unavoidable program in the workplace.

This is because without training, employees could not have a firm savvy on their responsibilities. The authors also believe that a successful training program has an effect on employee motivation and commitment. There are many authors who support the idea of training that it can enhance the commitment of the employee as well as boosting the productivity of the organisation. Elnaga and Imran (2013) believe that enhancing employee’s abilities, knowledge and skills are the main sources of competitive advantage. Iqbal and Dastgeer (2017) support that the most reliable method to increase the organisation productivity of subordinates is training. Besides, training is a crucial component in enhancing a high work performance (Ibrahim, Boerhannoeddin, & Bakare, 2017).

There is evidence that new graduates view training provided by the organisation has a massive effect on emotional commitment. Also if the organisation put more efforts on helping the employee to reach their personal and organisational goals it is most likely to increase employee affectional attachment to the firm, in short, the organisation need to invest in training and development in a substantial way (“Graduate training and employee retention,” 2017). Furthermore, employees in Generation Y are craving to have continuous learning and
development opportunities along with a craving for the promotion to enrich their marketability (Nankervis, Baird, Coffey & Shields, 2014). In addition, Stone (2011) claimed that the organisations are prone to lose chances to develop and retain their valuable human resources if they cannot offer sufficient training and development opportunities. However, organisations need to be cost-effective as do other activities within the firm.

In order for the employee to contribute more to the firm or to perform well on their job, they require skills and understanding related to their work. Moreover, when staff perceives that the firm pays attention on improving their skills and knowledge through the training programs employees will eventually apply their best effort to perform their tasks to accomplish the organization’s goals, simultaneously, they will show high job performance (Nel et al., 2017, Elnaga & Imran, 2013). Therefore, the firm should pay more attention to members’ learning, in particular, the inexperienced workers who joined the firm recently, to ensure that their productivity is effective. Moreover, the company must provide training and development to make sure that their employees knowledge and skills are to the organisation’s future needs and business goals (Stone, 2013).

Employees are likely to be motivated to expend effort that benefit the firm when firms provide them with the incentive motivation in a form of development opportunities (Kuvaas & Dysvik, 2010). Apart from that, employees are more keen to share their knowledge that includes experience and the ability for organisational growth more than for individual purpose (Pilukienė, 2017). Employees who are given training, information sharing and job rotation can assist employee to collect an adequate level of knowledge to extend the effective communication and enhance knowledge exchange among other employees and the diverse collection of local knowledge (Yixuan, Wang, Van Jaarsveld, Lee, & Ma, 2018).

**Theme Two: Career planning and development**

Apart from the training that the organisation provided for their employees in this thesis, participants also revealed that they also regard a career development as a HRM practice that influences them to stay motivated and stay with the organisation as they can foresee their career future. 50 per cent of the interviewees (6 participants such as PY3, PY4, PY5, PY6, PZ2, PZ3, PZ4, PZ5 and PZ6) claimed that Mining Company A also focuses on the career planning and development of the employees.
The findings suggest that Generation Y and Z employees look forward to planning their career growth like other generations such as generation X. Six participants (PZ1, PY1, PY3, PZ3, PZ4 and PZ6) asserted that the opportunity to plan their career growth has been provided where they can foresee their career pathway within the organisation.

People development such as supporting internal employees to get a higher position if they have the capacity to do it, also depends on the quality of the organisation’s training delivery. Some participants such as PZ1, PZ4, PZ6, PZ3, PY1 and PY3 believed that career planning was where they could foresee their future career and position heading. For example, the PZ3 affirmed that “People development such as supporting internal employee to get a higher position if they have the capacity to do it, which is back to training Career planning where I can foresee my future career and position” (PZ3). Based on the findings, training and career planning and development have a positive effect on employee performance (Ibrahim, Boerhannoeddin, & Bakare, 2017). This is because career planning is targeted to identify desires, ambitions and opportunities for an employee’s career by providing a human resource development program (Antoniu, 2010).

Career planning is a systematic method that enables an employee to select career goals and design their pathway to accomplish those selected goals (Gautam, Nigam, & Mishra, 2016). Moreover, Antuniu (2010) affirms that the process needs cooperation between the organisation and employee. Employees must indicate their desires, ambitions and capacity. The organisation, on the other hand, is required to identify its prerequisites and opportunities and has to make sure that the appropriate training for their career development has been provided to its employees. This process can be done through an assessment and analysis process (Antoniu, 2010). Apart from that, career planning is a systematic process where an employee selects their career goals and designs their pathway to accomplish these goals. This process can also be assisted by an employee’s mentor if they have one. The typical aspiration of career planning is to progress up the cooperate ladder and be a part of the management team, and it usually is future-oriented (Gautam, Nigam, & Mishra, 2016).

As human resources are the most precious value in contemporary firms, thus supporting them with a sustainable career is a win-win situation for both companies and employees (Adekola, 2011). The failure to motivate employees with planning their career results in hampering the
process of filling vacant positions and missed use of the organisation’s budget allocated to training and development programmes. On the opposite way, a lack of career planning, from the employee’s point of view, could result in frustration, feelings of appreciation by the firm (Antoniu, 2010). Employees are highly encouraged on accomplishing their career success, in particular in their early-career (Carette, Anseel, & Lievens, 2013).

Further to that, one participant also from this group (PZ1, PY1, PY3, PZ3, PZ4 and PZ6), also stated that “The career planning comes in a form of training where they can plan for the courses they want to learn and discuss with the line manager to pursue it and then they will organise the course for us” (PY3). Comparing the findings, it can be seen that career planning is a process stemming from the individuals to think and plan ahead in order to manage their careers where the organisation plans and develops its employees. Career planning is an ongoing process, not a once in a lifetime activity. Career planning is a HRM practice of an employee becoming aware of one-self, opportunities, restraints, choices and the career outcomes (Takeuchi & Jung, 2016).

5.2.4 Research Question Four

“What motivates you to stay/work with a particular company?”

Theme One: Working Culture

The question was targeted to seek the motivational factors that influence Generation Y and Z employees to stay with the company. The question was asked to gain another motivation facet that the participants may have missed or had forgotten to mention from the previous question. Based on the findings, social reward was revealed to be a motivating factor of staying in the company. This social reward included organisational culture/management culture, performance support and workgroup affinity (Nankervis, Baird, Coffey, & Shields, 2016). The majority of the participants (8 out of 12 participants and included PY1, PY6, PZ1, PZ2, PZ3, PZ4, PZ5 and PZ6) affirmed that the organisational culture/management culture plays an important role in retaining them and has some degree in influencing them to stay with the organisation.

Good working culture for Generation Y and Z entail organisations are willing to listen to their subordinates’ ideas and opinions in order to improve the work process to accomplish the organisation’s objectives. There are various authors with various definitions of organisational
culture and many of them focus on how the working culture has an impact on employees’ performance. Aswathappa (2009) state that works culture is a combination of norms, values, attitudes and feelings that an organisation is sharing which guide the behaviour of the member within the organisation. Norms and values are parameters for the employees to know how to behave within and outside the firm and it joins the organisational employees together (A, 2013, Mohelska & Sokolova, 2015, Choo, 2013, Castro & Martins, 2010).

One participant from the group asserts “the reason I stay in one organisation I would say the organisational culture that works sincerely, open and respect each other, support working environment whenever we ask for help from leaders he/she always willing to help” (PZ3). This statement from the findings was supported by Mohelska and Sokolova (2015) that “culture is not just a factor of business success or failure; a positive culture can have a significant competitive advantage” (p. 1012). This means that the organisation has to pay more attention to the working culture within the organisation as this not only affects the employee individually but also the organisation as a whole. Tsai (2011) believed that the organisation that possesses a healthy culture will have a positive behaviour towards employee work which eventually creates a satisfying work environment.

In addition, Choo (2013) divides the organisational culture into four types: market culture, hierarchy culture, clan culture and adhocracy culture. Each type of culture carries different dimensions that drive the organisation to effectiveness. For instance, the market culture shares the assumptions, norms and behaviours focuses on the results, achieving or surpassing goals. While the hierarchy culture shares the assumptions, norms and behaviours that emphasize a formalization of structure and processes of increasing efficiency, reliability and rules-oriented. The clan culture shares the assumptions, norms and behaviours that focus on the commitment and employee satisfaction. It emphasizes having open communication, cooperation and involvement. This means the clan culture focuses on the organisation’s people and building a friendly working environment which involves having flexibility and empowerment.

Lastly, an Adhocracy culture that shares the assumptions, norms and behaviours that focus on innovations, creativity, risk-taking and encourages the nimbleness and discretion of the individual. To sum up, the studies revealed that an organization’s cultural types had an important relationship with organisational effectiveness (Choo, 2013). Therefore, it can be said that an organisation’s culture plays a crucial role in shaping emotion at work. For this reason,
an organisation that has a strong culture is prone to have common values and codes of conduct with its subordinates which, in turn, could assist them to achieve their missions and goals (Tsai, 2011).

