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Training Method Transformation for Millennials Employees

Nazarudin Bujang[1,*], Mahaletchumi Paramsivam[2], Yosza Dasril[3,], Azizi Basar[4]

[1,2]Department of Business Management, Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, Parit Raja, 86400 Batu Pahat, MALAYSIA

[3]Department of Postgraduate, Universiti Tun Hussein Onn Malaysia, Parit Raja, 86400 Batu Pahat, MALAYSIA

[4]Centre for Language Studies, Universiti Tun Hussein Onn Malaysia, Parit Raja, 86400 Batu Pahat, MALAYSIA

*Corresponding Author Designation

Abstract: In the next decade, millennials employees will make up more than 50 percent of the workforce population. It is very essential for the employers to understand the characters of this generation and figure out ways on how to integrate, train and develop them which will enhance organization performance. Lack of loyalty and job-hopping are negative stereotypes surrounded millennials employees. This research is intended to determine the compatible training methods for millennials employees which will enable them to contribute effectively, integrate and add value to the organization. Quantitative survey and analysis was conducted involving 110 millennials employees who are working in Oil and Gas industry in the state of Johor. The most compatible and preferred training method was online training followed by micro learning and virtual training are the key findings. The outcome of this research is valuable for organization to plan their training programs for millennials employees and it is highly applicable currently as the whole world is coping with Covid-19 pandemic issues which restricted face to face and conventional training methods.

Keywords: Millennials Employees, Training Methods, Online Training, Micro Learning, Virtual Training

1. Introduction

Millennials generation are those who were born between the year 1980 and 2000. They are now entering the workforce in huge numbers. In the next decade, they will make up more that 50 percent of the workforce population (Deloitte 2019). There are many negative perceptions and bad stereotyping associated with millennials employee, such as lack of loyalty, job-hopping, inflexibility and they were labelled as the people who are difficult to deal with. Organizations could not run away from dealing with millennials employees because they are the generation of the future. According to an extensive study done on millennials, financial rewards was the main reason for the millennials to switch jobs but training and development opportunity followed closely at the second place (Deloitte 2019).

Training is an organized procedure by which people learn knowledge and skill for definite purpose. It refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization (Rafael Solis 2017). Successful training and development program would assist the strategic requirement of the organization and also satisfies the individual needs of the people who are working in the particular field. Nowadays, training program for millennials employee has becoming a serious issue and it has a significant impact on the organization. Training program is a must for millennials who has just joined the organization because they limited experience in their working field. Training program will act as a catalyst and provide strong foundation to lead millennial employee towards success. Moreover, in order to help millennials employees strengthen their skills, the organization should implement the effective training program. According to Meola (2016), it is crucial for any organization to conduct training program for the newly joined millennials employees as it is important to maintain the company's performance and necessary in every organization in order to avoid any misleading activity in the future.

Training program is essential in a high-risk industry like Oil and Gas. This industry provides many job opportunities especially in the state of Johor, Malaysia. A well trained worker is the one who can produce a good quality of work in this industry and create a better working environment. Training program offers knowledge to the millennials employees about the opportunity to acquire necessary competencies in developing themselves within the Oil and Gas industry working environment. Training program held in this industry also ensures their business runs smoothly with quality workers generated quality products and services. Training program opportunities provided in Oil and Gas Industry is considered as beneficial investment for the future of their employees and also to ensure their safety.

Oil & Gas industry continues to be one of the main contributors to the nation Gross Domestic Product (GDP) despite reduction of global crude oil prices. This sector contributes between 20 to 30 percent of Malaysia's GDP and it remains as the critical sector in the economy. There are about 3,500 oil and gas (O&G) companies operate in Malaysia, consist of both local and international (DOSM 2019).