**Theme Two: Performance Support.**

Based on the findings, apart from the working culture, Generation Y and Z employees also emphasized performance support as another factor that organisations could use to retain these employees. Participants PY1, PY3, PY4, PY6, PZ2, and PZ3 which covered 50 per cent of the participants from mining company A, claimed that their organisation provides them with performance support. The support is not only focused on professional but also personal which eventually affects work productivity. Moreover, those participants from mining company A reveal that this factor motivates them to stay with their organisation. Tsai (2011) affirms that organisation managers are able to accomplish job satisfaction when the employees can complete the tasks given to them by their organisation. For this reason, it is essential for the firm to build the organisational culture that focuses on supporting subordinate’s performance. This is because employee performance is a vital source of sustainability of an organisational competitive advantage (Wang, Walumbwa, Wang, & Aryee, 2013).

Based on the findings, participants revealed that Mining Company A’s culture is not focused only on the professional issues, they are also concerned with family issues. For instance, one participant stated that “I always have a support from the team whenever I faced difficulties. They are willing to share their knowledge and help me to solve the problem which is the most important thing for me” (PZ2). There are authors supporting the idea of the relationship between employer and employee to be family-friendly supervision oriented. For instance, Wang, Walumbwa, Wang and Aryee (2013) state that an organisation that supports their subordinates with empathy, understanding and concern; their employee’s personal issues are more likely to cultivate harmonious relationship with their organisation, as well as can enhance Organisational Citizenship Behaviour (OCB) and an effective job performance. The research findings from Wang, Walumbwa, Wang and Aryee (2013) can claim that under the same cultural context, Laos and China have a collectivistic culture whereas the ideal relationships of the employer-employee might be lean on family-life. Furthermore, they affirm that employees might feel more comfortable and even expect their supervisor in their professional life to listen
and offer emotional support for issues and problems that are occurring in their family life (Wang, Walumbwa, Wang, & Aryee, 2013).

Mackay (2015) asserts that manager exhibits both personal and career trust when they can unlock a higher level of performance and foresight effort in their team. There is a piece of evidence showing that leader’s support and encouragement, trust, clear vision and their reliable behaviour, and their capacity to persuade employees to accept them, can motivate employee job satisfaction (Tsai, 2011). Moreover, it is a leader's role to motivate subordinates to accomplish the organisation goals by maintaining open communication and enhance coordination along with avoiding possible conflicts within the team (Tsai, 2011). Tulgan (2016) state that Generation Y and Z consider leaving the job as soon as they feel that their needs might not be met. If they are doubtful that their boss might not care and does not know what they need, they may become anxious about their future with their organisation.

Supportive performance is important in many contexts. For instance, in the education context this reveals that supportive personal environments help children’s education performance by enhancing their task-oriented behaviour in learning situations (Kiuru et al., 2014). Additionally, students are more enthusiastic to approach challenging learning assignments, demonstrate persistence and continuous effort in tasks, when they perceive that they have support from their friends, parents, and teachers (Kiuru et al., 2014).

Apart from that, Kuvaas and Dysvik (2010) claimed that perceived supervisor support (PSS) has an emotional effect on organisational commitment and turnover intention. Simultaneously, PSS is an important part in shaping employee attitudes. In addition, many organisations have introduced family-supportive policies in order to promote a family-supportive work environment which has a positive influence on employee work attitudes and behaviours (Wang, Walumbwa, Wang, & Aryee, 2013). In order to assist employees with difficulties and handling emotional clients, an enterprise should provide them with the specialist training where they can have guidelines on how to cope with certain situations that may occur which could help them do their work more effectively (Holmes, 2011). It is important to note that, desirable employee productivities such as enhancing job performance and emotional commitment can be created through supportive supervisory communication with employees (Michael, 2014).
Theme Three: Work Group Affinity.

The same interview question “What motivates you to stay/work with a particular company?” aimed to expose the motivational factor that Generation Y and Z employees used to make the decision of whether they should stay or leave the organisation. The participants also revealed that apart from the working culture and performance support, the workgroup affinity plays a part in their intention to stay with their organisation. 50 per cent of the participants (PY1, PY2, PY3, PY5, PY6, and PZ2) revealed that the most important factor that influenced them as Generation Y and Z employees, is teamwork or workgroup affinity. Having a good relationship within the team is considered as a motivational factor by occupational groups such as project managers, construction supervisors, quantity surveyors and contract administrators according to a research project by Holmes (2011).

Kiselkina, Yurieva, Yagudin and Valeev (2015) state that the most important elements of the team are the coherence and this is emphasized, as a harmony of motivational incentives and value positioning. Moreover, Holmes (2011) found that employees feel like their career is secure when they feel that they are a part of the team. For this reason, he suggested that part of a human resource departmental policy should strongly focus on fostering good co-worker relationships in order to motivate employees in every occupational group. The organisation determines the individuals' pay, but the sense of being liked and accepted by other employees within the organisation has more impact on individuals internally (Smith, Farmer & Yellowley, 2012). Having a good working affinity will not only motivate employees to stay with the organisation but also helps managers to gain high quality teamwork results and within deadlines and budgets (Mohelska & Sokolova, 2015).

Moreover, one of the participants above emphasized the importance of workgroup affinity as “Working team- Empathy and compromising is the most valuable where employers (managers and leaders) cares and compromise the employees with the working time. For instance, I always have an emergency case like my mom urgently go to the hospital then I can go out without taking leave or come back to work if I do not finish it yet. I can call and tell them if I am coming back or not and I don’t have to show them any document to prove that (PY2). And “Good working relationship with the team members and colleagues. The good supporting from the team when I faced difficulties and they are willing to share their knowledge and help me to solve problems is the most important thing for me (PZ2). This illustrates that this employee
focuses not only the performance but also the emotional attachment between professional and personal life.

Based on the interview answer to “What motivates you to stay/work with a particular company?”, the participants refer to the relationship with empathy from the supervisor, leader or manager, which refers to wisdom and emotional understanding of another’s experience and circumstances. This derives from the shared experience or cogitate effort to create insight or perception. Work teams require to have empathy in order to work with each other (Mack & Anleu, 2011). Another element of creating a good workgroup affinity is a leader. Hwang et al., (2015) state that leadership with low power distance and having a high level of individualism are more likely to possesses a humane leadership where the leader or manager take other people or their subordinates into their consideration (Hwang et al., 2015). If the leader of the team and employees communicate clearly and effectively with each other, the knowledge and skills of the team will grow towards accepting work processes and behaving appropriately. Therefore, effective communication is one of the tools that grows good teamwork (Goosen, 2015).

Further to that, Scully (2014) asserts that regular face to face communication between the managers and the employees will be meaningful to the employees, along with listening to their advice, feedback, concerns and complaints, are key to success in building a relationship with them. Moreover, an effective communication connection amongst team employees enables a better level of coordination within the organisation which eventually benefits the organisation as a whole (Susskind, Odom-Reed, & Viccari, 2011). To assimilate the knowledge, skills and expertise of an individual in different functions to accomplish some specific tasks is required to build an effective working team. Teamwork is a major function within an organisation as the team has an ability to make or cease the business (Susskind, Odom-Reed, & Viccari, 2011).

Therefore, it is important to build the team with coherence and objective orientation, unity of value and motivation incentives in order to sustain the organisation (Kiselkina, Yurieva, Yagudin, & Valeev, 2015). Having a good working environment might not lead to satisfaction if the employee feels isolated from colleagues. While having decent social relationships can make even the dullest and strenuous tasks more enjoyable (Robbins & Judge, 2015). However, the process of producing and developing a relationship with employees is an ongoing process and takes time and effort (Scully, 2014).
Based on the findings from this thesis research, it indicates that the Extrinsic rewards which include Financial rewards, Development rewards and Social rewards are the main influencing factors to retain Generation Y and Z employees. The Financial rewards that the participants revealed included that cash benefits in a form of cash-out annual leave and Performance Appraisals and reward play a crucial part in cultivating them to work for the organisation for a long time. Apart from that, Development rewards are also factors that cultivated them to stay with the organisation. These Development rewards included learning, training and development and career planning and development. Finally, Social rewards is another extrinsic motivation factor that influenced Generation Y and Z workers to stay committed to the organisation. (See Figure 5.1)
**Figure 5.1:** Extrinsic motivational factors that a mining company A in Laos could use to retain their employees.

5.2.5 Research Question Five:

“What are your viewpoints on the current retention program?”

The previous questions targeted to explore the external factor that motivates the Generation Y and Z employees under the Financial, development and social rewards. Research Question 5, however, aims to extract the internal factors that influence these generations to stay with the organisation. Smith, Farmer and Yellowley (2012) affirm that intrinsic factors stem from the individual and refers to the feeling that people have on things such as feeling valued, liked, loved, accepted, build contributions, make to help things better. The internal factors which refers to an Intrinsic reward which comes in the form of increasing opportunities to growth, involvement in the work, opportunity to make decisions as well as assure embodied. By doing this, the organisation is prone to increase employee intrinsic motivation in the workplace (Robbins & Judge, 2015). Intrinsic motivation refers to an eagerness and interest to operate,
participate in certain events or activities as an individual that attract pleasure (Sepora & Jafari, 2012). Intrinsic factors include the need for achievement and the opportunity to do interesting work (Mead & Andrews, 2009).

The findings revealed that 8 participants (PY1, PY2, PY3, PY4, PZ1, PZ3, PZ4 and PZ5) or 66 per cent of the interviewees affirm that their job challenges are an internal motivational factor which influenced them to stay with the company. This group into theme one call **Theme One: Job Challenges**.

Wander (2013) claims that employees release their enthusiasm and creative energy when they do what they love. He added these employees have found that the work that is closest to their abilities makes them enjoy their job. They are always thinking about the issues they are trying to solve in their job even after work which are motivated by their passion. This provides them with great personal satisfaction in learning and to excel in their tasks. The employee who possesses these characteristics is more prone to create the desired outcome as long they have support from the social environment. However, it is important to consider the task performance where it has a direct effect on productivity as well as motivation. For instance, one of the participants stated that a challenging job is the factor that influenced him/her to stay with the organisation, “Challenge of the job is one of the reasons I want to stay working for an organisation. This is because almost every year since I started working here I have been assigned to join the new project which enables me to learn new thing from the project” (PY1). However, the degree of work challenges needs to be challenging and interesting enough to perform but not too overwhelming (Atkin & Brooks, 2014).

Some authors such as Baugh and Sullivan (2018) also argue that the challenge of work has a positive impact on job satisfaction. Moreover, those employees who feel that their job is challenging are more likely to be satisfied with their job and less likely to leave their company for a comparable position (Baugh and Sullivan, 2018). Several people prefer to have to overcome difficulty to some degree rather than face boredom and have an unchallenging job. A job without challenges is boring, unpleasant, distasteful or is a turn-off switch (Boxall & Purcell, 2011). Work challenges refers to having the meaning of work. This means that the employee views their task is meaningful when their skills and abilities are calls for job activities which might lead to work related outcomes such as high value of work performance (Kim, 2017). Smith, Farmer and Yellowley (2012) affirm that productivity is probably suffering if
the work specialization reaches to the extreme level until the job becomes boring and repetitive. Boredom is the feeling that people think that there are no challenges in their work activities and it is meaningless. Employees being unchallenged or bored affects many aspects such as education, work life and leisure setting. This leads to motivating them to find a new activity, to engage with new challenging or more meaningful activities, find new goals when they perceive that the previous one is no longer valuable (Tilburg & Igou, 2012; Bench & Lench, 2013; Vogel-Walcutt, Fiorella, Carper, & Schatz, 2012).

Challenges are viewed by the employees as difficulties they have to overcome to learn and accomplish the tasks (Bakker & Sanz-Vergel, 2013). Challenges at work indicates that the performance expectations set are considered high. These experiences motivate the employee to come up with another possible circumstance. Work challenges coerce people to step out of their comfort zone of the daily basis (Carette, Anseel, & Lievens, 2013). Some people consider problems as progress. They appreciate getting paid for finding a solution to problems and innovate new things or new ways to solve the problem that never exist (Wander, 2013). It could result in enhancing work effort if workers believe that their individual work contribution will improve the company’s success (Staufenbiel & König, 2010).

According to Casey (2011), the results of PRWeek/Bloom, Gross & Associates Salary Survey in 2010 revealed that there were 31 per cent respondents that claimed they had left their job or left the company because they became bored and needed to find new challenges. Moreover, the survey in 2011 indicated that over 40 per cent of the respondents mentioned their need for new challenges and that boredom was their main reason for resigning (Casey, 2011). Survey by Korn Ferry (2018, January 5) affirmed that the top reason people switched to a new job was often due to being bored and wanting to seek new challenges. These reasons were the top motivations for searching for a new job in this survey. Casey (2011) pointed out that the requirement for a new job challenge is far overshadowed any other reason for resigning. There is also evidence suggesting that employees who had a preference for challenging work are likely to experience less stress rather than those who did not (Robbins & Judge, 2015). For these reasons, the organisation should pay more attention to cultivate the challenges in jobs for employees especially Generation Y and Z employees in the organisation.
Sub-question one: “Are you familiar with the term of the Employee Empowerment?”.  

Theme Two: Work Autonomy

The outcome of this research question aimed to investigate the current retention program that mining company A practice that believe that could retain Generation Y and Z employees. From the Intrinsic rewards theme, the participants were asked if they were familiar with the term employee empowerment. Most of the participants stated that they were not sure about the term. Thus, the researcher explained what employee empowerment meant to the participants in this research. 83.33 per cent of the participants (10 participants such as PY1, PY2, PY3, PY4, PY5, PZ1, PZ2, PZ3, PZ4 and PZ6) all asserted that by having some degree of autonomy of work tasks and roles stimulates them to work more effectively. They claim that work autonomy assists them to work faster as they have less procedures that require permission to perform their day-to-day task from the line manager or supervisor. While employees who have limited power to make a decision independently would result in delay in performing certain work tasks and roles (Sumpter, Gibson, & Porath, 2017). As a result, the majority of the participants confirmed that working autonomously from their supervisor is the main internal factor that influences them to stay with their organisation.

Participant from the group aforementioned, stated that “Employer believes that their employees have a capacity to deliver services to the customers and so the employees have full rights to make any decision upon their job without fear or point out if they made any mistakes (which they have to learn from their mistake). This leads to motivating the employees” (PY3). These findings suggested that the employee in the age between from 1978-1989 and from 1990-2000 regard job autonomy as a factor that allures them to stay with the company and these are supported by the literature. According to Prottas (2011), job autonomy is definitely related to job satisfaction and other outcomes such as work independently and lesser hierarchical work processes.

Toohey, McGill and Whitsed (2017) refer to autonomy as the degree to which jobs offers considerable freedom, independence and prudence to the individual in organising and deciding the work procedure to be used in the activity. It is crucial for a leader to permit their subordinates to raise their voice and emphasize on work autonomy. This means the leader welcomes their subordinates to get involved in the decision-making process in order to enhance the work-related outcome (Hwang et al., 2015). Allowing employee autonomy in the
workplace results in enhancing job satisfaction and produces higher productivity and more effective work performance. Work autonomy means the employee is allowed to design or have discretion in how they perform their work in the way they choose which includes making decisions on the work processes, methods, procedures, pace and effort. In other words, the leader facilitates autonomy in decision-making, innovation and creativity by reducing the need for approval from managers in the hierarchy (Wong & Laschinger, 2013; Barrenechea-méndez, Ortín-Ángel, & Rodes, 2016). There is evident support that senior supervisor has strong influences on empowerment impacts (Sumpter, Gibson, & Porath, 2017). Moreover, some authors believe that autonomy induce employee’s feeling individually in terms of his or her experienced accountability which connect with experienced work outcomes. For instance, excellent work performance and low staff turnover (Kim, 2017).

There is a link between autonomy or autonomous action when an employee has the opportunity or given power to make a decision without requiring approval from others which eventually leads to greater performance outcome (Sumpter, Gibson, & Porath, 2017). The autonomy, however, is possible when an employee has the power and authority or entitlement to do so. Non-managerial employees have limited power to make a decision independently and this could cause delayed action. For instance, an employee who lacks power or has limited power are unable to make decisions on behalf of the team without checking for permission from a supervisor first (Sumpter, Gibson, & Porath, 2017). People should be given more freedom on decision making and controlling their job as this can enhance their individual motivation, job satisfaction and work performance (Pfeffer, 2018). Even though there is no evidence that guarantees that employee empowerment has a strong influence on an organisation’s performance, empowered employees can enhance the effectiveness, productivity and quality of the services of the organisation (Min, Ugaddan, & Park, 2017).

Min, Ugaddan, and Park (2017) argued that employee empowerment means the degree in which employees feel empowered regarding their work process and the degree of the satisfaction they have in a decision-making process that affects their work. Moreover, Min, Ugaddan and Park (2017) also claimed that empowered employees are likely to be more active, enthusiastic, innovative and more motivated toward creativity. At the same time, employees are inclined to care more about the development and growth of their companies (Min, Ugaddan, & Park, 2017).
From the findings aforementioned, there are two themes that emerged which revealed the intrinsic factors that enticed Generation Y and Z to stay with their organisation. As a result, of this thesis research, it can be said that the job challenges and work autonomy are the main Intrinsic factors that help Generation Y and Z consider in their decision to stay or leave their company. (See Figure 5.2)

**Figure 5.2:** Intrinsic motivational factors that a mining company A in Laos could use to retain their employees.

![Intrinsic Rewards Diagram](source: Developed by the researcher based on this research study.)

5.2.6 Research Question Six:

“What are the strengths and weaknesses of the retention strategy in your organisation?”

**Theme One: Technology**

This question set out to determine the internal motivation factors that influence Generation Y and Z employees to stay with their firm. According to the literature, the theme Technology arose from the findings indicate that technology is one of the internal factors that motivate Generations Y and Z employees to stay with the organisation. Cherry (2019) and Aktar (2012) refer the intrinsic rewards to a reward that originate from the internal factor and associate with the psychological rewards. For instance, the appreciation, job challenge, job rotation after the achievement and the positive attitude from the employers.