1.1 Research Background

Company spent huge amount of money on training and expect return on investment in term of employee good performance. Training design is an attempt and exercises conducted by organizations to equip their workforce with the specific attitudes, knowledge and practice. Career development opportunities and challenging meaningful work assignments are perceived to be more critical to millennials employee compared to life-long employment (Ramli & Soelton 2019). They tend to choose organizations that continuously develop their skills and knowledge, but at the same time prefer to keep control of planning their own careers. Human Resource departments should plan and provide

opportunities for challenging assignments, job enrichment, and even international projects. In addition, providing ongoing training, consistent frequent feedbacks as well as recognition of individual achievement are the key factors that drive millennials employee engagement and retention (Ramli & Soelton 2019). In general, organization that is less bounded by strict top-down hierarchies and training programs, will find it easier to hire millennials employees. According to Jevana RJ (2017), numbers of previous studies have proven that there is a strong positive relationship between human resource management practices and organizational performance. Besides, training is an indispensable strategic tool in improving employee's performance and companies spent huge budget to earn competitive edge and the results indicated strong relationship exists between training and employee's performance.

1.2 Problem Statements

The pace of changes in today's workplace has an impact on millennials employees where they are not able to perform at their best ability in the respective companies at the beginning stage of their working period because lack of training program provided for them. Effective training has been the main problem for the employees and the issue is magnified among the millennials workforce (Jevana RJ 2017). Millennials employees commonly are lack of knowledge and practical experience compared to senior workers at the company and they will face difficulties to perform job tasks which they are not familiar with. Besides that, millennials employees are not able to handle work under pressure when they are not equip with sufficient technical know-how and skills. Training program plays a major role to enhance millennials employee's performance especially in Oil and Gas industry which is categorized as high risk working environment.

Cost and effective training methods are the major concerns for employers. In addition, employers are reluctant to invest on training programs for millennials employees who are not willing to commit on long term employment (Meola 2016). Insufficient and ineffective job training lead to long-term effect on millennials employee's performance at workplace and it post serious consequences because the risk is much higher in Oil and Gas industry. The risk of injury or accident in Oil and Gas industry is more crucial and often occurs due to lack of exposure to the millennial employees on how to handle critical and unexpected situations.

1.3 Research Objectives

(i)   To identify the training methods compatible for millennials employees.
(ii) To determine the effective training method in Oil and Gas industry.
(iii) To determine the relationship between training methods and millennials employees.

1.4 Research Scope

This research was mainly focused on millennials employees who are between 23 to 38 years of age. Oil and Gas industry has been chosen for this research to study the training method implemented for millennials employees. The Oil and Gas company located at Pasir Gudang, Johor is a very successful and dynamic conglomerate with major interests in Oil and Gas, plantations, oleo chemicals and properties. It is a long established leading player and has diversified business operations with a total of 600 employees.

1.5 Significance of the Study

Training is an important element in enhancing Millennials employee work performance at workplace. Training program contributes to the individual development, job satisfaction and career progress of the employee, which then motivates them to work harder for the organization (Glazer *et al.,* 2019). This research is valuable for human resource management department in the company in

order to design suitable training programs and methods for millennials employee. Changes in technology and organization practices trigger the need for employee training and development and it is a continuous learning process throughout their career in the organization.

One of the greatest benefits of the focus on millennials is that the learning and development community is coming to grips with the fact that some traditional approaches have not been working (Jevana RJ 2017). The truth is that they were ineffective long before millennials joined the workforce. Millennials value flexibility in their work schedule and their ability to choose when and how they work (Rafael Solis 2017). They are the technology savvy generation that growing up during the midst of digital technology transformation and they are well aware of the capabilities of new technology and trends.

2. Literature Review

Millennials have high expectations and hopes in their careers as well as the training that they will go through. Millennials are not the perpetual-children they are often made out to be. They have their version of adulthood that is relevant to their generation, and this includes making time for friends as well as balancing with the work life (Ramli & Soelton 2019). They want to discover ways to fit all these things into their lives and make their lives easier to manage. They are more likely to engage in training if it is designated with the adaptation of latest technology. Millennials preferred having information at their fingertips which means the access to on-demand knowledge is the prominent key for any modern training strategy. Millennials are eager to access the latest technology therefore, training program that will be designed for them need to have the implementation of latest technology and it should be easily access (Michael Rendell 2011). Millennials are known as the generation that has grown up with modern and upgraded technology and effective training method is important to ensure their work performance.