9 out of 12 of the participants (75 per cent) claimed that the organisation has proper working procedure and provides its employees with continuous improvement of technology to support
the work process and this benefits the organisation and the well-being of its employees’ in terms of reducing stress and confusion of their work (Robbins & Judge, 2015).

Technology is one of the organisation’s resources which includes human, time, expertise and budget. Thus, the organisation should make sure that those resources are used optimally (Capelle, 2013). And ensure that those resources become an essential part of how organisation manage and control their resources (Epstein, Manzoni, Davila, & Epstein, 2010). Technology is defined as the use of tools, methods and actions that the organisation applies to transform their assets into production. The assets or input of the firm include human resources, devices, materials, information data and capital. Whereas the production includes products and services that the company provides to their customers (Nelson & Quick, 2013, Smith, Farmer & Yellowley, 2012). One article suggested that the organisation can use technology to increase business productivity (“Using Technology to Increase Your Business Productivity,” 2019).

The innovation of technology is also considered as fundamental for gaining competitive advantage for the organisation (Jafari & Soltani, 2016). Capelle (2013) defined technology as a support function. This function is used to develop and maintain the information technology system in order for people within the firm to communicate. Technology also acts as a support function in financial services in the delivery of electronic financial services across the business activities. Therefore, a firm must take extra care in setting up the technology function and ensure that this function aligns with the core functions such as products/services development-delivery-marketing and sales (Capelle, 2013). Parkinson and McBain (2014) refer the technology as not just as a piece of machinery but brings together the organisation relationship that is connected with the people, work procedures, knowledge and the skills required to ensure that the technology is working.

In general, Information Technology (IT) has a direct impact on the level of organisation output, in particular at the overall level, which results in enhancing organisation performance (Yeow & Huat Goh, 2015). IT is a main support function within the organisation. It also possesses other support aspects such as providing infrastructure for an employee within the organisation and is involved directly with the core functions of developing, establishing and delivering products and services (Capelle, 2013). Furthermore, all participants from the interview group expressed the same opinion when asked about what motivates them to stay with their organisation. Participants stated that the advanced technology that Mining Company A uses
can assist their work life to be more effective. For instance, “the technology or working system called SAP (Systems Applications and Products), that comes with the automation system and electronic process which helps the working process be easier, shorter, smarter and always continue improve” (PY1). Tulgan (2016) also affirms that organisations ought to make the effort to provide their employees, especially Generation Y and Z employees with the technology that the Generation Y and Z feel comfortable and adept at using.

Additionally, Generation Y are more engage with the organisation if the organisation offers them the updated systems and technology (Aruna & Anitha, 2015). This is because Millennials are prone to stay longer with an organisation that provides and supports sophisticated technologies that can help their job interests, satisfaction and entertainment. These sophisticated technologies motivate a person to perform better and make more feasible goals for them to achieve (Ismail, Rahim, Lee, & Thahrir, 2016). At the same time, Mead and Andrews (2009) state that the growth of information technology is likely to produce a superior standardisation of work structure.

Furthermore, participant PY3 also had a similar opinion toward technology that supports their work life to be more convenient and efficiency. The technology system allows us to have more time to focus on other tasks (PY3). This has been supported by Norman (2017) that, the automation that can be implemented for the daily skills in order to improve people’s work, assists people to be more capable and effective. However, this should avoid replacing the work that is exciting, creative and safe from the work of people in general. More importantly, the automation should not diminish the need for highly capable, and qualified people (Norman, 2017).

Moreover, Tulgan (2016) illustrate that Millennials will try to do everything to allow them to work faster, better and much easier even though they have to spend their own money investing on the software that they think will help them with their work (Tulgan, 2016). Besides, an organisation that encourages employees to participate in the process of implementing new technology are likely to be guided by the top management support for this process. The support from the management on use of the new technology can reassure employees that their actions regarding the use of technology is legitimate (Wang & Lai, 2014). Consequently, in this thesis research, technology is one of the Intrinsic factors that help Generation Y and Z employees to use when considering to stay or leave their company.
Therefore, based on the findings of the Intrinsic motivation factors, technology is one of the main factors that generation Y and Z employees take into consideration when it comes to deciding whether to stay or leave the organisation. The result means that the model below could be useful for a mining company A to apply to their firm in order to retain their value human resources. (See Figure 5.3).

**Figure 5.3:** Intrinsic motivational factors that a mining company A in Laos could use to retain their employees.

Source: Developed by the researcher based on this research study.

### 5.3 Conclusion

This chapter reported the primary analytical discussion that originated from the findings in Chapter 4. All of the issues that are mentioned in the main research question and sub-questions were discussed. Moreover, the findings discussed are supported by relevant literature for answering the main research question: ‘An investigation into what are the important motivation factors that help to retain Generation Y and Z employees in a mining company in Laos?’.

The semi-structured interview revealed that Generation Y and Z are influenced by the Extrinsic and Intrinsic rewards to stay with an organisation. The Extrinsic rewards include Financial rewards, development rewards and social rewards. Within the Financial rewards, the Cash Benefits and Performance Appraisal are the main motivational factors for Generation Y and Z.
While the Developmental rewards includes Learning, Training and Developing and Career Planning as the main retention strategy factors that these two Generations valued whilst working at Mining Company A. Apart from that, the Social rewards which consists of Organisational Culture, Performance Support and Work Group affinity also play a part in motivating Generation Y and Z to stay with their company. Finds also reveal the Intrinsic rewards as motivational factor that motivate the Generation Y and Z stay work in the organisation. This Intrinsic rewards include job challenge, work autonomy and technology.

Chapter six provides conclusions of the research, as well as discusses the recommendations, limitations and further research opportunities.
Chapter 6: Research Conclusion and Recommendations

6.1 Introduction

The previous chapter discussed the findings derived from the semi-structured interview in chapter 4. The discussion used the literature review from Chapter 2 to support claims from the findings.

This chapter begins with the research summary of the findings in chapter 4 and discussion from chapter 5 along with the results of the research objectives. This chapter will also provide recommendations, limitations of the study and directions for future research.

6.2 Research conclusion

The research study was aimed to investigate what are the important motivation factors that could help to retain Generation Y and Z employees in mining company A in Laos. The semi-structured interview from the qualitative methods was employed to collect the data. The targeted participants for this research project were Generation Y, who were born from 1978-1989 and Z, who were born in 1990 onward and who all worked in mining company A in Laos. The research project, moreover, employed coding and thematic approaches for analyzing the data.

The key features of the findings are summarized and organised into the research questions and themes in the following sections:

6.3 Summary of the research findings

6.3.1 Research Question One:

What does the “retention program” mean to you?
Are you aware of the retention practices in your organisation?

Theme one: Meaning of Retention practices for Generation Y and Z.

Referring to research question one, it is aimed at understanding the retention and staff turnover of Generation Y and Z employees from mining company A in Laos. This question allows a researcher to collect the perspective data of these two generations regarding the importance of retention practice and the negative effect that the staff turnover could cause. From the outcome of the study, it indicated that participants in Generation Y and Z employees from mining company A have a similar understanding in regards to the retention practices and negative impacts of the employee turnover. The participants all confirmed that the retention program is essential for their organisation as the staff turnover means a tremendous loss of the organisation’s budget and time.
Moreover, the participants refer to staff turnover in relation to their company’s as a loss in budgeting and time in re-investing in the process of recruitment, employment and training new staff. The time that these participants mentioned, refers to the time that new members need in assimilating to the new working environment, learning new working processes as well as the coaching time required to learn the new job. Furthermore, high staff turnover may have a negative impact on the quality of products and services delivered by the company because of the loss of key knowledge, skills and capabilities (Courtney, 2017; Härtel & Fujimoto, 2015; Shahvazian, Mortazavi, Lagzian, & Rahimnia, 2016, Henderson, 2014). Apart from that, Generation Y and Z employees from this research project asserted that the retention practice is important in retaining the skilled workers to stay with the organisation for a longer time.

6.3.2 Research Question Two:
“What comes to your mind when it comes to retention practices in your organisation?”

Theme One: Cash Benefits-Cash-Out Annual Leave.

The research question two aimed to determine factors that Generation Y and Z view as an influencing factor to stay with the mining company A. From the outcome of the findings, seven participants argued that a significant factor that the Mining Company A practice, is the benefits that come in the form of a cash-out for annual holidays. The cash-out for annual leave is a practice where employees can accrue the leave they did not use throughout the year and this enables them to make the arrangement to cash out their accrued annual leave (Ahmad, Yei & Bujang, 2013). These participants view this retention practice as the most significant, unique and hence, is different from other companies in Laos. They also stated that they have a positive feeling about this retention practice. Some participants believe that these benefits can assist the firm to attract and maintain skilled employees and motivate the employees to stay with the company. With this practice, it could assist the employee to decide whether to stay or leave the organisation. The cash-out for annual leave has a huge impact on the company’s ability to recruit and retain the company’s skilled people to stay with the company (Slaytor, 2015).

Sub-question One: Are you familiar with the term Rewards System?

Theme Two: Rewards System

The findings from the sub-question one, found that all of the participants claimed that their organisation is practicing a reward system which includes both intrinsic and extrinsic rewards.
The intrinsic rewards refer to monetary reward such as fair salary, bonuses, motivations of the individual and group, stock and profits sharing. Whereas, the main extrinsic reward was recognition which is considered as a non-financial or non-monetary reward.

From the findings, the rewards system that the mining company A is implementing is not motivating Generation Y and Z employees to put more effort into working harder or use as a reason when considering to stay or leave the organisation. It is interesting to note that 8 out of 12 participants from all participants claimed that the rewards system that the company is currently using, is not the main motivational factor for them to stay with the organisation. While 3 participants stated that they have a positive feeling towards the reward that the organisation has provided them with (Perkins & Arvinen-Muondo, 2013). Hence, this influences them to put more effort into their work. Therefore, it can be argued that the reward system is not the main motivational factor for Generation Y and Z employees. From this outcome, the organisation has to monitor the effectiveness of the reward system in order to improve the retention system so that to match the needs of the employees (Lin & Lamond, 2014). It is also essential that the reward system can motivate and retain employees to stay working with the organisation (Reiss, 2012).

**Theme Three: Performance appraisal.**

Apart from the reward practice that participants mentioned above, four participants from Generation Y and two participants from Generation Z employees in mining company A also mentioned the performance appraisal as a reward system. The results of this research study revealed that the performance appraisal acts as a motivator for them to work with the organisation as was stated by 6 participants from this research study. On top of that, Generation Y and Z employees view the performance appraisal that the organisation practices, was fair and they have a positive attitude towards this retention practice. This is because the performance appraisal of the individual has been monitored and measured throughout the year, based on their actual performance and not from the line manager’s preference. On the other hand, the fairness of the assessment is considered as one of the motivators for most employees in mining company A. The practice is importance for the management in mining company A in terms of improving employee performance, as this method helps the organisation determine how to improve employee effectiveness. When employees believe that their performance has been judged fairly, it eventually influences them to trust and respect the assessment system that
the organisation is using. This can result in enhancing an employee’s performance (Hancock, Hioe, & Schaninger, 2018; Pichler et al., 2016).

6.3.3 Research question Three

“What are the external factor elements do you think that organisation could use to retain their generation Y and Z staff?”

Theme One: Learning, Training and Development.

The aim of this research question was to extract motivation factors that can motivate and influence Generation Y and Z to stay with the organisation for a longer time. The results of the study revealed that the most significant retention practices that the organisation can use to motivate its employee to stay is learning, training and development opportunities. 9 participants from this research project affirmed that the way that company values the knowledge of their employees, is the most significant practice. This value is demonstrated in the form of providing adequate training for their members which includes work and non-work related training. The direct work-related training includes in-house training such as job-rotation where the employee can have the training in other departments within the organisation and in the overseas mine sites (with other mine sites such as on sites in Australia and South America such as in Peru).

The non-work related training from the company, for instance, service excellence, English skills and emotional intelligence. The emotional intelligence training is the training where they were trained how to control their emotion when facing difficulties in both work and personal life. The training is the main factor that fosters them to stay with the organisation.

According to the literature such as Elnaga and Imran (2013); Ibrahim, Boerhannoeddin and Bakare (2017), a successful training program has a huge effect on employee’s motivation and commitment towards their organisation. For those organisations that do not have a proper training plan, its members will not have firm knowledge or ability to perform their day-to-day tasks. Moreover, enhancing employee knowledge and ability to perform their tasks better, not only supports an individual to accomplish their professional goals but it also supports a firm’s performance (Elnaga & Imran, 2013; Iqbal & Dastgeer, 2017). Hence, it can be stated that employees are the key for enhancing an organisation’s competitive advantage. The more a company supports its employee in regards to learning and training opportunities, the more its employee contribute their best to achieve the organisation’s objectives (Nel et al., 2017; Ibrahim, Boerhannoeddin & Bakare, 2017; Kuvaas & Dysvik, 2010).
Theme Two: Career planning and development

The results of this study also revealed that there are more motivation factors that can influence employees to stay with the organisation. 6 participants from 12 participants asserted that they are also looking forward to planning their own career pathway which they can project forward within the organisation they are working in. Career planning helps the employee to see how they grow in the organisation by setting their own career goals and designing their own pathway to undertake those goals, with the intention that this motivates them to stay with the firm for a longer period of time. A career plan starts from when employees indicate their desires, ambitions and capacity. On the other hand, the organisation’s responsibility is to identify its requirements, conditions and opportunities, in order to make sure that the training has been provided to match the employee’s career planning (Antoniu, 2010).

Adekola (2011) asserted that human resources are the most valuable resources of the company, and hence, supporting them with sustainable career development is a win-win situation for both companies and employees. In contrast, with ineffective career planning and development, the employee could feel frustrated and feel like they do not have an appreciation from the organisation (Antoniu, 2010). This results in the effected employees having a reluctance to stay due to demotivation and may persuade them to leave the company (Antoniu, 2010).

6.3.4 Research Question Four
“What motivates you to stay/work with a particular company?”

Theme One: Working Culture

This question was designed to investigate another facet of motivation factors that the Generation Y and Z participants may have missed or had forgotten to mention from the previous question. From the answers derived, a majority of the participants (8 out of 12 participants) affirmed that the working culture is the most important motivational factor that motivates them to stay with the organisation. The working culture that all participants in this research study referred to was a working culture where managers are willing to listen to ideas and opinions from the subordinates in order to improve the work procedures to accomplish the organisation’s goals. Regarding the literature, there are many authors such as Aswathappa
(2009), A (2013), Mohelska and Sokolova (2015), Choo (2013) and lastly Castro and Martins (2010) who support the idea that the working culture has a positive impact on an employees’ performance. The working culture is the combination of norms and values that guide employees in the organisation to know how to behave within and outside the firm and it glues the organisational employees together (A, 2013; Aswathappa, 2009; Tsai, 2011). This research study revealed that an organization’s culture has an important relationship with organisational effectiveness (Tsai, 2011).

**Theme Two: Performance Support**

Performance support is another factor that Generation Y and Z view as a motivation factor for them to stay with the firm. 6 out of 12 participants claimed that their organisation provides them with performance support, where they can seek help when they have issues in both professional and personal life. This means that team members and their organisation do not focus only on the professional performance but are also concerned about the personal life of the employee which they believe has an impact on their professional performance.

Based on the literature, Wang, Walumbwa, Wang and Aryee (2013) stated that the work culture that supports the performance of the subordinates is crucial. An enterprise that provides the support to their subordinates with understanding, and concern of their employee’s personal issues, are more likely to cultivate a harmonious relationship with their organisation. This support can enrich Organisational Citizenship Behaviour (OCB) and increase effective job performance. Furthermore, when managers or leaders of the team provide support, encouragement, trust-worthiness, a well-defined vision, being reliable, and have a capability to influence employees to accept them; this can boost employee’s job satisfaction (Wang, Walumbwa, Wang, & Aryee, 2013).

**Theme Three: Work Group Affinity**

From the findings, workgroup affinity is another motivational factor that Generation Y and Z employees focused when it comes to deciding to stay or leave the organisation. Half of the participants (6 out of 12 participants) of this research stated that the main reason for them to work with any particular organisation for a long time is the teamwork.
Having a good workgroup affinity will not only encourage employees to stay with the organisation but also helps managers to build high-quality teamwork results and within deadlines and budgets (Mohelska & Sokolova, 2015). In addition, having a good relationship within team members is critical and is considered a motivation factor in many different managerial positions and industries. For example, project managers, construction supervisors, quantity surveyors and administrators (Holmes, 2011). Some authors believe that team members feel like they are in a safe zone if they feel that they are a part of the team (Holmes, 2011; Kiselkina, Yurieva, Yagudin & Valeev, 2015).

In order to build a decent relationship with members, regular face to face communication, along with listening to their advice, feedback, concerns and complaints, are key to success in building a relationship with team members (Scully, 2014; Susskind, Odom-Reed, & Viccari, 2011). Teamwork is a major function within an organisation as the team has an ability to build or end the business (Susskind, Odom-Reed, & Viccari, 2011). However, the process of producing and developing a relationship with employees is an ongoing process and takes time and effort. Some participants added that in general we spend longer hours working than being at home (at least 8 hours per day), thus, the workgroup affinity is the main factor that motivates them to stay with the firm.

6.3.5 Research Question Five:
“What are your viewpoints on the current retention program?”

Theme One: Job Challenges

This question was aimed to extract what are the intrinsic rewards that influences Generation Y and Z employees to stay with the organisation. Intrinsic rewards refer to opportunities for growth, such as the type of work offered and being part of the decision-making process (Susskind, Odom-Reed, & Viccari, 2011). In addition, assuring that their interest is acknowledged. Intrinsic refers to the feeling that people have on things such as feeling valued, liked, loved, accepted, build contributions, make to help things better (Smith, Farmer & Yellowley, 2012).