2.1 Concept and Training Theory

There is no doubt that an effective training method will significantly boost millennials employees work performance and encourage them to improve their skills. Training method design is a sensible attempt and exercises carried out by organizations in order to equip their employees with the required attitudes, essential knowledge, and right practices with the goal to complete their expectations and tasks adequately and productively (Jevana RJ 2017). In today's world which is continuously change, leaps are exponential and gaps may become impossible to recover. It is obvious that theoretical knowledge is essential but training arises as a value added alternative to the academic education. Millennials who join workforce as fresh graduates is encourage to grab the opportunity to acquire the necessary competencies to further develop them within the business environment. The astonishing pace of technology development, the speed in which modern society is evolving has resulted in the need to grow up much faster for the young generations (Rafael Solis 2017). This reality requires young individuals to have an early connection with the business environment thus creating the conditions to approach from new perspectives. Moreover, one can observe that most of the young individuals has no longer had the necessary motivation to acquire information and gain competencies through traditional training method approaches. Nowadays most of the employees, millennials included are eager and driven to learn new knowledge and skills so that they can take up new roles and responsibilities which provide career advancement opportunities (Mengjun Chen 2014).

2.2 Training Method

Training method is essential for the millennials employee because along with the need to appeal millennial workforce, many companies were still conducting outdated training program that is less

effective for the current generation (Meola 2016). The content and delivery methods implemented are no longer relevant to any employees, even the senior ones. Transforming the training method and transitioning it to the new technology-based method of training program is required but it can be time consuming and complicated task particularly when millennials employees have difficulty to understand where to start. Most importantly, the flexibility and choice in working period are good for all range of workers, not just millennial. Meanwhile, it is better for the older workers to take a course on their work computer where they can receive extra help if needed from the latest training method once they understand how it works. They will also enjoy the ability to be able to learn on the go and can access information anytime at their fingertips (Rafael Solis 2017).

2.3 Online Training

Online training naturally requires a computer and other electronic gadgets. Building up an online connection through training design for millennials employee is essential in learning platform and environment at workplace (Rafael Solis 2017). Engagement in online training by millennials employee is considered as more welcoming and has consistent feedback. Millennials prefer to access information quickly and are able to read it anytime or anywhere. Online training will increase their involvement in workplace as they can obtain information as soon as possible and they won't be left out by other experienced employees. Online training is easier and more convenient compared to face-to-face training that will consume more time and might not be suitable for the current generation, as they always prefer the use of the latest technology in teaching and learning process. Addressing the millennials with their preferred methods will improve the effectiveness of the training programs and resulted in improved work performance. Online training needs more attention and organizations have to understand on where and when the technology is needed in some training areas (Rafael Solis, 2017). Online training is the process of knowledge transfer that occurs through the internet, which can happen from anywhere in the world to specific audiences who choose to learn a particular subject matter. Professionals who excel in a particular field choose to teach and train the employees who are willing to take up online training. Notes in PDFs, Word documents, video tutorials, and assessments are given as a package with the training modules, therefore it would help millennials employee to learn faster and easier. Companies should continuously offer training programs through online courses to develop capabilities on new concepts and new technologies.

2.4 Micro-learning Training

Micro-learning has becoming more popular and gaining a lot of attention lately, especially for work-based and corporate training for millennials employees. Basically, it integrates and contains features of mobile learning and micro-learning to provide small learning units and short-term learning activities (Minimol *et al.*, 2012). Micro-learning helps millennial employee to achieve a specific objective and makes business contexts valuable by providing the right amount of information required. Micro-learning based training method will help millennials employees to enhance their motivation in terms of competency, relatedness and autonomy. Millennials employee can obtain learning satisfaction compared to paper based training. Micro-learning courses assisted trainees to understand and retain information through the combinations of attractive images, videos, legible fonts, movie clips and animated descriptions. Moreover, real-life examples and applications are provided to better demonstrate and explain the concepts. Delivering information and content in a well-crafted and creative methods would lead to better understanding of learning content compared to the traditional way of taking notes with pen and paper and face-to-face instructor-led training where speech is considered as the major medium of communication.