The findings revealed that 8 participants (PY1, PY2, PY3, PY4, PZ1, PZ3, PZ4 and PZ5) or 66 per cent of the interviewees affirmed that their job challenges are an internal motivation
factor which influences them to stay with the company. Challenges are viewed by the employees as difficulties they have to overcome to learn and accomplish their tasks.

The employee who have a work passion, will always find the solutions to issues that they faced from their work. This drives the passion and challenges that they have towards their job. More importantly, employees who feel that their job is a challenge are more prone to be satisfied in their profession and less prone to leave the company for a similar position. According to the literature, numerous people favour to overcome difficulties to some degree, rather than experience the boredom or have an unchallenging job. A job without challenges is boring, unpleasant, distasteful or is a turn-off switch (Boxall & Purcell, 2011). However, the degree of work challenges needs to be challenging and interesting enough to perform but not much to be overwhelming (Atkin & Brooks, 2014).

Sub-question one: “Are you familiar with the term of the Employee Empowerment?”

Theme Two: Work Autonomy
This sub-question aimed to find out if employees in a mining company A have received work autonomy to do their task. The results illustrated that the mining company A has provided work autonomy to their employees in some degree. 10 participants asserted that by having some degree of work autonomy and roles stimulates them to work more effectively. They claimed that work autonomy assists them to work faster, as they have fewer procedures that require permission to perform their day-to-day task from the line manager or supervisor. Some participants stated that they feel like the management of mining company A is trusting and willing to support their employees through the form of giving them autonomy in their work.

Work autonomy allows employees to design and fore think how they want to perform their task in their own way. The autonomy includes making a decision on the work procedures, methods, speed and effort. This eventually helps an employee in innovation, decision-making and creativity (Wong & Laschinger, 2013, Barrenechea-méndez, Ortín-Ángel, & Rodes, 2016). Some authors such as Sumpter, Gibson and Porath (2017) and Pfeffer (2018) asserted that work autonomy is positively related to job satisfaction, work independently and with lesser hierarchical work processes. From the findings, the majority of the participants confirmed that working autonomously from their supervisor is the pivotal internal factor that influences them to stay with their organisation.
6.3.6 Research Question Six:

“What are the strengths and weaknesses of the retention strategy in your organisation?”

Theme One: Technology

The outcome of this research question was aimed to investigate the current retention program that mining company A practices and believes that they can use to motivate employees Generation Y and Z to stay with their organisation. The question tried to convey to the participants their thoughts about other motivation factors that they could think of. The findings revealed that a factor that plays a part in retaining Generations Y and Z employees to stay working in the company is the working system or technology. 9 out of 12 participants from both groups affirmed that the company has a proper working procedure and provides its employees with continuous improvement of their technology. The technology helps to support the work and this benefits the organisation and the well-being of its employees’ in terms of reducing stress and reducing the confusion of their work (Robbins & Judge, 2015).

In this current business world, technology is one of the organisation’s essential resources as well as people, time, expertise and budget. Therefore, organisations need to make sure that these resources are used in the best way (Capelle, 2013). Some participants also stated that “The technology system allows us to have more time to focus on other tasks” (PY3). From the findings, it is not surprising to know that technology is another motivation factor for Generation Y and Z employees. These two generations are trying to do everything to let their work move faster, in a better way and much easier even though they have to spend their own money investing in the software that they think will assist them with their work. Technology that comes with the automation is another facet of technology that these generations are looking for (Norman, 2017). The automation that results from new advanced technology can be implemented for the daily tasks in order to improve human’s work and assists people to be more capable and effective. Nevertheless, automation needs to be avoided if it replaces manual work that is thrilling, creative and safe to perform. More importantly, automation should not diminish the need for highly capable, and qualified people (Norman, 2017).

From the findings, the main motivational factors that can be used to retain Generation Y and Z employees in mining company A, are the extrinsic and intrinsic rewards. To ensure that the retention program is effective, it is dependent on the methods/approaches that are applied to
motivate employees. As a result, the researcher developed motivational factors that mining company A can use to retain its employees to stay with the organisation for a longer time. Firstly, the Extrinsic rewards include the financial rewards, development rewards and social rewards. Under the Extrinsic rewards, cash-out annual leave and performance appraisal are under the financial rewards section. Whereas, the development rewards consist of training and development, learning and career planning. Social rewards include organisational culture, performance support and work group affinity (see figure 6.1). Finally, the intrinsic rewards that includes job challenges, work autonomy and technology (see figure 6.2).

**Figure 6.1** as developed and shown in chapter 5: Extrinsic motivational factors that mining company A in Laos could use to retain their employees.

![Extrinsic rewards diagram](image)

Source: Developed by the researcher based on this research study.
Figure 6. 2 as developed and shown in chapter 5: Intrinsic motivational factors that mining company A in Laos could use to retain their employees.

### 6.4 Recommendations

In order to achieve competitive advantage, the organisation needs to develop and implement strategies that are effective. In order to implement the firm’s strategies, the company needs to ensure that they retain talented human resources to accomplish the goals. Retaining employees is the key challenge for Human Resource Management (HRM) practices. In attracting skilled people, mining company A needs to consider providing employees with adequate training and development opportunities, such as cultivating a working culture that helps to boost their performance and provide rewards that matches employee’s needs and to fit their motivation expectations. Based on the findings of this research, there are some issues that the management at mining company A can take into consideration to improve their retention program.

#### 6.4.1 Ensuring working culture match with the needs of Generation Y and Z employees

The results of this research study indicated that working culture such as being open for feedback, developing healthy relationships and having performance support practices in the organisation are the most important factors to retain or maintain skilled employees to stay with the organisation for an extended period of time. This is because mining workers spend more time working than staying at home. Thus, the working culture plays an essential role in cultivating their energy and motivation, in order for them to perform their task effectively.
Indeed, in accordance with the respondent’s answers, mining company A seems to be on track by having a good working culture, good relationships and performance support. However, in order to maintain these important factors and behaviours, the managerial level of a company has to ensure that the working environment is aligned with employee’s preferences, especially for Generation Y and Z employees.

From the findings, participants believe that having a good working culture that includes willingness for open feedback, giving support and building a good rapport within the workplace, can motivate them to stay working with the organisation. This is because they feel like they are part of the team, while everyone is willing to help one another to solve problems or create new ideas to improve the workflow.

**6.4.2 Adjusting rewards system to fit with Generation Y and Z employees**

Based on the findings of this research, monetary reward that mining company A is applying is ineffective. The majority of the participants stated that this practice does not motivate them to perform their best to achieve their goals. Some of the participants in this research did not know what criteria is needed to obtain motivation concerning their rewards, while some were not interested to know and were not enthusiastic or did not have a craving to be motivated by rewards. Some participants such as PZ2 and PZ4 asserted that their hard work being recognized or appreciate and the company provides them with a certificate is practical as they can use the certificate to as a referent for their future work. For instance, “The reward does not make me feel motivate to work, however, I prefer to have certificate so that I can use it when I apply for the new job” (PZ2). And “I haven’t received it. I do not know the criteria clearly; I know that it depends on the performance and we can vote for the others. But I’ll try my best. Recognition is a good thing, but it’s not the main reasons I push more effort on the tasks I have given. I just try my best to do it” (PZ4). This infer that money is not the main reason about the reward but the certificate, as they can use it for their future career when they need to apply a new job.

To address the rewards issue, the management team should consider adjusting their rewards policy to fit the employee’s needs and ensure that it is practical to motivate them to work effectively. According to literature, authors believe that rewards can help to motivate employees to put more effort in their work to reach their optimum levels and persuade the employees to stay with the organisation. Furthermore, the management should discuss with
their employees their needs and preferences, where rewards could motivate them to put forth their best efforts to obtain the rewards and this might be the main reason for them staying with this company.

6.4.3 Technology

Indeed, the technology that mining company A is applying seems to be more effective in terms of giving employee support regarding their work processes. 9 out of 12 of the participants from this research study affirmed that technology is the most crucial part in encouraging them to stay with the mining company A. Generation Y and Z are known as Net Geners or Dot Com Generation, therefore, there is no doubt that they would expect more from the organisation regarding the latest technology that they are using in the workplace. Furthermore, the findings disclosed the need to continually improve technology in order to improve the work flow. The new technology enhances the work process such as reducing time, lessening steps to process and it provides more accurate results.

For this reason, the organisations need to take new technology into consideration when planning the budget, especially for the Information and Technology section. The organisation needs to ensure that they are giving Generation Y and Z employees support on IT aspect. For instance, providing up-to-date software and hardware that helps them perform their work to achieve the best outcomes. This is due to the fact that it will help the organisation to retain Generations Y and Z employees to stay working for the organisation for a longer time. Not just passed the probation period or work for few months and leave the company. Simultaneously, boosting their work performance and promotions.

6.5 Limitations of this research and directions for future research

6.5.1 Limitations

There were some limitations of this research. Firstly, there was the delay in contacting the targeted company and receiving approval to conduct interviews. Due to the ethics approval process, the researcher could not contact the targeted company prior to receiving approval from the Ethics committee. Due to this, it delays the initial process of the data collection of this research project. Besides this shortcoming, the researcher had to wait at least five weeks for the Ethics approval from the ethics committee, before the researcher could forward the approval to the targeted company to make the necessary arrangements for the research to take
place in their organisation. Finally, the researcher had to wait another two weeks, to obtain the approval from the targeted company before the researcher could conduct interviews. To sum up, this delay has made a huge impact slowing down the entire progress of writing up in this research study. Apart from that, there was a huge change in the organisation’s management. Therefore, the interview was postponed from early October till late October and was finally finished by the early November.

Secondly, there was limited resources in general research articles related to retention practice that focused on retaining Generations Y and Z employees in organisations. Up until the present moment, none of the existing studies have developed the retention approaches that could be appropriate to the mining sector in Laos. For this reason, this research study would be far more effective if there were more similar researches conducted beforehand.

Thirdly, the results of this research could be bias because the sample size of this research is very small. Therefore, due to a very small sample size, this has affected the accuracy, reliability and validity of the findings in regards to the sample population studied.

### 6.5.2 Further research

This research study has investigated the retention practices in mining company A that other mining companies in Laos should employ and implement to retain their employees, especially, in Generation Y and Z. The future studies should include other mining companies in Laos where the retention approaches used in this study could be further analysed for their potential effectiveness and use in other retention programs in the mining industry.

The researcher suggests that to ensure the results of a future study regarding this topic to be more precise and reliable, the quantitative approach or mixed method should be applied. In addition, by increasing the sample size, this may also offer a deeper understanding and improve the validity of the results of the subjects that were being investigated in this research.

### 6.6 Summary

The resignation or the events leading to high staff turnover causes a huge negative impact on the company. The high staff turnover rate can often result in a massive loss of talent for the firm. When personnel leave, this shows that the company has lost extreme valuable assets not only skilled people but also time and money in order for the company to re-process the
recruitment, hiring and training to replace those talented personnel who have left. Staff retention plays an essential part in Human Resources Management (HRM), as it assists in preserving talented human resources in the organisation. As a result, staff retention is a main strategy in the HR department and it needs to avoid spending its surplus of the company’s capital on replacing staff unnecessarily, since talented staff are a scarce and valuable resource. Simultaneously, it should be keeping the skilled human resources to work for the organisation as long as possible, for the benefit of the organisation in achieving its goals (Costen, 2012; Gupta & Kumar, 2014).

This research project identified the motivation factors that employees in Generation Y, who were born in 1978-1989 and Z, who were born in 1990 onwards. The motivational factors that influence them to stay with the organisation includes Extrinsic rewards and Intrinsic rewards.

Those Extrinsic rewards involve financial, development and social rewards. The financial rewards include cash-out annual leave and performance appraisal, where the development rewards include learning, training & development and career planning. Lastly, social rewards consist of organisational culture, performance support and work group affinity. For the Intrinsic rewards include job challenges, work autonomy and technology and it’s important to Generation Y and Z. However, the drawbacks for mining company A when implementing an effective retention practice, were that rewards are not effective enough to motivate Generation Y and Z to work harder, or to motivate them to stay with the company on a long-term basis.

Moreover, the research revealed that there is another motivating factor that Generation Y and Z take into account when making a decision whether to stay or to leave the organisation. That motivation factor is technology. The technology that is implemented by the organisation plays an essential role in retaining Generation Y and Z employees to stay with the organisation. Therefore, the organisations need to ensure that latest technology is taking place in the workplace as well as keeping up to date in helping human resources to perform their job at their best.

The suggested retention program model for mining company A in Laos (as depicted in Figure 5.1, 5.2 and 5.3) has been developed by the researcher. These findings offer appropriate retention approaches to retain Generation Y and Z employees and that could be applied to the mining sector in Laos in order to motivate them to stay with the organisation. The researcher
believes that this retention model may help management in the mining sector in Laos to find some techniques to improve their retention program in order to reduce staff turnover at the present time and in the future.
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Appendices

Appendix 1: Labor Mobility by Industry

Appendix 2: Total Workforce Composition

2014 TOTAL WORKFORCE COMPOSITION

<table>
<thead>
<tr>
<th>FULL-TIME EQUIVALENT (FTE) EMPLOYEES AND CONTRACTORS</th>
<th>CENTURY</th>
<th>GOLDEN GROVE</th>
<th>ROSEBERY</th>
<th>SEPON</th>
<th>KINSEVERSE</th>
<th>EXPLOR’N</th>
<th>CORPORATE</th>
<th>DUGALD RIVER</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>826</td>
<td>559</td>
<td>449</td>
<td>3,044</td>
<td>2,402</td>
<td>241</td>
<td>579</td>
<td>123</td>
<td>8,222</td>
</tr>
<tr>
<td>Full-time</td>
<td>622</td>
<td>368</td>
<td>269</td>
<td>1,611</td>
<td>808</td>
<td>148</td>
<td>453</td>
<td>40</td>
<td>4,319</td>
</tr>
<tr>
<td>Part-time</td>
<td>0.6</td>
<td>0.8</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2.2</td>
<td>22.7</td>
<td>0</td>
<td>27</td>
</tr>
<tr>
<td>Casual</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>43</td>
<td>62</td>
<td>90</td>
<td>6</td>
<td>0</td>
<td>205</td>
</tr>
<tr>
<td>Contractors</td>
<td>203</td>
<td>188</td>
<td>177</td>
<td>1,390</td>
<td>1,532</td>
<td>1</td>
<td>97</td>
<td>83</td>
<td>3,671</td>
</tr>
<tr>
<td>Female ratio (%)</td>
<td>12%</td>
<td>9%</td>
<td>7%</td>
<td>16%</td>
<td>10%</td>
<td>23%</td>
<td>40%</td>
<td>35%</td>
<td>16%</td>
</tr>
<tr>
<td>Indigenous (%)</td>
<td>17%</td>
<td>2%</td>
<td>2%</td>
<td>N/A</td>
<td>N/A</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>National employee (vs. expat) ratio (%)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>94%</td>
<td>94%</td>
<td>90%</td>
<td>N/A</td>
<td>N/A</td>
<td>94%</td>
</tr>
<tr>
<td>Turnover (%) (Jan–Dec 2014)</td>
<td>28%</td>
<td>10%</td>
<td>10%</td>
<td>11%</td>
<td>6%</td>
<td>11%</td>
<td>17%</td>
<td>35%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Female ratio has been calculated excluding contractors (contractors were included in 2013). Indigenous employees are self-identified as Indigenous Australians and exclude contractors. National to expatriate (expat) workforce ratio (excluding contractors) is for Kinsevere, Sepon and Exploration. Turnover ratio does not include casuals or contractors. Data for Las Bambas is not included.
Appendix 3: Interview Question

Interview Question
Title: “an investigation into what are the important motivation factors that help to retain generation Y and Z workers in a mining company in Laos”

Introduction:
1. What is your position?
2. How long have you been working here?

I. Basic knowledge about retention program.
3. What “retention program” means to you?
4. Do you aware of the retention practices in your organisation?
   If yes, please provide some examples.
   If no, researcher could provide some example that commonly practice.
5. What comes to your mind when it comes to retention in your organisation?

II. The perspectives of the generation Y and Z on the retention program in general.
6. How important do you think to have retention practice in the organisation? Why or Why not?
7. What are the elements do you think that organisation could use to retain their generation Y and Z staff?
8. What is your perception of a good working environment in retaining employee in generation Y and Z?
9. Are you familiar with the term of the Employee Empowerment?
   If yes, what is your opinion about the term Employee Empowerment?
   If no, the researcher will explain briefly about the term.
10. Are you familiar with the term Rewards System?
    If yes, what is your opinion about the term Rewards System?
    If no, the researcher will explain briefly about the term.

III. The perspective of the generation Y and Z on the retention program in personal.
11. What motivates you to stay/work with a particular company? Please explain
12. What are your viewpoints on the current retention program? Please explain
13. What are the strengths and weaknesses of the retention strategy in your organisation? Please explain
Appendix 4: Information for potential participants

Information for potential participants

Title: “an investigation into what are the important motivation factors that help to retain generation Y and Z workers in a mining company in Laos”

My name is Paramee Keosouvanh, I am the researcher for this project. I am currently enrolling in a Master of Business program at Unitec Institute of Technology in Auckland, New Zealand. I’m seeking your help to participate in this research which is in partial fulfilment for the requirement of the Master program for the final year.

Aim: The primary aim of this project is to collect data to investigate the pragmatics of retention strategies in a mining company to investigate the motivation factors that help to retain generation Y employees, who were born between 1978-1989 and Generation Z employees, who were born between 1990 and later employed in the mining company in Laos.

What am I doing?
I want to find out motivation factors to retain the workers who are Generation Y and Z. Apart from that, I also want to find out the gaps in the current retention program that HR sector needs to take into account in order to improve the strategies to retain talented people to work for the company for a longer time. I aim to attempt to fulfil the gap in the literature on this topic. By taking part in this project you will help me to understand how important retention practice is in retaining human resources as a valued asset of the organization.