2.5 Virtual Training

Virtual training can be defined as a visual connection via shared website or collaboration software program. Participants are separated by physical distance and yet they are able to see one another on a video screen. The use of virtual reality training for millennials employee has the potential to significantly reduce training costs. Providing a training program using virtual reality technology can ensure a safe and positive working environment for millennials employee. Virtual training provides flexibility to the students as they can skip the part that they have already mastered (Vuopala *et al.*, 2016). Alternatively, they can use this time for more important tasks and moves on quickly to learn the next lesson. The classroom training, on the other hand, focuses on equal training for all the students in general without considering the needs of each individuals. It also involves the entire group to participate in a discussion which can help them in getting and processing latest information. However, both the training options offer the opportunity to practice their new working skills through hands-on exercises.

2.6 Millennial Employee Characteristics

Millennials have their own version of adulthood that is relevant to their generation, and this includes making time for friends and experiences as well as work life balance. They want to discover ways to fit all these things into their lives and make their lives easier to manage. Based on survey done on millennials employees, 90% of them agreed that policies that promote a good work-life balance, is considered as one of the best factors about their job (Michael Rendell 2011). Furthermore, they agreed that good work-life balance is important to ensure job satisfaction among them once they are employed. Millennials are more confident and highly ambitious and this is reflected in term of their priority when seeking a new job position. A clear path for career growth, competitive rewards and benefits and technology are the key features which attract professionals of millennials generation. They are more likely to engage in training if it is designated with the adaptation of latest technology (Rafael Solis 2017). Millennials prefer to have information at their fingertips, so access to on-demand knowledge is the key for any modern training strategy.

2.7 Technology Savvy

Prior to digital technology revolution, online training and e-Learning require internet access, registration process, followed by a user log in page, however since browsers are available on smart phones, tablets, and laptops, online courses are ubiquitous and can be configured to all types of devices. By looking on their traits and understanding the patterns on how millennials were raised, it would help the employers to recognize what they want from their careers (Michael Rendell 2011). Coaching, which can be a simple email or a brief conversation, is enough to keep them on track and engaged. Collaborating as a group and clearly defining objectives and deadlines are another aspects that should be considered in order to deal effectively with millennials. Since they were raised with structure and measuring systems, they expect to have the same environment in the workplace and they demand a workplace that are comfortable, flexible, and positive environment which enable them to collaborate and contribute effectively. Essentially, organizations and managers must set up a culture of work-life balance, provide regular feedback, maximize the use of new technology, support career growth, competitive salaries, and be socially conscious in order to attract this millennials generation (Deloitte 2019). Furthermore, their entrepreneurial mindset triggers them to lookout for opportunities to climb the corporate ladder, even if they have to resign from their current roles in the company.

2.8 Quick Learner

In the fast-changing world, almost everything is readily accessible at fingertips. Employees can train and learn better and faster through downloadable online notes, online support, online interaction, training videos that can be replayed, and assessments that can be taken anytime during the course. In

contrary, conventional methods such as physical copies of books, notes, and professors to handle courses, traditional software training courses require much higher cost for certifications and course completion. Nevertheless, e-Books and e-notes are saved permanently in hard drives when it comes to online training. Training completions and certifications are provided online, in printable format that can also be shared on social media account and job-posting websites. Unlimited access and view for reference videos, course materials, and examination scores are saved. In terms of cost, online courses are extremely cost-effective and can be utilized efficiently by companies. Millennials were growing up in a dynamic and technology-driven environment and it is practiced prominently in education. The role of a teacher has shifted to someone who facilitates learning and the popular buzzwords in the millennials learning environment are personalized learning, self-paced learning, digital fluency and collaborative learning (Meola 2016).

2.9 Time Flexibility

Technology continuously demands for newer updates and faster systems and this can only be achieved through continuous training and learning. Working from 9 am to 5 pm job and pursuing courses at the same time may seem tiring to the employees when they have to go to a training center after work. Most of the time, going to the training center may somehow occupy their personal time with the family and worst case it normally ruining their weekend. On the other hand, online training courses can be taken anytime, anywhere and anyplace as long as there is an internet connection. In fact, sitting on your couch, listening to audio or watching video files while travelling to and from work or making time during coffee breaks at work are some of the ways online training courses can be taken up. This ensures the flexibility in time management and it is also very convenient.

3. Research Methodology

3.1 Research Design

In this study, quantitative approach is used as the main methodology to collect and analyse the data. Quantitative method is considered as a logical technique and its grounds and findings can be distinguished in positivist worldview. This technique includes crisp information gathering in agreement to the issue from substantial populations, analysing the information and measure it through the activities and conclusions which encourages the researchers to depict the information rather to translate the information. Research can be defined as a measured and sorted out exertion to examine a particular issue with intention to provide a solution to problem (Sekaran & Bougie 2016). Consequently, research outcome is to produce new learning, creating hypotheses and validate proof to a specific problem. Quantitative method used in this study involved data collection at the targeted population and data analysis which was in the form of Lickert scale numerical value. The collected information and results that is obtained from the survey respondents, together with the literature review were analysed in order to achieve the objective of this study.

3.2 Population and Sampling

The population of this study was focused on the millennials employees with minimum of 2 years working experience at Oil and Gas Industry in Pasir Gudang, Johor. Judgment sampling was chosen whereby researcher utilized claim judgment to select a gathering of individuals who are relevant and associated with the issue. Judgmental sampling is also called as purposive examining due to the fact that it includes a specific reasons. This type of sampling method is accommodating and more cost effective (Hamed Taherdoost 20156). In this study, purposive sampling is deemed to be more suitable because in this study it involved the specific group sample of millennials employees who work in Oil

& Gas company. Purposive sampling was selected based on the characteristics of the population and the objective of the study.

3.3 Data Collection Instrument

Data collection instrument is a method of data acquisition for the research study. Questionnaire was used as data collection instrument in this study. Data collected from the questionnaires and simulation model were utilized to accomplish the objectives of this study. In this study, survey questionnaires were divided into two sections, which includes demographic background in section A followed by training method in section B.

Primary data is a type of data that is collected by researchers directly from the main sources and gathered for the particular research issue, utilizing the right techniques that fit the examination issue. The main focus of the questionnaire was to obtain the data related to training method by conducting cross-sectional survey. The distribution of questionnaire was assisted by company officer who directly approached the population respondents. Primary data also provide first hand testaments or explicit information concerning a subject. As a result, a survey method such as questionnaire is used to collect the primary data as it is simpler, efficient and cost effective compared to other methods. Moreover, the used of questionnaires allow researchers to analyse the information or data on hand productively and efficiently due to its traceability. Data analysis is a process of evaluating data using analytical and logical reasoning to examine each component of the collected data. The data was analyzed to establish whether the study achieve the research objective.

3.4 Correlation Analysis

Correlation analysis is a term used to indicate the affiliation or connection between two or more quantitative factors. This assessment was on a basic level dependent on the presumption of a straight line connection between the quantitative factors. Similar to proportions of relationship for double factors, it quantifies the 'strength' or the 'extent' of a relationship among the factors and also its bearing (Gogtay *et al.*, 2017).

In summary, the training method preferred by millennials employees is identified and the required data collected from Oil and Gas company via questionnaire distributed. Descriptive analysis was used to determine the type of training method and then correlation analysis was used to determine the correlation existence and strength between training methods for millennials employees.

4. Results and Discussion

110 completed questionnaires were collected from the millennials employee respondents. This research had critically studied and reviewed the collected data that has been distributed to the respondents from Oil and Gas Industry at Pasir Gudang, Johor industrial area. The data was processed and analyzed using Statistical Package for Social Science (SPSS) to answer the objective of this research.