What it will mean for you
I would like to interview you and ask some questions. I would appreciate being able to interview you at a time that is mutually suitable. The interview will take about one hour to discuss about questions on the interview schedule. An audio recorder will be used during the interview and the
interview will later be transcribed by the researcher. After that, a copy of the transcript will be sent to participants via email to check and amend for accuracy as they consider appropriate. Your contribution will be treated confidentially and your comments will not be personally identified or reported back to your organisation. Your name and information that may identify you will be kept completely confidential. All information collected from you will be stored on a password protected file and only you, my supervisors and I will have access to this information.

The examined version of the thesis will be provided to all participants. It may be posted in the Unitec database (Research bank) which can be available for other thesis students for reference for their studies.

If you agree to participate in this study, please complete the consent form. This does not stop you from changing your decision if you wish to withdraw from the project. The withdrawal can be made at any stage of the project. However, once data analysis is underway (2 weeks following emailing transcripts to participants for verifying), while all efforts will be made to withdraw information from this participant, it may be impossible to remove all data due to the thematic analysis method used that will anonymously code the data into themes.

I hope that you will agree to participate in this research project and thank you very much for your consideration. Please contact us if you require more information or if you have any concerns.

**Supervisor** at Unitec, New Zealand, Mr. Alan Lockyer, telephone is +64 9 892 8608 or email alockyer@unitec.ac.nz

**Researcher**: Ms. Paramee Keosouvanh, Tel: (Lao Mobile Number): +85620 5597 1481, Tel: (NZ Mobile Number): +64 21 0266 2072
E-mail: pakapongnao@gmail.com

**UREC REGISTRATION NUMBER**: (2018-1050)

This study has been approved by the UNITEC Research Ethics Committee from (01/09/2018) to (01/09/2019). If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretary (ph: 09 815-4321 ext 8551). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.
Appendix 5: Participant Consent Form

Participant Consent Form

Research Project Title: “An investigation into what are the important motivation factors that help to retain generation Y and Z employee in a mining company in Laos”

I have had the research project explained to me and I have read and understand the information sheet given to me.

I understand that I don't have to take part in this research project and I can withdraw my data anytime that I wish. I understand that after the interview, I have the right to see and change or remove anything from the transcript. However, once data analysis is underway (2 weeks following emailing transcripts to participants for verifying), it may be impossible to remove all data due to the thematic analysis method used that will anonymously code the data into themes.

I understand that everything I say is confidential and none of the information I give will identify me and that the only persons who will know what I have said will be the researcher and their supervisor. I also understand that all the information that I give will be stored securely and password protected on the computer of researcher for a period of 5 years. The examined version of the thesis will be provided to all participants in digital form. It may be posted in the Unitec database (Research bank) which can be available for other thesis students for reference for their studies.

I understand that my discussion with the researcher will be audio recorded and transcribed.

I understand that I can see the finished research document.

I have had time to consider everything and I give my consent to be a part of this project.
Participant Name: ............................................................................................................

Participant Signature: ................ Date: ..............................................................

Project Researcher: .................. Date: ..............................................................

UREC REGISTRATION NUMBER: (2018-1050)

This study has been approved by the UNITEC Research Ethics Committee from (01/09/2018) to (01/09/2019). If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretary (ph: 09 815-4321 ext 8551). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.
ระบบยืมยมองสําหรับผูเข้าร่วม

ติ๊บบังคับดังนี้:

“ทบทวนความรุ้รู้ด้วย ปิดใจสําหรับภารกิจดูจิตอยูอยู่กูผูกตะขอ ทีพายได้บีบสิ่งสุก
ถิ่นทะนอมนะ สมบัติธรรมสม.alibaba ลูนอย (Generation Y) และ ลูนเจ๊ก (Generation
Z)”

ผูเข้ารับยืมยมองรุ้รู้บีบสําหรับนี้ ยืมยออกอยู่ และ เท่าใจยืมยมองรุ้รู้อย.

ผูเข้ารับยืมยมอง ผูเข้ารับ ปิดใจสําหรับอยู่กูเผาะยังใจ และ ผูเข้ารับสําหรับทุบให้ก.BadRequest.
ผูเข้ารับยืมยมอง ผูรักทุนสําหรับ ผูเข้ารับสําหรับในทุนสําหรับ และ ปัญหาจํ๊ก หี ดี
ยืมยออกฉันสําหรับ. แต่ดูกันอยู่ยืมย Outlook ทําให้มีการผู้ใช้ (2 ผู้ให้ผูรูจกลงผู้ใช้ยินสําหรับ)
ทําทุบยืมยมองยุคยุคสิ้น ผูเข้ารับสมบัติยืมยออก ปลุกผูรูง ยืมยออกที่นิยมสําหรับเนื้อเกี่ยวกับ
แต่ในปีเกิบยุคยุคหลัง.

ผูเข้ารับยืมยมอง ทุกสิ่งที่เกิดขึ้นไปจะเปิดทางวิธี และ จะยับสะทอนยืมยมองผูรูจกลงผูเข้ารับ. มีมรุ้ง
ทูตมัน และ มีผูผีชี้ทับยืมยมองผูเข้ารับ. ผูเข้ารับยืมยมอง ผูรักยุคยุคสิ้นที่ผูรูจกลงผูเข้ารับ. ที่ผูกใจ
อยู่ภายในทุกสิ่งที่เกิดขึ้นผูรูจกลงผูเข้ารับ 5 ปี ทําผูรูจกลงผูรูจกลงผูเข้ารับ. สมบัติธรรมสม.alibaba ผูเข้ารับ
ยิ่งออกมาจะยืมยมองผูรูจกลงผูเข้ารับ. มีบําททางผูรูจกลงผูรูรุ้รู้ผูรูจกลง Unitec (Research bank)
เพื่อยืมยมสําหรับตามที่ให้ เนื่องใน ปีเกิบยุคยุคทางทุนสําหรับยึด
อย่างสําหรับสิ้นทุนสําหรับ.

ผูเข้ารับยืมยมอง ทบทวนทุกสิ่งที่ผูรูจกลงผูรูจกลง และ แปลเป็นอักษร.
ผูเข้ารับยืมยมอง ผูเข้ารับ สมบัติธรรมสม.alibabaสั่นสําหรับ.
ผูเข้ารับยืมยมอง ผูรักทุนสําหรับ ผูกใจผูรูจกลงผูเข้ารับ.
ผูเข้ารับยืมยมอง ผูรักทุนสําหรับผูกใจผูรูจกลงผูเข้ารับ.

ติ๊บบังคับดังนี้...........................................................................................................
Appendix 6: Organisational Consent Form

Organisational Consent Form

I………………………………………………………………………………………………………………………………………………

…(name and position) gives consent for Paramee Keosouvanh to carry out the research in this organisation as discussed with the researcher.

The Consent is subject to the approval of research ethics application no. ………………… by the Unitec Research Ethics Committee and please see a copy of the approval letter as the attachment.

Signature:…………………………………………………………………………………………………………………………

Date:……………./……………./………………………….
សំណេរការ

(នឹងថ្មី) មានរយៈពេល និង មានរយៈប្រព័ន្ធពីបច្ចើន នៅពេល ត្រូវបានប្រការកើតឡើ

ពីពេលណាមួយ ...............................

(នឹងថ្មី នឹងថ្មីសំរាប់) អំពីប្រការប្រសិទ្ធភាព

នៅឆ្នាំដែលបានប្រការកើតឡើ ..........................

(នឹងថ្មី នូវប្រការសំរាប់) អំពីប្រការប្រសិទ្ធភាព

តាមរយៈពេល និង រយៈពេល បានប្រការកើតឡើ រយៈពេល 2018-1050

អំពីឈ្មោះ និងតំណាងរាជធានី និងសមាជិក (Unitec Research Ethics Committee) និង

លោក/លៀង ប្រការកើតឡើ ក្នុងការប្រការកើតឡើ ។

លោក/លៀង

ឈ្មោះ: ............................../ ............................../ ..............................
Declaration

Name of candidate: Ms. Paramee Keosouvanh

This Thesis/Dissertation/Research Project entitled: “An investigation into what are the important motivation factors that help to retain Generation Y and Z employees in a mining company in Laos” is submitted in partial fulfillment for the requirements for the Unitec degree of Master of business

Principal Supervisor: Prof. Alan Lockyer

Associate Supervisor/s: Dr. Maryam Mirzaei

CANDIDATE’S DECLARATION
I confirm that:
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- The contribution of supervisors and others to this work was consistent with the Unitec Regulations and Policies.
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Research Ethics Committee Approval Number: 2018-1050 Keosouvanh

Candidate Signature: ........................................ Date: 13/06/2019

Student number: 1478357
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ORCID number (Optional): ..........................................................

Full title of thesis/dissertation/research project ("the work"): An investigation into what are the important motivation factors that help to retain Generation Y and Z employees in a mining company in Laos

Practice Pathway: Business

Degree: Master of Business

Year of presentation: 2019

Principal Supervisor: Prof. Alan Lockyer

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