4.1 Reliability Analysis

The Cronbach Alpha Reliability test is used to gauge the internal consistency approach for each item of the scale in the instrument of the study. In this study, Cronbach's Alpha is used to evaluate the reliability for both dependent and independent variables. Measurement for strength of coefficient is poor when the reliability is between the range of 0.5 to 0.6. The range that is considered to be acceptable is between of 0.6 to 0.7. While those range exceeded 0.7 indicates good coefficient strength and Alpha value which exceeded 0.9 indicates as excellent.

Table 1: Reliability test results

Reliability Analysis	Total No of items	Cronbach's Alpha	Number of respondents, N
Millennial Employee	5	0.689	15 (Pilot Study)
Training Method	15	0.705	15 (Pilot Study)
Millennial Employee	5	0.724	110 (Actual Study)
Training Method	15	0.701	110 (Actual Study)

Based on Table 1, the Cronbach's Alpha value for the pilot study of Millennials employee is 0.689 and 0.705 for training method. The value obtained from the pilot study is considered as acceptable reliability result. Whereas, the Cronbach's alpha value for the millennial employee and training method for actual study are above 0.7. It indicated that the data obtained for this study has acceptable level of consistency and reliability.

4.2 Correlation Analysis

Table 2 shows the coefficient value and correlation strength to measure the strength of the relationship between two variables. The results indicate Online Training has moderate correlation while Micro Learning and Virtual Training has a weak correlation coefficient. Comparing between the three factors, Online Training has the strongest positive correlation relationship.

Table 2: Correlation analysis

Millennial Employee	Coefficient Correlation	Online Training	Micro-Learning Training	Virtual Training
Technology Savvy	Spearman Correlation	0.411**	0.301	0.233
Quick Learner	Spearman Correlation	0.442**	0.334	0.294
Time Flexibility	Spearman Correlation	0.445**	0.328	0.304

4.3 Regression Analysis

Multiple regression analysis was carried out to examine the significance level impact of Online Training, Micro-learning Training and Virtual Training factors on millennials employees. Table 3 shows all the independent variables are significantly impacting the dependent variable with p value of <0.05. Online Training factor was the most significant factor, followed by Micro Learning and Virtual Training.

Table 3: Regression analysis

Model 1	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	t	Sig
Online Training	.265	.044	.472	5.965	.002*
Micro Learning Training	.336	.124	.214	2.717	.007*
Virtual Training	.147	.110	.087	1.346	.010*

Model 1		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.930	19	.470	2.560	.002[b]
	Residual	16.525	90	.184		
	Total	25.455	109			

5. Conclusion

The objectives of the study to examine training method for millennials employees have been achieved. The study has proven that technology based training has been implemented at the workplace and the Human Resource Management in the company has played an important role in designing training method for millennials employees. Based on the findings, Online Training is the most suitable and preferred training method for millennials employees at the workplace. It has the highest mean in descriptive analysis, strongest positive correlation relationship and the most significant factor compared to Micro Learning and Virtual Training factors. This result is consistent with the previous study carried out by Jia Wang (2018) who stated that building online connection through training design for millennial employee is essential in learning platform and environment at workplace. Millennial engagement in online training is considered more welcoming and has consistent feedback. They preferred to take in information quickly and able to read it anytime or anywhere. Online training will increase their involvement in workplace as they can obtain information as soon as possible and they would not be left out and marginalized from more experienced employees. Addressing millennial needs and train them using their preferred learning methods was proven to have a significant impact in improving their work performance (Rafael Solis 2017). Millennials employees are more likely to engage in training if it is designated with the adaptation of the latest technology. Online training is easier and more convenient compared to face-to-face training, which will consume more time and not suitable for the new generation. Micro-learning based training design will help to enhance millennials employee motivation in terms of competency, relatedness and autonomy.

The outcomes of this study provided valuable information to Training Department of any organization that employs millennials employees. It highlighted the value and guidance in designing suitable training programs and the importance of using latest technology. These findings are also valuable and significantly relevant considering the current impact of Covid19 pandemic, which requires physical and social distancing standard operating procedures.

Acknowledgement

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